

THE TOP 100 WOMEN-LED BUSINESSES IN MASSACHUSETTS

Globe Magazine

THE BOSTON GLOBE
NOVEMBER 7, 2021

W

omen
& Power

2021

SECRETS TO
LANDING FUNDING
BY SHIRLEY LEUNG

WHY I WEAR BRAIDS
ON THE TV NEWS
BY LATOYIA EDWARDS

GET PAID WHAT
YOU DESERVE
BY CHRISTINE KOH

ADVANCING GENDER
JUSTICE IN JAZZ
BY TERRI LYNE CARRINGTON

THE EMPATHY
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BY KARA BASKIN

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With over 17 years of experience and more than \$70 million sold in property, it's not luck to achieve these results. It's positioning. Sarah specializes in solving complex real estate issues and has been widely hailed for the high quality of her work. Her clients trust her because she puts their needs and wishes first in every situation.

Contact Sarah to find out how to lead the market to record-breaking results.

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As one of the top producing residential real estate teams in Cambridge and the surrounding neighborhoods, the Denman Drapkin Group leverages the talents of 9 impressive agents to deliver a high-touch real estate experience. With a shared passion for client care and over \$1 billion in collective sales, there's no better team to help guide you through the home buying and selling process.

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After running the award-winning True Home Partners team, she co-founded the Denman Drapkin Group and brings over 25+ years of brokerage experience and unmatched dependability to her clients.

DEBBIE LEWIS

With her quick wit and tireless work ethic, Debbie applies a hands-on approach to helping buyers navigate the intricacies of the buying process and lead them across the finish line.

JENN MCDONALD

A bona fide force in the real estate community, Jenn has developed a sixth sense for her clients needs and offers creative solutions to deliver exactly what they're after.

EIRINN CARROLL

After many successful years as an energetic and client-centric personal trainer, Eirinn brings an unwavering drive to help her clients find and buy their dream home.



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After completing over 100 transactions as a top buyer's agent, Haley utilizes her extensive knowledge to spearhead the team's marketing and operations.

VANESSA SULLIVAN

A native of the Boston area, Vanessa has been working in the real estate industry since 2017 and is an expert at moving the team's transactions smoothly from the accepted offer to the closing.

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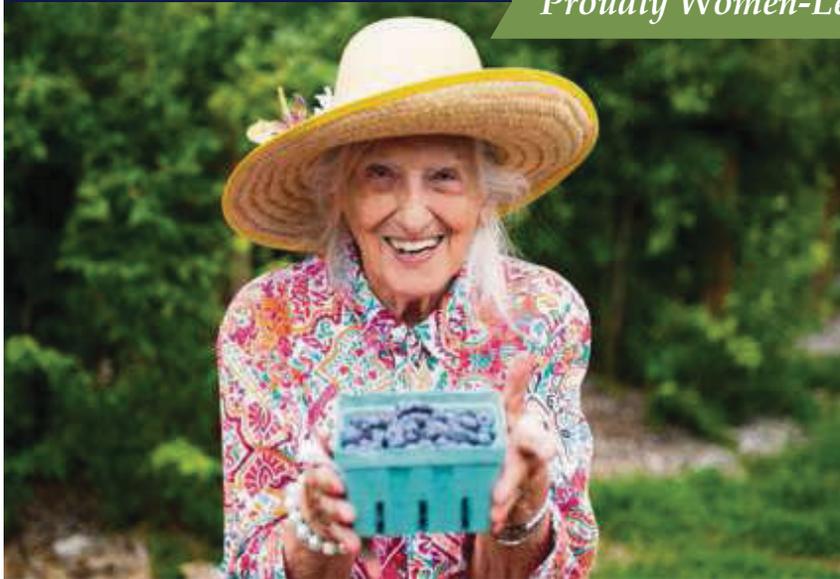
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Congratulations, Rita M. Gardner, Melmark President and CEO

Rita has led Melmark into its fourth consecutive year as one of the top 100 women-led businesses in Massachusetts.



Rita M. Gardner at the beam signing ceremony for the new Melmark school

“Figuring out how to finance the significant cost of the COVID-19 pandemic has been a challenge. Because of our strategic plan of 2017, and thanks to the generosity of our donor community, Melmark is more strongly positioned than many other not-for-profit organizations across the country. This past year, Melmark received a historic endowment gift of \$21.5 million from the Anne and Brutus Kenan Fund, which provides additional security for Melmark’s future. We will continue to break barriers, break ground and improve our services and facilities for those we serve. We will always be mission-focused for *Every Individual, Every Day.*”

Rita M. Gardner, M.P.H., LABA, BCBA
Melmark President and CEO

Melmark remains committed to equality in the workplace and beyond:

- 72% of senior leadership roles held by women.
- 73% of all management positions led by women.
- 88.5% of staff across all state divisions reflect diversity in race and gender.
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NOVEMBER 7, 2021

Anuradha Yadav,
cofounder of WOCE
(Women of Color
Entrepreneurs).

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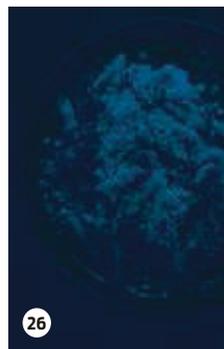
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Child Care In Crisis / October 31

Why do the educators of our youngest children still lack the support they so desperately need? Visit globe.com/magazine to catch up on the situation in Massachusetts, the state with the highest child-care costs. Plus: When it takes a village... and a nanny... and a taekwondo instructor... to raise a child.

Your Home: Kitchens & Baths / October 24

From Charlestown to the Berkshires, vintage touches rejuvenate modern spaces. Get makeover ideas for the busiest rooms in your house. Also: The Martha's Vineyard heiress and the Florida psychic who took her for millions. And talking about a rare vaccine side effect.

The Medical Issue / October 17

How birth doulas are helping tackle a crisis in Black maternal mortality. The rise of anti-vax propaganda in 1901 Boston. And a look through grief's window: A personal essay.

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Congratulations to the Top 100 Women-Led Businesses in Massachusetts!

Mim Minichiello

President, Employee Benefits, New England

2021 Top 100 Women-Led Business in Massachusetts (Three-time recipient)

HUB International is proud to acknowledge Mim Minichiello as a third-time recipient of the Commonwealth Institute and Boston Globe's Top 100 Women-Led Businesses in Massachusetts. This honor recognizes not only the hard work of Mim but also the contributions of the entire HUB New England team under her leadership.

Congratulations to all of the well-deserving recipients of this prestigious honor. We are humbled to be in your company.

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IN A LEAGUE OF HER OWN

The **Amanda Armstrong Group** excels at providing sellers and buyers with the most competitive advantages possible. Covering all communities in the North Shore marketplace, Amanda and her team use their extensive experience and resources to advocate for their client's every need.

Amanda's passion, drive, and thorough due diligence have delivered successful outcomes for over 15 years. Her strong moral compass is grounded in the belief that hard work and determination make all the difference.



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IN SALES IN THE LAST 12 MONTHS

#1

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2020, 2019, 2018

#1

TOTAL SALES GLOUCESTER
2020, 2019, 2018

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Jocelyn Forbush
Acting President & CEO

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COMMENTS



The writer (top, right) with her sisters in September 2010, two weeks after moving into private boarding school.

Learning Opportunities

Dasia Moore's Perspective ("The Invisible Burden on Scholarship Students," October 3) is an awesome description of the serious, often-hidden challenges that first-generation students face when given opportunities and places in traditionally white spaces. As a multilingual/multicultural teacher, I dealt with this every day. Helping

parents understand the expectations of the school, teachers, curriculum, and the many hidden layers of cultural cuing that are vital to thrive was my charge. Mentoring new teachers in these foundational pieces was what I owed students and families. It is sorely lacking in teacher prep programs.

Sonya Merian
Framingham



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The Boston Globe

Much of what Moore described resonates with me. I had a full scholarship (with loans) to Harvard in the 1960s. I had to sort the dorm's dirty linen and baby-sit for faculty to have spending money. I could get home only at Christmas and some summers riding on the bus for over 24 hours because I could not afford a plane ride. Many of my classmates had spent the summer before freshman year in Europe — I could only begin to imagine that. However, I am white and came from a small public high school in South Dakota — Harvard's attempt at "diversity" at the time. In the long run, I have done OK. I can only hope that Moore is among the vanguard of an

increasingly large group paving the way for better opportunities for those of us who start out with fewer resources.

Cynthia M. Randall
Newburyport

As a 75-year-old grandmother and retired teacher/school counselor, I have witnessed firsthand the stressors that Moore writes about. I raised my children as a single mother in a working-class neighborhood in Worcester. Over and over I've discussed this issue with teacher friends and colleagues, and with family. It is a complex and complicated situation. In the end I would say that *if* young people are going to go the route that Moore describes, they need much



Congratulations to Julieann Thurlow and Reading Cooperative Bank for making the 2021 list of Top 100 Women-Led Businesses in Massachusetts

2021 was marked by growth and possibilities at Reading Cooperative Bank (RCB). Julie and the team expanded RCB's footprint by acquiring new branches in Lynn and Nahant, while opening a new office in Lawrence, MA. On the payment technology front, the bank has led the creation of an innovative P2P product offering for consumers with a nationally recognized payment service provider.



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—Thomas Jefferson

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COMMENTS

more support than is generally offered. Class differences compounded by inherent racism create the kind of struggles Moore describes so well. We have to do better. We have to start by understanding the reality of our children.

Stacy Amaral
Chelsea

Coming from a white, middle-class, suburban family, my experience was different. And now, I look back at my private high school and college classmates and wonder, *Why didn't I appreciate what they faced?* Moore's message is a call to action. Action that requires me to consider not what one is

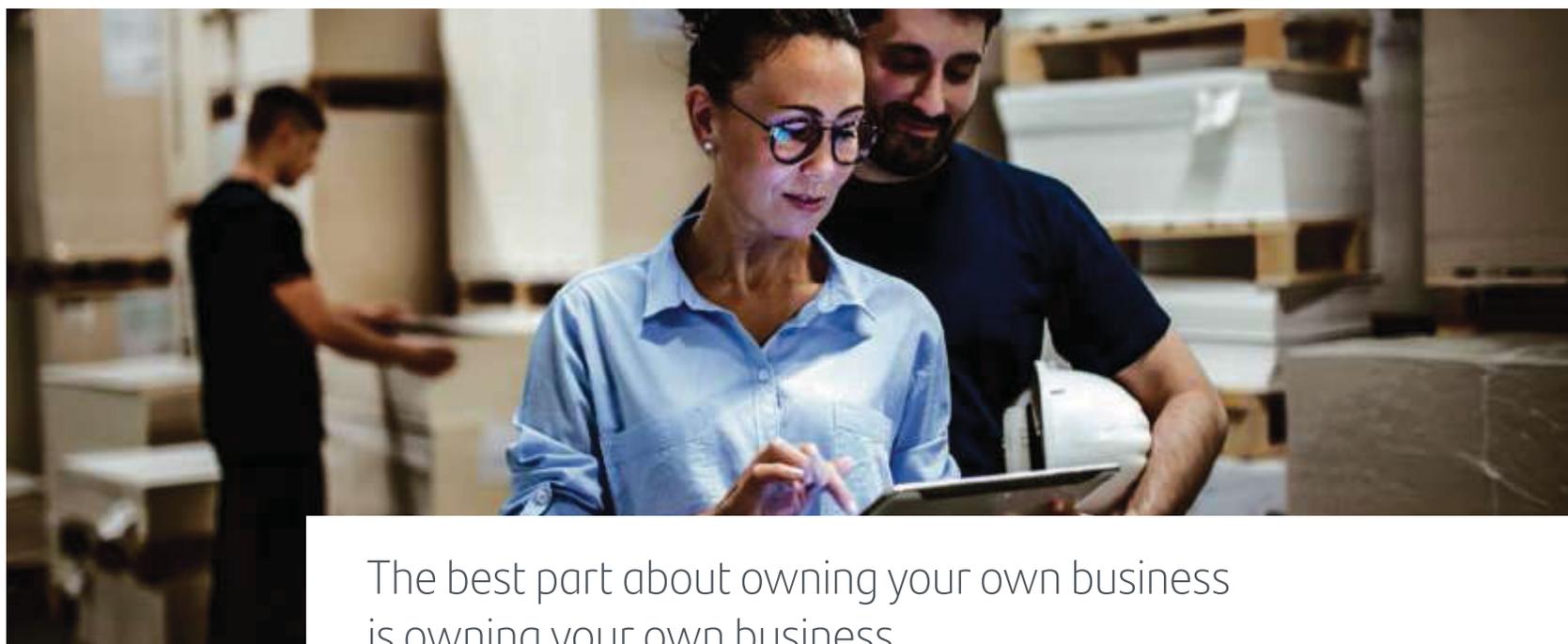
given, but at what cost to their life and spirit.

Mark Wilson
New Albany, Ohio

A great view of some of the personal and social costs of climbing up the economic ladder. We all need affirmation from the world to be our best selves. Moore straddles two worlds. Difficult! I'm a white boy from the Boston suburbs, still belatedly realizing at age 65 how I have benefitted from white privilege. It's up to all of us to build bridges, so we can all cross this racial and socioeconomic divide. Once enough of us have crossed it, it will cease to exist.

Tom Lemaire
Acton

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Inequality Lessons

Cristina Viviana Groeger [in her October 3 article, "Schools Alone Can Fix Economic Inequality in America: True or False? False."] is right. Nor can schools alone overcome systemic racism, or the enormous part it plays in all of society. Perhaps, those who claim schools can fix inequality might think a better educated populace would produce much more. But it wouldn't be enough to achieve equality. Inequality is the product of politics organized around producing and maintaining inequality, and in recent decades even around increasing it. Thus, it can only be dismantled by politics organized around do-

ing exactly that.

James Taff
Roslindale

A commitment to equal schools would solve a lot of issues. I'm talking decent buildings, qualified and well paid teachers, and a commitment to math, science, languages, and the arts. The author makes mention of "the power of workers on the job" being an equalizer. You need an education to get a good job.

Numeral

posted on bostonglobe.com

Although it feels good to try and combat poverty by putting money into education . . . I think that, given the lack of success trying to break the cycle of poverty solely via education,

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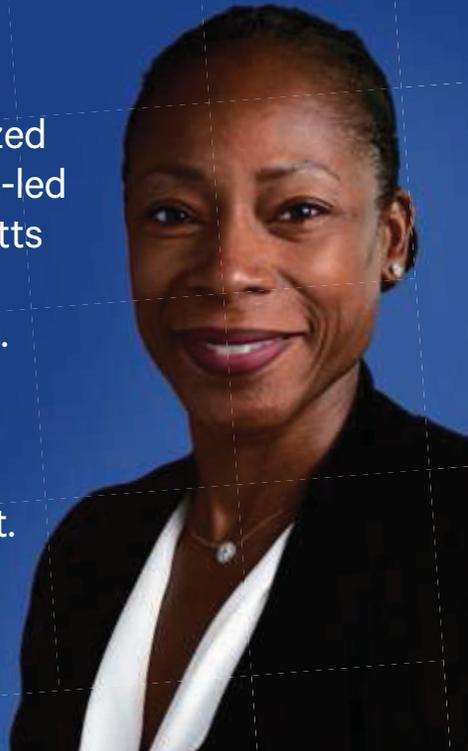
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Congratulations to all the companies on this year's list.



COMMENTS

we should try another approach. Maybe an experiment to do something to elevate some families out of poverty directly, by either employing them at jobs with middle-class wages or by supplementing their low-paying jobs, and then see how their kids do in school?

RalphSlate

posted on bostonglobe.com

Accountability is a key in education. There are plenty of jobs that pay well but graduating high school with [low] reading and math proficiency yields few options. The marketplace is a hard grader. We have seen numerous com-

panies replace some labor with technology as the cost and availability of labor becomes an issue. This is a hard issue and no easy solutions.

Stephen Perry

posted on bostonglobe.com

C'est Si Bon!

Christopher Kimball's "French Lessons" (Cooking, October 3) is deliciously sui generis. Having taught French language and literature for some five decades and having been smitten by French food for even longer, I can confirm that Kimball's recipes are la crème de la crème, and ought to be sampled for their unique flavor and texture. I just hope that he shares more French recipes with us in the future.

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Bon appétit!

Mel B. Yoken
New Bedford

Time-Tested

I was so touched to read “Missed Connections” in the Miss Conduct column (October 3). When I was in my 20s, I was an “intellectual”; one of my cousins and her husband ran a machine shop. My now-ex and I were on the protest lines against the Vietnam War. Other cousins were in the armed services. Yes, we drifted in and out of touch and in and out of

shared experiences and points of view. Now, in my 70s, I am deeply grateful that we hung in there over the years and are as close as we are now. I am lucky to have a family for whom shared affection is so much more durable and meaningful than shared interests and life paths.

Ellen Agard
Amherst

After the passing of one of my parents, I had practical questions about the other and found relatives, cousins I’d never heard

Puzzles on Page 69

THE GLOBE PUZZLE SOLUTION

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SUDOKU SOLUTION

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5	3	2	7	8	4	1	6	9
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*“A good head and a good heart
are always a formidable combination.”*

- Nelson Mandela



**Congratulations to Lasell Village
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COMMENTS

of, who could fill in the gaps. I didn't expect to find true family and good friends in the process, but I did. One of my cousins and I are very close in age, lived near each other as children, and should have grown up almost as sisters. We were well into our 50s, by then living in different parts of the country, when we finally found each other. Improbably, we've made up for much of that lost time and are so grateful.

Kate2019

posted on bostonglobe.com

On Life and Loss

My father was diagnosed with Alzheimer's about six

months before my 45-year-old sister died from breast cancer, in April 2019 ("Through Grief's Window," October 17). While his progression is very slow, the grief from my sister's death has been immense, and I, too, tend to seclude myself when dealing with these overwhelming raw emotions. Jonathan Jackson's article helped me by reminding me I'm not alone in grieving.

Colleen Glenney
North Port, Florida

Jackson's article really touched on so many things that I have gone through with loving and losing a loved one to dementia. There's the feeling of such loss and wanting to reconnect with your

previous self, but realizing things are sooooo different now, and hoping to get back to some of the things we once loved.

Joyce McKenzie
Somerville

Dementia is a type of long goodbye. My mother has dementia; watching it, and being part of the process, over the last 9-10 years has involved all types of emotions. When my father, who was her primary caretaker, died, we were not sure what to expect from her and her grief, which sometimes manifested as physical pains and ailments. I think, for my brothers and I, the one good thing is that my mother maintained her sense of humor. She can be

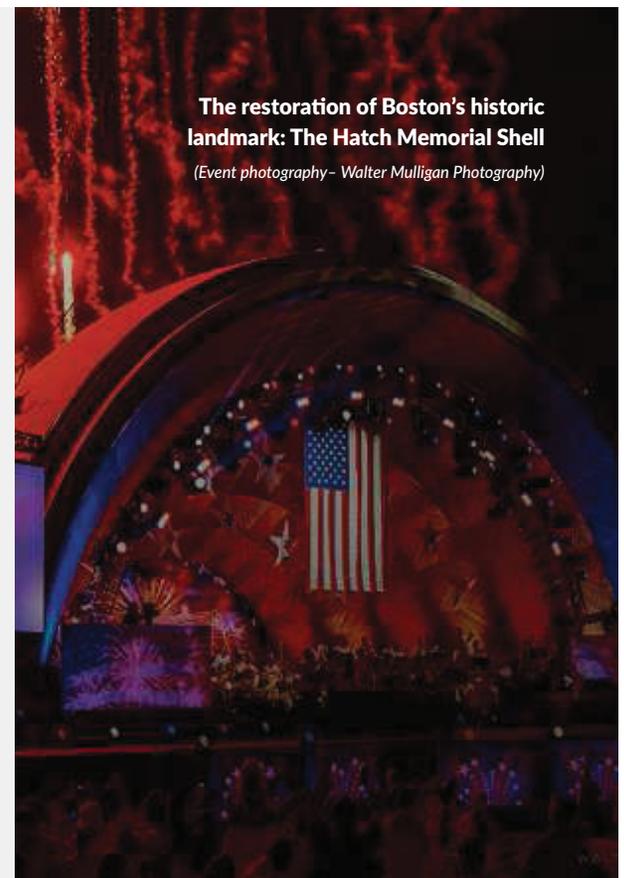
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The restoration of Boston's historic landmark: The Hatch Memorial Shell
(Event photography - Walter Mulligan Photography)

PROUD TO BE WOMEN OWNED – A NAME YOU CAN TRUST SINCE 1969 – WBE & DBE IN MASSACHUSETTS & WBE IN RHODE ISLAND

incredibly funny and is a joy to be around.

