

# FACING HISTORY & OURSELVES ANNUAL REPORT 2022



FACING  
HISTORY &  
OURSELVES

# A LETTER FROM OUR PRESIDENT & CEO

**Roger Brooks** | *President & CEO*

As I begin to write the greeting for Facing History's Fiscal Year 2022 Annual Report, I'm reminded that all of the transformative work we do at Facing History starts with concern for our educators. As demands on teachers have increased, so too has our commitment to meeting their needs. And our work helps teachers create deeply impactful student outcomes.

Last year marked the completion of Facing History's five-year strategic plan, launched in 2017. You can read through the summary of all that we accomplished over that span later in this annual report. In the past five years we have reached new audiences and welcomed a global community of lifelong learners who use and support Facing History—our teacher network has grown to include over 400,000 educators!

The shiniest example of our dedication is, perhaps, the 2022 launch of Facing History's remodeled website and digital platform, which receives 1.4 million page views per month, double the number of views it received just five years ago. This overhaul of [facinghistory.org](https://facinghistory.org) was two years in the making and designed specifically with educators in mind. Accessing our vast collection of classroom material is now more intuitive and inviting. With the option to create a Facing History login, teachers can save and arrange content in their personal account in whatever way best suits their workflow. Our fully integrated calendar of events and professional development seminars allows busy educators to find on-demand or real-time opportunities with ease. We were also very intentional about building a meaningful experience for donors and prospective donors -- from upstander stories to impact highlights, engaging online and learning about Facing History is more compelling than ever.

Now, we are beginning to implement a new three-year strategic plan and we have a strong roadmap for the years ahead. Our plan, titled "We Are Facing History: Amplifying Our Impact," sets out ambitious goals for our growth as an organization for both our internal operations and external programming. Internally, we have outlined ways we can continue to build an engaging, equitable, inclusive, and caring workplace. Already we've made strides, increasing staff compensation, providing flexible working arrangements, and further developing the role and offerings of our Office of Equity & Inclusion.

In terms of expanding the reach and impact of our programs, this new strategic plan reflects our belief that teaching civic engagement to students creates lasting social good. To do this, Facing History will bring our resources to more classrooms and schools so that students can study pivotal moments in history while also connecting choices made in the past with choices they face in their own lives. This proven model of study prepares the next generation to stand up to bigotry, inequality, and racism. Why? We equip young people to have tough conversations, to see how systemic injustice develops, and to understand that in the face of hate, there are ways to bring communities together.

You may have heard me say "our work has never been more important" and this will likely be true for some time. Facing History will continue to pave the way toward a more meaningful tomorrow. There are few things more important than this.

# A LETTER FROM OUR CHAIR

**Jill Garling** | *Chair, Board of Directors*

A little over a year ago I became Chair of Facing History's Board of Directors. After a tenure of over two decades serving on Facing History's Chicago Advisory Board and the Board of Directors, it's been an honor to bring my passion for Facing History to this position. To all the incredible donors and volunteers who have advocated and provided financial support, thank you for making our 2022 a year of growth and impact. And to those of you who are just getting to know Facing History, welcome to our learning community.

People make choices, and choices make history—Facing History's work is far reaching but boils down to this single idea. Our data show again and again that students who take Facing History courses choose to stand up for others and are more likely to intervene when they witness bullying. Young people are being given the chance to grow into adults who are civic-minded and eager to make the world a better place. Facing History students also report feeling more confident and engaged in school. We strive to nurture both emotional and academic well-being in our youth.

As you know, Facing History does its work primarily through educators. The challenges that teachers face today are enormous—enough to make many rethink their career. But through the training and tools we provide, we find that many discover a new level of professional fulfillment and a refreshed perspective on the important work they do. In fact, 95% of teachers who participate in our seminars report that the course positively affected their feelings about their classroom role.

I'm especially proud of the way we continually meet the moment. When bigotry and hate lead the headlines, teachers aren't left alone to navigate questions from their students and are more able to engage in thoughtful reflection and analysis. The Current Events team at Facing History proactively develops lessons around contemporary issues so they are there for educators in real time, giving historical context for these events to help their students connect the past with the present. From lessons on the supreme court to the rise in antisemitic hate speech, educators have access to resources that can help students research and understand prominent news stories, develop critical media literacy skills, and learn how to have difficult conversations.

