Making Invisible Challenges & Opportunities Visible

Collaborative leadership for economic & social well-being

2015 Emerging Leaders Program Team Project Presentations
Wednesday, June 17, 2015, 8:00 - 10:00 am
Integrated Sciences Complex
University of Massachusetts Boston

CENTER FOR COLLABORATIVE LEADERSHIP
Changing the Face of Leadership
## 2015 Project Sponsors

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Emerging Leaders Program Class of 2015
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Each presenter will give a snapshot of their team’s project:

- **S** Situation/
- **T** Task
- **A** Actions
- **R** Results
In the closing segment we will address:

*What insights about Collaborative Leadership have you gained from these experiences?*
Fellowship Program Project Development for City of Boston

Project Sponsor: Commonwealth Compact: Velda McRae-Yates

Project Presenter: Natalia Urtubey, Italian Home for Children

Project Team Members

Kim Cameron  The Boston Red Sox  
Brian Hubbard  Eversource  
Malisa Schuyler  Tufts Medical Center  
Tawanna Watts  Prospect Hill Academy
Situation/Task: Build a Diversity Fellowship

- Build a fellowship for students of color to gain access to careers in government.
- Expand the pipeline for people of color into middle management positions.
- Strengthen sustainable partnerships among key players: City of Boston, UMass Boston, Commonwealth Compact

Partnerships

[Logos of City of Boston, UMass Boston, and Commonwealth Compact]
WHY the Fabric of Boston Fellowship?

Opportunity for Change

Over the next five years, 30 percent of the city’s workforce will hit retirement age.

Now is the time to start engaging the diverse candidates that can step into these vacated roles.

Pre-Walsh Administration
Fabric of Boston: A Diversity Fellowship

The Mission of the Fabric of Boston Fellowship is to provide UMass Boston graduate students and alumni with a high level, real-life, and innovative experience to work within the City of Boston.

Key Components of the Fellowship

- Nominations or recommendations
- Diverse academic fields yield innovation
- Minimum of a one year experience
- Mentorship
- Leadership opportunities
- Access to a network that supports increased social and professional capital
Results/Recommendations: Pilot the Fabric of Boston

- Proposal and Curriculum
- Partnership Responsibilities
  - Commonwealth Compact
    - Funding and resources
    - Use talent network to leverage fellows
    - Logistics and administration
- City of Boston
  - Mentors for fellows
  - Placement
- UMass Boston
  - Faculty and staff nominations
  - Continued academic support
Leaning Tower of Ivory: Shoring Up the Future

**Project Sponsor:** William Monroe Trotter Institute: Barbara Lewis & Elena Stone

**Project Presenter:** Rebecca Burke, Blue Cross Blue Shield of Massachusetts

**Project Team Members**

- Julie Asher  Center on the Developing Child, Harvard University
- Torrie Potts  TJX Companies
- Seth Rogers  Citizens Bank
- Blain Sadler  Brightcove
**Situation/Task**

**Situation:**
UMASS Boston’s 4 Ethnic & Racial Institutes working independently

- **The William Monroe Trotter Institute for the Study of Black History and Culture**
  Director: Barbara Lewis, PhD
- **The Mauricio Gastón Institute for Latino Community Development and Public Policy**
  Director: Dr. Maria Idali Torres
- **The Institute for Asian American Studies**
  Director: Paul Watanabe, PhD
- **The Institute for New England Native American Studies**
  Director: Dr. Cedric Woods

**Task:**
Partner with institute directors to explore opportunities to come together as a collaborative entity and to provide support in establishing shared Goals, Vision and Mission.
Key Project Actions

- Ensure agreement of Goals for the Collaborative
- Develop Vision and Mission Statements
- Create a name for the Collaborative
- Promote and Communicate Purpose and Value
Vision & Mission Statement Activities

#1: Goal Exercise

What are your goals for the collaborative:

- Personal Goals?
- Individual Institute Goals?
- Joint Collaborative Goals?

#2: SOAR Exercise

SOAR Framework is a strengths-based whole system approach to building strategic capacity.
Project Result: Creation Of The CANALA Institutes

The Collaborative of Asian American, Native American, Latin@ and African American Institutes

Key Area’s of Focus

- Influence Policy Makers
- Education
- Expanded Research
- Community Relations
- Corporate Support

Our Common Vision
To advance social, economic and cultural understanding, opportunities and equity for racial and ethnic communities through research, education and public service.

