Julie Slocum, 2023-2024 SBW President



Encourage. Inspire. Empower.

First and foremost, I am honored to be your new president. When I agreed several years ago to begin the journey of moving up the chain toward this position, I had to really think it over. I have not been very good at getting up in front of people. For me, it has always been scary, my stomach feels like it has knots and I have been self-conscious. So it came down to weighing that with wanting to make a difference in our club and in our community. So, I decided to "Kiss My Monster" and here I am.

I was asked what I wanted as my theme for my year as president. I looked to see what others have done in the past, and began looking over our Business women of Missouri Objectives and Mission statement:

- To achieve equity for all women in the workplace through advocacy, education and information.
- To elevate the standards of women wherever they may be employed.
- To promote the interest of working women to bring about the spirit of cooperation among all working women in Missouri.
- To extend opportunities to working women through education, information and fellowship

I believe the theme of "Encourage, Inspire and Empower" really needs to be our club motto. Because that is what we really do. That is what we are all about and what we want for ourselves and for the members of our organization. So, if Robin does not mind, I would like to continue to use this for my year of presidency. But I would like it to be adopted as our motto, not just as a theme. Our club has made a difference in many women's lives through leadership in our community of Sedalia and the surrounding area, and through the lasting friendships that have endured through a lifetime, through love and loss, thick and thin.

I thank you for putting your faith in me and hope I can be a good president. So roll up your sleeves and help me make this a kick ass year, and along the way we can have some good old fashioned fun!

Thank you! Julie Slocum, SBW president, 2023-2024



The 2023-2024 SBW Officers

Left to right, front row: President-elect Janice Cones, President Julie A. Slocum, and First Vice President Joyce Grinstead. Back row left to right: Director Robin Balke, Treasurer Della Schnakenberg, Second Vice President Rachel Monaghan, and Secretary Debbie Ulmer.

May 4, 2023, SBW Dinner Meeting President and Officer Installation



The May meeting was called to order by Robin Balke. The invocation was given by Debbie Ulmer, followed by the Pledge of Allegiance and the Club Collect. Carolyn Green introduced the guests.



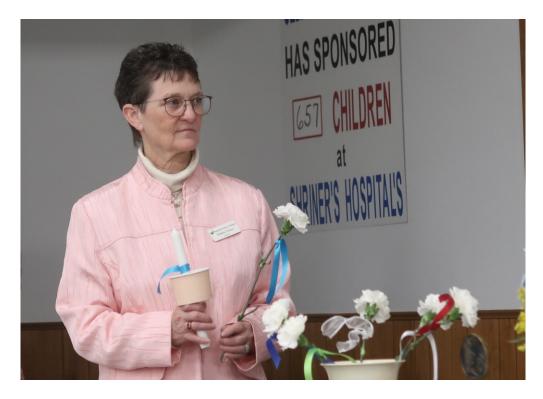
The meeting was under the direction of the Installation Committee, Shirley McCown, Chair. Cathy Hammons installed the 2023-2024 officers. She was assisted by Carolyn Green. A special thank you was extended to Rhoda Moore, Kay Shull, and Faith Bemiss for their contributions to the installation ceremony.







Robin Balke, Director



Debbie Ulmer, Secretary



Della Schnakenberg, Treasurer



Joyce Grinstead, 1st Vice President



Rachel Monaghan, 2nd Vice President



Janice Cones, President Elect



Julie Slocum, 2023-2024 President



Julie addressed the SBW members.



Julie Slocum, 2023-2024 Sedalia Business Women President

Encourage, Inspire and Empower

Michelle Sparks, 2023-2024 Business Women of Missouri President

Going Old School, Building Powerful Women



June 1, 2023, SBW Dinner Meeting Finance Committee



President Julie Slocum called the June dinner meeting of the Sedalia Business Women was called to order and Chaplin Debbie Ulmer gave the invocation.



The June meeting was under the direction of the Finance Committee, Janice Cones, chair.