The best antidote to the spread of hate we see today is the knowledge that each student in a Facing History school or classroom is more likely to become a civic participant, a volunteer, a mentor, a lifelong learner, and an upstander. Thanks to each of you who have helped provide financial support, volunteered your time, and shared your wisdom and talents to further our work.

# 5 YEARS OF GROWING OUR IMPACT

## 2017-2022 STRATEGIC PLAN RECAP

From July 1, 2017 to June 30, 2022, Facing History was guided by an ambitious five-year strategic plan. Despite a global health crisis, we reached our goals while still pivoting our focus to bring new resources to teachers and students struggling amidst COVID-19 shutdowns.

These five years of progress were only possible because of donors who share our passion and vision. Each individual and organization who contributes to Facing History energizes our work, not just with dollars, but with their commitment to stop bigotry and hate.

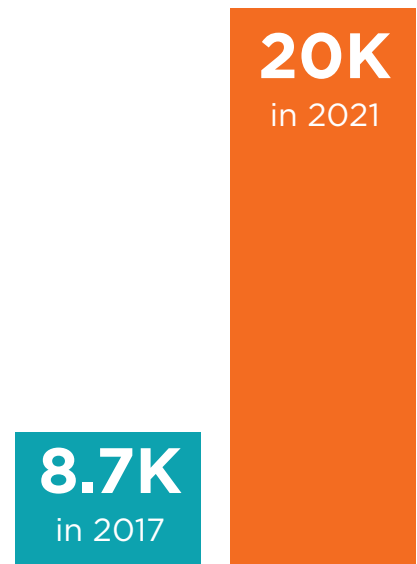
Let's take a look at some of the highlights from the past five years and celebrate what we've achieved together!

### STRENGTHENING OUR CORE WORK OF PROFESSIONAL DEVELOPMENT FOR TEACHERS

Facing History has always been at the vanguard of digital education offerings, but to remain so required investment in our online infrastructure. We grew and enhanced the resources we offered on [facinghistory.org](https://facinghistory.org), transitioning to a digital-first model. This digital transformation enabled us to meet two key demands: 1) any teacher with an internet connection can now access thousands of curricula units, guides, current events lessons, multimedia material, and other classroom tools with ease; 2) Our program staff across the US, Canada, and UK are able to deliver professional learning opportunities more frequently to more educators.

We also developed and began to pilot Schools Where We Belong (SWWB). This innovative school model is designed for whole-school adoption in order to promote equitable teaching practices. These practices foster critical thinking around history, current events, and civic responsibility. SWWB builds on our individual teacher model but brings in the entire faculty and staff, positively changing school culture and benefiting the entire student body.

#### Educators Who Used Facing History PD



Around 20,000 educators used Facing History PD annually in 2021 compared to only 8,700 in 2017.

**“No matter what I thought I knew, I now know so much more. This is PD that I can use on a daily basis, it’s not just do PD and forget. It’s power and change.”**

– Katrina R., Educator

**“Facing History is very different from our conventional understanding of a history class: reading, dates, happenings. It revolutionizes what it means to learn about the past... it gives you a real sense of personal agency.”** – Emmy C., Student

## SCALING OUR IMPACT, UTILIZING A LADDER OF ENGAGEMENT

With the expansion of our online resources, we introduced new on-ramps for educators to interact with our digital-first model. This includes a robust events and webinar calendar, content toolkits, the introduction of topical lessons around breaking news events, new English Language Arts resources, and an On-Demand Learning Center. We know these additional online touch points are helpful for our users as we saw our network of educators grow from 159,000 to over 388,000. Even more significantly, the number of teachers actively using Facing History methods and materials in their classrooms grew from 58,000 to 150,000.

## ENGAGING THE GENERAL PUBLIC IN TARGETED CIVIC PROGRAMMING

Engaging the community outside of our classrooms with the work of Facing History is important. Through greater visibility we can not only bring our curricula to the attention of more educators, but also build a learning community of young people and adults committed to civic responsibility and upstanding. With this goal in mind, Facing History produced op-eds and interviews and hosted convenings addressing key issues of the day including the January 6th Insurrection at the Capitol, confronting contemporary antisemitism, the murder of George Floyd, and the dangers of anti-history legislation. This past year our event attendance was our highest ever, with almost 7,000 participants following the launch of new engagement opportunities.

