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# Engaging and Expanding Communities: Widening the circle of stakeholders

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# **Engaging and Expanding Communities: Widening the circle of stakeholders**

2013 Emerging Leaders Program Team Project Presentations  
Friday, June 7, 2013, 9:00 – 11:30 am

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CENTER FOR COLLABORATIVE LEADERSHIP

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## Executive Report

The mission of the Emerging Leaders Program, part of the Center for Collaborative Leadership at UMass Boston, is to “discover and empower leaders for tomorrow – skillful and accomplished leaders from all sectors of our community, who will be moving into major leadership positions in their organizations.”

The 32 fellows in the 2013 Emerging Leaders Program (ELP) worked with community partners to investigate the theme, “**Engaging and Expanding Communities**”.

They worked with six community partners, and identified ways to help them expand beyond their core stakeholders to a wider circle of stakeholders and broader potential impact. The fellows gave their time and professional skills to understand how to reach new business partners, new participants, new advisors, and new donors. They conducted surveys, interviews, and focus groups; explored social media options; examined best practices; and considered ways to tell powerful stories about the vitally important work of the “project sponsor” organizations with whom we partnered. Our six project sponsors – and their widening circle of stakeholders – include:

**Massachusetts Business Roundtable:** Large corporations – & small businesses  
**Girl Scouts of Eastern Mass:** Scouts, parents, leaders – & new scouts, volunteers  
**Science from Scientists:** Scientists in schools – & engaged donors in this niche  
**Children’s Trust Fund:** Struggling families – & supportive young professionals  
**Center for Social Policy:** Poor people’s views – and business people’s views  
**Center for Collaborative Leadership:** ELP staff - & ELP alumni as ambassadors

Each of these partnerships and a few project findings are sketched below:

**Showcasing how large corporations and small businesses are teaming up to strengthen the Massachusetts economy.** This team found that large corporations work with small businesses through supply chain partnerships, access to distribution networks, financing, mentoring, and increased sharing of research. Their survey of large businesses revealed that, on average, a large business relies on 162 small/medium sized business entities. The team’s report for and with the Mass Business Roundtable – animated by stories of innovative partnerships that are making a difference – will help spread awareness of this positive impact of large corporations on the Massachusetts economy.

**Enhancing visibility and reach to diverse target markets.** The Girl Scouts of Eastern Massachusetts (GSEM) serves 41,000 girls and engages 17,000 volunteers. Their website is one of the ways in which they connect to their stakeholders, share information, and engage new stakeholders from a diverse range of communities. This team helped GSEM design a focus group process, create focus group moderator materials, and harvest focus group feedback. Focus group insights about website content and navigation will assist the Girl Scouts in website redesign, to support their strategic plan for enhancing visibility and reaching diverse target markets.

**Designing and developing outward communications that support strategic goals.** Science for Scientists has a dynamic founder, a highly engaged and lively cadre of professional scientists who teach in grade 4-8 classrooms, and an impact on the science education of 2000 students annually. They wanted to know how to clarify their vision, brand, and messaging. The team proposed a needed first step, and helped them to understand the broader niche in which their efforts are located, to map the landscape of non-profit organizations and donor organizations committed to science education, and to identify opportunities to both signal their distinctiveness and build connections within this niche.

**Benchmarking affinity group best practices.** Affinity groups share a cultural identity and/or area of interest, working together to build meaningful connections for themselves and to advance a strategic effort that has wider benefits. This team looked at how affinity groups have been deployed inside many organizations, such as women's groups that build networks and enhance equal opportunity. The Children's Trust Fund had the creative idea to mobilize an affinity group of young professionals to advance their work of strengthening families. The team scanned the best practices and advised CTF on how to recruit for and launch an affinity group with a clear focus on vision and mission.