Virgil McDonald, of Edward Jones, was the speaker. He discussed women and their retirement options. He distributed handouts and talked about choosing the correct IRA, traditional or Roth. He also spoke about how to donate IRA distributions to charity to reduce the tax implications of mandatory or voluntary withdrawals from a traditional IRA.

Janice Cones, finance chair, presented the 2023-2024 budget to the

membership for approval. The budget was voted on and approved. She also presented the year end audit prepared by Kelly Asbury, auditor. Della Schnakenberg was once again commended for her services as treasurer.



Finance Chair Janice Cones presented an honorarium to Virgil McDonald. He chose Child Safe to receive the check.



Tehya Huffman and Lillibeth Sokolowski were installed as new members. Their sponsor was Robin Balke. Welcome to SBW!











Board Meeting prior to Dinner Meeting

The July dinner meeting will be under the direction of the Issues Management Committee, Rachel Monaghan, chair.

The August Meeting will be the club's annual Paddle Party. Members were encouraged to reach out to businesses for auction items or to make personal donations.

SBW Issues Management Meeting July 6, 2023

SBW president, Julie A. Brownfield Slocum, presided over the meeting; the invocation was provided by Debbie Ulmer; the guests were introduced by Joyce Grinstead; Rachel Sallee Monaghan, Issues Management Chair, introduced the speaker, Faith Benson-Bemiss.

Faith discussed her humanitarian trip to Ukraine. Rachel presented her with an honorarium check.





SBW Dinner Meeting August 3, 2023 Paddle Auction





With eight tables of over 70 donated items/packages and over 50 ladies in attendance, the SBW Annual Quarter Auction (aka-Paddle Auction) was a fun-filled success! Just over \$1,200 was raised for the Special Projects Fund.

Congratulations to Betty Albrecht, who was the winner of the "Golden Paddle" this year, which meant she could bid on anything without contributing quarters.

Special thanks to the SBW members and community businesses that donated to the event.

Thank you to the many guests we had in attendance at the August dinner meeting. We hope you will join us again! Barbara Clevenger, Diana Eckhoff, Judy Gerke, Shelbi Hilburn, Marjorie Kowalski, Jennifer Langdon, Madison Langdon, Zariah Maupins, Malleasa Staus, Doris Thurston, and Anne Woolery.

August 4 & 5 BWM Leadership Conference Hotel Bothwell, Sedalia



Twenty ladies from various locations in Missouri attended the Business Women of Missouri Board of directors meeting held Friday, August 4 at Hotel Bothwell in Sedalia.



The Business Women of Missouri Vice-President, Linda Breckle, held a raffle for a margarita party basket at the BWM Board Meeting and Leadership Conference held over the weekend. Sedalia Business Women member, Janice Cones, was the winner and is shown receiving the basket from BWM Member, Deb Saffer.



The Business Women of Missouri held their Board of Directors Meeting Friday, August 4, at the Hotel Bothwell in Sedalia. Sedalia Business Women member and BWM State President, Michelle Sparks, presided over the meeting. Other SBW members participating were:

Della Schnakenberg - BWM Mentoring Chair, Rachelle Monaghan - BWM Recording Secretary Donna Hirner-Gardner - BWM Nominations Chair Dianne Simon - BWM Leadership Conference Co-Chair and State Conference Co-Chair Robin Balke - BWM Public Relations/Marketing Chair, Board Meeting Coordinator, Leadership Conference Co-Chair, and State Conference Co-Chair

Speakers

The Business Women of Missouri 2023 Leadership Conference was held Saturday, August 5, at the Hotel Bothwell in Sedalia. Four speakers were featured:

Deanna Barklage, Director of the Behavioral Health Support Program at State Fair Community College, who presented on the topic of mental wellness and how to reduce /deal with stress.

Sarah Nail, Communications Instructor at State Fair Community College, who presented on your personal/professional brand and how to give an elevator speech.