To learn about Facing History’s new strategic plan go to [www.facinghistory.org/about/accountability/strategic-plan](http://www.facinghistory.org/about/accountability/strategic-plan).

### Number of Page Views



Page views at [facinghistory.org](http://facinghistory.org) doubled over the past five years, with 19 million+ views just in 2022.

### Potential Media “Impressions”

**5 billion+** 

We had more than 5 billion potential media “impressions” last year, including in major news outlets such as The Wall Street Journal, The New York Times, MSNBC, CNN, and The Washington Post.



# FY22

# DONOR LISTINGS

In an effort to be more equitable and in line with our values, Facing History has revised our annual report donor recognition lists this year to include all donors at all levels, listed alphabetically, rather than by giving amount.

As stated in our Diversity, Equity and Inclusion statement, “Facing History respects each individual and we honor the many backgrounds and perspectives of our network. We all share a vision of a society guided by knowledge and compassion, not bigotry and hate.”

Facing History is grateful for each and every supporter who has invested in our work this year and in the past. Every gift of every size has had a meaningful impact on our ability to do our work effectively. Thank you for partnering with us to support teachers and their students!

## SUSTAINING DONORS

For more than four decades, Facing History has engaged students in the study of history and ethical decision-making in order to teach civic responsibility, tolerance, courage, and compassion. We depend on the generosity of our donors to support and grow this work.

This category recognizes supporters who have consistently invested in Facing History over the last ten years. We are proud to have over 900 supporters who have remained committed to our work and have demonstrated their loyalty to the organization over the last decade. Thank you for your incredible generosity and dedication to Facing History!

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Jeremy Simon  
Alejandra Siroka  
Marc Skvirsky  
Avery & Cecelia Sledge  
Martin Sleeper  
Clint Smith  
Heidi Smith  
Mary Sok & Jamie Lott-Jones  
Sharman Spector-Angel & Gary Angel  
Alex Steinberg & Naomi Forman  
Shai Stephenson

Lisa Stettler  
Katja Stonebraker & David Holtermann  
Margot Stern Strom  
Karen Sulzberger  
Mark Swaim-Fox  
Kathy Swenson  
Eric Taper  
Dustin Tenreiro  
Marti Tippens-Murphy  
Tim Toeum  
Susan Tofias  
Karen Tucker & Jerry Avorn  
Peter Turnbull  
Cheryl Fields Tyler  
Jackson & Lisa Urie  
Jose Antonio Vargas  
George Vickers  
John Vogel  
Liz Vogel  
Christopher J. Volk IV  
Kate & Shai Waisman  
Mike Weidler  
Adam Weinstein  
Jack Weinstein  
Helena Weiss-Duman  
Jack West  
Joe Whalen  
Eli, Anna, & Eva Clausen Williams  
The Wilson family  
Craig & Allison Winchell  
Mary Winchell  
Judy Wise  
Jacqueline Woodson  
Kay Woodward  
Tommy Lee Woon

**IN MEMORY OF**

Albert J. Abramovitz  
Richard Ageloff  
Dan Alba  
Marika Barnett  
Betsy Barton  
Sheldon Baskin  
Irving & Deanne Bayer  
Robert L. Berger  
Janice Harris Berlin  
Mary Binder  
Nellie Brookshaw  
Alan A. Brown  
Gloria Burke  
Wilma Caine  
Florena & Woodrow Canty  
Lee & Doris Casper  
Imogene Chancellor  
William E. Clinton  
Eli L. Cooperman  
Fred Cordova  
Linder Dermon  
James & Margaret Diggs  
Giuseppe DiScipio  
Susan Dratch  
Barbara Elsberg  
Carol Emerich  
Harvey Federman

