

University of Massachusetts Boston

ScholarWorks at UMass Boston

Emerging Leaders Program Team Projects

Center for Collaborative Leadership

Summer 6-17-2015

Making the Invisible Challenges and Opportunities Visible

Maureen A. Scully

University of Massachusetts Boston, maureen.scully@umb.edu

Lisa DeAngelis

University of Massachusetts Boston, lisa.deangelis@umb.edu

Katie Bates

University of Massachusetts Boston, Catherine.Bates@umb.edu

Follow this and additional works at: https://scholarworks.umb.edu/leaders_pubs



Part of the [Civic and Community Engagement Commons](#), [Educational Leadership Commons](#), [Emergency and Disaster Management Commons](#), [Growth and Development Commons](#), [Leadership Studies Commons](#), [Public Policy Commons](#), and the [Social Policy Commons](#)

Recommended Citation

Scully, Maureen A.; DeAngelis, Lisa; and Bates, Katie, "Making the Invisible Challenges and Opportunities Visible" (2015). *Emerging Leaders Program Team Projects*. 12.

https://scholarworks.umb.edu/leaders_pubs/12

This Presentation is brought to you for free and open access by the Center for Collaborative Leadership at ScholarWorks at UMass Boston. It has been accepted for inclusion in Emerging Leaders Program Team Projects by an authorized administrator of ScholarWorks at UMass Boston. For more information, please contact scholarworks@umb.edu.

Making Invisible Challenges & Opportunities Visible

Collaborative leadership for economic and social well-being

2015 Emerging Leaders Program Team Project Presentations

Wednesday, June 17, 2015 from 8:00 – 10:00 am

Integrated Sciences Complex at the University of Massachusetts Boston

CENTER FOR COLLABORATIVE LEADERSHIP

Executive Report

The Emerging Leaders Program (ELP) is the flagship offering of the Center for Collaborative Leadership, which also offers resources for continuous professional development. The mission of the ELP is to identify and then develop future leaders for Greater Boston who are diverse and reflect the changing demography of our city and who practice a collaborative style of leadership.

The 41 fellows in the 2015 Emerging Leaders Program worked with community partners to generate the theme, **“Making the Invisible Challenges and Opportunities Visible: Collaborative leadership for economic and social well-being.”**

The projects provide fellows an opportunity to practice elements of collaborative leadership in peer-led teams working with multiple stakeholders. The projects focus on civic engagement, building a leadership base for Greater Boston that is ready to tackle the big challenges that ensure the broader economic and social well-being of the region. The project sponsor with whom each team works is a nonprofit or governmental organization with big goals. Each team begins the process by refining the scope of work, so they can best leverage their skills for the organization’s strategic needs.

Our eight project sponsors are:

- **Commonwealth Compact**
- **William Monroe Trotter Institute, UMass Boston**
- **Center for Social Policy, UMass Boston**
- **Fourth World Movement / ATD (All Together in Dignity)**
- **Think College, Institute for Community Inclusion, UMass Boston**
- **Massachusetts Special Legislative Commission on Postpartum Depression**
- **Cradles to Crayons**
- **Massachusetts Business Roundtable & FEMA**

Eight teams of fellows worked with these community partners over a nine month period. They gave their time and professional skills, taking a strategic view of how best to advance each project sponsor’s goals. They worked with multiple stakeholders, deepening the linkages of each project sponsor with its constituents, partners, and the public. They tapped their own networks and social capital to bring new resources and ideas to these partners. They enhanced broad awareness of the issues and challenges.

The projects and some highlights of the approach and findings are (in order of the presentation):

Fellowship Program Project Development for the City of Boston. This team developed a fellowship pilot for graduating students of color from UMass Boston to gain access to careers in government. They worked with a mix of partners, including the Commonwealth Compact, Boston City Hall, and UMass Boston, and helped to build sustainable partnerships among them. They anchored their approach in demographic data about the increasing diversity of the City of Boston and city employees. Using the metaphor “Fabric of Boston,” they designed the key elements of a fellowship program, including an emphasis on mentoring, leadership opportunities, and access to networks that enhance social and professional capital.

The Leaning Tower of Ivory: Shoring Up the Future. In the 21st century, UMass Boston has the distinction of being the only university on the east coast of the U.S. with four ethnic institutes:

- the William Monroe Trotter Institute for the Study of Black History and Culture, founded in 1984 by the Massachusetts Black Legislative Caucus;
- the Mauricio Gastón Institute for Latino Community Development and Public Policy;
- the Institute for Asian American Studies;
- the Institute for New England Native Americans (INENAS), the most recently established (2009).