Colonel Sandra Nestor, Commander of the 509th Medical group at Whiteman Air Force Base, who presented on leadership skills and overcoming barriers.

Tami Benus, Business Women of Missouri Individual Growth Committee Chair, who presented on virtual tools to use at home/work, and cyber security tips.









President Michelle Sparks, Event organizers Robin Balke and Dianne Simon

The Mission of the Business Women of Missouri is:

- To empower women personally, politically, and professionally.
- To achieve equity for women in the workplace through advocacy, education and information.

The Vision of the Business Women of Missouri is:

• To achieve equity personally, politically, and professionally.

The Objectives of the Business Women of Missouri are:

- To elevate the standards for women wherever they may be employed.
- To promote the interest of working women to bring about a spirit of cooperation among all working women of Missouri.
- To extend opportunities to working women through education, information, and fellowship.

Back to School Bash August 23



The Sedalia Business Women participated in the "Back to School Bash" held at State Fair Community College. They had many business/organizations represented and a lot of students took advantage of the event to learn more about what is available in the community.

Did you know the Sedalia Business Women also have a LinkedIn page? Build your professional network by searching "Sedalia Business Women" or via this link: https://www.linkedin.com/groups/8310130/

Students enrolled in at least nine college hours get a discounted student membership rate of only \$20 for a one-year membership! (Pro-rated per month of the year.)

SBW Career Advancement Meeting September 7, 2023



In the absence of President Julie Slocum, the September dinner meeting of the Sedalia Business Women was called to order by Janice Cones, President-Elect at 6:30 p.m. at the Shrine Multi-Purpose Building. Debbie Ulmer, Chaplain, gave the invocation. Janice Cones led the club in the Club Collect followed by the Pledge of Allegiance. Joyce Grinstead introduced the guests.

The September dinner meeting was under the direction of the Career Advance Committee, Dianne Simon, chair. The program for the evening was presentation of scholarships. The speakers were scholarship recipients: Rachel Monaghan, Heather Hawkins, Megan Fitzwater, and Nakiya Poindexter.

Tickets and flyers for the October 22nd Chicken Dinner were available at the September meeting. The sign-up sheet was passed around and will be passed around at October meeting as well.







SBW Legislative Committee Meeting October 5, 2023



New members, Rachelle Simon, Shawna Comfort and Arianna Martinez, were installed. Donna Hirner is the sponsor of

The October dinner meeting was under the direction of the Legislative Committee, Lori Wightman, chair. Guest speaker was Tina Boggess, Second Ward Councilwoman for the City of Sedalia was the guest speaker. She gave an informative (and at times, humorous) presentation of her journey into municipal politics, making history as the first Black female Mayor Pro-Tem, and the challenges faced by the Sedalia City Council.

Robin Balke reported on Community Café and SBW members volunteering every other month starting November 1st. We would need to be at the Community Café at 4:30 to begin preparation set up.



new member, Rachelle Simon; new member, Jamie Anderson is the sponsor of Shawna Comfort, Joyce Grinstead, and SBW President, Julie Slocum. Rachelle is the Executive Director of the Pettis County United Way and Shawna Comfort is the owner of Trendi Relectionz Salon.



The Sedalia Business Women would like to thank Smith Cotton High School students, Sally Davis and Stephanie Diaz, for their assistance at our October dinner meeting. These young ladies were quite helpful during the dinner.

Julie Slocum discussed her Business Women's week Service Project with Smith Cotton Junior High Social Workers. They are requesting donations of black leggings and grey or black sweat pants in sizes preferably in medium or large for their young ladies.

SBW Public Relations Meeting November 2, 2023



The November dinner meeting of Sedalia Business Women was under the direction of the Public Relations Committee, Faith Bemiss, chair.

The Club was excited to announce that Joyce Grinstead was chosen as the SBW Woman of the Year and that the Pettis County Sheriff's Office was chosen as the Employer of the Year.





