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### Creating a Stable and Healthy Economy: Fresh Views from Emerging Leaders

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# **Creating a Stable and Healthy Economy: Fresh Views from Emerging Leaders**

**2010 Team Project Presentations, followed by World Café**

**Tuesday, October 19, 2010, 9:00 – 11:45am | World Café 12:00 – 1:30pm**

**Hosted by the Boston Public Library**

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**CENTER FOR COLLABORATIVE LEADERSHIP AND THE CENTER FOR SOCIAL POLICY**

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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 forty-four Fellows in the **2010 Emerging Leaders Program** worked in collaboration with the **Center for Social Policy** at UMass Boston on their “reshaping poverty policy” initiative. The Fellows used their professional skills to analyze data and create awareness campaigns, in turn getting a deeper view of how their civic engagement can make a difference in addressing social issues that affect both businesses and communities. The Fellows examined factors that affect housing and family homelessness, working closely with three organizations, whose participation was made possible by the **Hyams Foundation**:

- **Boston Tenant Coalition**
- **Greater Boston Fair Housing Center**
- **Homes for Families**

The Fellows’ projects offer fresh views on five issues:

1. **Understanding the unintended consequences of work support policies for working families: Looking at a fresh alternative.** Work supports were established to subsidize the needs of working poor families and to help families achieve economic self-sufficiency. Existing eligibility criteria create unintended consequences. Small increases in earnings result in a disproportionate drop in net income, subverting incentives to get training and move to higher wages. A team of Fellows modeled these “cliff effects” and proposed a new tax credit idea.
2. **Supporting families with good working conditions in low wage jobs.** A team of Fellows examined what employers could do to support workers in low wage jobs, who need benefits and flexibility to retain their jobs. Lower turnover in these jobs is beneficial both to families who need stable income and to businesses that rely on the work done in these front line positions. The Fellows propose a campaign to urge companies toward “Going Golden,” by following the best practices in benefits and work conditions for workers in low wage jobs. They discuss how this campaign might take off, in the way that “Going Green” has become widespread among businesses.
3. **Keeping tenants in homes: Effects of foreclosures on neighborhoods.** A team of Fellows examined how rising foreclosure rates were contributing to family homelessness, with specific attention to tenants in good standing who are evicted if they live in buildings that are foreclosed. They will share their experiences in distilling and advancing

the main features of new legislation to protect tenants in foreclosed properties. This legislation passed, and the next challenges are to drive awareness in the news, develop a toolkit for banks to manage occupied properties, and create a forum for banks to work with communities.

4. **Generating support for affordable housing: Creating a marketing and multi-media messaging campaign.** A team of Fellows developed a public awareness campaign in support of affordable housing in the Forest Hills/Jamaica Plain neighborhood of Boston. They examined the range of opinions expressed by supporters and opponents of affordable housing. They then tested a range of messages and created visuals for awareness campaigns. They will share ideas about next steps for spreading the awareness campaigns and tracking their impact.
  
5. **Making all communities welcoming: “Race and Place” dialogues in Greater Boston today.** A team of Fellows developed a pilot program for welcoming families of color to predominantly white suburbs. This program is made up of three phases: inform, educate, and commit. “Race and Place” dialogues will be facilitated in targeted neighborhoods to enhance communication and support the goals of integration and fair housing. The Fellows share their ideas for guiding principles that will make these dialogues meaningful and effective, based in part on their own experiences of learning and dialogue in their team.

After the Fellows share their ideas, the session will invite responses, particularly with a focus on how to take the proposed next steps forward, what additional ideas and resources will support this work, how the 2011 cohort of Fellows can advance the projects to the next level, and how rising professionals can sustain their civic engagement. Responses will include:

- **Judith Kurland**, Chief of Programs and Partnerships, Mayor’s Office, City of Boston will offer responses and reflections on the projects.
- **Audience members** will be invited to raise questions and share thoughts.
- **Panelists** from our partner organizations (Boston Tenant Coalition, Greater Boston Fair Housing Center, and Homes for Families), as well as a guest from the Massachusetts Department of Housing and Community Development, will respond to the projects and discuss their visions for next steps.
- A **World Café lunch**, from 12:00 – 1:30pm, will offer participants a chance to talk deeply and candidly about the exciting and promising next steps, as well as any lurking challenges, in order to galvanize action.