*Gifts in Tribute (In Memory Of) Fe-W*

Helen Fein  
Maryann Fenster  
David Fishel  
Judith Fishman  
Willie Galloway, Sr.  
Max & Anita Garsen  
Alice Giddins  
Nettie Goto  
Brenda Gottfried  
Rae Grosman  
Mimi Grossman  
David Haas  
Yveta J. Hall  
Robert Ralph Hett  
Bertha Dudley Hinton  
Bernie Hollister  
Moses & Regina Holzheker  
Jill Iscol  
Marietta Parker Kahl  
Robert Erwin Kaim  
Diran Kalousdian  
David Lawrence Kaufman  
Neil Kaufman  
Ethel Kissin  
Judith & Sheldon Korones  
Gabriella & Imre Kovacs

Eugene Krieger  
Morris J. Kriger  
Heddy Kulka  
Zezette Larsen  
Emily Leavitt  
Portia Leet  
Shirley Feldberg Levy  
Ruth Lewin  
Doris Libman  
Lewis P. Lipsitt  
John P. Lourens  
Lori Luft  
Steven J. Lutkoff  
Trayvon Martin  
Linda Ann Mason  
Leon & Lola Mazliach  
Gerald McKinney  
Betty McMahon  
Emily Mehlman  
Howard & Shirley Metzenbaum  
Jo Minow  
Sue Dooley Olegario  
Alena Malaika Asuma Otieno  
Tom Payzant  
Hira & Vasant Penta  
Penny Karpen Peters

Esther Peterseil  
Andy Pickholtz  
Burdette Poland  
Ana Politkovskaya  
Marie Raduazzo  
Jonathan Rhodes  
Karen & Jack Rizika  
Esther Mae Scott  
Arnold Segel  
Irene Selig  
Sue Siegel  
Al & Celia Simon  
Beth & Edward Smith  
Walter Steinweg  
Eric Joseph Stern  
Edna Sweder  
Eric Tang  
Michael Terry  
Dianne Tocci  
August van der Becq  
Teresa Variano  
Robert W. Vose  
Abbie Elcenia Watkins  
Edna Weiner





# LEGACY COMMUNITY

Facing History and Ourselves' Legacy Community comprises supporters who have made a meaningful commitment to include Facing History in their estate plans. The Community welcomes new members who are helping to ensure the future of Facing History's work for generations to come.

Our supporters have included Facing History in their estate planning through bequests, charitable remainder trusts, charitable gift annuities, a gift of insurance, and other vehicles. Your tax or philanthropic advisor can assist you in identifying the best option for you and your family.

Providing for Facing History leaves a legacy of support for our vital work with students and teachers around the world. For more information on the Legacy Community, or to notify us that you have included Facing History in your estate plans, please contact the Development Office at 617-232-1595 or [development@facinghistory.org](mailto:development@facinghistory.org).

Anonymous (9)  
Vicki & William Abrams  
Jennifer Aubrey  
Richard E. Barbieri  
Betty S.\* & Arthur Bardige  
Baskin Family Foundation/Judy Wise  
Robin & Nathan S. Birnbaum  
Helen & Arthur Bobrove  
Mary & William J. Buckley  
Patricia Caesar  
Sandra & Bernie Carpenter  
Ina Clayman  
Lauren Curry  
Laura DeBonis & Scott A. Nathan  
Lori Friedman & Howard Leicht  
Linda & Michael Frieze  
Judy & David Ganz\*  
Susan\* & Bryan Ganz  
Ilse & Peter H. Garfunkel\*  
Sandra & Philip Gordon\*  
Barbara & Steven Grossman  
Priscilla & Richard M. Hunt\*  
Elizabeth E. & Daniel J. Jick  
Daniel S. Katz & Nancy J. Katz  
Susie & Jay Kaufman  
Mary Keber & Marc Skvirsky  
Kay M. Kilpatrick  
Beth & Seth Klarman  
Lisa Krakow  
Larry M. Levy  
Lori\* & Hal Luft  
Fred Meyer  
Paula & Allen Mitchell  
Carolann S. & K. George Najarian  
Marcia & Edward Nalebuff\*  
Myra & Charles Novogrodsky  
Bonnie & Martin Oberman  
Lisa & Richard Perry  
Rita Pollak

