Nationally Recognized Corrections Official to Keynote Annual Dinner

When Dora Schriro spoke to the Shear Fellows at the 21st Century Leadership Academy ten years ago, she was given a small Institute-emblazoned business card holder as a token of appreciation.

A more appropriate gift—or at least more prescient—would have been a hardcover copy the Dr. Suess classic: Oh The Places You Will Go.

Schriro was the Director of the Missouri Department of Corrections in 2000, the first—and to date, only—woman to hold the post. She came to the Leadership Academy to participate in a panel discussion about influencing policy as an appointed official.

Oh, the places she has gone.

Schriro left Missouri for Arizona where she served six years as Director of Corrections, again the first woman to lead the agency. She arrived at her current position, Commissioner of the New York City Department of Correction, by way of the Department of Homeland Security, where she served as Special Advisor to Secretary Janet Napolitano on Immigrations and Customs Enforcement and Detention and Removal. She was also Director of the Office of Detention Policy and Planning for the Department. In that role, she directed work on the Department’s plan to overhaul the nation’s immigration detention system. The Department released the report and its plans for reform in October, 2009.

As Commissioner, Dr. Schriro directs New York City’s 13,500 inmate jail system. A native of Staten Island, she served as Assistant Commissioner in the Department of Correction in the late ‘80s, under Mayor Edward I. Koch.

She later served as Commissioner for the St. Louis City Division of Corrections, and holds the distinction of being the only correctional administrator in the country to lead two state and two city correctional systems. Commissioner Schriro is a nationally recognized innovator in reentry. She spearheaded passage of the nation’s first Resorative Justice legislation and established offices of crime victim services and labor relations in the State correctional systems in Missouri and Arizona. She served for six years as Vice Chair of Missouri’s Sentencing Commission and was a founding member of the Vera Institute of Justice State and Local Sentencing Program.

Meet 2010 Amethyst Award Winner, Kelly Newsome McNichols

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INSIDE:

- “Statehouse Sisters” invite other women to join them in public life
- Local Pipeline graduates celebrate success
- First look at candidate filings makes it hard to predict outcomes for women
- Leadership Academy graduates mix things up in DC, Des Moines and the Czech Republic
- Amethyst Award winner no stranger to taking risks

21st Century Leadership Academy Keynote Dinner

with

Dora B. Schriro, PhD

The only official in the country to have led two state Departments of Corrections

Thursday, May 27, 2010

Reception at 6:00 p.m.

Saint Louis Woman’s Club

Tickets: $75 individual
$37 for students

For more information or to reserve tickets, please call 314.516.4727.
NAMES IN THE NEWS

Bland joins Sue Shear Institute Advisory Board in Kansas City

The Institute is pleased to welcome the Honorable Mary Bland to the Kansas City Advisory Board.

Mary Bland spent 24 years in public service: the first 18 as a state representative and the last six as a state senator. During her tenure in the legislature, she sponsored a number of bills including legislation to establish a committee to review all aspects of the death penalty while placing a temporary moratorium on executions, and another which attempted to create a universal healthcare program for Missouri citizens.

Fleissig Nominated for US District Court

Judge Audrey Fleissig has been nominated by President Obama to serve on the United States District Court Bench in the state’s Eastern District. For the past eight years, Fleissig has served as a United States magistrate judge. Prior to taking the bench, she was a federal prosecutor in the US Attorney’s office, and served as the Senate-confirmed US Attorney for approximately a year.

Schwe First Woman to Head MO Lottery

Former Missouri State Representative and Democratic Party Chair May Scheve Reardon has been tapped by Gov. Jay Nixon to head the Missouri Lottery. Scheve is the first woman to head the agency since it was established in 1985.

Costa Rica Elects First Woman President

In elections in February, voters in Costa Rica elected Laura Chinchilla, head of the ruling National Liberation Party, as the country’s first woman president. Chinchilla, 50, is a career politician who served as public safety minister, congressional deputy and most recently as vice president and justice minister in outgoing President Oscar Arias’s cabinet. Prior to entering politics, Chinchilla worked as an NGO consultant in Latin America and Africa, specializing in judicial reform and public security issues. She received her master’s degree in public policy from Georgetown University.