**Creating a Stable and Healthy Economy: Fresh Views from Emerging Leaders**  
**AGENDA**

9:00-9:20            Coffee, networking  
 9:20                    Welcome remarks  
 9:30-10:15         Team Presentations

<b>Presenter:</b>	<b>Employer:</b>	<b>Project:</b>
David Leonard	Boston Public Library	Strategic planning for CSP
Daylana Ervin-Parker	Blue Cross Blue Shield Massachusetts	Overview of family homelessness
Paul Rabiner	Genzyme Corporation	Unintended consequences
Maija Pratt Rojas	State Street Corporation	Work conditions in low wage jobs
Sarah Meyer	EMC Corporation	Tenants in foreclosed homes
Beth Harubin	Tufts Medical Center	Affordable housing
Joel Connor	Community Academy of Science & Health	Race and Place dialogues

10:15-10:30        Response: Judith Kurland, Chief of Programs and  
Partnerships for the City of Boston  
 10:30-10:45        Q&A  
 10:45-11:00        Break  
 11:00-11:45        Panel of Respondents - Q&A

- Boston Tenant Coalition- Kathy Brown
- Greater Boston Fair Housing Center- Tracy Brown
- Homes for Families- Libby Hayes, Diane Sullivan
- Massachusetts Department of Housing and Community Development-  
Robert Pulster

12:00-1:30pm      World Café- An opportunity over lunch to have a deeper  
conversation across sectors about issues presented in the  
earlier session

<b>2010 Fellows and Sponsoring Organizations</b>		
Ryan	Albert	Raytheon
Jessica	Anderson	EMC Corporation
Chris	Aviles	Boston Public Schools
Mark P.	Baldwin	NSTAR Electric & Gas
Jillian	Belliveau	Eastern Bank
Sameer	Bhoite	Blue Cross Blue Shield of Massachusetts
Colleen	Blanchette	Partners Community HealthCare, Inc.
Keya	Brittle	AIDS Action Committee
Neil	Cameron	EMC Corporation
Joel	Connor	Community Academy of Science and Health
Elvis	Downes	John Hancock
Daylana	Ervin-Parker	Blue Cross Blue Shield of Massachusetts
Irina	Froment	TD Bank, NA
Jenny	Garner	Genzyme Corporation
Nicole	Gittens	Urban Science Academy
Duke	Guthrie	Children's Trust Fund
Lee	Hart	Citizens Schools
Beth	Harubin	Tufts Medical Center
Jeannemarie	Joyce	Massachusetts Convention Center Authority
Mike	Krolak	The Boston Globe
Matt	Larkin	Tufts Medical Center
David	Leonard	Boston Public Library
Lisa	Letts	EMC Corporation
Deidre	Lockhart	Citizens Bank
Christine	Long	Blue Cross Blue Shield of Massachusetts
Jim	Loring	SBLI
Sarah	MacDonald	Massachusetts Biotechnology Council
Derrick	Mann	Mass DOT
David	Manzi	Trefler & Sons
Jessica	McDermott	The Boston Globe
Catherine	McGrath	The First Marblehead Corporation
Sarah	Meyer	EMC Corporation
Tara	O'Meara	Genzyme Corporation
Ellen	Piccioli	Intel
Michael	Poirier	Feeley & Driscoll, P.C.
Maija	Pratt Rojas	State Street Global Markets, LLC
Danielle	Prentis	Wells Fargo Capital Finance
Paul	Rabiner	Genzyme Corporation
Pawan	Roy	Raytheon
Jeff	Russell	The Boston Globe
Andrew	Tarab	Blue Cross Blue Shield of Massachusetts
Paul	Webster	Federal Reserve Bank of Boston
Bob	Zapotocky	AT&T