Gretchen & Bruce Preville  
Suzanne & Bernard Pucker  
Frances & Donald Putnoi  
Edward L. Reynolds, Jr. Trust  
Sharon L. & Howard Rich  
Bonnie Rosenberg  
Eugene B. Rosenberg  
The Lois and Larry Ruttman Bequest for the Upkeep of  
Facing History and Ourselves, Inc.  
Alex Saharovich  
Carolyn Irvin Shears  
Judy & Martin Sleeper  
Ann R. Soloway  
Patricia & David Squire  
Erica & Donald Stern  
Paula Stern & Paul London  
Christine & Bill Stokes  
Margot & Terry Strom\*  
Karen Sulzberger  
Gerri & Kenneth Sweder  
Dora Z. Ullian  
Susan E. Werbe & John E. Bates  
Ronald Werner  
Joseph P. Wiellette  
Trudy & Steven Wiesenberger  
Debra Woog

## BEQUESTS RECEIVED IN FY2022

The Sonia S. Abrams Living Trust  
The estate of Mimi Grossman  
Hilda W. Kline Trust  
Joseph Padula Living Trust



**“That was, by far, the best choreographed workshop I have ever attended, in person or online, in my 30 years of teaching. Thank you for making this so invaluable. I left feeling rejuvenated as opposed to depleted.”**

- Teaching Coming-of-Age Literature workshop participant,  
March 2022

# A LETTER FROM OUR FINANCE CHAIR

**Emily Leventhal** | *Chair, Finance Committee*

The past few years have been momentous for Facing History and Ourselves, presenting both exciting opportunities and challenges. The heightened awareness of the importance of our mission drove an unprecedented clamoring for our services and successes in fundraising, including a \$15 million donation from MacKenzie Scott in FY21. The organization has grown from \$23.5 million in expenses in FY17 to \$38 million in expenses for FY23.

Our fundraising successes, combined with careful fiscal stewardship, has allowed us to build our reserves and grow our net assets from \$44.8 million in FY17 to a near historic high of \$70.1 million. Over the next three years, we plan to invest \$19.3 million of these reserves to increase and strengthen our impact and capacity, allowing us to support even more teachers and students.

On behalf of the Board of Directors, I want to thank the members of the Finance, Audit, and Investment Committees and Facing History's management and staff for all their extraordinary work. I also thank them for their unwavering support and continued commitment to the organization's long-term financial sustainability and success.





# FY22 FINANCIALS



# STATEMENTS OF FINANCIAL POSITION

Assets	June 2022	June 2021
Cash and cash equivalents	\$17,606,015	\$11,569,861
<b>Investments:</b>		
Without donor restrictions	18,186,282	21,465,310
Endowment and funds functioning as endowment	26,789,774	29,617,290
Accounts receivable - net	279,471	356,807
Due from related parties	18,405	742
Prepaid expenses and other assets	388,793	384,797
Pledges receivable - net	6,975,650	9,724,559
Office equipment and leasehold improvements - net	2,040,599	209,255
<b>TOTAL ASSETS</b>	<b>\$ 72,284,989</b>	<b>\$ 73,328,621</b>

Liabilities and Net Assets	June 2022	June 2021
<b>Liabilities:</b>		
Accounts payable and accrued expenses	\$2,148,494	\$2,821,611
Due to related parties	9,495	87,003
<b>Total Liabilities</b>	<b>2,157,989</b>	<b>2,908,614</b>
<b>Net Assets</b>		
Without donor restrictions	32,885,843	27,109,256
With donor restrictions	37,241,157	43,310,751
<b>Total net assets</b>	<b>70,127,000</b>	<b>70,420,007</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 72,284,989</b>	<b>\$ 73,328,621</b>

# STATEMENTS OF ACTIVITIES

Support and revenue	June 2022	June 2021
Contributions and special event revenue	\$ 30,355,612	\$ 37,292,715
Fees	1,381,008	984,901
Other Revenues	469,388	300,801
Spending rate transfer appropriated for operation	1,133,521	1,035,534
Investment return (loss) on investments without donor restrictions	(3,279,028)	1,437,185
<b>TOTAL SUPPORT AND REVENUE</b>	<b>30,060,501</b>	<b>41,051,136</b>
<b>Expenses</b>		
Program Services	17,794,852	19,425,717
General Administration	4,860,695	2,012,790
Fundraising	4,710,445	3,699,466
<b>TOTAL EXPENSES</b>	<b>27,365,992</b>	<b>25,137,953</b>
<b>Change in net assets from operations</b>	2,694,509	15,913,183
Investment return (loss) on endowment	(1,853,995)	6,203,070
Spending rate transfer appropriated for operation	(1,133,521)	(1,035,534)
<b>Change in net asset</b>	(293,007)	21,080,719
Net assets – beginning of year	70,420,007	49,339,288
<b>NET ASSETS – END OF YEAR</b>	<b>\$70,127,000</b>	<b>\$70,420,007</b>