President Julie Slocum presented a check and leggings to Smith Cotton Junior High School Social Worker, Denise Woolery.



Michelle Sparks, President of the Business Women of Missouri, gave an update on upcoming events.

The Club extended appreciation to Jamie Anderson for preparing the November 1st meal for the Community Café. A big thank you to the members who donated the food items. The January menu will be soup.

Social's Committee December 7, 2023



President Julie Slocum called the December meeting to order. Debbie Ulmer gave the invocation. Valerie Dent won the Ugly Sweater Contest.





The meeting was under the direction of the Socials Committee, and the program was the Annual Christmas Party. What great fun! Merry Christmas to all.























January 4, 2024 Membership Committee

The January Meeting was under the direction of the Membership Committee, Joyce Grinstead chair.



Mike Van Deusen, Security Officer and K9 handler at Bothwell Regional Health Center, was the guest speaker at the January meeting of the Sedalia Business Women. Van Deusen and K9 officer Ringo started their duties at Bothwell in September 2023. The interesting presentation garnered many questions from those in attendance.



Three new members were installed at the January dinner meeting. Pictured left to right: Joyce Grinstead, SBW Membership Chair; Heather Hawkins-Hoehne, Pettis County Sheriff's Office; Carolyn Green, sponsor of Heather and Christy; Christy Cunningham, Walmart Online Grocery Pickup; Dena Stockstill, sponsor of Jennifer; Jennifer Dickinson, Mid-Missouri Pelvic Health

February 1, 2024 Foundation Committee

The February 1, 2024, was under the direction of the Foundation Committee, Robin Balke, chair. Pettis County Joint Communications Director, Dannelle Lauder, was the guest speaker at the SBW February dinner meeting. She was presented a certificate of appreciation for being Pettis County's first female 911 Director and the only female in a public safety command position in Pettis County. SBW President, Julie Slocum, presented the award. Congratulations, Dannelle, on being a Pettis County Female Trailblazer!





Red Purse raffle tickets and Members Only Clutch tickets were sold until the beginning of the meeting. The red purse was a Joy Susan brand purse with an interchangeable smaller purse, along with gift cards/certificates, cash, and prizes valued at \$500. The Members Only Clutch was a Coach clutch along with gift cards/certificates, cash, and prizes.

Kristie Schear was the lucky winner of the 2024 Red Purse Raffle. Congratulations! Lori

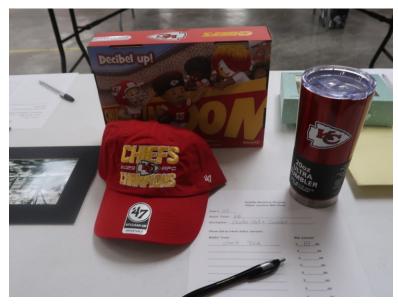


Haney won the Members Only Clutch, and Denise Bryant won the two In Her Shoes tickets. Congratulations, Lori and Denise.



















March 7, 2024 Committee Training



SBW history was made Thursday evening when Larry Grinstead was installed as SBW's first male member at the March dinner meeting. Larry was installed by his wife, Joyce, who serves as



the club's Membership Chair. A long-time supporter of the club, Larry has assisted his wife with the monthly programs printed by being her official "folder." Welcome, Larry!

Since the club no longer has an individual development committee, the March meeting was a committee training dinner meeting. Various committee chairs discussed with members the procedures to plan for their monthly meeting.

March 14, 2024 Sedalia Business Women Host Candidate Forum



SBW Legislative Committee: Lori Wightman, Robin Balke, chair, Dianne Simon, Janice Cones, Michelle O'Donnell, Rachel Monaghan. Photo credit: Randy Kirby, KSIS News

SBW Member Dianne Simon, SBW Legislative Committee, moderated a candidate forum at the Sedalia Municipal Building on March 14. The forum had previously been hosted by the League of Women Voters, but they asked SBW to moderate the forum.