Zurbuchen Elected Director of MO Small Business Regulatory Fairness Board

Kansas City business leader Nancy Zurbuchen has been elected to a two-year term as director of the Missouri Small Business Regulatory Fairness Board (SBRFB). Zurbuchen was appointed to the Board by Gov. Matt Blunt.

YWCA and US Embassy Join to Encourage Women to seek Office in Lebanon*

The Young Women’s Catholic Association (YWCA) and the US Embassy have launched a nationwide media campaign to encourage women to run for political offices in Lebanon. The campaign is a part of the YWCA’s Women and Municipalities program, which is sponsored by the US Embassy through the Middle East Partnership Initiative (MEPI).

*Information for this story came from The Daily Star: www.dailystar.com.lb

Are you a woman in public life with news to share? Please e-mail dstock@umsl.edu or fax 314.516.6621.

In Remembrance...

The Institute remembers two women in public life who passed away in recent months: Billie Boykins and Mildred Huffman.

Boykins, a Democrat, had been a public housing resident for 25 years when she was elected to the Missouri House in 1978. She left the legislature in 1983 to become the St. Louis License Collector, a post she held until 1989. Her daughter, Amber Boykins, followed in her footsteps in public life, and served in the Missouri House from 1998-2006. Huffman was the first woman elected clerk in St. Louis County, and served from 1967-1972. A Republican, she was elected to two terms in the Missouri House and became the first woman to be nominated for a statewide office in Missouri when she ran for Secretary of State in 1976.

(Continued on page 3)
Recap of MO candidate filings:
Little room for error in efforts to maintain current levels of women

It’s almost unheard of for an open legislative seat to be uncontested. In an age where incumbents are almost assured re-election, open seats are the best chance for a newcomer to break onto the scene.

When filing closed on March 31, however, one newcomer, Jean Peters-Baker, was pleasantly surprised to find herself unopposed in August and November. Jean is a member of the Sue Shear Institute Advisory Board and a former staff person for the Institute’s Kansas City Office.

The lack of an opponent means that she will win her first election to the Missouri House—succeeding Rep. Beth Low in the 39th District in Kansas City—without the stress of a contested campaign.

But her case is unusual. The overall view is that women will have to fight for every seat in order to make electoral gains.

Twenty percent (102) of the 502 major party candidates who filed for offices in Missouri are women. Three women are running for the U.S. Senate seat being vacated by retiring Sen. Kit Bond, including Missouri Secretary of State, Robin Carnahan.

In races for the U.S. House of Representatives, five women are running for four seats. With the exception of incumbent Jo Ann Emerson, currently the only woman in Missouri’s congressional delegation, all of the women candidates are challenging incumbents. There are no women candidates in the open seat contest to succeed Rep. Roy Blunt.

Incumbent Susan Montee is the only woman running for Missouri Auditor.

In the Missouri Senate, three women Senators are term-limited out, and only two have women in races to succeed them. State Rep. Maria Chappelle-Nadal and former Rep. Esther Haywood are both running to succeed Sen. Rita Days, and Barbara Fraser, a former state rep. and current chair of the St. Louis County Council and newcomer Helen Steele Burton are candidates in a four-way Democratic primary to succeed Sen. Joan Bray. Kansas City Senator Jolie Justus is running for re-election, and Rep. Cynthia Davis is a challenger for a race in District 2 in St. Charles County. A victory for three of these women will sustain the current level of women in the Senate, 8/34).

Eighty-seven women are running for the Missouri House: 24 are incumbents, 12 are challengers, and 54 are running for open seats, including four women who are unopposed in the primary.

The prospects for maintaining the current level of 36 women in the House will be more clear after the August primary. If all 24 women incumbents are re-elected, an additional twelve will need to win in order to simply maintain the status quo. The goal, of course, is not to maintain the current level (which at 22 percent is below the national average of 24.5 percent), but increase.

Since a victory for Peters-Baker is essentially assured, eleven women will need to either defeat incumbents or win open seats to keep from backsliding in 2010.

For a complete list of women candidates in Missouri, visit our website at www.umsl.edu/~iwpl/cand_elections/2010primary.html

Institute graduates win municipal seats

The number of women on the St. Charles City Council doubled on April 6 with the election of Bridget Ohmes to represent Ward 10. Ohmes, a graduate of the Institute’s Pipeline to Local Office program, defeated an incumbent and joins Councilwoman Laurie Feldman on the 10-member council.