Molly2007

posted on bostonglobe.com

In Hindsight

It's been nearly 15 years since, like *Connections* author Barbara Neal Varma, I had one "ta" removed ("Of Steam and Mirrors and Lopsided Breasts," October 17). Time and gravity have taken their course and I have not read anything that came close to providing an assessment of my feelings about displacement until this essay. As a single 72-year-old, fall is a lovely season for me since I can layer to the point of obscuring all self-conscious defects underneath clothes.

Wanda Mock
Weymouth

I, too, am a breast cancer survivor. Yes, I am uneven — but if my mom were still here, she would say, "I hate to tell you but nobody is looking." This was her go-to if anyone in the family became self-involved. It's so true though — most people are so interested in themselves that they're not scrutinizing others. Be confident and smile!

ccronan

posted on bostonglobe.com

This brought back memories of a Stan Rogers song and my late wife. Being extremely nearsighted, what I see without my glasses is like a reflection from a steamed-up mirror. Even at 70, my wife looked really good to me when we were in bed. I would have thought it was the soft focus

vision — except that she still looked good to me across the breakfast table. Which brings me to Stan Rogers's "Lies." The song begins with a mother of seven children, lamenting the lost beauty of her youth as she looks at her reflection. Then, realizing what she is doing, she puts her mirror away and thinks of how her husband still looks at her. By embracing her reflection in the mirror, Varma is only halfway there. I hope she will come to accept that it wasn't just good intentions that inspired her husband to post her picture on Facebook. Obviously, he still finds her beautiful, and what she views as imperfections, he only sees as her.

James W. Slack
Lexington

Belated Thanks

I am sitting comfortably on my back deck watching the sun disappear behind the trees reading Ellen Ruppel Shell's and Jack Thomas's pieces on Maine aquaculture and mortality, respectively ("Lobsters Are Vanishing. Can a Maine Way of Life Endure?" and "A Newspaperman to the End," July 25). As the son of a Massachusetts newspaperman, I couldn't be happier about the great journalism brought to my driveway every morning. My wife, Deb, and I hang on to parts of the *Globe* we can't get to in the moment, and how rewarding it was to have held onto this issue. We have spent many happy weeks on Maine's Frenchman

Bay and I am now better informed about the issues surrounding its future. And Jack's article — unfair to call it just that, perhaps a wonderful farewell — had me laughing and crying. Thank you for reminding me why great journalism lives and breathes not in social media sound bytes, but when ink hits newsprint and is preserved in a pile of "get-to-it-later" paper that is rediscovered months later!

Nick de Sherbinin

Manchester-By-The-Sea

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Upfront

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“SHE SHARED THAT SHE ENJOYS DECORATING PASTRIES TO CALM HER NERVES, WHICH I THOUGHT WAS ADORABLE.” DINNER WITH CUPID, P. 29

PERSPECTIVE

Negotiating for More in a Gendered World

BY CHRISTINE KOH

Years ago, during a therapy session about my struggle to move past trauma resulting from a long-term emotionally abusive relationship, my therapist said something that stopped me in my tracks: Letting go can be hard because trauma lives in our cells. Over the past several years, I have thought repeatedly about how for women, trauma related to patriarchal norms and gender bias lives in the cells *and* impacts everything from behavior to bank accounts.

New qualitative research from Girls Leadership (one of my consulting clients) solidifies that this trauma starts early. “Girls experience harmful gender norms that don’t align with how they see themselves,” says Kendra Carr, chief program officer. “They see themselves as powerful and creative, yet gender norms put them in a box where they can’t be their full selves.”

The effect persists from girlhood to womanhood. Recently, AARP Disrupt Aging hired me for a social media campaign to spark conversations about equity, money, and work. I asked my 18,000 Instagram followers via an Instagram Stories poll whether they’d ever struggled to ask for a raise or compensation for a job or project. When 95 percent of those who responded said yes, I wasn’t surprised. I also asked my followers why they think women struggle to ask for what they’re worth. I suggested factors such as age, confidence, fear of scarcity, and not knowing market rates, and asked people to share other pain points. Women had a lot to say about gender bias.

“We are taught by gender norms to be agreeable and compliant, and self-advocating is seen as too aggressive,” wrote one woman. Another pointed out that the lack of confidence women can feel is caused by “a system that makes us feel unworthy.” I received Instagram messages about gender bias across industries and how women who self-advocate face backlash and develop reputations as “difficult or demanding, never satisfied, not grateful for what you have, wanting more before you’ve ‘earned it’” compared with male peers. One



woman wrote that one reason she hasn't asked for a raise or promotion is because she had a baby — *five years ago*.

Kristina Tsipouras Miller, founder of the 33,000-member networking community Boston Business Women, says that struggles with confidence come up repeatedly in the community. "These struggles can stem from social conditioning; for example, how outspoken you were allowed to be or being taught that women should be a certain way."

Women often feel siloed in their struggles. "This is a systemic problem," says Morra Aarons-Mele, a colleague and friend who hosts *Harvard Business Review's The Anxious Achiever* podcast. "Any feelings you have because you have been socialized as a woman to assume guilt and fault . . . you are not alone and it is not your fault."

So how do women rise above gender norms to step into their power and ask for what they are worth? Self-reflection and awareness are key first steps. Carr recommends asking yourself what was expected of you when you were growing up, and being nonjudgmental about your experience and trauma.

When your confidence is shaky, seek help. "In anxious times we tend to double down on negative self-talk," says Aarons-Mele. She recommends creating a "personal board of directors" to lean on. "Women need to objectively look at their strengths and weaknesses. Know what you are triggered by and what makes you feel vulnerable, and find support through a colleague or pay someone to help you."

Role models and community are crucial. Tsipouras Miller studies mentors in her work life and role models from afar to learn what they have accomplished and how. Carr underscores the impact community has in fostering personal growth, especially for girls in all-girl spaces who are allowed to "explore all aspects of their identity, any interest they have," she says. "They take more healthy risks, they suddenly see more opportunities for themselves, they persevere, they open themselves up to healthier relationships with peers, they feel safe." Carr notes that such experiences can help reverse gender-bias trauma for girls.

Being authentic and vulnerable at work may seem counterintuitive, but it can be powerful. "The more authentic and real you can show up at a board meeting, your boss's office, presenting to investors, or talking to customers, matters," Tsipouras Miller says, because people want to do business with people they like, know, and trust.

Aarons-Mele advises against forgoing authenticity for a veneer of toughness during negotiations. "The key to successful negotiation and sales is having done your homework so you know objectively that the numbers you are asking for are fair. You need to be rooted in your values, know what you stand for, and why you are good at your job." She recommends bringing talking points to negotiations if you're concerned about your insecurities overtaking the moment.

One way to do that: Stack up work

wins to bolster your confidence and serve as a salve on off days, Tsipouras Miller says. "Any time you are given a compliment, accomplish or produce something, solve a problem, or move the needle, add it to your personal portfolio."

Ultimately, we need to be our best advocates. "Every raise or promotion I've ever received was because I went and ASKED for it," messaged one of my Instagram followers. Tsipouras Miller often sees that women wait to be given permission, rather than granting it to themselves. It's a big difference in how women and men approach opportunities, she notes. "You only get out of life what you have the courage to ask for. The more uncomfortable conversations you're willing to have, the more successful you'll become," Tsipouras Miller advises.

Patriarchal norms and gender bias are not going away any time soon, but women have the tools to step into their power and advocate for themselves. It's time to acknowledge trauma, embrace authenticity, and cull our wins in service of self-advocacy—together.

Christine Koh is a former music and brain scientist turned author, podcaster, and creative director. Find her on social media at @drchristinekoh. Send comments to magazine@globe.com.

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YOUR WEEK AHEAD 11/8-11/14



Chef/owner Tracy Chang at Pagu in Central Square.

TUESDAY

Culinary Conversation

Head to WBUR's CitySpace or join virtually for a conversation with **Pagu chef/owner Tracy Chang**. The talk, part of the Curated Cuisine series, will be moderated by Mei Mei's Irene Li and will delve into Chang's career journey; bites from Pagu will be served to in-person attendees afterward. In-person tickets start at \$15 for adults and \$5 for students; virtual tickets cost \$5 per household. 6:30 p.m. wbur.org/events

TUESDAY AND WEDNESDAY

Designers, Unite!

Grab a sketch pad and head to the **Boston Design Market**, hosted by the Boston Design Center. Tour showrooms, meet designers, and attend a keynote talk with decorator and author Ashley Whittaker and lamp designer and author Christopher Spitzmiller. Free. Find registration information, event schedule at bostondesign.com.

OPENS FRIDAY

Adventure Calls

Set sail on the adventure that is ***The Old Man and The Old Moon***, an epic play about the moon's caretaker, who abandons his post to find his wife and encounters all manner of challenges. Featuring live music, puppets, and amazing effects, it's a thrill ride for all ages. Runs through December 5 at the Umbrella Arts Center; times vary. Tickets start at \$25 for adults, \$20 for seniors, and \$15 for students. theumbrellaarts.org

FRIDAY

Fall Classics

Grab your popcorn and head to the Hammond Castle Museum in Gloucester for its first **Fall Movie Night** of the year, featuring the 1922 film ***Robin Hood***, with a live performance by acclaimed silent movie accompanist Peter Krasinski. Tickets are \$20. 7 p.m. hammondcastle.org

SATURDAY

City's Symphony

Bring the whole family along for the Boston Youth Symphony Orchestra's presentation of Prokofiev's ***Peter and the Wolf***. The performance, which follows the story of Peter and a gaggle of animal friends and foes, is part of the Boston Symphony Orchestra's Family Concert Series. 12 p.m. Tickets are \$20. bso.org

SHARE YOUR EVENT NEWS. Send information on Boston-area happenings at least three weeks in advance to week@globe.com.

PHOTOGRAPH BY LANE TURNER/GLOBE STAFF



LOVE LETTERS

Face the Music

DID THE DJ FLIRT WITH A SERVER IN FRONT OF HIS GIRLFRIEND?

Q. My boyfriend of five months is very social and outgoing. He has a dynamic personality due to his career as a DJ and having spent years in the restaurant industry.

While out to dinner with me, my boyfriend said to the waitress, “I love your face” when she brought out the appetizer, and then again when she brought out our meals. They exchanged banter relating to food, cooking, and even music and recent concerts. (We were the only patrons in the small restaurant.) I felt he was sending flirtatious vibes and she was sending them right back. She came up to me privately and asked if we were “friends.” She then asked if I was married and told me I was “pretty.”

My boyfriend denied he was flirting and said, “It’s just my personality to be super friendly. ... It’s not like I wanted to have sex with her.” Is it his personality or was he flirting in front of my face and disrespecting me big-time? **– Disrespected**

A. Yes, at the very least, he was engaging with someone else right in front of your face. Was he disrespecting you? Maybe not intentionally.

He should be interested to know, though, that his actions made you uncomfortable. He should also pay attention to the fact that his friendliness was noticed

by the server. Clearly, she thought she might be getting hit on. You weren’t the only one to misread his vibes.

I think the next conversation with your boyfriend about this issue should be less about his intentions and personality, and more about whether he can understand why you felt uneasy. Also, this wasn’t some random party where he was talking to a stranger. He said “I love your face” to someone who was at work. Can he think about why that’s its own issue?

This doesn’t have to be a fight about disrespect. A good start is knowing that he can listen and understand. If he doesn’t allow for discussion or he says this is just who he is, you might not be the person who needs to date the DJ. **– Meredith**

READERS RESPOND

Whatever it was, it made you uncomfortable. The issue isn’t that he may have flirted – it’s that you two weren’t on the same page. You might be incompatible. **TERMINATER5**

I imagine the letter writer was not the only one who was uncomfortable. “I love your face”? Really? Compliments are nice sometimes but ... it’s probably better not to date a man who makes all the women around him uncomfortable. **JUNGKOOK**

Saying “I love your face” to anyone while they’re serving you is creepy and disrespecting of boundaries. Whether or not he was flirting is almost inconsequential to me. I’m sure this woman gets hit on all the time and your boyfriend was just another guy who couldn’t just let her do her job in peace. **DANGLEPARTICIPLE**

He won’t change. He will always flirt with other women. He knows exactly what he is doing and is unconcerned with how this behavior makes you feel. If you can accept dating a womanizer, stay with him. You will continue to feel disrespected. If you are not comfortable being subjected to this behavior, move on. He’s not worth losing your self-respect. **DRAGONFLY21**

Catch Season 5 of Meredith Goldstein’s Love Letters podcast at loveletters.show or wherever you listen.

Columns and responses are edited and reprinted from boston.com/loveletters. Send letters, questions, and comments to meredith.goldstein@globe.com.



Congratulations to all the women-led organizations on this year’s Top 100 list.

We are proud to be among these honorees. Thank you to Christine Schuster, RN, MBA, President and CEO, whose vision inspires us.



Christine Schuster, RN, MBA

STYLE WATCH

Rain and Shine

A WALL OF WINDOWS AND A SKYLIGHT BRING THE OUTDOORS INTO A SWAMPSCOTT BATH.

BY MARNI ELYSE KATZ

Architect Aaron Weinert's clients hoped to incorporate an outdoor shower into the new primary bath of their mid-century modern Swampscott home. While that wasn't in the cards, the principal of Studio DRAW designed the next best thing: a shower with a wall of glass and an operable skylight. The owner "wanted to see the trees and the light and feel the air flow through," Weinert says.

1 The heating and cooling vent is integrated into the toe kick of the custom beechwood vanity, which has touch-latch doors. "It's a seamless, hands-free design" says Studio DRAW architectural designer Joe Fratoni.

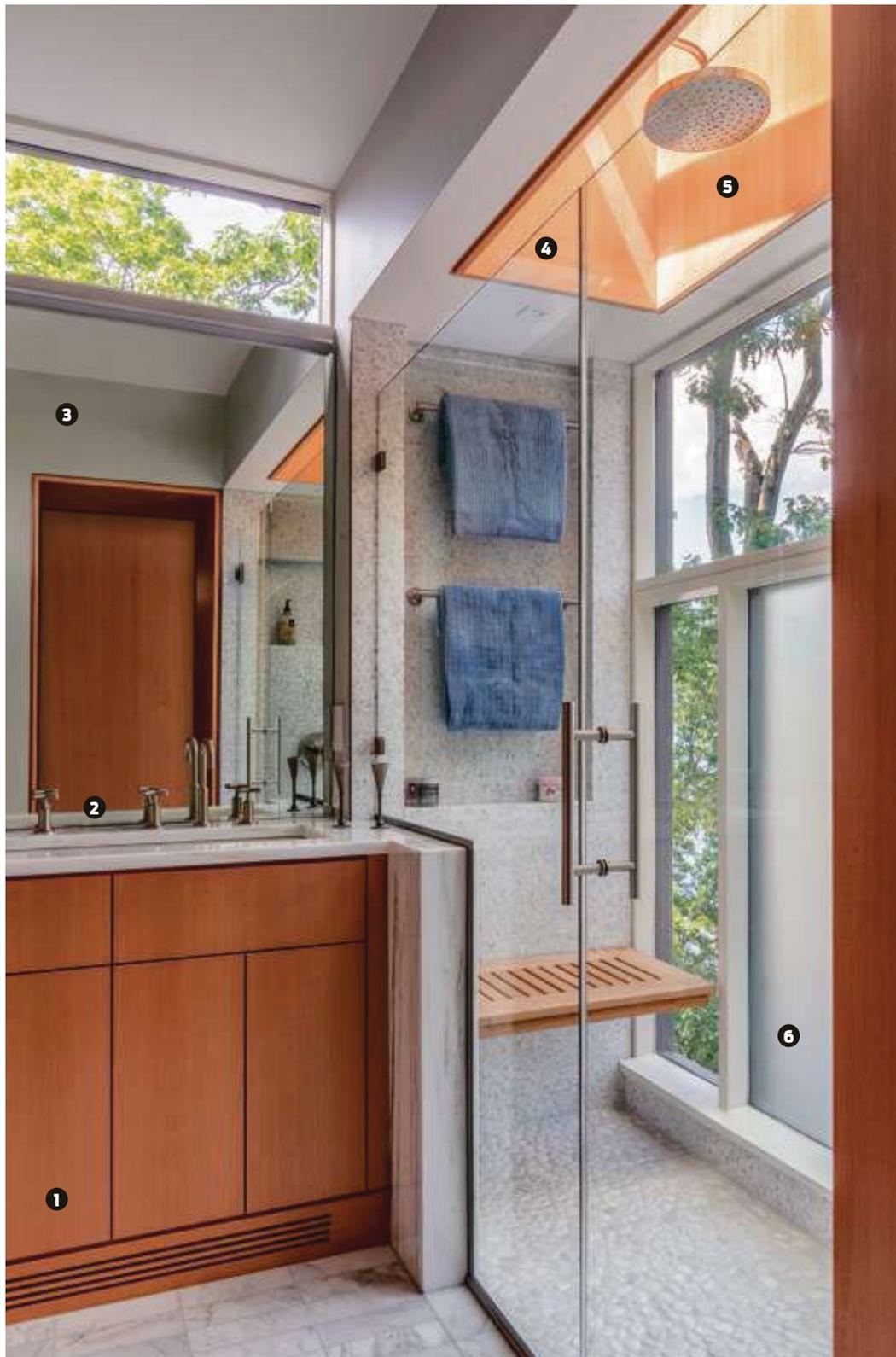
2 Although there wasn't enough room for double sinks, the **trough sink** allows for two people to use it simultaneously. The marble countertop's green veining reinforces the color of the trees.

3 A large mirror beneath the new **transom window** bounces light around the room, makes the space feel bigger, and reflects the outdoors.

4 Beechwood panels line the deep well where an **operable skylight** lets in fresh air and sounds of the outdoors. "The wood bathes the shower in golden light," Weinert says.

5 A **rain showerhead** and river rock floor tile emulate the feel of showering outdoors. The dynamic gray and gold veining of the Carrara marble mosaic wall tile adds texture and visual interest.

6 The team replaced the solid exterior wall with three **fixed window panels**. The main one is frosted for privacy. An old laundry chute gave way to a towel niche and bench.



PHOTOGRAPH BY JOE FRATONI

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LOT SIZE 2.47 acres

BEDROOMS 4 **BATHS** 2

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PROS This 1900 Dutch Colonial sits down a private gravel lane (plowing costs are shared with two neighbors) abutting Endicott College near Beverly Cove. A colorful front door with sidelights opens to the big entry hall, flanked by a living room at left with an adjacent newer full bath, and a dining room at right with a built-in china cabinet. The kitchen is dated by older cabinetry, flooring, and laminate counters, but quite spacious: there's a laundry room to one side and a breakfast nook with a bay window. Upstairs, four bedrooms with hardwood floors share an updated bath with clawfoot tub. **CONS** Sold "as-is," with some knob-and-tube wiring and possible asbestos wrap on basement pipes.