<b>Attendees</b>		
Robby	Thomas	ABCD, Inc.
Patricia	Peterson	Academic Support Programs, UMass Boston
Shkeya	Brittle	Aids Action Committee
Ophelia	Navarro	Associated Early Care and Education
Joseph	Sheehan	ATD Fourth World
Daylana	Ervin-Parker	Blue Cross Blue Shield of Massachusetts
Jim	Linehan	Blue Cross Blue Shield of Massachusetts
Jennifer	Putzbach	Boston Globe
Alba	Cruz-Davis	Boston Medical Center
David	Leonard	Boston Public Library
Kathy	Brown	Boston Tenant Coalition
Glendalys	Cabrera	Center for Collaborative Leadership
Katia	Canenguez	Center for Collaborative Leadership
Pat	Neilson	Center for Collaborative Leadership
Sherry	Penney	Center for Collaborative Leadership
Andrea	Wight	Center for Collaborative Leadership
Francoise	Carré	Center for Social Policy, UMass Boston
Tim	Davis	Center for Social Policy, UMass Boston
Murray	Frank	Center for Social Policy, UMass Boston
Evelyn	Frankford	Center for Social Policy, UMass Boston
Donna	Friedman	Center for Social Policy, UMass Boston
Charleen	Regan	Center for Social Policy, UMass Boston
Elaine	Werby	Center for Social Policy, UMass Boston
Elizabeth	March	Children's HealthWatch
Judith	Kurland	City of Boston
Duke	Guthrie	City Year, Inc.
Nayenday	Thurman	Commonwealth of Massachusetts
Joel	Connor	Community Academy of Science and Health
Jabes	Rojas	Community Work Services
Siobhan	Lombard	Dana Smith
Roxann	Cooke	Eastern Bank
Diane	Darling	Effective Networking
Kate	McGavin	EMC
Sarah	Meyer	EMC
Tracy	Brown	Fair Housing Center of Greater Boston
Robin	Morgan	Family to Family Project
Paul	Rabiner	Genzyme Corporation
Julia	Tripp	Graduate School of Policy Studies, UMass Boston
Tom	Lorello	Heading Home, Inc.
Libby	Hayes	Homes for Families
Diane	Sullivan	Homes for Families
Tammy	Tai	Hyams Foundation
Gail	Holmes	International Movement ATD Fourth World
Elvis	Downes	John Hancock
Ruthie	Liberman	Live Work Thrive
Maureen	Scully	Management and Marketing, UMass Boston

Chris	Carr	NSTAR Electric & Gas
Colleen	Blanchette	Partners Community Healthcare, Inc.
Diane	Rogers	Partners Community Healthcare, Inc.
Michelle	Caldeira	Pine Street Inn
Susan	Miskell	Pine Street Inn
Wendy	O'Malley	PowerOptions, Inc.
Margaret	Leonard	Project Hope
Dan	Ross	Social Venture Partners
Judith	Cohen	St. Mary's Women and Children's Center
Ba	Nguyen	St. Mary's Women and Children's Center
Crystal	Parker	St. Mary's Women and Children's Center
Deborah	Rivera	St. Mary's Women and Children's Center
Jacqueline	Stokes	St. Mary's Women and Children's Center
Debby	Rivera	St. Mary's Women and Children's Center
Kristine	Kaktins	State Street Corporation
Kim	Moll	State Street Corporation
Maija	Pratt Rojas	State Street Corporation
Jessica	del Rosario	The Boston Foundation
Janet	Boguslaw	The Heller School for Social Policy & Management Brandeis University
Susan	Crandall	The Keystone Research Center
David	Manzi	Trefler & Sons
Beth	Harubin	Tufts Medical Center
Michael	Stone	UMass Boston
Randy	Albelda	UMass Boston
Nancy	Schwoyer	Wellspring
Kay	O'Rourke	Wellspring House, Inc.
Lauren	Reilly	Women's Lunch Place
Gail	Mountain	