City Council candidates Jack Robinson, Tina Boggess, Bob Hiller and Rhiannon Foster were invited to attend. Robinson and Hiller attended the forum. Also attending were Jim Sneed and Heath May who are vying for Director of District 3, and Eric West who is running unopposed for the Pettis County Ambulance District.

During the one hour event, the City Council candidates answered questions about the landfill, term limits and other questions pertaining to the City of Sedalia.

The Ambulance District candidates talked about their qualifications and knowledge about the Ambulance District.

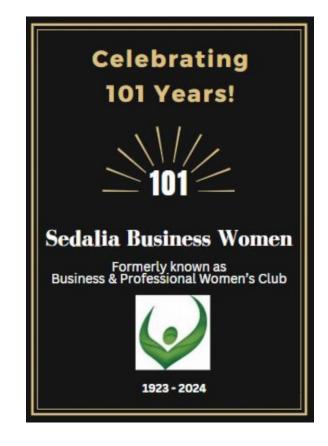
Rachel Monaghan live streamed the event.





Sedalia Business Women

March 17



Today marks the 101st anniversary of being a civic organization in Sedalia! Below is the history of our club and our involvement in women's rights at the national level.

While mobilizing for World War I, the U.S. Government recognized the need to identify and coordinate the available skills and experience of women. A Women's War Council, financed through a federal grant, was established by the War Department to organize the resources of professional women. It was guided principally by executives of the Young Women's Christian Association (YWCA). The National Federation of Professional Women's Club was founded on July 16, 1919, becoming the first organization in the world created to focus on the issues of working women.

In June of 1920, the U.S. Department of Labor used public law to establish the Women's Bureau. The law gave the Bureau the duty to formulate standards and policies which would promote the welfare of wage-earning women, improve their working conditions, increase their efficiency, and advance their opportunities for profitable employment. The Women's Bureau is the only federal agency mandated to represent the needs of wage-earning women in the public policy process and is still in existence today. With the Women's Bureau making headway for working women, the Missouri and Sedalia chapters of the NFPWC were formed in 1923.

By 1930, an international group of the organization was founded, which now has affiliates in over 100 countries on five continents. The US clubs worked through the 1930s to prohibit

legislation or directives denying jobs to married women and lobbied successfully to legislatively end the legal practice of workplace preference for unmarried persons and, in the case of married persons, preference for males. BPW was one of the first women's organizations to endorse the Equal Rights Amendment in 1937.

At the advent of World War II, BPW developed a classification system for women with specialized skills critical to the war effort and supported the formation of women's branches of the U.S. Armed Forces. While wage discrimination had existed in the U.S. since women and minorities first entered the paid workforce, its prevalence was not felt until the massive flux of women sought work during World War II. Immediately following the war, the Women's Pay Act of 1945 – the first ever legislation to require equal pay – was introduced in the U.S. Congress. It would take another 18 years before an equal pay bill made its way to the President's desk to be signed into law in 1963. The establishment of the Status of Women Commission that same year was due largely to BPW efforts. President John F. Kennedy recognized BPW's leading role in securing passage of the Equal Pay Act.

In the 1980s and 90s, BPW was instrumental in getting states and municipal governments to revamp their pay scales. They also lobbied Congress for the passage of the Family and Medical Leave Act, which we know as FMLA. In 2005, BPW launched Women Joining Forces: Closing Ranks, Opening Doors, a program to support female veterans as they transition from military to civilian life. This commitment made BPW the first and only non-governmental agency to offer programming that supports female veterans.

After learning the newly merged BPW organization was not able to continue their focus on local and state organizational structure and governance, in 2010 BPW/USA became an affiliate member of the International Federation of Business and Professional Women. That same year, the Missouri BPW re-chartered as the Business Women of Missouri and has kept that name since 2010

The Business Women of Missouri is a nonprofit, nonpartisan, self-governing, and member supported organization, which encourages its members to "Believe in the Power of Women". The mission of the Business Women of Missouri is to achieve equity for all women in the workplace through advocacy, education, and information.