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231 CONCORD ROAD / **BEDFORD**

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LOT SIZE 0.78 acres

BEDROOMS 4 **BATHS** 2.5

LAST SOLD FOR \$275,000 in 1986

PROS The original plank floors and eight fireplaces of the Colonel Timothy Jones House have seen their share of history, predating even the nearby battles of Lexington and Concord — in which the home's first owner fought. Enter through the screened side porch, and find a family room at right en route to the kitchen. At left, the living room leads through the entry hall (where a half bath hides under the stairs) to a classic dining room. A pantry connects to the kitchen with wood counters, huge hearth, and laundry mudroom. Upstairs, a sunny landing provides a desk nook, while two baths, one with a clawfoot tub, each link two bedrooms. There's a walkup attic, spacious yard, and garage. **CONS** Needs exterior work.

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IN THE KITCHEN WITH
CHRISTOPHER KIMBALL
AND THE COOKS AT
MILK STREET

Use Your Noodle

PAIRING PASTA AND GREENS IS A SMART CHOICE FOR A QUICK MEAL.

BY CHRISTOPHER KIMBALL

With just a bit of cooking and olive oil, hearty greens break down to become silky, tender sauces for pasta. We pair cup-shaped orecchiette with spiced sausage and chard, treating the crispy stems and tender leaves like separate ingredients for additional texture. Blitzed in the food processor, kale makes a vibrant puree for farfalle with browned garlic, bright lemon juice and zest, and savory grated cheese. Baby arugula provides peppery notes in a spin on puttanesca with briny olives and pungent chilies. And the mild bitterness of Broccolini is the perfect foil for pasta with a creamy goat cheese sauce, which we top with lemony toasted bread crumbs.

Orecchiette With Sausage and Chard

MAKES 4 SERVINGS

Orecchiette, “little ears,” is a round pasta from Italy’s Puglia region with a cup-like shape that does a great job of catching sauce. Can’t find orecchiette? Farfalle makes a good substitute

For a classic pairing, start

with Italian sausage — sweet or hot styles both work. But instead of using the customary broccoli rabe, we opt for chard, which has a less bitter taste, and add Peppadew peppers and anchovies for spicy-savory contrast.

Chard leaves wilt quickly in the sauce while the stems have a succulent, crisp texture like celery that is best



Orecchiette With Sausage and Chard.

sautéed. To bring out the best in both, we followed Nancy Silverton’s lead from *The Mozza Cookbook*, cooking the leaves and stems separately. To dissect the two parts, cut along each side of the center vein of each leaf. Hold onto the chard stems; they add flavor and texture to the dish. Make sure to keep the stems and leaves separate after prepping because they go into the skillet at different times.

- 12 ounces orecchiette pasta
- Kosher salt
- 2 tablespoons extra virgin olive oil, divided, plus more to serve
- 1 pound sweet or hot Italian sausage, casings removed
- 3 anchovy fillets, minced
- 2 teaspoons ground fennel seeds
- ¼ cup finely chopped mild

- Peppadew peppers, plus 1 tablespoon brine
- 8 large garlic cloves, thinly sliced
- 1 pound Swiss chard, stems sliced ½-inch thick and leaves roughly chopped, reserved separately
- ¾ cup low-sodium chicken broth, divided
- 3 tablespoons finely grated Parmesan cheese, plus more to serve

Bring a large pot of well-salted water to a boil. Add the pasta and cook until al dente. Drain the pasta, return to the pot, and toss with 1 tablespoon of the oil. Set aside.

Meanwhile, in a 12-inch skillet set over medium-high heat, add the remaining 1 tablespoon oil and heat until shimmering. Add the sausage and cook, break-

ing it into small chunks, until well browned, 6 to 8 minutes. Transfer to a paper towel-lined plate, then pour off all but 1 tablespoon of the fat. Add the anchovies, fennel, and Peppadews to the skillet and cook over medium heat, stirring constantly, until fragrant, about 30 seconds.

Stir in the garlic and chard stems, then cook until the garlic is aromatic, about 30 seconds. Add ¼ cup of the broth and cook, scraping up any browned bits, until most of the liquid evaporates, 1 to 2 minutes. Stir in the chard leaves and the remaining ½ cup broth. Cover, reduce to medium-low heat, and cook until the leaves are wilted, about 2 minutes.

Scrape the chard mixture into the pot with the pas-

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bright lemon juice and zest, and savory grated cheese.

To make prep a breeze, we use bagged kale that doesn't require stemming or washing; curly, baby, and lacinato (also called Tuscan or dinosaur) kale all work well.

- Kosher salt and ground black pepper
- 1-pound bag kale (see headnote)
- 1 pound farfalle or cavatappi pasta
- ¼ cup extra virgin olive oil, plus more to serve
- 6 medium garlic cloves, thinly sliced
- Grated zest and juice of 1 lemon
- 1 teaspoon red pepper flakes
- 1 ounce pecorino Romano or Parmesan cheese, finely grated (½ cup)
- Ricotta cheese, optional, for garnish

In a large pot of salted, boiling water, cook the kale until wilted. Using a slotted spoon, transfer to a food processor; puree until smooth. Add the pasta to the boiling water, then cook until al dente. Reserve 2 cups cooking water, then drain. In the same pot, cook the oil and garlic, stirring, until starting to brown. Add the pureed kale, lemon juice, pasta, and ½ teaspoon each salt and black pepper. Toss, adding pasta water to thin. Off of the heat, stir in the zest, pepper flakes, and cheese; season with salt and pepper. Drizzle with additional oil. Garnish with ricotta cheese, if using.

Farfalle With Kale, Garlic, and Lemon

MAKES 4 TO 6 SERVINGS

The inspiration for this pasta dish comes from *The River Cafe Cook Book* by Rose Gray and Ruth Rogers. The kale is quickly blanched, then whirled in a food processor to make a vibrant puree for coating al dente noodles. The kale's mineral notes are balanced by lightly browned garlic,

by hand with a chef's knife — either way, make sure the pieces are evenly fine so they combine with the pasta, rather than fall to the bottom of the bowl. Pecorino Romano is a delicious flourish, but you could omit it to make the dish vegan.

Canned olives won't work in this dish — their texture is mealy and soft, and their flavor tends to be weak and watery. Olives packed in jars or sold in bulk from the grocery store's deli section are the best choice for this dish.

- 3 medium garlic cloves, minced
- 2 serrano or Fresno chilies, stemmed, seeded, and minced
- 2 tablespoons lemon juice, plus lemon wedges to serve
- Kosher salt and ground black pepper
- 12 ounces fettuccine or linguine
- 1 cup pitted black or green olives, or a mixture, finely chopped (see headnote)
- 2 tablespoons extra virgin olive oil
- 4 cups lightly packed baby arugula, roughly chopped
- Grated pecorino Romano, to serve (optional)

In a small bowl, stir together the garlic, chilies, and lemon juice. Let stand for about 15 minutes. Meanwhile, in a large pot, bring 4 quarts water to a boil. Add 1 tablespoon salt and the pasta, then cook, stirring occasionally, until al dente. Reserve ½ cup of the cooking water, then drain.

While the pasta cooks, place the olives in a large bowl. Add the drained pasta to the olives, along with the oil, garlic-chili mixture, ¼ teaspoon pepper, and 2 tablespoons of reserved cooking water. Toss, adding cooking water 1 tablespoon at a time as needed to cre-

ate a silky sauce. Toss in the arugula and serve with lemon wedges and pecorino, if using.

Whole-Wheat Penne With Broccolini and Chèvre

MAKES 4 SERVINGS

Olive oil doesn't just add flavor, it also helps the cheese melt smoothly. The goat cheese needs to be room temperature, not cold, to combine with the oil. If you can't find Broccolini, sometimes called baby broccoli, substitute an equal weight of broccoli florets.

Make sure the pasta does not cook all the way to al dente; it should still be very firm when drained, as it will continue cooking in the skillet with the Broccolini.

Lemony toasted bread crumbs add a pleasing and crunchy contrast as well as a bright flavor accent.

- 12 ounces whole-wheat penne rigate
- Kosher salt and ground black pepper
- 4 ounces chèvre (fresh goat cheese), at room temperature
- 8 tablespoons extra virgin olive oil, divided
- ¾ cup panko bread crumbs
- 1 tablespoon grated lemon zest, plus lemon wedges, to serve
- 1 medium yellow onion, finely chopped
- 8 medium garlic cloves, minced
- 6 anchovy fillets, minced
- 1 teaspoon red pepper flakes
- 12 to 16 ounces Broccolini, trimmed, large stalks halved lengthwise, cut into 1-inch pieces

In a large pot, bring 4 quarts of water to a boil. Stir in the pasta and 2 tablespoons salt, then cook until barely cooked and still quite firm. Reserve 2 cups of the cooking water, then drain

and set aside.

Meanwhile, in a small bowl, use a fork to mix the goat cheese, 5 tablespoons of the oil, and ½ teaspoon each of salt and pepper. Set aside. In a 12-inch nonstick skillet set over medium heat, combine 1 tablespoon of the remaining oil and the panko. Cook, stirring, until light golden brown, 6 to 8 minutes. Stir in ½ teaspoon each salt and pepper, then transfer to a small bowl. Let cool, then stir in the lemon zest. Set aside.

Return the skillet to medium and heat the remaining 2 tablespoons oil until shimmering. Add the onion and cook, stirring occasionally, until beginning to brown, about 5 minutes. Stir in the garlic, anchovies, and pepper flakes; cook until fragrant, about 30 seconds. Add the Broccolini and ¼ cup of the reserved pasta cooking water and stir. Cover and cook until the Broccolini turns bright green, 30 to 60 seconds. Add the cooked pasta and 1 cup of the reserved pasta water. Cook, stirring, until al dente and the Broccolini is crisp-tender, 3 to 4 minutes.

Off of the heat, add the goat cheese mixture and ½ cup of the remaining reserved pasta cooking water. Stir until the pasta is evenly coated, adding more pasta water as needed. Taste and season with salt and pepper. Transfer to a serving platter and sprinkle with the panko mixture. Serve with lemon wedges.

Christopher Kimball is the founder of Milk Street, home to a magazine, school, and radio and television shows. Send comments to magazine@globe.com.

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Upfront



MISS CONDUCT

Talking Points

CAN I SAY SOMETHING TO A
 RUDE CUSTOMER? ALSO, EVENT
 CHIT-CHAT ETIQUETTE.

I work in a customer-facing job and interact with lots of married couples and families. Occasionally, I witness a situation where one spouse is extremely rude — hostile, even — to the other. Is it ever appropriate for me to point out calmly how nasty a customer is being? It makes me extremely uncomfortable to see behavior like this, and in situations where I am part of the conversation, I feel guilty just ignoring it as though it were acceptable. J.L. / Boston

It's refreshing to hear from someone wanting permission to care, to do more for others! So many of us are brittle and burnt out these days, like cookies left in the oven too long. I applaud your warm and energetic spirit.

But no! Permission denied. Your proposed course of action is neither appropriate nor likely to be successful. Someone snapping at their own partner in public is hardly going to be chastened by a "calm" reproach from a customer-service rep, don't you think? You could so easily make things worse for everyone concerned — including yourself, if you wound up losing your job over it.

We want to focus on the Perp — I get it, I do — but bystander-intervention

best practice, most of the time, is to attend to the Vic. Make a bit of small talk or, better yet, ask Vic a question. This directs Vic's attention to you and boosts their status. You can loop Perp into the new conversational topic, if they seem amenable to distraction. Have a couple of standard distract/deflect questions so that you don't have to improvise in the moment. Asking about traffic or public transport may give Perp a face-saving excuse for their anger, so don't hesitate to throw the bus under the bus!

Is it rude to start a private conversation with one event attendee while others look on, having no idea about the subject matter?

Anonymous / Richmond, Virginia

This is a classic "it depends." People should not be excluded or ignored at a social gathering, obviously. But group conversations can be like a square dance — everyone together, then breaking into smaller groups and pairs, changing partners, returning to the larger group. (If a bit more awkward, with no one to call the tune.) Stay sensitive to the overall mood of the group, beyond yourself or the person you are directly speaking with. If you're one of those others looking on, you're not obliged to sit outside the conversation shop with your nose pressed against the window, waiting to be let in. Start your own sidebar chat.

The private conversation is unquestionably rude if entertaining the other people is your responsibility, or the point of the event — ignoring your own dinner guests to discuss school board politics with your spouse, for example. In other situations, where no one is officially guest or host, ask yourself why this private conversation needs to happen at this particular moment. Does it really need to be exclusive, or can it be generalized to greater relevance?

Miss Conduct is Robin Abrahams, a writer with a PhD in psychology.

DON'T KNOW HOW TO SOLVE A FAMILY PROBLEM? Miss Conduct can help! Write missconduct@globe.com.

DINNER WITH CUPID

Seeds of Romance

WILL THIS BLIND DATE GROW INTO SOMETHING MORE?



NAM TRAN
25 / software engineer

FIRST THING PEOPLE NOTICE IN HIS HOME

His 3-D printer and terrariums

HIS PERFECT MATE

Kristen Bell as a teacher



ELIZABETH MARSZALEK
26 / teacher

FIRST THING PEOPLE NOTICE IN HER HOME

The plant corner

HER PERFECT MATE

Someone kind, empathetic, funny, and with a good sense of adventure

7 P.M. ZOOM VIDEO DATE, FRAMINGHAM AND WORCESTER

FERTILE GROUND

Nam I got tipsy one night and friends recommended the Cupid column. I'm not one to say no to fun experiences so here we are.

Elizabeth I've read the column for years — my family and I have always been big fans.

Nam I went on a quick jog to calm my nerves. Drove to pick up my food and got back just in time to style my hair and hop on.

Elizabeth I showered and did the whole hair and makeup thing. I did have a drink and pep talk with friends.

Nam She had a pretty smile and I complimented her dress and necklace. I'm a sucker for a girl in a nice dress.

Elizabeth He looked very nice in a button-down shirt.

ORGANIC GROWTH

Nam We talked about why we signed up. Her parents read the column religiously, I've been told (if you're reading this, hi!) — and I think that's delightful.

Elizabeth He was super-friendly. We had a lot in common and I can see why we were matched. We both went to school in Worcester (I'm still there and he just moved) and he knew all the places I mentioned, including where I had gotten my dinner. I learned that he is from Vietnam and moved to the US for college.

Nam The conversation flowed organically, and we talked about our jobs, hobbies, travel, plants, food, and future plans.

Elizabeth He is a man of many hobbies and somehow managed to make pho for 150 people for a college fund-raiser.

Nam She shared that she enjoys

decorating pastries to calm her nerves, which I thought was adorable.

Elizabeth We are trying to be successful plant parents but struggling (he showed me his terrarium, which was super-endearing)!

Nam We shared our love for plants and our apparent lack of green thumbs.

Elizabeth I ordered from Dalat in Worcester. The food was absolutely delicious, especially the tofu rolls and peanut sauce.

Nam I got tonkotsu ramen, takoyaki, and shrimp tempura from Doragon Ramen. We were talking and I didn't get the chance to eat much, but I'm not complaining.

Elizabeth He made me laugh. I was impressed by how thoughtful he seemed. A really nice part of the date was when we were discussing women in our lives (my mother and his grandmother) and we ended up toasting to "strong women who know what they want."

BUDDING ROMANCE

Nam We had a good time. Even if nothing ends up happening, it was time well spent. We talked about our backup plans should the date go south, and were glad we didn't have to use them.

Elizabeth After almost two hours, we reached a natural stopping point, and said goodnight. We left planning to meet up in person soon.

SECOND DATE?

Nam I'm up for it.

Elizabeth We may. I'm curious how we would get along in person.

POST-MORTEM

Nam / A

Elizabeth / A

— Compiled by Melissa Schorr

GO ON A VIRTUAL OR IN-PERSON BLIND DATE. WE'LL PICK UP THE TAB.

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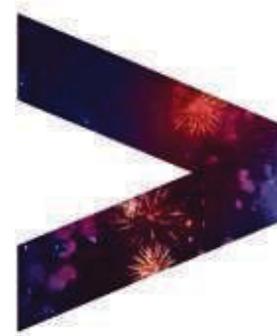
JFF
JFF

Congratulations

to Jobs for the Future (JFF) President and CEO Maria Flynn on making the 2021 list of the Top 100 Women-Led Businesses in Massachusetts. Your vision and leadership inspire us to make JFF's mission of driving equitable advancement for all a reality.

Happy 5th anniversary as our CEO!

Warmly, The JFF Team
and Board of Directors



Congratulations

Congratulations to Pallavi Verma, Accenture Boston Managing Director, and all the honorees of the 2021 Top 100 Women-Led Businesses in Massachusetts. Thank you for your commitment to supporting women in the workplace.

 **accenture**



Secrets to Getting Funded

Boston-area investors on why they put their smart money on funding women entrepreneurs.

BY SHIRLEY LEUNG

No matter how much women entrepreneurs accomplish, the statistics remain sobering.

Consider that about 40 percent of small businesses in the United States are owned by women, and yet, according to a Crunchbase analysis, companies founded by women received only 2 to 3 percent of venture capital dollars over the past decade.

Women of color face even more challenges. Black women, for example, are more likely to start a business than white men or white women, according to research by Babson College, but they face enormous barriers to growing their businesses. The result: Only 3 percent of Black women entrepreneurs are running established companies.

So what is the best way to help women entrepreneurs, in particular those of color, succeed?

For answers and advice, we turned to Boston-area investors who have an enviable track record of fund-

ing diverse teams and women entrepreneurs themselves. Here's what we learned:

Venture capitalists need to take the cold calls.

To get your e-mail returned from someone in the clubby world of venture capitalism, where white men remain overrepresented, chances are you need a "warm introduction." That means startups need to know somebody at the firm who can vouch for you, perhaps a connection through a prep school buddy or Ivy League classmate.

But at MassVentures, the venture arm of the Commonwealth of Massachusetts, no warm introductions are necessary. In fact, Charlie Hipwood, its CEO, embraces cold calls and e-mails. The firm makes it a point to respond to every single request for funding.

"If you want to have diverse outcomes, you need to be more inclusive and accessible, and take the cold outreach," Hipwood says. "I look at the cold outreach as someone who is trying hard. . . . Warm outreach is the easy path."

This inclusive approach has led to an impres-

PHOTOGRAPHS BY MATT KALINOWSKI FOR THE BOSTON GLOBE



Anuradha Yadav,
cofounder of the
group Women of
Color Entrepreneurs,
or WOCE.



Helen Adeosun,
founder and CEO
of CareAcademy.

“If you are a woman successful on any level, take the time to pull other women up.”

Helen Adeosun, founder and CEO of CareAcademy

sive record of diversity at the quasi-state agency that funds early-stage startups based in the state. About two-thirds of its 23 portfolio companies are led by a woman, Black, Latino, or Asian entrepreneur. Just under half of the 450 companies under review in the pipeline are led by a woman or person of color.

“We often hear from entrepreneurs we’re the only ones who responded to their outreach,” Hipwood says. “If you only respond to people in your network, by definition it’s not going to be diverse.”

Under Hipwood, who took the helm two years ago, MassVentures has made diversity even more of a priority. One reason why? Because research has shown that companies with diverse teams innovate more effectively and make more money. Every year MassVentures invests several million dollars in startups as well as gives grants to other firms of up to \$500,000.

Among its best-known investments has been Ginkgo Bioworks, a Boston life sciences company that went public this year under the ticker symbol DNA. MassVentures was one of its earliest backers, giving the diverse team of founders — which includes a woman of color, Reshma Shetty — two grants totaling \$600,000 in 2013 in hopes the company could help make Massachusetts an epicenter for synthetic biology, a new field focused on modifying cells.