In University City, 2002 Pipeline graduate and former City Council member Shelly Welch defeated two male Council members in a hotly contested mayoral race.

On the Western half of the state, first-time candidate and “What’s Next” graduate Mary Stambauger won a City Council seat to represent Ward 1 in Pleasant Valley, Mo., capturing 89 percent of the vote. Stambauger attends Park University where she maintains a 4.0 GPA in the master’s program in Health Care Administration.

Kudos to all of the women candidates who had the courage to run, and congratulations to all of the Institute graduates who won election and re-election, including Webster Groves Mayor and Institute Advisory Board member Gerry Welch. We are proud of you!
APPOINTMENTS

In each newsletter, we will list women who have been recently appointed to public policy positions. Please let us know of other women who have joined the public policy process since Nov. 2009.

Serving on a public board or commission is an excellent way to put your talents to use in public service without running for office.

If you are interested in serving on a board or commission, contact the Institute at (314) 516-4727 in St. Louis or (816) 235-1409 in Kansas City and visit our website at [www.umsl.edu/~iwpl](http://www.umsl.edu/~iwpl) to complete a “Public Service Personal Profile” online.

For a list of boards and commissions in Missouri, visit the Governor’s website at [http://governor.mo.gov/boards/](http://www.governor.mo.gov/boards/)

### State of Missouri

- **Kathy W. Achelpohl**
  Missouri Board for Architects, Professional Engineers, Professional Land Surveyors and Landscape Architects
- **Lisa G. Baron**
  Alzheimer’s State Plan Task Force
- **Christine J. Bierman**
  Missouri Women’s Council
- **Patrice E. Boehler**
  Dam and Reservoir Safety Council
- **Tracy J. Bridges**
  Oregon County Clerk
- **Elizabeth A. Briscoe-Wilson**
  Emancipation Day Commission
- **Sherry L. Buchanan**
  Missouri Southern State University Board of Governors
- **Janine M. Burkett**
  State Board of Pharmacy
- **Donna J. Cash**
  State Interagency Coordinating Council
- **Robyn C. Chambers**
  Missouri State Board of Nursing
- **Edna L. Chavis**
  State Board of Senior Services
- **Richelle Christensen**
  Camden County Associate Circuit Judge
- **Melodee Colbert-Kean**
  Missouri Women’s Council
- **Irene Coco-Bell**
  Missouri State Board of Nursing
- **Jacqueline Coleman**
  Missouri Women’s Council
- **Jan Fugit**
  Boone County Treasurer
- **Dr. Barbara J. Gilchrist**
  State Board of Senior Services
- **Deborah Goldenberg**
  Holocaust Education and Awareness Comm.
- **Stephanie M. Grise**
  Credit Union Commission
- **Christy M. Hency**
  Scott County Circuit Clerk
- **Angeline D. Jacobsen**
  Governor’s Council on Disability
- **Evelyn E. Jorgenson**
  Midwestern Higher Education Commission
- **Carolyn R. Mahoney**
  Midwestern Higher Education Commission
- **Nancy S. Maus**
  Advisory Commission for Dental Hygienists
- **Dr. Ginger E. Nichol**
  Drug Utilization Review Board
- **Norma J. Nisbet**
  Missouri Women’s Council
- **Lisa T. Pelofsky**
  Kansas City Board of Police Commissioners
- **Diane M. Pepper**
  Platte County Election Board
- **Jo Ann M. Peters**
  Scotland County Treasurer
- **Martina L. Peterson**
  Children’s Trust Fund Board
- **Gwendolyn Y. Richards**
  Alzheimer’s State Plan Task Force
- **C. Carroll Rodriguez**
  Alzheimer’s State Plan Task Force
- **Helen J. Sandkuhl**
- **Charmaine Smith**
  Children’s Trust Fund Board
- **Kelley L. Stahlin**
  Buchanan County Clerk
- **Jacqueline A. Swinnie**
  Missouri Planning Council for Developmental Disabilities
- **Edna Salcedo Talboy**
  Missouri Health Facilities Review Commission
- **Neva G. Thurston**
  Mental Health Commission
- **Angela Wasson-Hunt**
  Kansas City Board of Police Commissioners
- **Petrice L. Welch**
  Missouri Planning Council for Developmental Disabilities
- **Karen Winn**
  Administrative Hearing Commission
- **Michelle J. Word**
  Chair, Missouri Women’s Council