The Sedalia chapter of the BPW was also established in 1923 and when the state club rechartered in 2010, Sedalia followed suit and was re-named the Sedalia Business Women (or SBW as we refer to it). SBW is the largest chapter of the Missouri Business Women and is one of the oldest civic organizations in Sedalia. The Sedalia Rotary Club and the Sedalia Kiwanis have celebrated their 100-year anniversaries within the past couple of years. And 2023 marked the 95th year of SBW members attending a Rotary meeting as part of the annual Business Women's Week.

Sedalia Business Women members represent various industries and professions, and possess a variety of skills and backgrounds. Our members range from CEOs, to those in manufacturing; from entrepreneurs to those retired from their careers. SBW meets monthly for a dinner meeting, featuring a speaker presenting on a personal or professional development topic, and we celebrate Sedalia Business Women's Week each October with various activities.

One of those October activities includes our annual chicken dinner fundraiser, with 2023 being our 43rd consecutive year. Proceeds from our chicken dinner (where over 600 meals were served this past year) are given to various non-profits in Pettis County. With the success of 2023's dinner, we are able to present six different organizations a donation of \$600 each. Proceeds from our 2023 dinner will be distributed at our April dinner meeting.

For over 20 years the Sedalia Business Women have provided new clothing (including shirts, shoes, socks, undergarments, and slacks or capris) to Bothwell Regional Health Center's Emergency Department for female rape and abuse victims.

We support women re-entering the job market or re-training to improve their job opportunities by awarding education scholarships each year. For several years, SBW has sponsored a young woman to Girls State, where girls spend a week of study working as selfgoverning citizens.

Each Christmas season, our members ring the bell for the Salvation Army collection bucket and we adopt a family to provide gifts for everyone in the household. And with Pettis County's League of Women Voters losing key members, the Sedalia Business Women has stepped up to take over the reins to host local political candidate forums.

April 4, 2024 Special Projects Committee



Guest Speaker Rachelle Simon, United Way

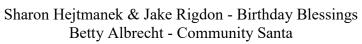
The SBW April Dinner meeting was under the direction of the Socials Committee. The dinner is to those who help fry and grill the chicken for the annual Chicken Dinner. Without Don Weaver's Cooking Crew we would not be able to held this even and give back to the community.



This Year six local non-profits were awarded \$600 each from the proceeds of the SBW chicken dinner fundraiser held in October-2023. Accepting on behalf of the organizations were:

Traves Williams - Sedalia Community Helping Hands Leslee Howard - Sedalia Senior Center Chanisty Lambert - CHS Special Activity Fund Janice Engles & Judy Dalton - Meals on Wheels













The guest speaker for the evening was Rachelle Simon, United Way Executive Director. Rachelle shared insights into the good work United Way does in the community. She reported that 99% of the money raised stays in Pettis County. They are focused on the building blocks for a good life: Education, Income, and Health.



(These Photos have been formatted, missing the one of chicken cookers)

Business Women of Missouri 103rd Annual State Conference Holiday Inn Executive Center, Columbia, MO April 19 – 20, 2024



Twenty-one women from all over the state attended the Business Women of Missouri board meeting held Friday evening in Columbia. Representing Sedalia Business Women were Michelle Sparks, Rachel Monaghan, Della Schnakenberg, Dianne Simon and Robin Balke.



Dianne Simon and Robin Balke, conference co-chairs planned the 2024 Business Women of Missouri 103rd Annual State Conference.

Guest speakers included Kristen Estes, who spoke about being a female in the trades as an electrical mechanic; former Missouri National Educators Association Executive Director, Peggy Cochran, and Ms. Missouri Senior America, Christy Wilson-Smith, who gave an entertaining/motivational presentation about being yourself.