With the changing demographics of Boston, New England, and the globe, the ethnic institutes are taking on more important roles in the university and in society. This team worked with the four directors of the institutes to envision deeper and more impactful collaborations. They named and gave an identity to a new partnership, which was unveiled and featured at the UMass Boston Community Engagement celebration in April 2015.

The Cutting Edge of Education: Executives and Social Policy. The Center for Social Policy (CSP) and the Emerging Leaders Program have had a long partnership. Since 2008, ELP project teams have investigated affordable housing, supports for workers earning low wages, effects on tenants of foreclosures, and policies to eradicate extreme poverty globally. The Leadership Council of the Center for Social Policy, chaired by Deborah Morse of Mass Housing and John Connors of Boathouse Group, pushed this partnership in a new direction. They envisioned a fuller role for the business community in this work. This team worked on the rationale, niche, and design for an executive education program that would introduce regional business leaders to these challenging social issues, bring nuance to the questions through the research of CSP and the voices of those living in poverty, and tap the wisdom and ideas of business leaders.

Expanding the Impact of the “Merging Knowledge” Process. The International ATD (All Together in Dignity) Fourth World Movement facilitates respectful and safe spaces in which people who are currently living in different socio-economic situations engage openly on issues related to causes and implications of poverty. The team of fellows from the ELP joined the Center for Social Policy’s Constituent Advisors, individuals who are currently living in poverty, to engage in these dialogues and reciprocal learning. The theme of the discussions was employment as a pathway out of poverty, with the participants sharing and busting stereotypes and biases that often create roadblocks to employment opportunities. The team immersed in a process that was not immediately outcome-focused and shared insights about how this process is foundational for designing meaningful social policies.

Think College: Laying the Groundwork for Sustainability and Impact. Think College is a federal grant funded organization that conducts research and provides training to expand inclusive higher education options for people with intellectual disabilities. Think College’s goal was to expand awareness of their work to generate participation and resources. This team reviewed several options for expanding awareness, to focus their efforts and Think College’s goals. They created a public service announcement that brings the mission and impact of Think College to life for a wide audience. They also started a database of contacts, prospected an opportunity to share best practices with a similar organization, and provided feedback on the website as an outreach tool.

Raising Awareness and Combatting Postpartum Depression. The Massachusetts Special Legislative Commission on Postpartum Depression (PPD) has been working towards universal statewide detection and treatment of PPD since 2010, including through several pilot programs. This project focused on one of the essential pieces of successfully addressing the issue: increasing

public understanding of PPD and reducing the stigma surrounding it. If mothers do not know what PPD is, or are ashamed if they find themselves experiencing symptoms of depression or anxiety after the birth of their baby, they are much less likely to open up to family or professionals and to get the help they need. This team conducted research to expand the knowledge base and to address widespread misunderstandings about PPD. They leveraged their networks to conduct a professional marketing survey and to test the effectiveness of messages about PPD. They offer recommendations to propel this ongoing work, including creation of an advisory board.

Cradles to Crayons: Preparing for the Scale-Up. Established in 2002 and based in Brighton, Cradles to Crayons has successfully built a unique business model that depends on donor and volunteer engagement. They serve children living in poverty by connecting communities who “need” with communities who “have.” The scale is already great with 31,000 volunteer visits to the Giving Factory, the hub for inspecting and organizing donations, yielding 75,000 packages of clothing and school supplies provided free to children. The leadership team of Cradles to Crayons was ready to explore creative options for expanding to other regions of Massachusetts. To support strategic and effective expansion, this team developed metrics for identifying communities in “need” and communities that “have.” They devised a weighted scorecard that they shared with the board and applied their analysis to identify expansion opportunities in Massachusetts. This data-driven expansion framework can guide expansion across the state and nationally.

Distilling and Highlighting Best Practices in Employer Disaster Preparedness and Recovery. ELP has been working with the Massachusetts Business Roundtable (MBR) since 2008 to prepare reports on best practices on new challenges, with broad interest to the corporate membership of MBR. This year, the team of fellows worked with MBR and the Federal Emergency Management Agency (FEMA) to determine the best practices in disaster preparedness and recovery planning among employers across Massachusetts. The team conducted interviews and examined case studies. They learned the importance of early planning and paying attention to some guiding principles, including active planning, functional mobility, ongoing communication, and maintenance of trust. The report on their findings will soon be available on the MBR website (along with reports from prior ELP projects).