Our Collective Mission
To provide in-depth research, community engagement, and thought leadership to shape and support the public’s understanding of the evolving racial and ethnic diversities in Boston, New England and beyond.
The Cutting Edge of Executive Education: Executives and Social Policy

Project Sponsor: Maureen Scully & Center for Social Policy, UMass Boston

Project Presenter: Gillian Pressman, Generation Citizen

Project Team Members

Colin Carey, State Street Corporation
Aaron Farber, Massachusetts Eye & Ear
Kevin Hulme, Brigham and Women’s Hospital
Nicole Humblias, John Hancock
Mission: Improve the lives of those living in poverty by advancing changes in public support and business practices

The CSP Leadership Council represents the interconnectedness of the public and private sectors

Project Deliverable:

- Identify a framework to engage Boston-area business leaders in addressing social issues
Project Approach:

- **Discovery**
- **Collaboration**
- **Scope**
- **Structure**

**Executive Interviews**

**Comparable Programs**

**Target Market**

**Curriculum Content**

**Collaboration**

**BRAINSTORM!!!**

**Comparable Programs**

**Scope**

**Target Market**

**Structure**

**Discovery**

**Collaboration**

**Scope**

**Structure**
Project Findings:

- Public Policy
- Financial Benefit
- Executives
- Benevolence
- Leadership
- Make Good Co.’s Great!!
- Social Network

Project Recommendations:

Curriculum:
- Illustrate Problem
- Better Business Practices
- Organizational Change
- Community Impact

Network:
- ELP Alumni
- HBS Fellows
- Boston CoC Executive Leadership Institute
- LeadBoston

Stakeholders:
- UMB CSP
- Leadership Council
- Industry
  - Retail
  - Healthcare
  - Hospitality
  - Food Service

Educate ... Engage ... Effect
Expanding the Impact of the Merging Knowledge Process

**Project Sponsor:** Center for Social Policy: Julia Tripp & Donna Friedman
ATD: Guillaume Charvon, Virginie Charvon, & Susie Devins

**Project Presenter:** Brianna DeGennaro, Federal Reserve Bank of Boston

**Project Team Members**
- Regine Chrispin
- Colleen Doherty
- William Stout
- Metropolitan Boston Housing Partnership
- Eastern Benefits Group
- EMC
Situation

Merging Knowledge:

Engage in meaningful discussion and sharing of experiences with the business community (“Emerging Leaders”) and those living in poverty (“Constituent Advisors”) to bridge the knowledge gap on the causes and implications of poverty.
Discussions with Constituent Advisors

- Stereotypes
- “cliff effect”
- shame and social stigma
- “crabs in a barrel”
- personal choice
- “cement shoes”
Leverage positions of authority to make hiring decisions through a new lens.

Jobs can be opportunity-seeking versus risk-avoiding, resulting in a win-win for business value and social good.
Think College: Laying the Groundwork for Sustainability and Impact

**Project Sponsor:** Think College, Institute for Community Inclusion, UMass Boston: Meg Grigal & Debra Hart

**Project Presenter:** Andrew Vebber, Santander

**Project Team Members**
- Alaina Coppola, Massport
- Joe LaVita, Blue Cross Blue Shield of Massachusetts
- Sue Pitsios, Comcast
- Haider Raza, Citizens Bank
Project Sponsor and Task

▸ What is Think College?
  ▸ Think College, based at UMass Boston’s Institute for Community Inclusion, is the nation’s leading authority on inclusive higher education. Currently a federal grant funded organization, their mission is to create inclusive college experiences that will result in competitive employment for people with intellectual disabilities.

▸ What is Think College’s Vision?
  ▸ To engage in broader systems change initiatives by engaging with private funders focused on inclusion, social justice, higher education and diversity goals to enhance and expand inclusive higher education policy and practices throughout the country.

▸ What did Think College ask of our team?
  ▸ Think College would like to build a member network to diversify funding streams so it can focus more on awareness and serving a broader target group.
Project Actions

▸ Started by clarifying Think College’s vision to understand where they wanted to go

▸ Open and honest collaboration with sponsor to create deliverables that best used our skills to assist their vision

▸ Understanding that the Think College management team is out of state we used regular emails and scheduled conference calls to drive progress on deliverables

▸ Met weekly as project team to assign tasks and roles on deliverables to drive accountability for each member of the team
Project Results

▸ Executed a Public Service Announcement (PSA) that will air at least 30 times per month across New England

▸ Started a database of targeted audiences and contacts

▸ Created an opportunity for knowledge sharing with a “like” organization to leverage best practices

▸ Provided feedback on website layout and design

▸ Improved materials and funding guidance

▸ Greater awareness of the organization and mission
The PSA

THINK_COLLEGE_PSAs  Mon Mar 30 2015

THINK_COLLEGE_PSA01_1.m

THINK_COLLEGE_PSA03_1.m

THINK_COLLEGE_PSA02_1.m
Raising Awareness and Combatting Postpartum Depression

**Project Sponsor:** State Rep. Ellen Story, State Senator Thomas McGee, State Senator Joan Lovely, & State Senator Bruce Tarr