### St. Louis City

- **Sister Betty Brucker**
  Board of Hospitals
- **Lynn Beauchaine**
  Workforce Investment Board
- **Terry Colosi**
  Soulard Special Business District
- **Thelma Cook**
  Metropolitan Zoological Park and Museum District Board
- **Patricia Dorn**
  Cherokee-Lemp Special Business District
- **Stacy Edwards**
  Zoo Subdistrict
- **Debra Erickson**
  REGIS Commission
- **Melody Eskridge**
  Board of Hospitals
- **Susanne Evens**
  World Trade Center St. Louis, St. Louis Center for International Relations
- **Michelle Gleason**
  Mayor’s Charter School Advisory Committee
- **Betty Hancock**
  Tower Grove South Concerned Citizens Special Business District
- **Karen Kalish**
  Mayor’s Charter School Advisory Committee
- **Rebekah Keen**
  Tower Grove South Concerned Citizens Special Business District
- **Nancy Lieberman**
  Special Events Advisory Committee
- **Nina North Murphy**
  Mental Health Board
- **Bonnie O’Keefe**
  History Museum Subdistrict
- **Lisa Otke**
  Soulard Special Business District
- **Karen Ratcliffe**
  Science Center Subdistrict

SEE YOUR NAME HERE!

It is a great time to update your resume and be a part of the public policy process in Missouri. If you would like to join the list of distinguished women on these pages who serve on public boards and commissions, visit [www.umsl.edu/~iwpl](http://www.umsl.edu/~iwpl) and click on “Talent Bank” to complete a Public Service Personal Profile and be added to the Talent Bank database, the Institute’s resource for appointment officials at the state and local levels. You don’t have to be elected to office to make a difference!
Noting that women are often reluctant to run for office without encouragement from others, the unanimous message from panelists at the 2010 Statehouse Sisters was clear: “Consider yourself asked.”

“If you have the passion and the fire in the belly, that’s all you need,” said Rep. Tishaura Jones (D-St. Louis).

Rep. Jones was one of four women legislators who participated in the annual Women’s History Month event at UMSL. The other panelists were Sen. Robin Wright-Jones (D-St. Louis), Rep. Sally Faith (R-St. Charles), and Rep. Rachel Storch (D-St. Louis).

About 50 UMSL students, faculty, staff and community members attended the event, held in the Millennium Student Center over the noon hour. Institute Director Vivian Eveloff moderated the discussion, which stemmed from the theme: “From Y2K to Present Day: Reflections on Women in Public Life.”

The legislators touched on a variety of topics, from the decision-making process to the importance of mentoring. Their message, however, was loud and clear: They want company in the State Capitol, where women comprise only 22 percent of the House and just under 24 percent of the Senate.

Rep. Storch, who has been an active recruiter for the Democratic party said that she often encounters potential women candidates who are plagued with self-doubt.

“Tell people not to be afraid,” Storch added. “This is doable.”

For the past seven years, Statehouse Sisters has been presented at UMSL in partnership with a variety of campus departments and organizations. Special thanks to this year’s co-sponsors: ASUM, Office of Multicultural Relations, Executive Leadership Consortium, Institute for Women’s & Gender Studies, Center for Human Origin and Cultural Diversity, Provost’s Steering Committee on Civic Engagement, Center for Teaching and Learning, Office of Equal Opportunity and Diversity, the UMSL Alumni Association and the Office of Student Life.

This year’s Walk will be held in conjunction with the Missouri Municipal League’s Annual Conference. Plan to join women from across the state at this exciting event!

Sun. Sept. 12, 2010, 2:00 p.m.
Frontier Park, St. Charles

Save the date and stay tuned for more information!
It is always exciting to receive “progress reports” from Leadership Academy alums, and we are proud to share their accomplishments with you! (Note: The number in parenthesis represents year of participation in the Leadership Academy.)

♦ **Makita Abraham**  
  *Truman State University (’08)*  
  Makita is graduating in May with a Bachelor of Arts degree in English and a Minor in Public Administration, and will start law school at Mizzou in the fall.  

♦ **Caitlyn Adams**  
  *University of Central Missouri (’07)*  
  Caitlyn is the new operations coordinator for Missouri Jobs with Justice.  