## OPERATING REVENUE BY SOURCE

Source	2022	%	2021	%
Contributions	30,355,612	91%	37,292,715	94%
Endowment Spending	1,133,521	3%	1,035,534	3%
Fees and Sales	1,850,396	6%	1,285,702	3%

## EXPENSES BY PURPOSE

Purpose	2022	%	2021	%
Program – Professional Development	16,261,859	59%	17,660,495	70%
Program – Content Development	1,532,993	6%	1,765,222	7%
General Administration	4,860,695	18%	2,012,790	8%
Fundraising	4,710,445	17%	3,699,446	15%

\*Note: Strategic Plan expenses are included in General Administration.

## EXPENSES BY CATEGORY

Purpose	2022	%	2021	%
Salaries and Benefits	20,027,293	72%	19,017,722	75%
Services & Materials	6,577,212	23%	4,515,694	18%
Travel	79,109	1%	429	1%
Occupancy & Office	664,675	2%	806,499	3%
Depreciation	17,603	1%	787,609	3%

Note: Any percentage under 1% is represented as 1%

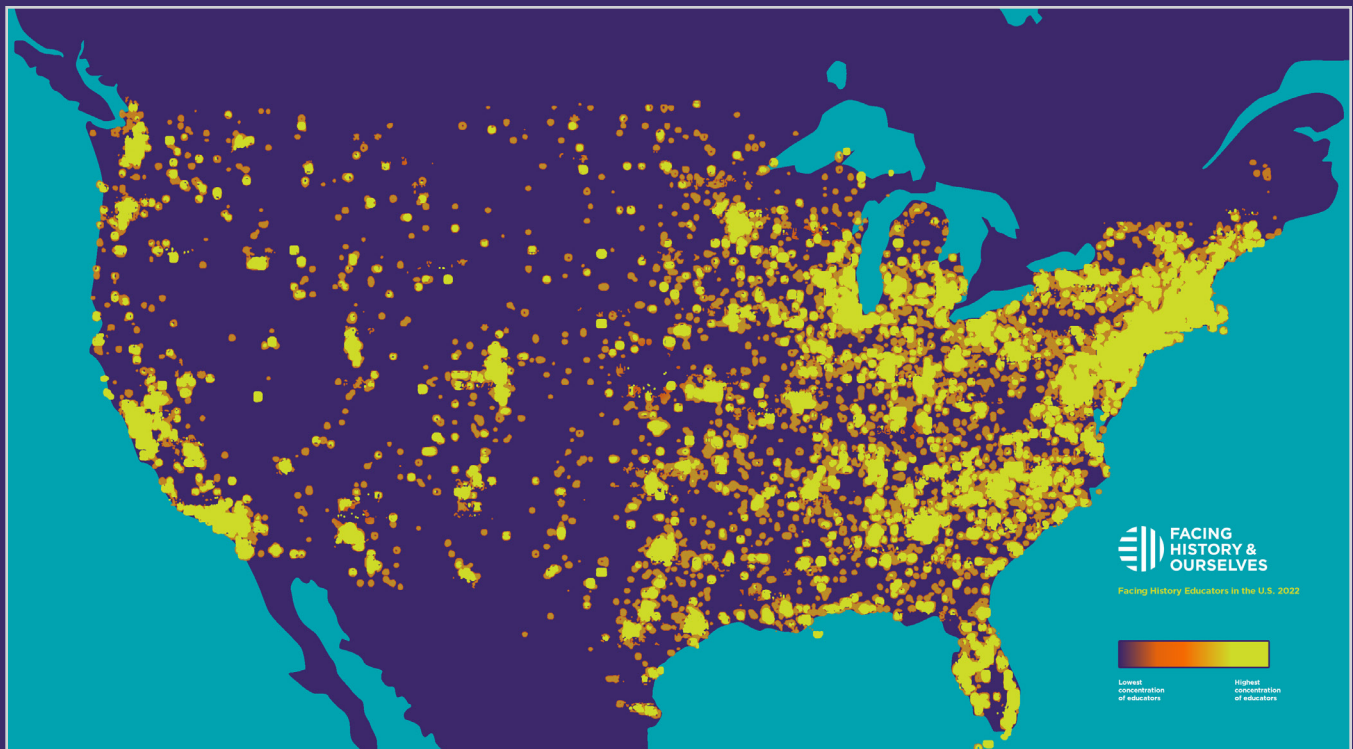
# OUR GLOBAL COMMUNITY

Facing History is headquartered in Boston, Massachusetts, but serves teachers wherever they are. With our network of regional offices, our global partners, and our digital experiences, we support over 400,000 educators in every state and in more than 100 countries, reaching millions of students as a result.

We work across the United States, with regional offices covering [Chicago](#), [Cleveland](#), [New England](#), [New York](#), [Northern California](#), [Southeast](#) and [Southern California](#).

We also partner with entities in [Canada](#) and the [United Kingdom](#), as well as educational organizations in [Colombia](#), [France](#), [Mexico](#), [Northern Ireland](#), and [South Africa](#).