Hipwood recalls how even as scientists from MIT, the founders struggled early on to raise VC money. Today, Ginkgo, with a market capitalization of about \$25 billion, has made its five cofounders among Massachusetts’ newest billionaires.

The majority-minority is the future.

Lori Cashman and Suzanne Norris launched Victress Capital six years ago with one mission in mind: Invest in consumer companies that have gender-diverse founders and leaders.

As venture capitalists, Cashman and Norris bankroll companies that are solving for tomorrow’s problems today. They believe gender-diverse teams are better positioned at figuring out what tomorrow’s consumers want. And that future increasingly will focus on people of color whose ranks are growing faster than the white population. “The majority-minority is coming,” Cashman says. “If investors want to ignore where opportunities are and what our future will look like, they are doing themselves a disservice. It’s their loss.”

Victress Capital, with offices in Boston and New York, focuses on early stage companies. Cashman

and Norris both serve as managing partners and estimate they have reviewed more than 2,000 businesses across tech-enabled consumer products, services, and marketplaces.

They’ve made investments in 27 consumer companies, all of which have at least one woman on the founding team. About half of the companies they’ve funded have founders of color, 40 percent have founders who did not go to an Ivy League school, and 35 percent have founders who are immigrants. “What we have found now, when we look back at our portfolio, it’s not just diverse but inclusive,” Norris says. “They know what to do with different perspectives at the table.”

Mind the gap.

A corporate lawyer by training, Anuradha Yadav has spent years helping entrepreneurs of color launch and grow their businesses. But she noticed something was missing in what she describes as “a gap in the ecosystem.”

There’s no shortage of programs to help women start their own businesses. There are even programs to help women whose businesses have already taken off. But for more women entrepreneurs to succeed, Yadav recognized the need to support those who are in the middle stages of growth. “We see there could be a lot of companies,” she says. “It’s getting to that place where they are able to grow.”

So in 2019, Yadav, along with Geoff Mamlet, senior adviser to the Cambridge Innovation Center, cofounded the group Women of Color Entrepreneurs, or WOCE. Their goal was to help female founders of color get to the next level. It’s a period that is both exhilarating and exhausting — revenues are growing but it’s also financially perilous as women continue to bootstrap, gear up to fund-raise, and fine-tune their business models. WOCE (pronounced “woke”) is underwritten by grants, corporate sponsors, and individual funders.

WOCE picks a small cohort of entrepreneurs and works with them for as long as it takes to help them meet certain goals. Entrepreneurs, for example, may need help with expanding their customer base, improving their marketing, securing real estate for their first office or storefront, or advice on how to win a government contract. There have been two cohorts with a total of 15 women, and WOCE is currently recruiting its next cohort of up to 12 women.

Insa Elliott, an Asian American woman founder who is part of the first WOCE cohort, says women of color need an entrepreneurial space they can

call their own. “It has been the most impactful community I have participated in,” she says. “As a woman of color in Boston, where the power structure is white, you can feel like an outsider.”

Elliott raised a family and built a career in the corporate world in technology but always wanted to be an entrepreneur. While her youngest was finishing college, she decided to cash in her stock and launched Market 2day in 2017 with Stephanie Chatelanat Marmier. Market 2day aspires to become the “Etsy for local food,” providing an online platform to make it easier for consumers to find local food producers to support, from farms to bakeries.

WOCE has opened doors and widened her network, but just as important has been the support she has received from the three other women founders in her cohort, who are going through similar growing pains in their businesses. “Having a community is incredibly important,” Elliott adds, “because being an entrepreneur is pretty lonely.”

Women founders shouldn’t be shy about their successes.

Helen Adeosun is founder and CEO of CareAcademy, one of the few startups in Boston launched by a Black woman and funded by venture capital. She is doing a lot of things right, and she makes a point to share her success, especially with other Black women.

Her Boston-based company provides online training for home health aides, nurses, and senior care administrators. Demand for her service only grew when the pandemic created a new urgency to train workers remotely, as well as educate them about COVID-19 safety and the efficacy of vaccines. Adeosun founded the company based on her own personal experience as a caregiver. Since launching in 2013, the company has raised more than \$13 million from venture firms.

“I take it as a personal responsibility to share success,” Adeosun says. “If you are a woman successful on any level, take the time to pull other women up.”

While Adeosun may take it upon herself to lift other women, men can and should play a role, too.

“Allyship does not have to be grand gestures,” she says. “I have a lot of white male counterparts who made a point to show up for me and vouch for me . . . things that seem very little, but in the end are very big and impactful.” ■

Shirley Leung is a Boston Globe columnist. She can be reached at shirley.leung@globe.com. Follow her on Twitter @leung.



The Top 100

WOMEN-LED BUSINESSES IN MASSACHUSETTS

They run health care companies, universities and colleges, financial institutions, nonprofits, construction heavyweights, and more — they're the women power players of the Bay State. Meet them in the 2021 installment of this list, a joint project of The Commonwealth Institute and the *Globe Magazine*. Responsible for thousands of employees and billions in revenue, the women featured here drive the Massachusetts economy.

Taken together, the 100 companies on the list represent a total revenue and operating budget of **\$66.6 BILLION**. (To be precise, **\$66,634,788,386**.)

How the list was created: For each organization, The Commonwealth Institute, a nonprofit that supports female business leaders, examined revenue or operating budget as well as other variables, including number of full-time employees in the state, workplace and management diversity, and innovative projects. TCI then ranked organizations according to its own formula. This is the 21st year that TCI has created the list and the ninth year that the *Globe Magazine* has partnered with the group.

NOTE: Leaders in this list were in place during 2020 (the year for which we examined revenue and other data), and a few are no longer at the businesses.

1. Dana-Farber Cancer Institute

BOSTON
Health Care
Laurie H. Glimcher
President and CEO

2. Vertex Pharmaceuticals

BOSTON
Biotechnology
Reshma Kewalramani
CEO and President

3. Mass General Brigham

BOSTON
Health Care
Anne Klibanski
President and CEO

4. Community Care Cooperative

BOSTON
Health Care
Christina Severin
President and CEO

5. CareQuest Institute for Oral Health

CHARLESTOWN
Health Care
Myechia Minter-Jordan
President and CEO

6. Hebrew Rehabilitation Center

ROSLINDALE
Health Care
Mary Moscato
President

7. Boston Medical Center Health System

BOSTON
Health Care
Kate Walsh
President and CEO

8. Northeast Arc

DANVERS
Human Services
Jo Ann Simons
President and CEO

9. Ropes & Gray

BOSTON
Law
Julie H. Jones
Chair

10. Wilmer Cutler Pickering Hale and Dorr

BOSTON
Law
Susan W. Murley
Co-Managing Partner

11. Talbots

HINGHAM
Retail or Wholesale
Lizanne Kindler
CEO

12. Emerson Hospital

CONCORD
Health Care
Christine Schuster
President and CEO

13. Copyright Clearance Center

DANVERS
Copyright Licensing
Tracey Armstrong
President and CEO

14. Globalization Partners

BOSTON
Staffing
Nicole Sahin
Founder and CEO

15. Wellesley College

WELLESLEY
Education
Paula A. Johnson
President

16. Insulet Corp.

ACTON
Manufacturing, Health Care
Shacey Petrovic
President and CEO

17. Simmons University

BOSTON
Education
Helen Drinan (January-June 2020), **Lynn Perry Wooten** (since July 2020)
President

18. Suffolk University

BOSTON
Education
Marisa Kelly
President

19. University of Massachusetts Lowell

LOWELL
Education
Jacqueline Moloney
Chancellor

20. John Hancock

BOSTON
Financial Services, Insurance
Marianne Harrison
President and CEO

21. Analysis Group

BOSTON
Consulting
Martha S. Samuelson
CEO and Chairman

22. Smith College

NORTHAMPTON
Education
Kathleen McCartney
President

23. Fidelity Investments

BOSTON
Financial Services
Abigail P. Johnson
Chairman and CEO

24. Mass General Brigham Community Physicians

SOMERVILLE
Health Care
Lynn A. Stofer
President

25. Eastern Bank Foundation

BOSTON
Philanthropy
Nancy Huntington Stager
President and CEO

26. Williams College

WILLIAMSTOWN
Education
Maud S. Mandel

President

27. Martha's Vineyard Hospital

OAK BLUFFS
Health Care
Denise Schepici
President and CEO

28. The Greater Boston Food Bank

BOSTON
Nonprofit, Human Services
Catherine D'Amato
President and CEO

29. EY

BOSTON
Professional Services
Jane Steinmetz
Boston Office Managing Principal

30. Zipcar

BOSTON
Transportation Technology
Tracey Zhen
President

31. Massport

EAST BOSTON
Transportation
Lisa S. Wieland
CEO

32. Ascentria Care Alliance

WORCESTER
Human Services
Angela Bovill
President and CEO

33. Melmark

ANDOVER
Human Services
Rita Gardner
President and CEO

34. Cape Cod 5

HYANNIS
Financial Services
Dorothy A. Savarese
Chair and CEO

35. May Institute

RANDOLPH
Human Services
Lauren C. Solotar
President and CEO

36. Northbridge Cos.

BURLINGTON
Health Care
Wendy Nowokunski
Cofounder and President

37. Agios Pharmaceuticals

CAMBRIDGE
Biotechnology
Jackie Fouse
CEO

38. Bunker Hill Community College

BOSTON
Education
Pam Y. Eddinger
President

39. Veracode

BURLINGTON
Software
Sam King
CEO

40. Princess House

MANSFIELD
Direct Sales
Lynne Coté
President and CEO

41. New England Donor Services

WALTHAM
Health Care
Alexandra K. Glazier
President and CEO

42. Oxfam America

BOSTON
Nonprofit
Abby Maxman
President and CEO

43. Massachusetts Medical Society

WALTHAM
Nonprofit
Lois Dehls Cornell
Executive Vice President

44. Axcelis Technologies

BEVERLY
IT Services or Technology
Mary G. Puma
President and CEO

45. ezCater

BOSTON
IT Services or Technology
Stefania Mallett
Cofounder and CEO

46. Regis College

WESTON
Education
Antoinette M. Hays
President

47. Pine Street Inn

BOSTON
Human Services
Lyndia Downie
President and Executive Director

48. Candlewick Press

SOMERVILLE
Publishing
Karen E. Lotz
President, Publisher, and Group Managing Director

49. Anika Therapeutics

BEDFORD
Health Care
Cheryl R. Blanchard
President and CEO

50. Holyoke Community College

HOLYOKE
Education
Christina Royal
President

51. Worcester Polytechnic Institute

WORCESTER
Education
Laurie Leshin
President

52. Lowell Community Health Center

LOWELL
Health Care
Susan West Levine
CEO

53. Toward Independent Living and Learning

DEDHAM
Human Services
Dafna Krouk-Gordon
Founder and President

54. PharmaLogics Recruiting and Orbis Clinical

QUINCY AND WOBURN
Staffing
Megan Lanham
CEO

55. Cape Air

HYANNIS
Airline
Linda Markham
President

The Top 100

WOMEN-LED BUSINESSES IN MASSACHUSETTS

56. Accenture

BOSTON
Consulting
Pallavi Verma
Senior Managing Director
–Quality and Risk, North America
and Boston Office Lead

57. Codman Square Health Center

DORCHESTER
Health Care
Sandra Cotterell
CEO

58. Elaine Construction Co.

NEWTON
Construction
Lisa B. Wexler
President

59. JFF (Jobs for the Future)

BOSTON
Nonprofit
Maria Flynn
President and CEO

60. People Incorporated

FALL RIVER
Human Services
Megan Stirk
President and CEO

61. Radius Financial Group and Radius Insurance Group

NORWELL
Financial Services, Insurance,
Real Estate
Sarah Valentini
Cofounder and CEO

62. TD Garden

BOSTON
Sports and Entertainment
Amy Latimer
President

63. Joslin Diabetes Center

BOSTON
Health Care
Roberta Herman
President and CEO

64. D'Youville Life & Wellness Community

LOWELL
Health Care
Naomi Prendergast
President and CEO

65. East Cambridge Savings Bank

CAMBRIDGE
Financial Services
Gilda M. Nogueira
President and CEO

66. Cardinal Cushing Centers

HANOVER
Human Services
Michelle Markowitz
President and CEO

67. SSTAR

FALL RIVER
Health Care
Nancy Edmonds Paul
CEO

68. Morgan Memorial Goodwill Industries

BOSTON
Human Services
Joanne K. Hilferty
President and CEO

69. The Trustees of Reservations

BOSTON
Nonprofit Conservation and
Preservation Organization
Barbara J. Erickson*
President and CEO

70. Onyx Specialty Papers

SOUTH LEE
Manufacturing
Patricia Begrowicz
President and Co-Owner

71. BlueHub Capital

ROXBURY
Community Development
Financial Institution,
Nonprofit
Elyse D. Cherry
CEO

72. Whittier Street Health Center

ROXBURY
Health Care
Frederica M. Williams
President and CEO

73. Shepley Bulfinch

BOSTON
Architecture
Carole Wedge
CEO

74. Jewish Family & Children's Service

WALTHAM
Human Services
Gail Schulman
CEO

75. Carleton-Willard Village

BEDFORD
Senior Living
Barbara A. Doyle
President and CEO

76. Kaplan Construction

BROOKLINE
Construction
Jane Kaplan Peck
COO and Owner

77. Halloran Consulting Group

BOSTON
Consulting
Laurie Halloran
President and CEO

78. NVNA and Hospice

NORWELL
Health Care
Renee McInnes
CEO

79. Dole & Bailey

WOBURN
Food, Retail or Wholesale
Nancy Matheson-Burns
President and CEO

80. HUB International New England

WILMINGTON
Insurance
Mim Minichiello
President, Employee Benefits

81. Leading Edge Real Estate

WINCHESTER
Real Estate
Linda O'Koniewski
CEO

82. The Hollister Group

BOSTON
Staffing, Consulting
Kip Hollister
Founder and CEO

83. New England Aquarium

BOSTON
Education, Nonprofit,
Conservation
Vikki N. Spruill
President and CEO

84. Vecna Technologies

BURLINGTON
Health Care, IT Services or
Technology
Deborah Theobald
CEO and Cofounder

85. E. T. & L. Corp.

STOW
Construction
Jennie Lee Colosi
President

86. Isaacson, Miller

BOSTON
Consulting
Vivian Brocard
President

87. GCB Medical Supply

DUXBURY
Health Care, Manufacturing
Kate Bowen
Founder and CEO

88. Ceres

BOSTON
Sustainability Nonprofit
Mindy S. Lubber
CEO and President

89. Reading Cooperative Bank

READING
Financial Services
Julieann M. Thurlow
President and CEO

90. P. J. Spillane Co.

EVERETT
Construction
Sarah Spillane
CEO

91. B&G Restaurant Supply

PITTSFIELD
Retail or Wholesale
Tricia Powers Dambrauskas
Co-Owner and Executive Vice
President

92. Inkhouse

WALTHAM
Communications
Beth Andrix Monaghan
CEO and Founder

93. Boston Common Asset Management

BOSTON
Financial Services
Allyson McDonald
CEO

94. Lasell Village

NEWTON
Senior Living Community
Anne E. Doyle
President

95. Investor Group Services

BOSTON
Consulting
Mindy Berman
Cofounder and Senior
Managing Director

96. Boston Ballet

BOSTON
Arts Nonprofit
Meredith (Max) Hodges
Executive Director

97. Longfellow Investment Management

BOSTON
Financial Services
Barbara McKenna
President

98. Nitsch Engineering

BOSTON
Engineering
Lisa A. Brothers
President and CEO

99. Front Line

HOPEDALE
Construction
Nancy Salter
President and Founder

100. CommCan

MILLIS
Cannabis
Ellen Rosenfeld
President

*Barbara J. Erickson died
in January 2021.

The Top 100

BY THE NUMBERS

A CLOSER LOOK AT THE COMPANIES ON THE LIST OF THE TOP 100 WOMEN-LED BUSINESSES IN MASSACHUSETTS.

What percentage of upper management (VP or higher) is women?

100%

3 BUSINESSES
Cardinal Cushing Centers
Hebrew Rehabilitation Center
Jewish Family & Children's Service

90-99%

2 BUSINESSES
NVNA and Hospice
SSTAR

80-89%

10 BUSINESSES
Ascentria Care Alliance
Candlewick Press
Ceres
Community Care Cooperative
Inkhouse
Northeast Arc
People Incorporated
Regis College
Simmons University
Wellesley College

75-79%

6 BUSINESSES
D'Youville Life & Wellness Community
Front Line
Halloran Consulting Group
Lowell Community Health Center
Morgan Memorial Goodwill Industries
Pine Street Inn

1 company did not report data

What percentage of upper management (VP or higher) is women of color?

40% and up

2 BUSINESSES
Codman Square Health Center
Oxfam America

30-39%

5 BUSINESSES
John Hancock
Mass General Brigham
Simmons University
Wellesley College
Whittier Street Health Center

20-29%

6 BUSINESSES
Bunker Hill Community College
CareQuest Institute for Oral Health
Community Care Cooperative
Holyoke Community College
Lowell Community Health Center
Zipcar

5 companies did not report data

What percentage of the board of directors, advisers, or trustees is women?

100%

2 BUSINESSES
E. T. & L. Corp.
The Hollister Group

75%-99%

6 BUSINESSES
B&G Restaurant Supply
Candlewick Press
Simmons University
Smith College
Wellesley College
Whittier Street Health Center

50%-74%

29 BUSINESSES
BlueHub Capital
Boston Ballet
Boston Common Asset Management
Bunker Hill Community College
Codman Square Health Center
CommCan
D'Youville Life & Wellness Community
Elaine Construction Co.
Emerson Hospital
Hebrew Rehabilitation Center
Holyoke Community College
JFF (Jobs for the Future)
Lasell Village
Leading Edge Real Estate
Longfellow Investment Management
Lowell Community Health Center
May Institute
Morgan Memorial Goodwill Industries
Nitsch Engineering

NVNA and Hospice
Oxfam America
People Incorporated
P. J. Spillane Co.
Radius Financial Group and Radius Insurance Group
Regis College
Shepley Bulfinch SSTAR
Toward Independent Living and Learning
Williams College

15 companies did not report data

What percentage of the board of directors, advisers, or trustees is women of color?

75% or more

1 BUSINESS
Whittier Street Health Center

50-74%

1 BUSINESS
Bunker Hill Community College

25-49%

14 BUSINESSES
Agios Pharmaceuticals
Ascentria Care Alliance
B&G Restaurant Supply
BlueHub Capital
Codman Square Health Center
Eastern Bank Foundation
Holyoke Community College
JFF (Jobs for the Future)
John Hancock
Lowell Community Health Center
Oxfam America
Pine Street Inn
Smith College
Williams College

15-24%

10 BUSINESSES
Accenture
Boston Common Asset Management
Hebrew Rehabilitation Center
Isaacson, Miller
May Institute
Morgan Memorial Goodwill Industries
PharmaLogics Recruiting and Orbis Clinical

Simmons University
Vertex Pharmaceuticals
Wellesley College

16 companies did not report data

What percentage of the workforce is women?

90% or more

2 BUSINESSES
NVNA and Hospice
Talbots

80-89%

13 BUSINESSES
Candlewick Press
Codman Square Health Center
Community Care Cooperative
D'Youville Life & Wellness Community
Hebrew Rehabilitation Center
Inkhouse
Jewish Family & Children's Service
Lowell Community Health Center
Martha's Vineyard Hospital
Mass General Brigham Community Physicians
Northbridge Cos.
Northeast Arc
Simmons University

75-79%

5 BUSINESSES
Ascentria Care Alliance
Emerson Hospital
Halloran Consulting Group
Regis College
Whittier Street Health Center

3 companies did not report data

What percentage of the workforce is women of color?