♦ **Rebecca Bax**  
  *Lincoln University (’08)*  
  Rebecca is working on her master’s in History at Lincoln, and works for Penman and Winton Consulting Group, a Jefferson City-based firm that provides association management and lobbying services for non-profit agencies.  

♦ **Stephanie Bell**  
  *University of Missouri–St. Louis (’03)*  
  Stephanie recently started a new job as the Director of Tourism for the City of St. Genevieve, Mo. For the past 3+ years, she has worked for Harrah’s Casino as a specialist in National Casino Marketing.  

♦ **Tracey Cannon**  
  *University of Missouri–St. Louis (’06)*  
  Tracey has taken an adjunct faculty appointment with Harris-Stowe State University where she will be teaching statistics and research writing in the fall.  

♦ **Ann Chisholm**  
  *University of Missouri–St. Louis (’05)*  
  Ann managed a campaign for a city council candidate this past election and continues her work as a community activist in Ferguson.  

♦ **Stephanie Clark**  
  *Lincoln University (’06)*  
  Stephanie was the Valedictorian of her class at Lincoln University in May 2008. After teaching one year in public school, she has returned to Lincoln for her Masters in Math Education and works at the University as a professional tutor and Algebra Instructor.  

**Vanessa Crawford**  
*Truman State University (’04)*  
Vanessa recently became the state director for Repower America, an organization working to advance comprehensive climate and energy legislation through Congress.  

♦ **Jennifer Davis**  
  *University of Missouri–St. Louis (’07)*  
  Jennifer is in her second year of law school at Northeastern University in Boston. This summer she’s headed to Destin, FL to intern with Burke Blue -a civil litigation and real estate practice.  

♦ **Jennifer Drake**  
  *Truman State University (’05)*  
  Jennifer lives Washington D.C. and manages an initiative at The National Campaign to Prevent Teen and Unplanned Pregnancy.  

♦ **Anna Gourdin**  
  *Southeast Missouri State (’05)*  
  After reading about the Next Step program on the Leadership Academy e-mail list, Anna applied and was selected! Sponsored by the Running Start organization, Next Step is a bipartisan professional development program for the advancement of the next generation of women political leaders. Anna will attend the program in Washington, DC, June 2-6.  

♦ **Heather Frey (Mullanack)**  
  *Missouri State University (’06)*  
  Heather obtained her MPA with an emphasis in local government management. She is currently looking for a job in North Carolina.  

♦ **Erin Hamilton**  
  *Univ. of Missouri–Kansas City (’07)*  
  Erin graduated in May 2009 with a Master of Arts in Liberal Studies, and recently started a new job at Hope House in Independence as a Women’s Advocate.  

♦ **Rachel Harris**  
  *Southeast Missouri State (’08)*  
  Rachel will graduate from Southeast in May and will attend law school at Mizzou in the fall.  

♦ **Ramanda Hicks**  
  *University of Missouri–Kansas City (’09)*  
  Ramanda is working with a newly formed group in Kansas City called “Zone 27.” Its goal is to provide community resources for underprivileged children from birth through college.  

♦ **Loretta Dunn Hunter**  
  *Missouri Univ. of Science & Technology (’06)*  
  Loretta works in regulatory affairs for the food technologies division at Kemin, a Des Moines-based company that develops food, agrifood, pet food, dietary supplements and pharmaceuticals.  

♦ **Sara Irwin**  
  *Lincoln University (’09)*  
  Sara is studying at the Anglo-American University in Prague, Czech Republic and will graduate this year. She was inducted into Alpha Kappa Mu national honors society and Psi Sigma Alpha national political science honors chapter.  

♦ **Emily Kiddoo**  
  *Truman State University (’06)*  
  A second year law student, Emily is interning for the Wisconsin Department of Natural Resources Bureau of Community Financial Assistance.
Mary Grace Lewandowski
*University of Missouri–St. Louis* (*’00*)

Mary Grace is back in St. Louis and working at East-West Gateway in the Transportation Corridor Improvement Group on the Great Streets Initiative.

Melinda Love
*University of Missouri–St. Louis* (*’02*)

Melinda works full-time at the Gateway Foundation in St. Louis, goes to school, and serves as the Secretary of the Board of Directors for the National Association of Social Work (NASW) - Missouri Chapter.