**Using the 'Merging Knowledge' process to examine issues of poverty in Greater Boston communities.** The Center for Social Policy (CSP) at UMass Boston identifies root causes and remedies for poverty by conducting rigorous research that involves those most affected by the issues. Partnering with the Fourth World Movement, a global NGO that strives to end extreme poverty by working with people living in poverty, they have pioneered a method for gathering stakeholders who rarely meet – those who live in poverty and those who are rising professionals – to connect first to each other as humans, and then from this basis of trust, to think richly and originally about remedies for poverty. The team engaged in this process, learning both about how not to rush to solutions and how to ultimately offer useful deliverables to support the future use and impact of this process.

**Creating a communications toolkit for alumni as ELP ambassadors.** Each year, a team works with the Center for Collaborative Leadership to further the goals of the Emerging Leaders Program (ELP). This year's team recognized that alumni are excellent ambassadors for the program. They created a toolkit for consistent messages, but via a wide variety of outlets and media that the alumni can choose. This toolkit provides an easy and engaging method to encourage alumni to introduce organizations and prospective fellows to the program – and thereby widen its reach and impact.

## **Reflections**

These projects have several purposes, for fellows and for our partners:

- To steep rising leaders in collaborative leadership – collaborating within their self-managed teams, with their project sponsor, and with community stakeholders.
- To live the experience of collaborative leadership and to bring lessons back, for their home organizations and professional careers as well as for their future civic engagement in the community.

- To provide community partners with the time and talents of engaged professionals, to tackle projects aligned with their strategic imperatives for which they could use additional energy and perspectives.
- To prime the engine of civic engagement to support the overall economic and social health of the Boston region.

Our **panelists** will reflect on how the projects realized these purposes, how the fellows might continue to make an impact through their collaborative leadership and civic engagement, and how the panelists' own organizations and communities might benefit from the insights generated through the projects.

**Our panel:**

**Liveda Clements**, Director of Central Sourcing, Blue Cross Blue Shield of Massachusetts

**Tito Jackson**, Boston City Councilor

**Keith Mahoney**, Director of Public Affairs, The Boston Foundation

**Steve Meunier**, Associate Director of Public Affairs, Genzyme Corporation

**Juanita Urban-Rich**, Professor, School for the Environment, UMass Boston

We invite audience members to raise questions and share thoughts following the panel.

In closing, we will hear a perspective from Boston City Hall on the impact and implications of projects such as these for the Boston region:

**Howard Leibowitz**, Chief of Projects and Partnerships, City of Boston

# Engaging and Expanding Communities: *Widening the circle of stakeholders*

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UMass Boston Emerging Leaders Program  
Team Project Presentation  
June 7, 2013

## ***Agenda***

- 9:00 – 9:20 Continental breakfast/Networking
- 9:20 – 9:25 Welcome by Lisa DeAngelis  
Director, Center for Collaborative Leadership
- 9:25 – 9:30 Opening Remarks by Maureen Scully  
Associate Dean, Graduate Programs University of Massachusetts  
Boston
- 9:30 – 10:10 Team Presentation by:  
David Christensen, AT&T  
Beth Creavin, Harvard Pilgrim Healthcare  
Katie Hauser, Massachusetts Convention Center Authority  
Patty Kaplinger, Blue Cross Blue Shield of Massachusetts  
Cristin Monaco Shields, Massachusetts Eye & Ear  
Geoff Phillips, Northeast Utilities
- 10:10 – 10:40 Panel discussion by:  
Liveda Clements, Director of Central Sourcing, Blue Cross Blue  
Shield of Massachusetts  
Tito Jackson, Boston City Councilor  
Keith Mahoney, Director of Public Affairs, The Boston Foundation  
Juanita Urban-Rich, Professor, School for the Environment, UMass  
Boston
- 10:40 – 11:00 Discussion and Audience Q & A
- 11:00 – 11:15 Closing Remarks by Howard Leibowitz  
City of Boston
- 11:00 – 11:30 Audience invited to stay, network