75% or more

2 BUSINESSES
Codman Square Health Center
Whittier Street Health Center

50-74%

2 BUSINESSES
Hebrew Rehabilitation Center
Lowell Community Health Center

25-49%

21 BUSINESSES
Ascentria Care Alliance
Boston Common Asset Management
Boston Medical Center Health System
Bunker Hill Community College
Carleton-Willard Village
Community Care Cooperative
D'Youville Life & Wellness

Community
Eastern Bank Foundation
Globalization Partners
JFF (Jobs for the Future)
John Hancock
Joslin Diabetes Center
Lasell Village
Mass General Brigham Community Physicians
May Institute
Melmark
Morgan Memorial Goodwill Industries
Oxfam America
Pine Street Inn
Princess House
Toward Independent Living and Learning

3 companies did not provide data

What percentage of the total workforce is Black, Indigenous, or People of Color?

75% or more

3 BUSINESSES
Codman Square Health Center
Toward Independent Living and Learning
Whittier Street Health Center

50-74%

11 BUSINESSES
Accenture
Boston Medical Center Health System
Eastern Bank Foundation
Fidelity Investments
Front Line
Hebrew Rehabilitation Center
Lasell Village
May Institute
Melmark
Morgan Memorial Goodwill Industries
Pine Street Inn

3 companies did not report data

What is the annual revenue or operating budget?

\$25 million or less: 10
\$25.1 million - \$50 million: 30
\$50.1 million - \$75 million: 11
\$75.1 million - \$100 million: 6
\$101 million - \$150 million: 8
\$151 million - \$300 million: 15
\$301 million - \$500 million: 8
\$501 million - \$999 million: 3
\$1 billion - \$10 billion: 7
\$10 billion and up: 2

Source: The Commonwealth Institute; figures are self-reported



She's Got the Power

How women are rewriting the emotional rules in the workplace, with positive results.

BY KARA BASKIN

In the spring of 2019, Audra Bieg's nose began to run. *Maybe it's a cold or allergies*, she thought. But it turned out to be a cerebrospinal fluid leak. She was going to need brain surgery. What would her colleagues say? How would they react? Initially, she didn't share much, even though she felt comfortable at work.

"I didn't want people to think that after I was having brain surgery I wasn't still going to do a great job or be successful," says Bieg, then a principal consultant at consulting firm Slalom in Boston. "There was almost an internal anxiety and additional pressure that I was putting on myself by not being fully vulnerable."

This reticence is familiar to any woman who has pumped in a bathroom, sat through a meeting while leaking breast milk, sheepishly ducked out for a school pickup, or shown up for work even when mentally or physically unwell for fear of losing face. "I didn't want people to know or see or feel that I wasn't going to be able to succeed," Bieg says.

She took just two weeks off, not sharing her condition publicly. It made sense: For years, women have suppressed their emotions to operate like men often appear to — stoic, unflappable, devoted to work above all else.

But the pandemic forced a reckoning in which even the iciest leaders were caught on Zoom with shrieking children. Suddenly, qualities traditionally associated with women, such as empathy and compassion, were seen as something to leverage,

not suppress. Finally, working "like a woman" was an asset.

And it was women who did the work: McKinsey & Company and LeanIn.Org's Women in the Workplace 2021 survey of 423 organizations found that women leaders more consistently ensured manageable workloads for their teams, provided emotional support, and checked in on overall well-being than men, and 87 percent of companies called this labor critical.

Ann Powell, chief human resources officer for biopharmaceutical giant Bristol Myers Squibb, told her virtual audience at a recent Innovation@Work conference held by *The Economist* that the pandemic has offered an opportunity for a new style of management: more open, more vulnerable, more aligned with reality.

"The pandemic was a culture accelerator, and we really leaned in to encouraging vulnerability, authenticity, and humanity in our leaders. Listen to what your teams are experiencing, but also talk about how you're feeling," Powell said. "Our boxes on the screen are all the same size. Our dogs are all barking in the background, our kids are pulling on all of our sleeves. It stripped away the hierarchy and made us all more human."

New research indicates that female-associated traits have been particularly effective in the COVID-era workplace. A study published in *The Journal of Applied Psychology* determined that bosses who were attentive to employees' emotional needs helped workers stay engaged during the pandemic. Ohio State University associate professor Jasmine Hu, who studies leadership and

ILLUSTRATION BY DANA SMITH FOR THE BOSTON GLOBE

RESPECT

EMOTION

COMMUNICATION

INTEGRITY

LEAD

Profit of Gross Business



teams, led the study. She specializes in “servant leadership,” an empathy-driven management style uniquely suited to modern realities. While servant leaders can be any gender, the style fits with “female leaders’ stereotypical characteristics of being nurturing, relationship-oriented, and tending to emotional needs,” she says.

The traditional view of leaders as strong, dominant problem-solvers who don’t make mistakes has shifted, Hu says. “Recently, scholars have criticized this assumption as wrong: Even the best leaders have their own vulnerable moments. It’s important for us to understand that there’s a more human side of leaders.” Now, she says, “Women’s pursuits or abilities are no longer viewed as detrimental, but [instead] as an advantage to their leadership abilities relative to men, and our research findings support this assertion.”

Leadership style can even make a lifesaving difference. A 2020 paper on female governors, also in *The Journal of Applied Psychology*, found that women’s leadership during COVID-19 was associated with fewer deaths. “States with women governors had fewer COVID-19 deaths than states with men governors, and when governors issued an early stay-at-home order, states with women governors were more responsive, as borne out by fewer COVID-19 deaths,” the authors wrote. “The qualitative analysis indicated a potential mechanism for that effect may be that women governors were more empathetic and confident, as shown in their briefings.”

Yet women are still hamstrung by gendered expectations. When high-ranking women leaders express happy, calm emotions, they’re perceived as better leaders, and when they modulate negative ones, they’re also perceived as effective, according to a new study in the *Journal of Organizational Behavior*.

There is a plus side to this discovery: Women shouldn’t feel compelled to suppress their happy emotions in favor of appearing remote, cool, and neutral. “It’s about being more honest. It gives [women] more of the opportunity to express honesty of positive emotion, more cheerful emotion,” explains University of California Riverside associate professor Thomas Sy, one of the study’s coauthors.

But it’s a slippery slope from empathy to manufactured emotion. “What some of the research suggests is that we’re fairly good at detecting when a leader is suppressing or hiding certain emotions,” Sy adds, “and what the evidence there says is, when we detect that someone is not being genuine with their emotional expression, it actually leads to the perception that they’re not effective.”

Case in point: The spectacular collapse of the two-faced “girl boss,” a post-Lean In term for executives who prided themselves on

drive tempered by humanity, but who ended up imploding in a firestorm of bad behavior and re-cremations. While projecting accessibility, they ran toxic workplaces employees said were based on tyranny and fear.

Steph Korey, CEO of luggage brand Away, portrayed herself as an approachable girl boss. But she left when plagued with accusations of fostering a cutthroat workplace culture. Self-help expert Rachel Hollis, who liked to refer to her followers as “Girl” and “Sis,” was also accused of intimidating workplace behavior after appearing to compare herself to Harriet Tubman and Marie Curie (and then blaming her team for it). Audrey Gelman, a founder of ostensibly supportive women’s co-working space The Wing, stepped down amid backlash over the company’s mistreatment of Black and brown employees.

The movement’s duplicitous icons had thrown over the Instagram-friendly feminist traits they exploited — empathy, vulnerability, and approachability — in favor of naked ambition. They weren’t genuine.

Replacing the girl boss are workplace authenticity experts such as University of Houston social psychologist Brené Brown, who became famous with her TED Talk “The Power of Vulnerability.” Last month, she inked a deal with HBO Max for a series that will explore the framework of meaningful connection through uncomfortable emotions like empathy and anguish.

Closer to home, Harvard Business School professor Robin Ely teaches “Authentic Leader Development,” where students discuss “personal insights, experiences, ambitions, and fear” in the service of being more effective leaders. “The importance of vulnerability in a leader is that it creates connection,” says Ely, who stresses that vulnerability is not a gendered attribute, though we often associate this quality with women. She also cautions that “women leaders who exhibit stereotypically feminine traits tend to have a harder time winning respect in the workplace.”

Does the theoretical work in practice? For architect Lauren Begen, it did. When Begen had trouble getting pregnant and began fertility treatments, her work schedule suffered. “I was making excuse after excuse for why I was coming in an hour late, why I was having to skip out early, why I was randomly calling out of work the day before,” she says.

Finally, she planned to disclose the situation to her colleagues in a nonemotional, pre-planned meeting. “I went into it thinking, *OK, I’m going to be super pragmatic about this and professional,*

and of course, [I] burst into tears within the first two minutes of conversation,” she says.

It was a risk. While Begen acknowledges that she had the financial security to quit her job if necessary, stopping work simply wasn’t a professional option. “It would have been a huge loss,” she says. To her surprise, the conversation transformed her relationship with her colleagues — and with herself.

“I felt like there was a huge weight off,” she says. “I think it really matured me professionally.” She took a chance in a fast-paced, competitive industry, where people typically “suck it up and figure it out,” she says, and the reaction was surprisingly positive.

Begen now runs her own Cambridge architecture firm, and has another baby on the way. She prizes the flexibility of running her own company.

As for Audra Bieg, after she returned to work, she discovered she would need another brain surgery, and this one wasn’t as quick. “It was incredibly painful. It was the worst recovery I’ve ever had in my life, even compared to childbirth,”

she says. This time, she couldn’t gloss over it. She was going to need more time to recover. In a meeting with a colleague, she began to tear up. To her surprise, they were supportive. “It made me realize that I’m supported and get to captain my own ship,” she says.

With 1 in 3 women contemplating quitting a job or downshifting this year, leaving space for genuine emotion could make the difference for the future of the female workforce.

Bieg’s openness was a catalyst for her career: She felt empowered to take a new job where she was more in control, and could make space for herself and her family.

And during the pandemic lockdown, she blocked off time for herself between noon and 1:30 p.m. to put her son down for a nap—a boundary that felt essential.

“I found that being honest with what I needed from a recovery perspective helped me be honest about what I needed for other things, too,” Bieg says. “I want to take my kid to school in the morning and don’t want to feel like I’m not able to succeed at my job because of that, or that others would be disappointed.”

It’s made her a more empathetic colleague, and she’s kinder with herself, too. “I encourage people to share what they need, because I feel like that made the difference for me personally,” she says. ■

“The importance of vulnerability in a leader is that it creates connection.”

Harvard Business School professor
Robin Ely

Kara Baskin is a frequent contributor to the Globe Magazine. Send comments to magazine@globe.com.



What Jazz Can Do

BY TERRI LYNE CARRINGTON

There's no doubt about it: Jazz has a gender problem. "Women in Jazz" as a classification is experiencing a widespread shift to "Jazz and Gender," which recognizes the expansion of gender identities in today's society and frames it as an issue for everyone to be concerned about — removing the burden on women to fix the problem. To accomplish this in jazz, or other fields that remain patriarchal, would be a true sign of a pivoting society.

I'm unfortunately reminded of this disparity every day when I turn on the radio, see a concert advertisement, or look at my own music collection. Nearly everything I see or hear says that I, as a woman who plays the drums, shouldn't be here. But women were always here, just underacknowledged and underarchived. This established "norm" that men were the players and women were the vocalists (or occasionally pianists) remained prevalent far too long, including the buy-in from many women artists

who perpetuated that unspoken rule. (Even the brilliant jazz vocalist Abbey Lincoln told me when I was well into my career that I should sing!) Instruments were gendered and the predicted sound was qualified with masculinity. You had to hit hard and kill it.

Jazz is intellectual freedom music rooted in the blues. Women and the gender-expansive community also have their freedom songs and the desire to express them in the art form. The good news is that the collective work of socially conscious educators, presenters, and performers is creating a groundswell of change in our field. Progressive youth are demanding it, and together we can make sure that access and apprenticeship are available for all who show promise — if we want the art form to reach its fullest potential. ■

Terri Lyne Carrington is a Grammy Award-winning drummer, producer, and composer, and the founder and artistic director of the Berklee Institute of Jazz and Gender Justice. Send comments to magazine@globe.com.



The musician at Berklee College of Music.

PHOTOGRAPH BY ARAM BOGHOSIAN FOR THE BOSTON GLOBE

My Playlist

Selections highlighting a few of my favorite women artists

Geri Allen

"Dolphy's Dance"

The jazz world still mourns Geri Allen, who passed in 2017. Fortunately, she left us so much amazing music. The melodic mastery of her Eric Dolphy tribute makes it a standout and an etude fit for any serious musician to tackle.

Alice Coltrane

"Turiya and Ramakrishna"

The maestra merges deep blues with free and swinging jazz, acknowledging the ancestors by utilizing the African musical traditions of repetition and progression, along with inflections of bebop and other forms.

Nicole Mitchell

"Center of the Earth"

An innovative flautist-composer whose sound knocks your socks off, Mitchell's music resides in freedom dreams and Afro-futurism. No wonder the *DownBeat* International Critics Poll has voted her tops on flute every year since 2010. She is truly connected to something deeper.

Terri Lyne Carrington

"Pray the Gay Away"

From our band Social Science's Grammy-nominated album, *Waiting Game*, it's our response to hate speech and hate crimes against the LGBTQ community. The Afro-Brazilian maracatu rhythm dominates, infused with jazz, R&B, hip-hop, and operatic vocalise.

Find more of Terri Lyne Carrington's special Playlist selections for the Women & Power issue at bostonglobe.com/magazine.



Why I Choose to Wear Braids at Work

For the first time in my career as a television news anchor, I'm wearing my hair how it feels right to me.

BY LATOYIA EDWARDS

I still remember, in vivid detail, feeling like a fraud in front of my daughter.

We were sitting in my car outside Nina's middle school, where I was picking her up. She threw her head against the seat, exasperated, pushing her puffy ponytail into the headrest. Tears streamed down her face. She asked quietly, "Can I please get a relaxer to straighten my hair?"

The question surprised me. My husband and I had raised her to be proud of all that comes with her African-American heritage — especially her shiny coils. She'd always seemed to love her hair.

Earlier that day, a group of boys had cackled at her as she walked to class. The ringleader pointed at Nina's sky-high kinky ponytail and screamed out, "What is that?" My daughter choked down humiliation and swallowed her tears — until she got inside the car.

As I lectured her about the many reasons to celebrate her natural hair, I caught a glimpse of my own in the rearview mirror — fried by chemicals until it was stick-straight. She had to be wondering: *Mom, if natural Black hair is so great, why do you anchor the news every day with a relaxer and hair extensions?*

Latoyia Edwards at the NBCU Boston Media Center in Needham.

The question is fair, and one I had struggled with. For years, I had straightened my hair as a news anchor at NBC10 Boston and other television stations, an arduous process I believed was an unwritten necessity for Black, female news anchors.

This year, I decided it was time — beyond time — to wear my hair the way it feels right to me. For me, that meant braids. Regardless of the style, it's long past time for Black girls and women to feel empowered to wear their hair how they choose — and for society to embrace them.

Growing up in Dorchester, I saw powerful Black women role models everywhere. Turning on the television to watch the news, however, was another story. The lack of representation smacked you in the face. The few Black women who made it to Boston-area screens usually had chemically-processed hair that looked as silky and straight as that of so many of their counterparts. I began to hear society's unmistakable message about Black women's hair.

As a broadcast journalism student in college, that message grew louder. I had already been advised by professors to ditch my first name in favor of my middle name, Simone, which they said would be more appealing to "all audiences." A friend, a talented student from Jamaica, was advised to either cover her natural Afro with a wig or forget about finding an on-air job.

At first, it seemed like a small price for pursu-

ing my dream of working as a television reporter and anchor. After all, my mother had sold dinners door-to-door and my father had worked extra part-time jobs to pay for my college tuition. I wanted to do everything in my power to land a job, and make my family and community proud.

As I progressed in my career, I would occasionally meet with “image consultants” at various stations I worked for. This is an industry, after all, in which appearance is highly scrutinized. Their feedback was indirect, but, reading between the lines, the message was consistent: Straightening my hair made me more appealing to audiences, again, of all backgrounds.

Similar messages are heard by women across the country every day. According to a 2019 study by Dove, Black women’s hair is 3.4 times as likely to be perceived as unprofessional in the workplace. We are also 30 percent more likely than other women to be made aware of a formal workplace appearance policy, the study showed.

Straightening one’s hair is no easy task, either. For me, the process meant visiting the stylist every six weeks to apply a chemical hair relaxer, which strips hair of its natural curls. That alone costs \$200 a visit. Then comes the biweekly conditioning treatments, which prevent hair from becoming depleted of natural oil and vitality. Add to that hair extensions, which can run up to \$1,000 for installation.

Women must follow a litany of rules to maintain

the style. Forget swimming in a chlorinated pool, for example. Make sure your workouts aren’t too strenuous — sweat can ruin straightened hair. Rain can too, so don’t get caught without an umbrella.

As it turned out, the longer and the lighter my hair extensions, the more positive feedback I got from viewers — especially men. But the more I progressed in my career, the less comfortable I became with the choice.

All this began to change on February 15, 2021.

On that day, my mother — my vibrant, intelligent, lovely mother — died of heart disease that was likely a complication of COVID-19. She was just 61.

In the wake of her passing, I began to remove extraneous clutter in my life. The costly burden of straightening my hair, installing extensions, or even wearing a wig, seemed ridiculous. More than ever, I wanted to simplify things and be my authentic self.

Around Mother’s Day, my husband and I took our two kids on an impromptu trip as a release valve for the grief. As I always do on vacation, I braided my hair — a liberation that helps my hair heal. As soon as I did, I breathed easier. For a blissful moment, I stopped feeling like “Latoyia Edwards, news anchor,” and more like “Toya” from the neighborhood, single braids resting on

my shoulders.

I posted a couple of pictures on social media, and my colleagues started asking why I didn’t wear my hair braided on air. As far as I knew, I told them, no Black on-air news professional had worn their hair that way in Boston. When they asked why not, I didn’t have an answer. But I was finally ready to ask for one.

I was nervous when I tapped on the door of my former news director at NBC10 Boston, Ben Dobson. I sat down and made my pitch. I explained how it made me feel to chemically remove the curls out of my hair every six weeks. I told him how I wanted to represent communities of color in New England in my full form. Ben listened, then asked for some time to look into it.

A day and a half later, the answer came in the form of a question: “How soon can you get your hair braided?”

Tears rolled down my cheeks before I could even respond.

Even as I felt gratitude to my station, NBC10 Boston, for supporting employees’ wishes to be their authentic selves, I braced for backlash from the public. Viewers get attached to their local news stations, and change isn’t always welcome.

Instead of backlash, however, I received wave after wave of support from every race, every demographic. Their only question: Why didn’t you do this sooner?

It’s a fair question. How many times have we seen headlines about children of color being forced to cut their hair before a sporting event? How many times have we heard the calls for legislation to prevent employers from firing people because of a hairstyle?

Perhaps I should have spoken up sooner. And, no doubt, the calls for racial justice in the wake of George Floyd’s murder — and the reckoning our country is going through — inspired me to act. Regardless of my timing, here’s the bottom line: Authentic representation matters.

I was reminded of this one day as my daughter and I strolled through the campus of my son’s predominantly white private school. A group of eighth-grade volleyball players was boarding a bus, headed to a game. Among them were two Black girls whose eyes lit up when they spotted me.

One of them called out, “Hello! Excuse me, Miss!”

“Hi!” I called back.

The other girl smiled brightly. “We really like your hair!”

I do too. I love it, in fact. ■

Latoyia Edwards is an Emmy Award-winning anchor on NBC10 Boston and NECN. Send comments to magazine@globe.com.