**UMass Boston Emerging Leaders Program
Team Projects Presentation
June 17, 2015**

Agenda

- 8:00 – 8:15 Continental breakfast/Networking
- 8:15 – 8:18 Welcome by Lisa DeAngelis
Director, Center for Collaborative Leadership
- 8:18 – 8:21 Opening Remarks by Maureen Scully
Associate Professor, College of Management University of
Massachusetts Boston
- 8:21 – 9:16 **Team Presentation by:**
Natalia Urtubey, Italian Home for Children
Rebecca Burke, Blue Cross Blue Shield of Massachusetts
Gillian Pressman, Generation Citizen
Brianna DeGennaro, Federal Reserve Bank of Boston
Andrew Vebber, Santander
George Atanasov, ML Strategies
Ken Roberts, Santander
Ben Sheehan, Eversource
- 9:16 – 9:46 **Panel discussion by:**
John Connors, Boathouse
Melanie Foley, Liberty Mutual
Su Joun, Blue Cross Blue Shield of Massachusetts
Joyce Linehan, City of Boston
- 9:46 – 10:06 Discussion and Audience Q & A
- 10:06 – 10:11 Perspective on Regional Impact
Jabes Rojas, 2003 Cohort, Governor’s Office
- 10:11 – 10:15 Closing Remarks by Larry Moulter
Executive in Residence, Center for Collaborative Leadership
- 10:15 – 10:30 Audience invited to stay & network

Panel responses and discussion

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.



John Connors is the founder and president of Boathouse, an integrated marketing agency based in Waltham, Massachusetts. John grew up in the advertising business. He started his career at Hill Holliday working for his father, Jack Connors, and remained until its sale in 1998. Soon after, John left to work for Interpublic as CEO of Zentropy Partners, where he led the roll-up of 13 separate Internet service businesses across six countries.

In 2001, after seeing the global agency business and riding the Internet bubble while working for the largest agency in the world, John decided to start his own agency and build his family in Boston. He and his college teammate and fraternity brother left Zentropy together and launched Boathouse. Boathouse is an athletic-minded, team-oriented culture with a 50/50 mix of traditional and digital business—all powered by world-class people who like doing the work and don't care for the BS. Clients include blue-chip brands such as Merrill Lynch, Cleveland Clinic, Lincoln Financial, and Steward Health Care.

John received a BA in English from the University of Pennsylvania and spent 12 weeks at a transformative boot camp at Harvard Business School. He currently serves on the boards of the Belmont Hill School, St. Mary's Center, KIPP Massachusetts, Dedham Country Day School, and Horizons at DCD. John lives in Westwood, Massachusetts, with his wife Larisa, a physician at Brigham and Women's Hospital, and their three children Molly, Mary and Willy.



Melanie Foley is the Executive Vice President, Chief Talent & Enterprise Services Officer for Liberty Mutual Insurance, a diversified global insurer and third largest property and casualty insurer in the U.S. employing more than 50,000 people in approximately 900 offices throughout the world.

A Boston native who earned her BS in Marketing from Boston College and an MBA from Bentley College, Melanie joined Liberty Mutual in 1996 as an Account Executive. For more than a decade Melanie was promoted into several positions of increasing responsibility in the Sales and Marketing functions of the US Personal Insurance business. Effective January 1, 2009, she was appointed Executive Vice President, General Manager of Distribution.

In December of 2011, Melanie was appointed to her current role where she has led the company's talent, procurement, communications, real estate and workplace services and strategies. She also developed Liberty Mutual's Strategic Services function which is designing and applying a common way of working across the global enterprise. This approach to planning our work, delivering value to our customers, and engaging front-line employees in defining and improving our processes will allow us to share best practices, leverage talent, continuously improve and compete in an ever changing marketplace.

Melanie previously served on the board of Insurance.com, a privately held internet insurance agency. She is a member of the Board of Trustees at Boston Medical Center, a member of the Board of Directors of the Back Bay Association, and a member of the Executive Committee of the Boston Municipal Research Bureau. Melanie lives in Walpole, MA with her husband, Frank and two daughters, Kaitlyn and Emma.



Su Joun is the Vice President of Talent, Inclusion and Diversity at Blue Cross Blue Shield of Massachusetts (BCBSMA). She currently leads enterprise diversity and inclusion, talent identification and acquisition, corporate talent strategy and career mobility, learning and leadership development, and remote workforce coordination.

She joined BCBSMA in 2009. Prior to her current role, she held leadership roles in IT and Operations, internal consulting group, and other business areas at BCBSMA. Prior to BCBSMA, she had spent fifteen years at Key Corp, a Fortune 500 company, serving as the Vice President of Direct to Consumer Programs and Vice President of Market Segment among other leadership roles in business development, operations, client relationship, and customer service. She has also worked at a start-up company to create a new education financing division. She was also an entrepreneur and a small business owner having founded and owned a publishing company.