<b>Guest List (as of 6/6/2013)</b>		
<b>First Name:</b>	<b>Last Name:</b>	<b>Company:</b>
Bill	Alberghene	Partners Community Healthcare, Inc.
Jorge	Alfaro	Santander - Sovereign
Ken	Anadu	Federal Reserve Bank of Boston
Violet	Apple	Girl Scouts of Eastern Massachusetts
Caren	Arnstein	Genzyme
Bryant	Ayles	Children's Trust Fund
Sheila	Burch	Nonprofit Professional
Philip J.	Carver	University of Massachusetts Boston
Beth	Celona	Victim Rights Law Center
Dave	Christensen	AT&T
Michelle	Clayman	Harvard Pilgrim Health Care
Liveda	Clements	Blue Cross Blue Shield of Massachusetts
Charles	Conley	United Solar Associates, LLC
Beth	Creavin	Harvard Pilgrim Health Care
Steve	Creavin	U.S. Environmental Protection Agency
Laura	Cullen	Comcast
Lisa	DeAngelis	Center for Collaborative Leadership
Jessica	Desrosiers	Partners HealthCare
Christy	Egun	MGH
Winfred	Eldridge	WL
Darlene	Ellis-Donahue	Eastern Bank
Daylana	Ervin-Parker	Blue Cross Blue Shield of Massachusetts
Chad	Fletcher	
David	Ford	EMC
Tara	Greco	BoomWriter Media
Carl	Guerin	The Boston Company Asset Management
Katie	Hauser	Massachusetts Convention Center Authority
Amanda	Horowitz	Cambridge Health Alliance
Tito	Jackson	City of Boston
Gary	Jennison	Corcoran Jennison
Patty	Kaplinger	Blue Cross Blue Shield MA
Chris	Kealey	Massachusetts Business Roundtable
Christina	Kelley	Center for Collaborative Leadership
Sean	Kingsley	Vitasoy USA
Enrique	Larrainzar	Santander - Sovereign
Howard	Leibowitz	City of Boston
Claire	Levesque	Tufts Health Plan
Helen	Levine	Center for Social Policy, UMass Boston
Colleen	Locke	UMass Boston
Keith	Mahoney	The Boston Foundation

Kelly	Mallebranche	The Boston Globe
Tessa	Manolopoulos	The Bank of New York Mellon Corporation
Joe	McCabe	CTPartners
Kimberly	Miles	Wells Fargo
Beth	Miller	The Boston Debate League
Cristin	Monaco Shields	Mass Eye and Ear
Thomas	Moran	Science from Scientists
Derek	Morris	Federal Reserve Bank of Boston
Ryan	Morrison	RBS Citizens
David	Nicoloro	Newton-Wellesley Hospital
Andrew	Pfaff	Sovereign Bank
Geoffrey	Philips	Northeast Utilities
Daniel	Polanco	City of Boston
Tina	Potenti	BNY Mellon
Maija	Pratt-Rojas	State Street Corporation
Lori	Prew	Willwork, Inc. Exhibit and Event Services
Doyle	Proctor	DZ
Nathan	Pusey	Citibank
Philip	Quaglieri	UMass Boston
Andrea	Reardon	UMass Boston College of Management
Michael	Rousseau	Children's Trust Fund
Alpha	Sanford	Randolph Public Schools
Maureen	Scully	UMass Boston
Katie	Simmarano	BNY Mellon
Charles	Smith	Eastern Bank
Julio	Somoza Saez	Santander-Sovereign
Dave	Stachura	RBS Citizens N.A.
Tilak	Subrahmanian	Northeast Utilities
Jennifer	Thibadequ	Raytheon
Juanita	Urban-Rich	UMass Boston
Tim	Walsh	Harvard Pilgrim Health Care
Andrea	Wight	Center for Collaborative Leadership
Bennett	Wilson	City of Boston
Joyce	Yee	ARBOR Associates