**Project Presenter:** George Atanasov, ML Strategies

**Project Team Members**
- Christina DeGroote, Suffolk Construction
- Ayoka Drake, Massachusetts Supplier Diversity Office
- Marissa Ferber, Cradles to Crayons
- Erica Smith, Massachusetts Convention Center Authority
- Michael Visocchi, Comcast
Project Sponsor and Task

• Special Commission on Postpartum Depression
• Created by statute in 2010
• Consists of 34 members
• Responsible for providing guidance and advice regarding PPD, a form of clinical depression affecting 1/7 moms, to the Governor, Legislature and Secretary of HHS
  • Assess current research
  • Review current screening policies and practices
  • Prevention, detection and treatment
  • Promote greater public awareness (a.k.a. The Ask)
The Project Actions

- Research, research, research
- Brainstorming sessions
- Consult with experts, including the Commission
- Professional marketing research survey
- Survey analysis, messaging tests, creative
Project Results

- PPD is widely misunderstood
- Doctors have an unfair responsibility
- Taxpayers expect state funding
- Detection goes beyond the mom
- Too many gaps in education
- PPD goes unreported too often
- Decentralization is a challenge…
  …and an opportunity
- Financial resources are needed to launch an effective marketing campaign, but the results could be life- and cost-saving
Project Recommendations

**Create the Marketing Plan**
- Tactical strategy with formal recommendations
- RFP process with 3-5 agencies should funding get approved

**Launch an Advisory Board**
- To ensure progress past ELP’s involvement
- Goal of launching a marketing campaign in 2016

**Work on Creative Concepts**
- Share the research with creative agencies
- Create mockups of advertising for future campaign

**Share / Expand the Research**
- More data = higher validity
- Use the data to ask for state funding

**Attend PPD Awareness Day**
- June 29, 2015 at the MA State House
- ELP to have onsite presence to promote research and fundraising
Cradles to Crayons: Preparing for the Scale-Up

**Project Sponsor:** Cradles to Crayons: Ed Fox, Sharon Reilly, & Anne Bonner

**Project Presenter:** Ken Roberts, Santander

**Project Team Members**

Michael Abdelahad  
Joe Allen-Black  
Yogi Bundela  
Catherine Z. Collins  
Michelle Landers  

Partners Community Physicians Organization  
Palantir.net  
Neighborhood Health Plan  
John Hancock Life Insurance Company (USA)  
ULI Boston/New England
Project Task

- To develop a strategic framework for identifying & evaluating potential locations for Cradles to Crayons (C2C) expansion

- Apply this framework to Massachusetts communities outside of C2C’s current service area

- Identify locations with the greatest opportunity to serve more children by connecting communities that have with communities most in need

- Provide a critical data driven model that allows for focused decision making during the expansion process locally and nationally
Key Project Actions

- Team Alignment
  - Defining the clear objectives, in-scope, out-of-scope items
- Project Research
  - Volunteering to learn and understand the operations

- Project Execution
  - Develop Weighted Scorecard
- Project Deliverables
  - Presentation to Cradles to Crayons Board
Key Project Results

- Created tool C2C can use for scale-up decisions in Massachusetts and can also be utilized in other geographic areas
- C2C leadership is using the ELP project to apply for a grant to help fund expansion and scale up
Distilling and Highlighting Best Practices in Employer Disaster Preparedness and Recovery

**Project Sponsor:** Massachusetts Business Roundtable: Chris Kealy
FEMA: Bruce Brodoff

**Project Presenter:** Ben Sheehan, Eversource

**Project Team Members**

- Shana Bellus  
  Tufts Medical Center

- Susan Cushing  
  Santander

- Tara Fulton  
  Blue Cross Blue Shield of Massachusetts

- Doug Ware  
  Suffolk Construction
The Project Task

**Distill and highlight the best practices in disaster preparedness** and recovery planning among employers across Massachusetts. The project will also explore ideas to strengthen awareness for businesses, employees and communities to be better prepared for all types of disasters.

**Project Goals:**

- **Conduct Interviews** with business organizations to understand the current landscape.

- **Examine Data and Develop Case Studies** to showcase the challenges with preparedness planning as well as spotlighting success stories that serve as models for businesses and communities to follow.

- **Produce a Best Practices Report** that highlights and promotes preparedness planning at employers from a variety of industry sectors across the state.

- **Promote Diverse Models** for disaster preparedness and recovery planning through significant employer engagement with employees and leaders at the local and state levels.
Project Actions

Planning
• Identified case studies (Internal/External)
• Developed structured questions
• Assessed and distributed work effort

Execution
• Facilitated interviews
• Shared feedback and lessons learned
• Provided sponsors with status updates

Ongoing Communication
Maintain Trust

Active Collaboration ➔ Functional Mobility ➔ Ongoing Communication ➔ Maintain Trust
Project Results

Planning  Leadership  Communication  Collaboration  Culture
Lessons Learned about Collaborative Leadership