Su received her MBA from Suffolk University and her MS in Nonprofit Management degree with concentration in health care management from Northeastern University.

She has also served on non-profit boards including The Puppet Showplace Theatre and the Boys and Girls Club of Middlesex, and led a Working Mothers Group in Arlington for nine years. She currently serves on the Big Sister Association of Greater Boston Diversity Council, the Suffolk University Alumni Career Council, and is a member of the ALPFA Corporate Advisory Board (CAB).



Joyce Linehan is the Chief of Policy for Boston Mayor Martin J. Walsh. Before joining the administration in 2014, she was the director of Ashmont Media, a public relations company that serves Boston arts organizations. She co-owns, with performer/songwriter Joe Pernice, Ashmont Records, an independent record label. She was previously the Vice President of A & R for Sub Pop Records. She has managed several bands, including The Lemonheads and The Smithereens. She has co-written a book, *Pernice to Me*, and has had articles published in *The St. James Encyclopedia of Popular Culture* and *The Journal of Popular Music*.

As a volunteer, Linehan has held leadership roles in the grassroots campaigns of Senator Elizabeth Warren, Governor Deval Patrick and Congressman Mike Capuano, as well as the campaign for Equal Marriage in the Commonwealth. She served as Policy Director on the Boston mayoral campaign of Martin J. Walsh, and was a co-chair of his Transition Team.

Linehan holds a BA and an MA in American Studies from the University of Massachusetts Boston, where she received the Dr. Robert W. Spayne Research Grant for study at the Country Music Hall of Fame. Her master's thesis – *The Day My Mama Socked it to the Harper Valley PTA: Country Music Womanhood in the Second Wave of Feminism*, received the American Studies Book Award from UMass Boston. She is the founder of the Dorchester Arts Collaborative; an animal advocate and leader in the fight to end breed-specific legislation; and serves on the board of Interim House, a residential substance abuse treatment center. In 2012, she received an Unsung Heroine of Massachusetts award from the Massachusetts Commission of the Status of Women. She is a lifelong resident of Dorchester.

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

Perspective on Regional Impact



Jabes Rojas was recently appointed by Governor Baker as Deputy Chief of Staff for Access & Opportunity. He leads the strategic diversity efforts for personnel and procurement for the Commonwealth. Jabes has a record of establishing and growing innovative, win-win partnerships between major employers, non-profits and government institutions while convening the investment of millions of dollars in the ventures. He has a record of success leading effective teams that drive results in dynamic fast-paced settings while serving multiple stakeholders.

Previously, Jabes held various senior management roles at Year Up and ALPFA, where he led both organizations' transformational revenue growth in millions of dollars and expanded the outcomes-based efforts of the national organizations. He started his career in corporate philanthropy, where he held various roles of increasing responsibility while managing a portfolio of millions in grants, sponsorships, employee matching gifts at John Hancock Financial Services and Harvard Pilgrim Health Care.

Jabes holds an MBA from Boston College, a Masters of Science in Policy, Planning and Finance from the London School of Economics, and a Bachelors from Brandeis University. He is an alumnus of the Next Generation Executive and the Fellows programs from The Partnership Inc., as well as the Emerging Leaders program from UMass Boston. He has served on leadership roles in boards, such as Conexion, The City School, ALPFA, and Ecologic.

Jabes is a childhood immigrant to the US from Guatemala and a graduate of the Boston Public Schools. He lives in Boston with his wife, Priscilla.

Guest List as of 6/11/2015

First Name:	Last Name:	Company:
Michael	Abdelahad	Partners Community Physicians Organization
Steve	Acampa	TD Garden/Boston Bruins
Adanta	Ahanonu	Year Up
Anthony	Anzalone	Eversource
Kathleen	Banfield	University of Massachusetts Boston
Lori	Baronian	Marsh & McLennan Agency - New England
Maryanne	Basler	Blue Cross Blue Shield of Massachusetts
Julie	Battisti	Bay Cove Human Services Inc.
Robert	Billet	Eversource
Shaun	Blugh	City of Boston
Anne	Bonner	Cradles to Crayons
Bruce	Brodoff	Federal Emergency Management Agency
Julia	Bross	Comcast
Yogendra	Bundela	Neighborhood Health Plan
Rebecca	Burke	Blue Cross Blue Shield of Massachusetts
Philip	Carver	University of Massachusetts Boston
Guillaume	Charvon	ATD Fourth World
Denison	Clark	Tufts Medical Center
Peter	Clemons	Blue Cross Blue Shield of Massachusetts
Jessie	Colbert	Mass. Commission on PPD (former Director)
Catherine Z.	Collins	John Hancock Life Insurance Company (U.S.A.)
Alaina	Coppola	Massachusetts Port Authority
Susan	Cushing	Santander Bank, NA
Brianna	DeGennaro	Federal Reserve Bank of Boston
Susie	Devins	ATD Fourth World Movement
Alison	Doherty	State Street Corporation
Colleen	Doherty	Eastern Benefits Group (a division of Eastern Bank)
Blessing	Dube	Institute for Community Health
Sithembile	Dube	Ilifa Labantwana
Daylana	Ervin-Parker	Blue Cross Blue Shield of Massachusetts
Aaron	Farber	Massachusetts Eye and Ear
Vicente	Fernandez	Santander Bank NA
Peter	Fishman	Citizens Bank
Sherine	Ford	Harvard Pilgrim Health Care
Edward	Fox	Cradles to Crayons
Donna Haig	Friedman	Center for Social Policy
Meg	Grigal	University of Massachusetts Boston