Amanda Marchegiani
*Southeast Missouri State* (*’08*)

Amanda has been an intern at the Arts Council of Southeast Missouri since January 2010. She is graduating in May and is currently looking for an internship or (ideally) a job.

LaDonna McCullough
*University of Missouri–Kansas City* (*’08*)

LaDonna is graduating in May. This fall she hopes to begin a graduate program and take the LSAT.

Jheel Mehta
*University of Missouri–Kansas City* (*’07*)

Jheel will be attending Seton Hall University to pursue an MA in Asian Studies this fall. She recently returned from a two-month trip to India and Dubai.

Kelly Myers (Kobarg)
*University of Missouri–Columbia* (*’99*)

After several years as an attorney with the Iowa Department of Natural Resources, Kelly recently started a new position as General Counsel for the Iowa Department of Economic Development.

Jessica Post
*Truman State University* (*’01*)

Jessica recently accepted a position as the National Field Director/Political Director for the Democratic Legislative Campaign Committee in Washington DC, dedicated to winning and maintaining Democratic majorities in state legislative bodies.

Stacy Henry Reliford
*University of Missouri–Columbia* (*’00*)

Stacy serves as the Field Government Relations Director for the American Cancer Society in St. Louis. She works with local governments on smoke-free policy change in Eastern Missouri.

Jesse Sendejas
*University of Missouri–Kansas City* (*’04*)

Jesse serves as an Assistant City Attorney in Kansas City. She’s also co-Vice Chair for the Public Service Committee of the Young Lawyers Section of KCBA.

Corinna Willis
*Lincoln University* (*’08*)

Corinna is the president of the Alpha Kappa Mu Honor Society at Lincoln. She will graduate with a B.S. in Agriculture in May, and will pursue her masters in plant pathology this fall.

We’ve outgrown our space for updates! For more good news about Shear Fellows, their accomplishments and activities, visit

www.umsl.edu/~twpl/leadership/fellow-updates.html

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From ‘ambitious kid’ to star: Amethyst Award winner illustrates the power of taking a risk

Since graduating from college and the Leadership Academy in 2004, Kelly Newsome McNichols has turned risks into rewards by going after what seems unattainable.

After completing a B.A. in Communication Studies and French at UMKC, Kelly realized that her passion was working with community based organizations. She continued her education by earning an MPA at UMKC and pursuing a concentration in nonprofit management with a certificate in fundraising.

After graduation, Kelly decided to pursue something that would satisfy her desire to not only work with nonprofits but also help them grow. She took a risk, cold called a nonprofit capital consulting firm, and was able to convince the director to give her an interview.

“I had a feeling he was just being polite to an ambitious kid...” she said in her application. “I knew I’d have one chance to make my impression.”

By doing extensive research on the field, the firm, and underserved markets, Kelly impressed the director at Church Development, and he offered her a junior consultant position.

Kelly has now been with Church Development for four years, and has worked with numerous churches and organizations on developing successful capital campaigns. To date, she has authored the only known guide for conducting capital campaigns in African-American congregations, and her workshop for pastors has quickly become the leading resource for capital stewardship in the African-American church.

As one of two women and the only person of color on the consulting team, Kelly’s risk taking is a wonderful example of what it takes to go after one’s dreams. Not only has she blazed trails while making a name for herself, but her work has also allowed children to have places for after-school activities and food for pantries to remain stocked.

In August, Kelly will be undertaking her biggest risk yet: suspending her career to attend law school at Georgetown Law Center.

“I’m grateful that although the heart of the Sue Shear Institute prepares women for a life in public service, it also prepares women to be influential and powerful in whatever career path we choose,” she said. "I hope to communicate to other young women...that if they are willing to step outside of their own comfort zones with determination and purpose, they too can accomplish major feats.”

As the Amethyst Award winner, Kelly will receive an unrestricted cash award of $1,000 at the 21st Century Leadership Academy keynote dinner on Thursday, May 27, 2010. The Award is given annually to a Shear Fellow who has inspired others by applying the skills and knowledge she gained at the 21st Century Leadership Academy.

[Image]
Yes, I want to support the Institute’s mission in helping women participate fully in public policy decision making arenas. Please place me on your mail list for notice of upcoming events and to receive the Woman Watch newsletter.

Name: ________________________________
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Contributions are tax-deductible. Thank You.