Several members of the Sedalia Business Women were awarded Building Powerful Women Membership Awards at the Business Women of Missouir 2024 State Conference, held April 20 in Columbia. The awards are given to those who recruited new members between March 2023 and March 2024. BWM Membership Chair, Sandy Majchrzak, presented the awards to:

Robin Balke - 3 new members.

Rachel Monaghan - 2 new members.

Jamie Anderson, Carolyn Green, Donna Hirner-Gardner, Joyce Grinstead, Lori Haney, Dena Stockstill - 1 new member each (SBW President, Julie Slocum, accepted their awards on their behalf.)



The Sedalia Business Women received the "Building Powerful Women" Club Membership award for having the most new members between March 2023 and March 2024. SBW President, Julie Slocum, accepted the award from BWM Membership Chair, Sandy Majchrzak, at the Business Women of Missouri 2024 State Conference, held April 20 in Columbia.

Congratulations to SBW member, Della Schnakenberg, for being recognized by the Business Women of

Missouri Foundation for her financial contributions at the Platinum Level during their Foundation Challenge. Della was presented her award by Foundation President, Sheila Miller, at the Business Women of Missouri 2024 State Conference, held April 20 in Columbia.





The Business Women of Missouri Foundation acknowledged scholarship recipients at the 2024 BWM Annual State Conference, held April 20, in Columbia. BWM received 65 applications, 57 of which met the qualifications, 20 were awarded scholarships and 5 were in attendance at the conference to receive their scholarship award.

Avery Baxter, Chillicothe - Elementary Education Norah-Grace Bryant, Hannibal - Film/Cinema/Media Hailey Burlingame, Sedalia - Nursing Savannah Ditzfeld, Sedalia - Dental Assistant Emma Doland, Rolla - Biology Shelby Frank, Middleton - None Listed McKenna Hodges, Midenmines - Clincal Psychology Brookelyn Liversay, New London - Nursing Marilyn Mercer. Chillicothe - Business Heather Mertell, Washington - Pre-Nursing Tessa Miller, Union - Business Administration Britina O'Bannon, Washington - Business Roselynn Orr, Columbia - Agriculture Amaira Peterson, Platte City - International Business Sam Pezold, Auxvasse - Business Management William Sause, Mexico - Business Bethany Slovensky, New Florence - Radiologic Technology Clara Stone, Laddonia - Animation Skylar Sutton, Wentzville - Biochemistry Jorie Thompson, Hannibal - Mental Health Services Alexis Wildenhain, Hallsville - Early Childhood Education Jaylynn Zerr, Montgomery City - None Listed

The 2024-2025 Business Women of Missouri State Executive Board

President - Michelle Sparks, Sedalia Vice-President - Linda Breckle, St Louis Metro Recording Secretary - Rachelle Monaghan, Sedalia Treasurer - Pam Adams, Columbia



Each year, the Business Women of Missouri honor those members lost during the prior year with a small ceremony and a representative from their local club shares a little bit about the member in their rememberance. Connie McGinness, PSP, St Joseph, conducted this year's ceremony at



the 103rd State Conference held Saturday, April 20, in Columbia. The following past members were honored, with Sharron Sutton, Member-at-Large, and Della Schnakenberg, Sedalia, providing a few words about the members lost.

Teresa Massa - Joplin Lucile Bithos - Maryville Frances Summers - Sedalia Dorothy Steele - Sedalia We deeply thank these women for their years of membership and service to the Business Women of Missouri and their local BWM clubs. Julie Slocum, President 2023 – 2024 Final Board Meeting Ivory Grille, April 30, 2024



SBW 2023-2024 President, Julie Slocum, held her final board meeting at the Ivory Grille Tuesday evening, April 30. President-Elect, Janice Cones, presented Julie with her gift from the board, which was a custom-made planter.



Group photo (L-R): Della Schnakenberg, Joyce Grinstead, Debbie Ulmer, Julie Slocum, Rachel Managhan, Carolyn Green, Michelle Sparks, Janice Cones, Dianne Simon, and Robin Balke.