Edwards moderates a mayoral debate between Michelle Wu (left) and Annissa Essaibi George.



Mariama White-Hammond at Boston City Hall.



On the Front Lines of Environmental Justice

Four leaders fighting for clean air, clean energy, and a healthy future.

BY SARAH SHEMKUS

When Yaritza Morales-Gonzalez walks around Chelsea, she sees apartment buildings and asphalt, but not many trees. She sees hundreds of trucks driving in and out of the produce distribution center at the edge of the city. She sees tanks of jet fuel and piles of road salt lining the rivers that ring the city, but she can't see the water.

"I see industries taking advantage of access our community should have," says Morales-Gonzalez, who grew up in Chelsea and is now raising her children there.

Trying to right this disparity is at the heart of her work as director of operations at Chelsea-based nonprofit GreenRoots. It is also the force driving Massachusetts' burgeoning environmental justice movement. At the most basic level, the movement contends that people's income and race shouldn't affect their ability to live in healthy communities free from pollution, and that neighborhoods with lower incomes and more people of color shouldn't disproportionately bear the burden of economic development, as they do now. Environmental justice aims to engage affected communities, remedy existing damage — and to create opportunities for positive change into the future.

Problems related to environment, race, and poverty have long intersected, but historically, they've gotten little attention from those in power. Now, a shift seems to be underway. The environmental justice movement is having a moment, thanks to a combination of the pandemic's disproportionate impact on communities of color, heightened awareness of systemic racism, and intensifying concern about climate change. "People are waking up to those impacts in

PHOTOGRAPH BY JARED CHARNEY FOR THE BOSTON GLOBE

a way I'm not sure they always have in the past," says Mariama White-Hammond, chief of environment, energy, and open spaces for the City of Boston, and the founding pastor of New Roots AME Church in Dorchester.

In the spring, the state adopted a major new climate bill that included measures aimed at advancing environmental justice. As the state works to implement the law's provisions, women are among the most influential figures pushing for accountability and change, whether they're expanding access to electric vehicles, finding ways to fund renewable energy, or spearheading Boston's efforts to fight climate change.

A Champion for Chelsea

Morales-Gonzalez did not know what environmental justice was when, at 14, she applied to join the Chelsea Greenspace and Recreation Committee's Environmental Chelsea Organizers Crew, a group of young people organized by Chelsea Collaborative who conduct environmental campaigns in the city. She just wanted to find a paying job.

The crew's first task was clearing invasive reeds from the banks of the Chelsea Creek to improve water flow and soil health. Later, they raised funds to build a walkway to access the creek, reclaiming a small bit of the industrialized waterfront for residents. Increasingly, Morales-Gonzalez started noticing the ways Chelsea's people had to live with the effects of industries that weren't even serving their community. "When companies think of Chelsea, they don't think there's going to be a community that's going to fight back," she says.



Susan Buchan at a charging station in Staunton, Virginia.

Then, in 2006, energy developer Jim Gordon, the man behind the now-defunct plan for the Cape Wind offshore wind farm, proposed constructing a diesel power plant across the street from a shared campus of Chelsea elementary schools. Morales-Gonzalez was galvanized. She joined a group of protesters who confronted Gordon at an event, accusing him of hypocrisy for offering clean energy to Cape Cod and diesel fumes to largely low-income, Latino Chelsea. The plant was eventually defeated. "What we wanted was being able to breathe in the community that we're being raised in," she says.

After high school, Morales-Gonzalez studied medical administration. She later worked at Boston Children's Hospital, but she felt drawn back to the grass-roots work she had done in Chelsea. When Chelsea Greenspace and Recreation Committee split off from Chelsea Collaborative (known

now as La Colaborativa) to form GreenRoots, Morales-Gonzalez jumped at the chance to join.

Today, the 33-year-old is found more often behind the scenes, managing the needs of a rapidly growing organization. And when she walks around Chelsea with her daughters, ages 5 and 8, they can see the waterfront walkway their mother helped create, the park she helped build, and the basketball court she secured funding for. "I love the outcomes that we are achieving in the community," she says. "Those are the things that are imprinted in their minds, so they can make a difference when they grow up."

Driving Change

Susan Buchan's path from residential architect to environmental justice champion started with a skylight. Right after architecture school at Virginia Tech, Buchan had a job at a firm that worked with a low-income housing agency. When one client daydreamed about getting a skylight to give her houseplants more light, Buchan and her boss figured out how to make the modest dream come true.

That moment, Buchan says, opened her up to the power of bricks-and-mortar projects to enhance the environments of people too often left behind. The sense of possibility stayed with her as she moved from architecture into county planning work, and then into work managing energy-efficiency programs.

"That sparked my interest in equity," says Buchan, who today works as the director of energy projects for Framingham-based nonprofit E4TheFuture, where she manages a portfolio of projects designed to find innovative solutions to the problems of environmental injustice.

This spring in Roxbury, Buchan led the launch of Good2Go, an electric vehicle car-sharing service that uses tiered pricing, so low-income residents pay \$5 per hour — half the basic rate. The service aims to take polluting cars off the road and to help erode the stereotype that electric vehicles are just a luxury option for the affluent. The cars can also improve residents' access to basic necessities that might be harder to reach by foot or public transit. "To see a single mom be able to take her kids safely to a doctor's appointment or grocery shopping — I just can't think of anything more meaningful to work toward," Buchan says.

Buchan is also helping Roxbury Community College develop curriculum for a residential energy-efficiency jobs training program. In Worcester, she's advocating for the regional transit authority to use solar and battery storage to power a fleet of vans, replacing some diesel buses, which are ridden most often by low-income residents.

Yaritza Morales-Gonzalez at a playground near a proposed Eversource substation in East Boston.



Shining a Light on Solar

Jessica Brooks always wanted to make a difference in her community. So, after graduating from Brown University in 1993, she took a job at a social services nonprofit in New York City. A year later, city funding cuts meant many of her co-workers were laid off, and Brooks had a realization. “The lesson that I took away was that financing matters,” she says. “The sources of funding matter.”

That insight has determined the trajectory of Brooks’s career ever since, all the way to her current role as chief development officer at Cambridge-based clean energy investment firm Sunwealth. When she left her social services job, Brooks took an entry-level position at a securities trading firm, where she spent a year learning everything she could about finance. A few years later, she joined Boston Community Capital (now BlueHub Capital), an organization that makes loans to projects that strengthen low-income communities, such as affordable housing developments and day-care centers.

After 17 years, Brooks moved to Sunwealth, where she merges her idealism and financial savvy by raising money to finance solar projects, particularly ones built in and for low-income areas. These projects lower overall carbon emissions from power generation and provide opportunities for moderate- and low-income residents to buy clean electricity at a discount.

“The projects prove clean energy can be a reality to residents who have long seen it as out of reach,” Brooks says. “There’s something to be said for seeing your clean energy economy locally, seeing it benefiting the businesses and the organizations and the people that you see every day.”

Sunwealth’s model has yielded some 500 solar installations on the roofs of churches, schools, and affordable housing, in Massachusetts and around the country. These projects are projected to provide more than \$34 million in savings for power consumers, while delivering consistent returns to investors. Much of this impact can be attributed to Brooks, says Sunwealth cofounder Jonathan Abe: “She’s been instrumental. She brings expertise, a network, leadership, and commitment.”

And Brooks, now 50, has every intention of keeping at it. “My vision is, you walk through a neighborhood and if you look up you should be able to see solar panels everywhere,” she says.

From the Pulpit to City Hall

Mariam White-Hammond, now 42, has been an activist since she was a teenager growing up in Boston, but she came to environmental justice incrementally. After graduating from Stanford University, she worked as executive director for Project HIP-HOP, a Boston nonprofit aimed at nurturing the next generation of civil rights activists.



Jessica Brooks among solar panels on the roof at Commonwealth Kitchen in Dorchester.

Like many people, she knew about the intersecting issues of race and the environment, but they were never totally real to her. Then, in 2005, she traveled to Louisiana and witnessed the brutal aftermath of Hurricane Katrina. “Seeing communities like mine really struggling and suffering — that was my huge wake-up call,” she says.

In 2014, she decided to study theology, following in the footsteps of her parents, noted Boston pastors the Rev. Dr. Ray Hammond and the Rev. Dr. Gloria White-Hammond. She became the minister for ecological justice at their church, Bethel AME Church in Jamaica Plain. In 2018, she founded New Roots AME Church, where environmental justice is an explicit part of the mission.

White-Hammond contends that environmental justice is intimately connected to faith. “We have a whole society that is based on stealing resources for our children and leaving them the bill,” she says, her voice thickening with emotion. “This is a moral, ethical issue.”

Over time, White-Hammond has also amped up her advocacy work, fighting for policies that would make it easier to install solar panels on nonprofits’ buildings, speaking on environmental justice issues, and joining the Green Justice Coalition, a partnership of Massachusetts community, environmental, and labor groups.

Then the call from the Kim Janey administration came, and she was skeptical about taking a job in City Hall. But after prayer and reflection, she realized she had an opportunity to deepen her impact on a broader scale. And the heart of the work, she says, is still the same.

On her agenda: finding ways to alleviate the heat islands that endanger residents in Chinatown and other neighborhoods with little tree cover, installing measures to protect some of the city’s most vulnerable areas on the waterfront from climate change-related flooding, and implementing the city’s new regulations requiring all large buildings to be carbon-neutral by 2050.

In mid-November, Acting Mayor Janey, who appointed White-Hammond, will be out of office. If the new mayor shares White-Hammond’s drive to fight for environmental justice, she would be eager to stay on in her role. There is essential work still to be done.

“I am very clear that our story, the story of humanity and whether or not we survive, it’s a nail-biter right now,” White-Hammond says. “I choose hope every day and I fight like heck and I want to believe the tide is turning even if I don’t see it yet.” ■

Sarah Shemkus is a writer on the North Shore. Send comments to magazine@globe.com.



How to Be Ready for Anything

Leaders share advice for building and preparing teams to succeed in a time of unprecedented crises and uncertainty.

AS-TOLD-TO SUSAN MOELLER



Pam Y. Eddinger
PRESIDENT OF BUNKER HILL
COMMUNITY COLLEGE

Formalize family-friendly policies.

For the longest time we have said, “Oh, we want to be a family-friendly workplace.” We’ve actually put some of these things on paper so that is not just talk, right? So that when we implement it, we would have some form of uniformity of policy that everybody can count on. This time it would be real. It wouldn’t be just like at the fiat of whether your supervisor is nice or not.



Dr. Reshma Kewalramani
CEO AND PRESIDENT OF
VERTEX PHARMACEUTICALS

Be an empathetic listener.

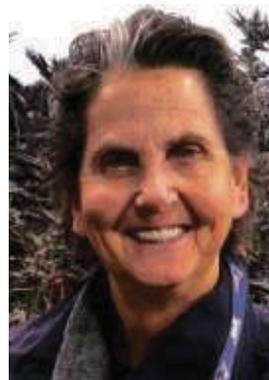
Throughout these challenging times, I’ve learned so much by listening to our employees. Being able to listen with empathy and compassion, see the big picture beyond the short-term urgencies, and communicate clearly, frequently, and with candor—these are the characteristics I’ve found to be the most important when leading through crises. As a company, staying true to our culture and mission has been the key to preparedness.



Lynn Perry Wooten
PRESIDENT OF SIMMONS UNIVERSITY

Be creative with the tools you already have.

You look at how medicine had to reinvent itself with telemed. They already had the resources. We knew that we could do telemed, but we were hesitant. When the crisis hit, [Simmons] went deep inside and said, “OK, what solutions do we already have in our tool kit? And how can we use those solutions to thrive during a crisis situation?” It’s going to see what’s in your tool kit. It’s being innovative. It’s being creative. It’s spending a lot of time with community and teams.



Ellen Rosenfeld
PRESIDENT OF COMMCAN

Create a culture of opportunity.

We have people that started as a [cannabis] dispensary agent and they now head up the marketing department. We just promoted another dispensary agent to be a number two IT person. It’s talking to your employees and saying, listen, there isn’t anything available right now, but something’s going to come up and you’ll be there. Just trust me. I will get you there.

PHOTOGRAPHS: WOOTEN BY KATE SMITH; SAHIN BY J. KAT; KLIBANSKI BY GREG MUELLER/MUELLER DESIGN; COTTERELL BY SCOTLAND HUBER; JONES FROM ROPES & GRAY; FLYNN BY CHARLIE ABRAHAMS



Nicole Sahin
FOUNDER AND CEO OF
GLOBALIZATION PARTNERS

Share knowledge among teams.

Global teams have many benefits, including being able to mitigate unforeseen disruption that poses unique challenges. Our colleagues in the United Kingdom are dealing with the very real effects of supply-chain disruption, while our colleagues in Malaysia are already dealing with the worst effects of climate change. Global teams dealing with these circumstances have already learned adaptation and mitigation techniques, lessons that can be passed on to other teams in other countries to plan and get in front of these challenges.



Jo Ann Simons
PRESIDENT AND CEO OF
NORTHEAST ARC

Raise wages and support immigration.

Not the \$2 an hour to get [human services] from \$15 to \$17 or \$18, but really to \$25 an hour so that we could be benchmarked with other entry-level positions. Not only in human services, but in health care and in biotech, there are entry level positions requiring a similar level of education. The other one that is really important is immigration. Immigration [policy] has to address the shortage in the human service field, and they need to do that quickly.



Anne Klibanski
PRESIDENT AND CEO OF
MASS GENERAL BRIGHAM

Hire for different points of view.

It's important to build a strong workforce and leadership team with diverse skills and perspectives. Sometimes the best leader for an important role isn't always the traditional or expected candidate. While that might seem to have some risk, I have found that [hiring this way] allows for creative thinking, broader perspectives, and nimble solutions informed by an array of interesting experiences.



Sandra Cotterell
CEO OF CODMAN SQUARE
HEALTH CENTER

Tell employees that you value them.

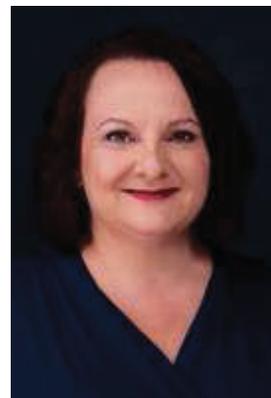
It is critically important to continue to remind all staff, including women and workers of color, of their importance and value to the success of your organization. People talk about the culture of organizations; where they want to work is not just about pay, but also critically tied to where they will be valued and respected. This will go a long way to support recruitment and retention, as well as a return to the workforce.



Julie H. Jones
CHAIR OF ROPES & GRAY

Focus on staff training and development.

We doubled down on the quality of training. Ropes Remote University, a remote training program, provided our lawyers with important courses to accelerate their careers. To address the fact that there are too few diverse partners in corporate law, we crafted solutions. One of those is an advocate mentor program that pairs diverse associates with partner advocates who champion their careers. The aim is to open more doors for more diverse lawyers.



Maria Flynn
PRESIDENT AND CEO OF JFF (JOBS
FOR THE FUTURE)

Throw out traditional hiring standards and methods.

Think about removing degree requirements from job descriptions, which is something that we've done at JFF. How to go to new sources of talent, either through community organizations or broader ranges of post-secondary institutions? Think about different ways to use internships, co-op programs, work-based learning opportunities as ways to engage new talent. How can we leverage this time of demand to really drive innovation?

CONTINUED ON PAGE 50



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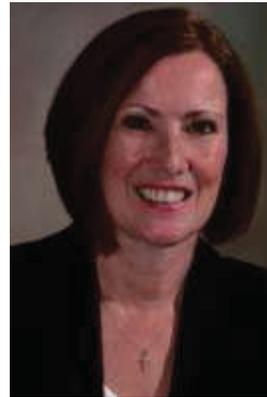
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The Boston Globe

HOW TO BE READY FOR ANYTHING CONTINUED FROM PAGE 49



Gilda M. Nogueira
PRESIDENT AND CEO OF EAST
CAMBRIDGE SAVINGS BANK

Develop a staff-supportive continuity plan.

At financial institutions, we are all required to have business continuity plans in place. We were already thinking, *What would happen if...?* You're thinking about staffing, but you're also saying, I don't want to lose this staff. So what do I need to do to make sure that this employee, or this group of employees, does not find themselves with their backs against the wall, having to make a decision that family is going to come first? Family should always come first.

Susan Moeller is a frequent contributor to the Globe Magazine. Send comments to magazine@globe.com. Interviews have been edited and condensed.

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Get to know some of the pioneering women who have shaped diabetes care, research and education—and find out why we're pumped to celebrate the 100th anniversary of the discovery of insulin at insulin100.joslin.org.

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NEW PROGRAM BEGINNING SOON

Courageous Leadership

TCI's advanced leadership development program, designed for rising female leaders who have 5 or more years of experience, looking to break out of the mold of traditional leadership and build their own path to their Courageous Leadership style and voice.

STILL TIME TO PARTICIPATE

4th Annual TCI Women's Leadership
Development in MA Impact Study

An annual research initiative that aims to understand employers' actions to develop, retain, and advance women employees in Massachusetts.

Deadline to participate is November 19, 2021.

www.commonwealthinstitute.org

Women in Real Estate

With sales and marketing savvy and a keen sense of place, women dominate a booming market

Women who sell real estate have become powerhouses in the field. Today, 67 percent of real estate agents in the Greater Boston area, which includes 64 communities surrounding the city, are female. Many head their own firms, or brokerage teams, and many record millions in sales annually. They come to a business that is built on relationship — something women excel at — and they know the importance of home to the families they serve.

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MELONY SWASEY

Strategic Advising That Brings Joy

For Melony Swasey, the joy in real estate is forging genuine, trusting relationships. “This is not about property, it’s about advising clients, helping them think, and making strategic decisions that bring joy,” she says.

Affiliated with Unlimited Sotheby’s International Realty, Swasey is the founder and lead advisor of the Good Boston Living team. Since 2010, she’s worked closely with home buyers and sellers at all stages of life, guiding them to intelligent, winning decisions. Swasey’s savvy six-person team provides concierge service to clients throughout metro Boston—including thoughtfully tailored, full-spectrum marketing for their sellers’ listings.

With a keen understanding of subtle market dynamics, Swasey helps buyer clients clearly define their needs in the context of the Boston area’s fast-moving markets. “Once clients understand the market forces and the backdrop they’re working in, they understand what to look at and where to take risks,” she says. And most often, her buyers win with their first offer. In the last year, Swasey’s team has closed \$50 million in sales.

Swasey serves clients throughout Boston and the surrounding area, including Brookline, Newton, Cambridge, and Somerville. “Our clients come from all walks of life,” she says. “They’re retirees, newlyweds, single women, LGBTQ+ families, artists, physicians, tech innovators, and real estate investors.” What they have in common is a desire for discerning, intimate guidance.

After receiving her degree in urban and regional studies from Cornell University’s College of Architecture, Art, and Planning, Swasey settled in Boston’s Jamaica Plain in 2004. A first-generation American whose family hails from Jamaica, she is queer, vegan, and a 20-year yoga practitioner. Melony chairs the board of trustees of The Eliot School of Fine and Applied Arts and serves on the board of Black History in Action for Cambridgeport.

Get in touch with Melony Swasey and the team at GoodBostonLiving.com or 617-971-7080.



Melony Swasey of Unlimited Sotheby’s International Realty

COURTNEY DURKIN

The South Shore’s “Walking Rolodex”

Born and raised on the South Shore, Courtney Durkin brings a local’s perspective to her work with Compass. As a fourth-generation Realtor, she combines her enthusiasm for buying and selling with the joy she finds in helping clients secure their forever home. Durkin’s business acumen and strong organizational skills are foundational to her success.

