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### Making a Difference on Pressing Economic and Social Issues: Learning about and living the collaborative leadership model

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# **Making a Difference on Pressing Economic and Social Issues: Learning about and living the collaborative leadership model**

2011 Emerging Leaders Program Team Project Presentations  
Tuesday, October 4, 2011, 8:30 – 11:00 am  
Hosted by State Street Corporation

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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 Fellows in the **2011 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:

- **Boston Tenant Coalition**
- **The Fair Housing Center of Greater Boston**
- **GoKids Boston**

In addition to these partners, the Center for Collaborative Leadership was honored to have two teams focus on strategy for the Center. The Fellows’ projects offer fresh views on the following issues:

1. **Harnessing the “power of the project.”** Each year, a core component of the Emerging Leaders Program is the work that is done by cross-sector teams to address current issues facing the city and region. This facet of the program gives the Fellows a safe place to try the skills that they are learning in the program, employing the collaborative leadership model to make a difference in the community. This project team worked closely with alumni of the program, current and prior project sponsors, and the Center to create a set of recommendations to enhance the power of the project. Presented by Jennifer Thibadeau, Raytheon.
2. **Making all communities welcoming: “Race and Place” dialogues in Milton.** A team of Fellows designed and launched a series of “Race and Place” dialogues in Milton. “Race and Place” dialogues have been established to enhance communication and support the goals of integration and fair housing. Community members gather to learn about the history of race in the U.S., to talk about their experiences of race in a candid and authentic way, and to plan ways their community can remove barriers and enhance integration. This four part series began on September 14<sup>th</sup> and will conclude on October 12<sup>th</sup>. Presented by Andrew Russell, Museum of Fine Arts.
3. **Generating support for affordable housing: Creating a marketing and multi-media messaging campaign.** Last year, a team of Fellows was charged with creating a public awareness campaign in support of affordable housing in the Forest Hills/Jamaica Plain neighborhood of Boston. They

piloted themes for a print campaign, which challenges myths about the look and desirability of affordable housing and which introduces the people who work in vital jobs (such as child care) who may need affordable housing. Leveraging this work, this year's team moved the campaign to the web and developed a social media strategy to expand the grassroots reach of the campaign. Presented by Mike McCarthy, The Boston Globe.

4. **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. They built off a proposal from last year's team to create a set of "best practice" standards for low wage work, similar to the now-familiar environmental standards for green buildings and operations. They worked with organizations with significant low wage populations to identify policies that alleviate strains on low wage workers. They created and refined a survey meant to recognize those employers with the best practices, similar to Boston's Best Places to Work. Presented by Tom Yeulenski, Tufts Health Plan.
5. **Creating a healthier Columbia Point.** GoKids Boston is an initiative of the UMass Boston College of Nursing and Health Sciences, focused on improving children's lives through fitness, education, role modeling, and supportive relationships. This ELP project team was tasked with helping GoKids to identify and engage collaborators in and around Columbia Point whose mission was similar to their own. This team has laid the groundwork for a Columbia Point Youth and Family Health Promotion Coalition by bringing together stakeholders with shared interests but previously limited time and space to collaborate, including GoKids, Geiger Gibson Community Health Center, and Dever-McCormack School. Presented by Raul Porras, EMC Corporation.
6. **Assessing the impact of the "People and Place" initiative in the Fairmount Corridor in Boston.** The "People and Place" initiative, pioneered and funded by The Boston Foundation, links organizations that are empowering families and creating infrastructure improvements in the Fairmount Corridor. The Center for Social Policy (CSP) was charged with evaluating how the enhanced alignment of several separate but related initiatives in this area could create measurable impacts. The role of the Fellows' team was to "evaluate the evaluators," ensuring that the CSP met its own objectives of actively engaging the participating organizations, creating meaningful metrics, and jointly producing a roadmap for success. Presented by Tim Sullivan, Massachusetts AFL-CIO.
7. **Expanding the impact and influence of the Center.** For the last decade, the Center for Collaborative Leadership has maintained a clear focus of identifying and nurturing Greater Boston's future leaders. The Center is

poised to leverage the success of the Emerging Leaders Program as a springboard to extend our presence in the arena of leadership. This team of Fellows interviewed key stakeholders of the program and conducted a marketplace audit in order to propose a framework for that growth over the next five years. Presented by Carl Guerin, The Boston Company Asset Management.