## FACING HISTORY EDUCATORS

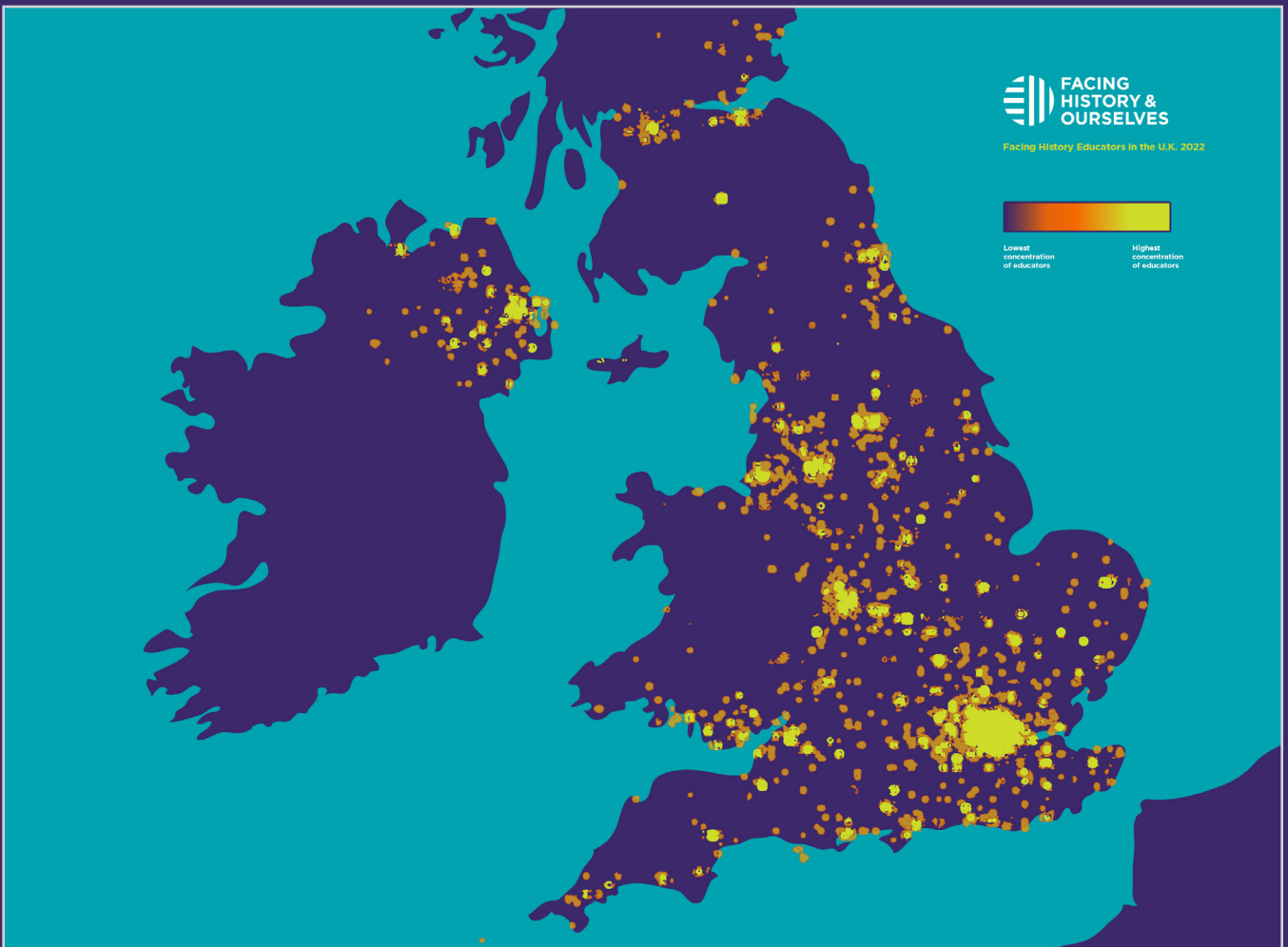


United States





Canada



United Kingdom



# BOARDS AND LEADERSHIP

Our volunteer network spans our geographic reach as well. Facing History is incredibly grateful to the members of our: Board of Directors, Leadership Council, Advisory Boards, and Board of Scholars, who govern the organization, provide philanthropic support, engage their communities and serve as thought leaders for our work around the world. Here, we list members during the period of July 1, 2021 through June 30, 2022, and indicate if members joined or transitioned roles as of July 1, 2022.

Facing History and Ourselves acknowledges with great sadness the loss of our cherished friends and board members who passed away this year: Janice Berlin, Barbara Elsberg and Jill Iscol. We remain ever grateful to have been guided by their wisdom, and we will continue to be enriched by the time they shared with us.

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Edda Collins Coleman  
Lisa Conn, FY23 New Member  
Reggie Crenshaw  
Cheryl Strauss Einhorn  
Debra Engel  
Lori R. Fife  
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Kristyn Friske, FY23 New Member  
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Dr. Carol Johnson-Dean  
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Pascale E. Berner

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Anla Cheng  
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Jill Iscol\*  
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Maja Kristin  
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Heidi Pearlson  
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Michael Pucker  
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Gwenn Masterman Snider  
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Jonathan Judaken  
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Fernando M. Reimers, FY23 New Member  
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Marcus L. Smith  
Alan Yang, FY23 New Member

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Edda Collins Coleman  
Debra Engel  
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Karen G. Harrison  