Described as a “walking Rolodex” due to her deep South Shore connections, Durkin has close community ties that help her expedite sales on and off market. She is hardworking, creative, and prides herself as being on-call for her clients.

Durkin is often viewed by homebuyers as a voice of reason when they

need it the most. Specializing in the Cohasset, Scituate, Hingham, and Norwell markets, Durkin especially enjoys working with first-time homebuyers and those relocating to the South Shore.

If you're looking to buy or sell real estate on the South Shore, Durkin brings transparency and experience to every transaction.

Get in touch with Durkin today to get started at courtney.durkin@compass.com or 781-733-1208.



Courtney Durkin of Compass Real Estate

THE McLAREN TEAM

Buy and Sell with Confidence

Elevate your real estate experience with The McLaren Team. Buying and selling is an intricate process that requires a team that is knowledgeable in all aspects. With over a decade of experience, and a wide range of market knowledge, our team offers an effective approach and provides a superior level of service. We go above and beyond to ensure you make the smartest decisions, feel confident, and reach your overall goal.

The McLaren Team provides staging, punch list coordination, clean out, in-depth analysis, and creative digital and print marketing to maximize the value of your home. We are well versed in all aspects of our fast-paced suburban and urban markets, whether building a viable project or winning a single unit bidding war.

We can assess off-market properties, advise on new builds, or help with international financing—whatever you need. Our client testimonials and selling performance speak for themselves. We have maintained a five-star service rating and continue to keep a 104 percent sale-to-list-price ratio, with an average of seven days to receive an offer. From the city to the suburbs, we have it covered.

Contact Susan McLaren at The McLaren Team at hello@citytothesuburbs or 617-605-8348.



The McLaren Team

City to the Suburbs

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COMPASS

From the City to the Suburbs, trust our team's extensive market knowledge, strong performance, and hands on approach to make you feel confident and cared for. Our unique level of service sets us apart, and is why our business is based on referrals and trusted relationships.

Contact us and we will show you how real estate can be done differently.



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KIMBRALI WHITE-ROGERS

Your Vacation Getaway Is Ready

Kimbrali White-Rogers has been a sales and marketing director at Cape Arundel Cottage Preserve from its inception in 2014. “It has been amazing to see the growth from the early days, when developer Joe Paolini’s vision began to come to life and our first cottages were built in 2016. Today, we have sold over 180 cottages as our campus continues to grow with exciting new amenities,” says White-Rogers.

Nestled among 300 wooded acres, including a 63+-acre nature preserve, Cape Arundel Cottage Preserve features several spacious cottage designs, ranging from 900 to 1,350 square feet, in beautiful neighborhoods surrounded by walking and hiking trails and spectacular granite features.

Residents have the opportunity to enjoy all that southern Maine has to offer or spend time taking in the beauty of Cape Arundel Cottage Preserve’s resort-style campus, including a 6,000-square-foot community center and clubhouse with two expansive pools, waterfall, fire pits, a fire bar, a spectacular three-story interior stone chimney, and kitchen facilities that make it easy to entertain groups large and small. An adjacent fitness center and game room offer even more options.

If you prefer hiking and biking, there are groomed nature trails throughout the resort. The Preserve sits adjacent to the Eastern Trail, a 65-mile section of the East Coast Greenway that makes it easy for bike riders and hikers to enjoy a safe journey from Portland to Portsmouth.

Kennebunkport’s famed Dock Square shopping district with its vibrant restaurants and fascinating boutiques is less than a 10-minute drive. The Kennebunks and Arundel were named one of the Top 20 Best Places to Live in the nation by *Coastal Living* magazine. Prices start at \$384,900 to \$449,900+.

Contact White-Rogers at 207-467-7001 to arrange a tour or visit CapeArundelCottages.com.



Cape Arundel Cottage Preserve

Courtney Durkin Sells the South Shore

2021 year-to-date sales

\$13M
Closed

\$9M
Pending

\$3M
Highest Sale

What her clients are saying

“Courtney is incredibly knowledgeable about the South Shore market. We felt we had an edge against other buyers in the market by working with Courtney; previewing houses before they hit MLS. We would highly recommend working with Courtney!”
—Michael

“Without Courtney, we never would have found our forever home. Her connections, local insights and expertise allowed us to move fast once we found “the one” and her real estate superpowers enabled us to lock it in seamlessly. We cannot recommend her enough.” —Sara



COURTNEY DURKIN

Vice President
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- Several spacious cottage designs ranging from 950 to 1350 sq. ft.
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- Hiking and biking trails (we're right next to the 62-mile Eastern Trail)
- A poolside fire bar
- Prices start at \$384,900 to \$449,900

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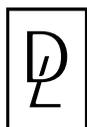
Why work with the Diana Lucivero Group?

Character. Commitment. Community.

"Diana was by far the best realtor I've ever worked with. Diana went beyond what would be expected of a buyer's realtor. Throughout the process Diana's interpersonal skills were evident. Diana was always available to speak with and is very good about texting or emailing updates as they become known."

-Roger and Tracey

"Diana was a delight to work with. She gave us great advice, answered all our questions, and was an excellent guide through the entire process, including how to best prepare the home for sale, show it, position it in the market, and negotiate successfully for a final bid and sale. She also worked above and beyond in terms of her responsiveness, flexibility in working with our schedules, and finding local contractors for the work we needed done on our behalf. We couldn't be happier with her as a realtor." -Joshua



DIANA LUCIVERO REAL ESTATE GROUP

Diana Lucivero
Vice President | Team Principal
diana.lucivero@compass.com
508.667.8977

DIANA LUCIVERO GROUP IS A TEAM OF REAL ESTATE AGENTS AFFILIATED WITH COMPASS, A LICENSED REAL ESTATE BROKER AND ABIDES BY EQUAL HOUSING OPPORTUNITY LAWS.

THE DIANA LUCIVERO GROUP

The Queen of Cape Cod Real Estate

As a top-performing agent in the Cape Cod market for many years, Diana Lucivero brought her team to Compass because of their cutting-edge technology and client experience. Lucivero prides herself on her integrity, work ethic, and enthusiasm, which are grounded in a corporate sales discipline and hospitality industry background. Her reputation in the Cape Cod market was quickly established for going above and beyond to exceed her clients' expectations.

The Diana Lucivero Group also includes Shauna Callinan of Falmouth and Becky Kanaley of Centerville.

Callinan is a lifelong resident of Falmouth who is invested in helping to grow the community and to help others to build their lives on Cape Cod. Kanaley loves bringing her perspective and experience to her hometown, where her young family have put down roots. She has a jeweler background, which allows her to bring a strong attention to detail to every transaction. She loves helping sellers creatively prepare their homes for the market along with helping buyers visualize the potential in a property during their home search.

The Diana Lucivero Group empowers female entrepreneurs and brings expertise and passion to Compass on Cape Cod. Connect with them to feel right at home.

For more information, contact diana.lucivero@compass.com or call 508-667-8977.



The Diana Lucivero Group of Compass Real Estate

MANZO FREEMAN DEVELOPMENT

Commercial Developer Welcomes Women in Management

Manzo Freeman Development (MFD) specializes in rehabilitating New England mill properties in towns where former majestic mills dominate the landscape. MFD invests in valuable square footage to create mixed uses, including retail, restaurants, labs, medical offices, technology, and manufacturing. MFD is currently the managing partner and operator of four properties totaling 1.5+M square feet, including The Landing at One Chestnut (Nashua, NH), Hudson Mills (Hudson, MA), Everett Mills (Lawrence, MA), and the Walpole Station Business Center (Walpole, MA).

Managing Partners Joe Freeman and Mike Manzo believe finding tenants requires an on-the-ground commitment to community building. Their secret weapon: hiring women. "Women have long been discriminated against in commercial real estate," says Freeman. "We are proud to be primarily run by talented women from diverse backgrounds. They are our stars."

Alison Hong Freeman, MFD's chief financial officer, has a long history in accounting and commercial real estate. She is a mentor to the three women and together, they make up

an intelligent, focused, elite CRE team.

Camilla Vivaldi is MFD's architect and construction manager, originally from Brazil with an MBA from Babson College. Given her background in architecture, she creatively redesigns spaces to fit tenants' operational needs.

Shannon DiPhilippo, a recent MBA graduate from Babson College, is MFD's lead property manager for all properties. She was the previous assistant manager of athletic operations at Babson College.

Alexandra Freeman is an MFD managing partner as well as the director of leasing. She was selected to participate in Harvard Business School's Merrimack Valley 2021 LEADS program focusing on the development of gateway cities. Freeman is the youngest trustee on Babson College's Advisory Board.

These women have chosen the challenging field of commercial real estate, developing talents in all facets of the business and understanding the MFD ethos of personal service. "We don't manage from an ivory tower in Boston," says Freeman. "We have offices in all of our properties and know each of our tenants personally by name. We facilitate synergies amongst tenants to work with each other, building long-lasting community and business relationships. This is our key to success."

For more information see ManzoFreeman.com or call 617-279-2456.



Manzo Freeman Development



43 Broad Street, Hudson, MA 01749



1 Chestnut Street, Nashua, NH 03060



15 Union Street, Lawrence, MA 01840

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MFD

**MANZO FREEMAN
DEVELOPMENT**



Town • Country • Coast



MEET YOUR EXPERTS The Bohlin Group

As a mother-daughter team, and long-time New England residents, we have been selling real estate in Greater Boston for more than 20 years.

If you're considering a move in 2022, we encourage sellers and buyers to begin preparing early. The Bohlin Group will happily assist with a market analysis, overall planning strategies and preparing your home to be show-ready!

Ask us about Compass Concierge to help tackle any projects that will help make your property stand out from the rest of the crowd!

The Bohlin Group
bohlingroup@compass.com
508.944.4580

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THE BOHLIN GROUP A Dynamic Mother-Daughter Duo

In the short span of five years, since Martha and Anna Bohlin became a mother-daughter duo, The Bohlin Group has proven itself a force in the Massachusetts real estate market. This should come as no surprise as the family's knowledge of the industry goes back three generations.

Kathrine Doyle Whiteman, the matriarch of the family and Martha Bohlin's mother, was a real estate agent in Fairfield, CT, during the 1970s and '80s. Martha worked closely with her mother between 1980 and 1984, before relocating to Massachusetts with her family. Martha's daughter, Anna, joined her in 2016, as the tradition continues.

"We truly take pride in the work we do as a mother-daughter team," Anna says. Highlighting their passion for building strong and long-standing relationships with their clients, both Bohlins emphasize their traditional and modern take on real estate and how it brings a level of personalization to every transaction.

Operating as women in this industry isn't always the easiest, but as Martha points out, "we are always leaning on one another, learning from one another, and supporting each other. There's no doubt that there are incredibly high highs, as well as low lows, but at the end of the day, we have each other to rely on." What makes this team unique is their ability to build relationships, and lean into their network, providing a level of unparalleled service.

For more information, contact bohlingroup@compass.com or call 508-944-4580.



The Bohlin Group of Compass Real Estate

SARAH SHIMOFF A Passionate Advocate for Her Clients

Sarah Shimoff has a gift for matching clients with their dream homes. She combines deep market knowledge and negotiating savvy with patience and warmth to help clients meet their goals. Shimoff has sold over \$70 million in property in the Boston area. In a tight market, she is an effective advocate and able to access both off-market and on-market properties. Her clients trust her because she puts their needs and wishes first in every situation.

Shimoff has helped clients break records in sale prices, raze and build homes, create stunning custom marketing assets, stage homes to increase their appeal, and found properties that were not for sale for clients where none of the properties on



Sarah Shimoff of Compass Real Estate

the market fit, including sales for two homes abutting Robbins Farm Park in Arlington.

Shimoff's talents and relationships stretch beyond the business of buying and selling. She is a passionate advocate for her clients, encouraging them to think holistically about value, renovations, and timelines. Well-respected throughout the city for her reliability, charisma, and candor, Shimoff is connected with lenders, inspectors, attorneys, appraisers, brokers, interior designers, organizers, movers, and other housing professionals. Each client benefits from the breadth of her network, and her experience as a real estate investor, renovator, and homeowner.

Born and raised in the Boston area, Shimoff understands the locations and the lifestyle each section of a community provides having lived in downtown Boston in the North End, Back Bay, Cambridge, Somerville, Allston, Norwood, and Concord. She has 17 years of experience in real estate. Shimoff served on a board member for a Boston-based children's art project, The Colored Pencil Project, and is now raising money for local women filmmakers. She lives in an antique Victorian in Watertown with her family.

Contact her at sarah.shimoff@compass.com or 617-501-3015.

CHERYL COTNEY

Passionate and Connected

Cheryl Cotney has an inspiring and infectious passion for real estate—and for all things Boston. With over 20 years living and working in the Greater Boston area, she has the in-depth knowledge of schools, neighborhoods, and nuances that only a local can provide.

She comes with a wealth of resources to address any situation. "I believe that people want someone they can trust completely," says Cotney, "someone who has their best interests at heart, who can help them successfully address the many questions and concerns that arise during the process."

With an MBA and decades of marketing experience, Cotney has a high-level understanding of the financial aspects of every transaction and can be strategic in a competitive market. A tech-savvy agent, she offers her clients the latest in Compass tools to ensure a best-in-class real estate experience.

As Cotney's many clients will attest, she consistently exceeds expectations in service of her clients.

Contact her at cheryl.cotney@compass.com or 617-872-5539.



Cheryl Cotney of Compass Real Estate



My passion
for real estate
will guide
you home.



Cheryl Cotney

Vice President | MBA
cheryl.cotney@compass.com
617.872.5539 | @cherylcotneyrealtor



232 Kent Street
Brookline - **\$2,925,000**



17 Drew Road
Chestnut Hill - **\$1,785,000**

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NAOMI MALABRE

Connections Based on Trust

Naomi Malabre is a residential real estate professional for RE/MAX Unlimited serving Boston and the surrounding communities. Education, experience, and empathy are the tools that empower her to match the needs of her clients to the best opportunities in Massachusetts homeownership. Since 2019, she has made more than \$25 million in sales—from West Roxbury to Worcester, Boston to Brockton, and Canton to Chelmsford. In Malabre’s eyes, every client and sale is unique and cannot be treated with cookie-cutter solutions.

According to her endorsements, Malabre “builds lifelong relationships and connections based on trust.” In today’s volatile market, she leverages her ambitious and aggressive marketing strategies to elevate her clients’ offers beyond the competition’s. She is driven and committed to providing a seamless and transparent experience every time and has an abundance of personal and professional referrals that attest to her ability. Her goal is to incorporate excellence to outperform all her competitors on behalf of her buyers and sellers.

Advanced degrees and certifications in conjunction with in-the-field experience fuel Malabre’s success. Her education far exceeds real estate board continuing education requirements. Naomi has been inducted into the National Society of Leadership and Success at Suffolk University’s Graduate School. She is a candidate for a master’s degree in Management Studies, also from Suffolk University. She earned her certification for Negotiation Mastery from Harvard Business School and the designations “Accredited Buyer Representative” and “Seller Representative Specialist.” With 13 years in IT and a bachelor’s degree in Psychology/Communication, she has a superior grasp of all aspects of the real estate transaction.

However, it is because she relates to her clients with patience, empathy, and understanding, that she achieves more wins and better prices for them.

Contact Naomi Malabre at RE/MAX Unlimited, 420 Harvard St., Brookline; 617-833-5966, nmalabre@gmail.com; or her website, NaomiMalabre.com.



Naomi Malabre of RE/MAX Unlimited

Education, experience, and empathy are the tools that empower Naomi Malabre to match the needs of her clients to the best opportunities in Massachusetts homeownership.

Reduce the guess work and the stress of buying and selling real estate by working with Naomi Malabre.



“

“With Naomi’s experience, we were able to beat out 4 other potential buyers for our beautiful home.” Corey N

“I highly recommend Naomi, she made sure that I became a landlord!” Kenisha D

“Since selling my house she has been a resource for professional services I need for my house.” Terry D

Contact

Naomi Malabre

at RE/MAX Unlimited, 420 Harvard Street Brookline (617) 833-5966, nmalabre@gmail.com or her website www.naomimalabre.com

ELISABETH PREIS

Find Your Happy Place

Life is too short not to love where you live. For 18 years, Elisabeth Preis has been helping clients find their “happy place” by approaching the process with a cool head, a compassionate ear, and consummate professionalism.

Through thoughtful preparation, detailed market insight, and excellent communication, Preis demystifies the buying and selling process and gives her buyer clients a competitive advantage in today’s tight market. On the selling end, Preis’s extensive collection of staging furniture and accessories ensures that listings are impeccably presented.

Preis’s keen negotiating skills help clients navigate complex deals, yet her sunny personality and great sense of humor make her a pleasure to work with. Proud to be a *Boston* magazine Top Producer three years running, Preis feels that the ultimate measure of her success is her clients’ long-term happiness, repeat business, and personal referrals.

For more information, contact Preis at elisabeth@compass.com or call 617-997-1694.



Elisabeth Preis of Compass Real Estate



COMPASS

Life’s too short
not to love
where you live.



Elisabeth Preis

Senior Vice President
elisabeth@compass.com
617.997.1694



Elisabeth Preis is a licensed real estate agent affiliated with Compass, a licensed real estate broker and abides by Equal Housing Opportunity laws.

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The
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Expertise.
Professionalism.
Dedication.

Betsy Cornell
The Private Brokerage | Director, South Shore
betsy.cornell@compass.com
617.571.4668
compassprivatebrokerage.com

🏠 The Private Brokerage is a team of real estate agents affiliated with Compass, a licensed real estate broker and abides by Equal Housing Opportunity laws.

BETSY CORNELL

Delivering Outstanding Results

A Q&A with Betsy Cornell, one of the South Shore's top producing agents:

What drew you to a career in real estate?

I always respected the deep relationships that my mother and fellow Realtor, Joy Cornell, continually developed and maintained with her clients. In my previous role as an executive director at JP Morgan Chase, strong relationships were integral to every gain. I knew that by leveraging my commitment to exceeding client expectations and combining it with my passion for real estate, I'd be positioned for great success.

Tell us about your recent affiliation with The Private Brokerage

The Private Brokerage, led by Brian Dougherty, is committed to providing incredibly personalized and sophisticated client service, which aligns deeply with my core values. We leverage tremendous resources for our strategic marketing efforts, and that's exactly what I see as the key to keep my business growing. As director of the South Shore for The Private Brokerage, I'm better positioned to represent my clients via our network of agents and resources throughout Boston, the South Shore, and the Cape.

To what do you attribute your success?

What drives me most is the constant need to evolve in today's market, to stay ahead of the curve for my clients. I excel in a dynamic environment. The current market and the way we write competitive offers is drastically different now than it was two years ago, pre-Covid. I'm extremely motivated by my relationships, being equal parts analytical and engaging, and thrive on being a trusted advisor.

To learn more about Cornell or The Private Brokerage, visit CompassPrivateBrokerage.com or call her directly at 617-571-4668.



Betsy Cornell of Compass Private Brokerage

MARINA BELYEVA

Unmatched Service with a Personal Touch

With extensive design and construction expertise along with in-depth insight of the real estate market, Marina Belyeva is a top-producing Broker and Realtor® in Lexington, Concord, and Greater Boston area. She has consistently exceeded her clients' expectations for over three decades.

Her strategic negotiation skills and keen insight into real estate trends guide sellers towards maximum returns on their property, while buyers are empowered to craft winning offers—even during the most competitive market cycles.

Belyeva listens carefully to each client and ensures every step is as stress-free as possible, whether previewing homes via video to save walk-through time or looking to her vast contact base to refer trusted service professionals to her clients.

Having launched her career as marketing director for The Beacon Companies and renovated multiple homes herself, Belyeva leverages time-tested wisdom to advise clients on how to best position and prepare their homes for market and prices a property to sell quickly.