After the Fellows share their ideas, we will hear a perspective from Boston City Hall on the impact and implications of these projects for the economic and social health of the city and the region:

- **Howard Leibowitz**, Chief of Programs and Partnerships, Mayor's Office, City of Boston.

We will then hear reflections from our panelists, who represent organizations poised to benefit from the well-honed collaborative leadership skills and the specific project contributions of this year's Fellows, including:

- **Deborah Felton**, Executive Director, Milton Fuller Housing Corporation
- **Christine Green**, Executive Director, Trefler Foundation
- **Fred Ramos**, Senior Managing Director, State Street Corporation
- **Other stakeholders** from businesses, non-profits, the media

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

# Making a Difference on Pressing Economic and Social Issues

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**Learning about and living the collaborative leadership model**  
**UMass Boston Emerging Leaders Program**  
**Team Project Presentation**  
**Sponsored by State Street Corporation**  
**October 4, 2011**

## **Agenda**

- 8:30-9:00 Continental Breakfast / Networking
- 9:00-9:05 Welcome by Sherry H. Penney, Sherry H. Penney Professor of Leadership  
University of Massachusetts Boston
- 9:05-9:10 Opening Remarks by Maureen Scully, Associate Professor of Management  
University of Massachusetts Boston
- 9:10-9:50 Team Presentation by:  
Jennifer Thibadeau, Raytheon; Andrew Russell, Museum of Fine Arts;  
Michael McCarthy, The Boston Globe; Tom Yeulenski, Tufts Health  
Plan; Raul Porras, EMC; Tim Sullivan, Massachusetts AFL-CIO; and  
Carl Guerin, The Boston Company Asset Management
- 9:50-10:05 Remarks by Howard Leibowitz, Chief of Projects and Partnerships  
City of Boston
- 10:05-10:15 Break
- 10:15-11:00 Panel Discussion by:  
Deborah Felton, Milton Fuller Housing Corporation; Christine Green,  
Trefler Foundation; Fred Ramos, State Street Corporation; and other  
stakeholders
- 11:00-11:30 Audience invited to stay, network and ask questions

<b>2011 Emerging Leaders Program Fellows and Sponsoring Organization</b>		
Jill	Blouin	Boston Public Schools / Trefler Foundation
Ed	Bryan	Massachusetts Convention Center Authority
Julie	Burke	Massachusetts Women's Forum
Saun	Caldwell	Citizens Bank
Christopher	Carr	NSTAR Electric & Gas
Roxann	Cooke	Eastern Bank
Amanda	Corcoran	Genzyme Corporation
Ceronne	Daly	Wheelock College / Trefler Foundation
Kate	Gorman	Boston Scientific
April	Greene	Blue Cross Blue Shield of Massachusetts
Carl	Guerin	The Boston Company Asset Management
Stephanie	Janes	Celebrity Series
Kris	Kaktins	State Street Corporation
Stacie	Lallier	Genzyme Corporation
Megan	Loncto	EMC Corporation
Hector	Lopez Camacho	State Street Corporation
May Lee	Low	SBLI
Scott	Manning	MassDOT
Michael	McCarthy	The Boston Globe
Kate	McGavin	EMC Corporation
Susan	Miskell	Pine Street Inn
Kim	Moll	State Street Corporation
Lorna	Murphy	The First Marblehead Corporation
Lauren	Murphy	Wells Fargo
Boris	Nusinov	Citizens Bank
Wendy Lee	O'Malley	PowerOptions, Inc.
Raul	Porras	EMC Corporation
Jennifer	Putzbach	The Boston Globe
Lauren	Reilly	The Women's Lunchplace
Diane	Rogers	Partners Community Healthcare, Inc.
Andrew	Russell	Boston Symphony Orchestra
Johan	Seo	Federal Reserve Bank of Boston
Christopher	Sinclair	The Anthem Group
Tim	Sullivan	Massachusetts AFL CIO
John	Sullivan	Blue Cross Blue Shield of Massachusetts
Tammy	Tai	Hyams Foundation
Yvonne	Tang	Blue Cross Blue Shield of Massachusetts
Jennifer	Thibadeau	Raytheon
Thomas	Yeulenski	Tufts Health Plan
Alexis	Zibell	Raytheon