First Name:	Last Name:	Company:
Thomas	Grilk	Boston Athletic Association
Carl	Guerin	The Boston Company Asset Management
Michael F	Hayhurst	Eversource Energy
Elizabeth	Higgins	Blue Cross Blue Shield of Massachusetts
Kevin	Hulme	Brigham and Women's Hospital
Nicole	Humblias	John Hancock
Justin	Kang	Yesware
Chris	Kealey	Massachusetts Business Roundtable
Kristen	Koch	Brigham and Women's Hospital
Michelle	Landers	ULI Boston/New England
Tom	Lane	Massachusetts Eye and Ear
Marc	Lavine	College of Management @ UMass Boston
Joseph	LaVita	Blue Cross Blue Shield of Massachusetts
Leah	Leahy	Boston Bruins & TD Garden
Tamala	Levin	TD Garden/Boston Bruins
Leslie	Lewis	Brightcove, Inc.
Raphael	Lewis	The Boston Company Asset Management, LLC
James	Linehan	Blue Cross Blue Shield of Massachusetts
John	Lombard	Blue Cross Blue Shield of Massachusetts
Christine	Lundblad	Cradles to Crayons
Ronald	Marlow	Commonwealth of Massachusetts
Anmarie	Masiello	Comcast
Katelyn	Mazuera	Eversource Energy
Colleen	McLaughlin	Cradles to Crayons
Dr. Velda	McRae-Yates	Commonwealth Compact
Eric	Moakley	Brightcove Inc.
Larry	Moulter	Center for Collaborative Leadership @ UMass Boston
Amy	Mullen	Metropolitan Boston Housing Partnership
Chelsea	Norman	Science Club for Girls
Cheryl	Opper	School on Wheels of Massachusetts
Regine	Paul	University of Massachusetts Boston
Susanne	Pitsios	Comcast
Elise	Porter	Beth Israel Deaconess Medical Center
Amanda	Potter	Mass General Hospital Youth Programs
Gillian	Pressman	Generation Citizen
Lori	Prew	Willwork, Inc.
Haider	Raza	Citizens Bank
Andrea	Reardon	University of Massachusetts Boston
Steve	Record	Massachusetts Eye and Ear

First Name:	Last Name:	Company:
Sharon	Reilly	Cradles to Crayons
Ken	Roberts	Santander Bank
Mark	Rodrigues	TD Garden/Boston Bruins
Stephen	Roger	Waterbear Collective
Seth	Rogers	Citizens Bank
Denise	Russell	Comcast
Maureen	Scully	College of Management @ UMass Boston
Erica	Smith	Massachusetts Convention Center Authority
Rita	Spinola	Massasoit Community College
Johanna	Storella	Massachusetts Convention Center Authority
Julia	Tripp	Center for Social Policy - Constituent Coordinator
Natalia	Urtubey	Italian Home for Children
Michael	Visocchi	Comcast
Suzanne	Walmsley	Boston Athletic Association
Doug	Ware	Suffolk Construction
Jenni	White	School on Wheels of Massachusetts
Andrea	Wight	Center for Collaborative Leadership @ UMass Boston
Rob	Williams	Greater Media Boston
Chris	Winter	Santander Bank
Deanna	Yameen	Massasoit Community College
Helen	Ye	Citizens Bank

**THE CENTER FOR COLLABORATIVE LEADERSHIP
COLLEGE OF MANAGEMENT
UNIVERSITY OF MASSACHUSETTS BOSTON**

100 Morrissey Boulevard
McCormick Building, 5th floor, Room 431
Boston, MA 02125-3393

Phone: 617.287.3890
Email: leaders@umb.edu
Website: www.leaders.umb.edu