As part of Compass, Belyeva brings a coveted team of marketing and design experts to bear on behalf of her clients. To maximize the sales price, Compass Concierge Service fronts the staging, flooring, painting, and other services with no upfront cost to sellers, while industry-leading Compass technology allows Marina to work efficiently and flexibly, freeing up her time for clients.

"It's extremely rewarding helping clients achieve their real estate objectives," says Belyeva, "whether it is securing their first home, downsizing, moving up to a dream home, or guiding an investor/builder to make smart business decisions. Providing the highest quality of service to every client is always my goal."

Connect with Belyeva at marina.belyeva@compass.com or 617-921-0994.



Marina Belyeva of Compass Real Estate

Providing unmatched service with a personal touch to Lexington and beyond.

COMPASS



Marina Belyeva
 REALTOR®
marina.belyeva@compass.com
 617.921.0994

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JOANNE BARON

A Newton Native Knows Her Neighborhoods

Joanne Baron grew up in Newton and has been a resident of Wayland for over 41 years. She owned a successful café and catering business in Weston for 16 years, where great customer service and satisfaction were of utmost importance to her.

Transitioning into residential sales came naturally for Baron. In addition to her ability to network, she brought to the profession an extensive knowledge of the area, its neighborhoods and schools, her work ethic, and her unwavering commitment to her clients. Baron's ease at establishing trust, her attention to detail, and her desire to do whatever it takes to get the job done, set her apart from other Realtors.

Whether you are buying your first home, searching for your dream home, or downsizing, Baron will guide you through the process with compassion and honesty. In her free time, Baron loves to be in the kitchen, cooking and baking special treats for family and friends.

You can contact her at joanne.baron@compass.com or call 508-904-4822.



Joanne Baron of Compass Real Estate

Let Joanne guide you home. ∴∴∴

Trusted Real Estate Advisor

Client driven and results oriented —
your success is my success

Joanne Z Baron

—

Realtor®

The Shulkin Wilk Group

508-904-4822

joanne.baron@compass.com



Joanne Baron is a real estate agent affiliated with Compass, a licensed real estate broker and abides by equal housing opportunity laws.

COMPASS

CHRISTINE TIERNEY

Every Listing Has a Story

Christine Tierney's previous career as an advertising broadcast producer lay the foundation for her current success in real estate. Like producing a commercial, ushering a real estate transaction to a successful close requires meticulous attention to detail, a passionate advocate for the client, and a fierce commitment to service. Every listing has a story and Tierney's online marketing strategy and use of social media—paired with traditional outlets—enables her to target that story to the right audiences.

Tierney's sales cover the breadth and depth of the North Shore market, whether it be a \$90,000 lot or a \$7 million waterfront enclave. She can do it all with a level of attention that leaves her clients with a memorable experience for all the right reasons. Great skill, expertise, care, quality, respect, and empathy are the qualities she brings to every transaction. In 2019 and 2020, Tierney was named one of Boston's top real estate producers.

Tierney resides in Swampscott with her husband, two children, and an adorable yellow lab. Since community giving is very important to her, she is patron to a variety of local and national organizations, including the Marblehead Food Pantry, Swampscott's Anchor Food Pantry, Northeast Animal Shelter, the Animal Rescue League of Boston, and Susan G. Komen.

This year, Tierney joined forces with Compass, which provides a skilled team of experts to aid in the design and marketing of properties. To maximize sale prices, Compass fronts the staging, flooring, painting, and other services for clients with no upfront cost to sellers. In fact, Tierney will open a new office for Compass on Atlantic Avenue in Marblehead in January 2022. Tierney is thrilled at the prospect of bringing a new way of doing real estate to her North Shore market.

You can contact her at christine.tierney@compass.com or call 612-860-6446.



Christine Tierney of Compass Real Estate



GOOD BOSTON LIVING

DISCERNING REAL ESTATE

Elevated exposure for your home.

An efficient, winning buying process.

Our women-led team guides you strategically, by listening deeply to your priorities.

Let's talk.

MELONY SWASEY

goodbostonliving.com

team@goodbostonliving.com

Unlimited | Sotheby's
INTERNATIONAL REALTY

Serving Metro Boston with offices in:
Jamaica Plain | Brookline | Newton

COLDWELL BANKER REALTY

The Real Estate Company That Shines Like No Other

The Coldwell Banker® brand is the North Star of the real estate industry. Guiding people to the homes of their dreams and leading affiliated agents to successful and fulfilling careers has been our calling for well over a century. It's a passion and pursuit we take deep pride in, creating and executing impeccable standards in every aspect of the real estate experience.

We are a brand devoted to the service of our clients, the success of our network, and the remarkable



Coldwell Banker Realty

power of home. We're committed to creating dominant winners in every market we serve. It's something we call the Coldwell Banker Way.

We believe our depth of care, our suite of production-boosting resources, and our inspiring culture make Coldwell Banker Realty an extraordinary home for real estate professionals.

For more information on joining Coldwell Banker Realty's team of successful real estate agents, visit ColdwellBankerHomes.com.

AMANDA ARMSTRONG

The North Shore's Happy Warrior

Since 2005, Amanda Armstrong has distinguished herself on Cape Ann and the North Shore as one of the region's top-performing real estate agents. As one of four sisters, she attributes her success to a lifelong desire to

prove herself the best. "The best agents work in real estate because it channels their natural competitiveness and drive for success into something tangible—buying and selling a home," she explains. "There can be few things more satisfying than knowing my hard work has enabled someone to finally move into the house of their dreams."

In a field where excellence stands out and reputation matters, Armstrong's combination of skills sets her apart. She can read the market accurately, which allows her to price her homes to sell quickly at full value and to present offers that win bids in this competitive environment. Her prowess in negotiating contracts is widely admired, as the client testimonials on her website will attest.

Armstrong commits everything she has

to a listing to make it stand out in the marketplace, from writing engaging copy to using the best professional photography, video, and staging and bringing in contractors and landscapers as needed to ensure a property will shine.

As a 20-year resident of Cape Ann, Armstrong brings an insider's knowledge of the North Shore real estate market. She has sold homes in practically every neighborhood from Rockport to Nahant, and her extensive network of buyers and fellow Realtors keeps her in touch with what is happening on the ground. With her commitment to making deals happen while protecting her clients' interests, Armstrong is the logical choice for any homeowner or home buyer.

Armstrong in her own words: "I've come to see that the best agents in this field are happy warriors. They relish competition because the battles along the way only make them stronger."

You can contact Amanda at amanda.armstrong@compass.com or 978-879-6322.



Amanda Armstrong of Compass Real Estate

DENMAN DRAPKIN GROUP

Let Us Bring You Home

What do you get when you merge two like-minded teams with a shared passion for client care? One hands-on team with unfailingly high standards. Enter, the Denman Drapkin Group. Reimagining real estate with a concierge-style approach, this collaborative team has earned a reputation for results. Over \$1 billion in sales, to be exact.

As one of the top residential real estate teams in Cambridge, the Denman Drapkin Group is a reliable and resourceful team that takes a personalized approach, collaborating without ego and working together to make their clients' dreams a reality.

The team comprises a dynamic roster of women, each bringing a unique and powerful component to the group in order to make every buying and selling experience as seamless and efficient as possible. At the end of the day, relationships are the foundation of what they do—and why they do it.

Looking to connect or have questions? We're always looking for strong leaders to join our team. Find us at DenmanDrapkin.com or 617-697-7462.



Denman Drapkin Group

The Globe Puzzle Page

W / By Brendan Emmett Quigley

ACROSS

- 1 Physique
- 6 Fatty acid
- 14 In case it's true
- 18 Motorcade head
- 20 Like some bobsled teams
- 21 Arm
- 22 "Copy?"
- 24 Long-legged bird
- 25 Old Pontiac
- 26 Ref. that added "oppa" in 2021
- 27 "My fault"
- 29 Certain air movers
- 35 Winner of five World Series of Poker bracelets
- 36 "Don't sweat it"
- 37 Foreign dignitary
- 38 Concert shirt
- 40 Wax producer
- 41 Skirt type
- 42 *The Two Towers* hobbit
- 44 Model Heidi
- 46 Nonspecific degree
- 49 Captain Morgan rival
- 51 2021 Best Supporting Actor
- 55 "...thunder, lightning __ rain?" (*Macbeth*)
- 56 Scrape
- 58 Rappers' gear
- 59 Accustoming (to)
- 60 Actress Aisling
- 61 *Seinfeld* surname
- 63 Double-reed instrument
- 65 Chips in
- 66 Loose dresses at some 53-Downs
- 70 Lure
- 73 Bus. hybrids
- 74 Snares
- 75 *Ridiculousness* channel
- 78 Open
- 81 Fun house cries
- 83 Pizarro's prize
- 84 Big Apple neighborhood

- 85 Forks for melty cheese snacks: Var.
- 88 Jeopardized
- 90 Wing it?
- 91 Podcaster Maron
- 92 Like a child
- 94 Deflect
- 95 TikTok necessity, briefly
- 97 Ida. neighbor
- 99 Mischief-maker
- 100 Works, as dough
- 101 Vaper's cartridges
- 105 Will-o'-the-wisp
- 108 Archaeologist Jones
- 109 Enemy
- 110 Butcher's abbr.
- 111 Bill of *Trainwreck*
- 112 Steve Martin catchphrase
- 121 Talent broker
- 122 Sick-looking
- 123 Tea name
- 124 Lowdown
- 125 Navigation tools
- 126 Snacks from trucks

DOWN

- 1 Sack
- 2 Major entertainers?
- 3 Slick
- 4 Head of M16?
- 5 Trip taker?
- 6 Basic version: Abbr.
- 7 *Cafe* alternative
- 8 Take a wrong turn
- 9 Fable's byline
- 10 Double-check
- 11 In __ rush
- 12 Lick
- 13 Stop the relationship
- 14 Chant
- 15 Lover's affair
- 16 Freedom March city
- 17 Weasel relative
- 19 Ballerina's closetful
- 21 Progeny
- 23 __ de plume

- 28 Underground Railroad leader
- 29 Dean Martin hit
- 30 Keys on the piano?
- 31 Late night O'Brien
- 32 Stock figure
- 33 Wu-Tang Clan member
- 34 Palindromic lady
- 35 Order to a broker
- 36 Fat cat
- 39 Manages
- 42 *Shrek* ogress
- 43 Thin paper
- 45 Mandolin kin
- 46 Nice night
- 47 North Sea feeder
- 48 Wicked witches, often
- 50 Attracted
- 52 SALT subject
- 53 See 66-Across

- 54 Still-life vessels
- 57 Health guru Andrew
- 61 Marshy tract
- 62 Hamlet's last word
- 64 Dollar rival
- 66 Maintain
- 67 Air force heroes
- 68 Declutterer Kondo
- 69 Atop
- 70 Rear
- 71 Chemical compound
- 72 Harlem sch.
- 75 H.G. Wells doctor
- 76 Glutton's portion
- 77 Battery units
- 79 Call
- 80 Sorority letter
- 82 Done in
- 84 Niece's counterpart, in French
- 86 Coastal raptors

- 87 __ Valley, Calif.
- 89 Kamala's outfit
- 93 Dept. heads
- 95 Patron
- 96 Separately
- 98 ROYGBIV concluder
- 100 Khyber Pass capital
- 101 Vigorous crusade
- 102 Eel, at sushi bars
- 103 Milk dispenser
- 104 Peeps in the 'hood
- 106 Oscar winner Davis
- 107 Shot target
- 109 "Weird __, but OK"
- 113 Prior to
- 114 Mark, as a ballot
- 115 Chi hrs.
- 116 Hesitant sounds
- 117 Detox site

- 118 "That kinda stuff"
- 119 Guernsey cry

- 120 Nylon edges?: Abbr.

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Fill in the grid so every row, column, and 3x3 box has the digits 1-9. Tips at sudoku.com.

Solutions on Page 17

I Can Do All the Things, Can't I?

BY JAZMINE ALUMA

The doctor's office wasn't what I expected. The soft lighting and autumn hues made it feel almost cozy.

After I filled out all the paperwork, the office assistant asked, "Do you have a ride home?" I told her I'd be taking an Uber. "No, that won't work. You'll need a ride from someone who can sign for you."

"Really?" I asked, as if I didn't know that I'd be going under general anesthesia. As if a surgical procedure wasn't about to happen. "Today is Moving Day," I protested. We were moving out of town, to another state. "My husband and family . . . they're packing up our apartment. I don't think he can get away. . . ." As I fumbled my words, I realized how ridiculous that sounded and I pulled out my phone to text my husband. He replied immediately—he would pick me up, of course.

For the past 48 hours I'd had to reach out and let others step up. It still felt incredibly uncomfortable. *Strong women don't need help.*

Three months earlier, my husband, Jeremy, was accepted to a graduate program in Chicago. We'd found a new apartment in a city 2,000 miles away, packed our belongings in boxes, hugged our favorite people, and prepared to say goodbye to Los Angeles. We said yes to change and adventure, and when we found out I was pregnant two weeks before our scheduled move, we said yes to the unexpected. We wanted another baby. Just not yet. Despite the wonky timing, we laughed and smiled. *Yes, I thought. Strong women can balance it all.*

Two weeks before Moving Day, the first tri-



mester fatigue hit me. Unlike my previous pregnancy, I didn't have the freedom to rest. I had a move to coordinate, a home to pack up, and an almost-2-year-old to care for. *Strong women can do all the things.*

"What do you need?" my mother asked.

"What can I do?" my mother-in-law asked.

"I'm good," I said.

I was not good.

Two days before Moving Day, I woke up and discovered I was bleeding. When my doctor couldn't find a heartbeat, she explained my options: wait for my body to let the pregnancy go naturally, take a pill to speed things up, or have a dilation and curettage procedure to remove any remaining fetal tissue from my uterus. Knowing that I would be leaving home in less than a week

and driving with my husband and toddler across the country, she cautioned me against the unpredictability of letting my body miscarry naturally. There was no way of knowing when and where it would happen. Taking the pill meant a few days of bleeding and cramping, which would coincide with my son's second birthday and our travels. With a quicker and less complicated recovery, a D&C felt like the best option for me. There was one appointment available before I left the state. It was on Moving Day.

No, I thought. I needed to be there to problem-solve, to make sure everything ran smoothly. After all, strong women are in total control. But when I told my family what had happened, it was clear — what I really needed to do was let go. "We'll be there," they said. And they were.

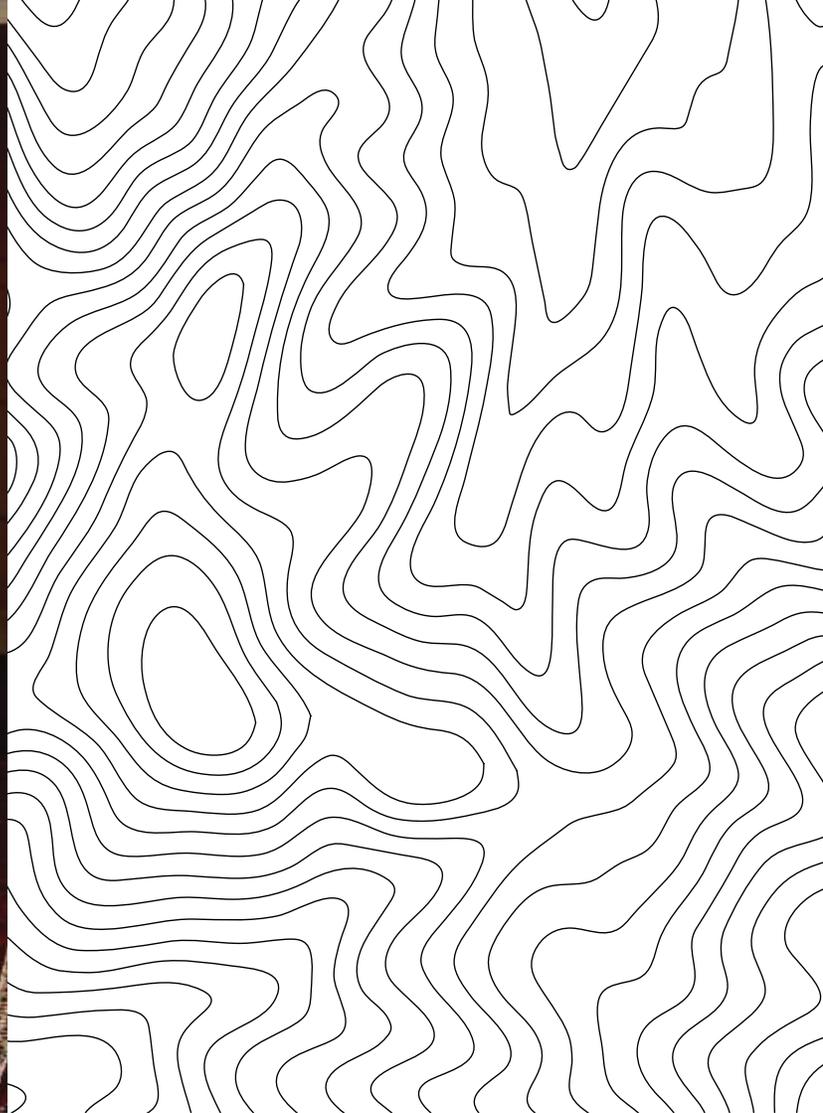
Sometimes the strongest thing you can do is ask for help.

Jeremy walked into the recovery room with a smile. "How is everything going?" I asked. "It's all good," he said. "Everything's under control." And it was. When I was rested I returned to a nearly empty apartment. My sister-in-law was sweeping. My mom was sealing up a box. My dad was locking up the storage container. My mother-in-law had watched our son all day.

My body felt weak, but my heart knew I was still strong. Because strong women are really measured by the support they allow themselves to receive.

Jazmine Aluma is a writer in Los Angeles. Send comments to magazine@globe.com.

TELL YOUR STORY. Email your 650-word essay on a relationship to connections@globe.com. Please note: We do not respond to submissions we won't pursue.



Expertise, Empathy, and Fierce Advocation.

For nearly a decade, Christine Tierney has been a force in the North Shore real estate market.

Christine, along with business partner Bill Willis, brokered the highest sale ever recorded to date in Marblehead. Whether it be a \$90,000 lot of land, or a \$7,000,000 waterfront enclave, Christine approaches each transaction with the same level of attention to service that leaves clients with a memorable experience for all the right reasons.

“Christine was responsive, creative, patient, and worked with great enthusiasm as we navigated our way through a tough decision-making process and the sale of our home. We required unique space for our needs and that was difficult to find. She was thoughtful in the process and left no stone unturned. Her knowledge and expertise made a tricky sale and transition not only possible but smooth. She is a great communicator and we gained a friend along the way!”

“Christine is the best! We were so fortunate to have used her for the sale of our home. She always acts on her customer’s behalf and follows through with everything she says she is going to do. She is a fair and grounded person who acts with integrity and sets clear goals and expectations. Christine builds bridges between sellers and buyers to negotiate fair outcomes. She stays calm! Her marketing is above and beyond any marketing we have ever seen. Of the four properties, we have bought and sold this has been the most painless and professional experience. In short, Christine is the best. We highly recommend her and would definitely use her again.”



Christine Tierney
Senior Vice President
christine.tierney@compass.com
612.860.6446

The power of perspective

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Construction Planning

Custom Millwork

Estate Care

◀ Laura Burnes and Dan Foiles of Adams + Beasley meeting with Katie Flynn and Amanda Pierre of Hisel Flynn Architects

From architecture and design, to managing construction and project communications, the women of A+B are involved at every stage of your build. Their unique perspectives add breadth and depth to what we can do, and to the joy of your experience.

Let's build extraordinary together.



**ADAMS + BEASLEY
ASSOCIATES**
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