<b>Attendees (as of 9/28/11)</b>		
Mark	Auriemma	State Street Corporation
Andrew	Bergman	Tufts Health Plan
Jill	Blouin Sloan	Boston Public Schools
Harry	Brett	UMass Boston/Photographer
Kathy	Brown	Boston Tenant Coalition
Tracy	Brown	Fair Housing Center of Greater Boston
Sheila	Burch	Hildebrand Family Self-Help Center
Saun	Caldwell	RBS Citizens
Michael	Caljouw	Blue Cross Blue Shield of Massachusetts
Ceronne	Daly	Wheelock College
Lisa	DeAngelis	UMass Boston Center for Collaborative Leadership
Dave	DeFilippo	BNY Mellon Asset Management
Kristi	Dowd	Collaborative Partners
Deborah	Felton	Fuller Village, Milton
Stephen	Finocchio	State Street Corp
Donna Haig	Friedman	Center for Social Policy, UMass Boston
Despina	Garalis	Partners Community Healthcare
Tom	Goemaat	Shawmut Design and Construction
Kate	Gorman	BIDMC
Carl	Guerin	The Boston Company Asset Management
Kevin	Harron	Burtons Grill
Denise	Herrera	Burtons Grill
Patrick	Hughes	Bank of New York Mellon- Asset Servicing
Stephanie	Janes	Celebrity Series of Boston
Kris	Kaktins	State Street
Michael	Katzman	Blue Cross Blue Shield of MA
Stacie	Lallier	Genzyme
Keith	Mahoney	The Boston Foundation
David	Manzi	Trefler and Sons
Michael	McCarthy	The Boston Globe
Kate	McGavin	EMC
Susan	Miskell	Pine Street Inn
Kimberly	Moll	State Street Corporation
Maria	Mulkeen	Hyams Foundation
Ana Patricia	Munoz	Federal Reserve Bank of Boston
Patrick	Murphy	Collaborative Partners
Paula	Murphy-Roux	Eastern Bank
Boris	Nusinov	RBS Citizens
Wendy	O'Malley	PowerOptions, Inc.
Sherry	Penney	UMass Boston Center for Collaborative Leadership
Raul	Porras	EMC Corporation



Maija	Pratt Rojas	State Street Corporation
Lauren	Reilly	Women's Lunch Place
Marie-Frances	Rivera	Proteus Fund Diversity Fellow - Hyams Foundation
Diane	Rogers	Partners Community Healthcare Inc.
Andrew	Russell	Museum of Fine Arts, Boston
Maureen	Scully	UMass Boston
Chris	Sinclair	The Anthem Group
Dave	Stachura	Citizens Bank
Tim	Sullivan	Massachusetts AFL-CIO
Tammy	Tai	Hyams Foundation
Tina	Teodorescu	Tufts Health Plan
Robert	Terrell	
Jennifer	Thibadeau	Raytheon
Magalis	Troncoso	Boston Tenant Coalition
Andrea	Wight	UMass Boston Center for Collaborative Leadership
Tom	Yeulenski	Tufts Health Plan