Julie Abrams Leff, ex-officio member  
Lawrence M. Levy

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Debra Engel  
Jill Garling  
Julie Abrams Leff  
Richard I. Melvoin  
Deborah L. Plummer  
Stacy Sharpe

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Sharman Spector-Angel  
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Jane Edmonds  
Christy Egun  
Matthew Epstein  
Marsha Feinberg  
Rena Finder  
Ilyse Greenberg  
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Jill Ellen Karp  
Susan Kaufman  
Emily Leventhal  
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Karen Levy  
Kristen Lucken  
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Karen Tucker

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Cristina S. Fockler  
Amy Grow  
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Mason Hawkins

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Jay Kaufman  
Marty Kelman  
Daniel Kiel  
Meggan Kiel  
Donald Levy  
Joanna Lipman  
Susan Mallory (emeritus)  
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Joyce Margulies  
Jacqueline O'Bryant  
Erin Ostrow  
Adrienne Pakis-Gillon  
Iddo Patt  
Gadson William Perry  
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Doug Schrank  
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Monica Wharton

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Kira Bahat  
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Aaron Cohen  
Pamela Cohen  
Kobie Conner  
Bill Feldman  
Andrea Ilouljian  
Rita Lurie  
Denise Nelson  
Andrew Pauly  
Ron Radziner  
Carrie Richman  
Terrence Roberts  
MyKhanh Shelton  
Florence Sloan  
Jesse Stern  
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Margaret Stohl

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Mandy Wolf

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Advisory Board Chair  
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Amonica Davis, FY23 New Member  
Aneet Deshpande  
Chelsey Kohn, FY23 New Member  
Daniela Paez  
Neal Restivo  
Amy Rogat  
Marcy Levy Shankman  
Margie Simon  
Ranjit Tamaskar  
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**People make choices. Choice make history.**