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### Benchmarking, Brokering, and Branding: Resources for Success Across Sectors

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# Benchmarking, Brokering, and Branding

*Resources for Success Across Sectors*

2016 Emerging Leaders Program Team Project Presentations

Wednesday, June 22, 2016

8:00 – 10:30 am

Snowden Auditorium, Wheatley Hall

University of Massachusetts Boston

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CENTER FOR COLLABORATIVE LEADERSHIP

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## *Executive Report*

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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 2016 Emerging Leaders Program worked with seven community partners on projects of strategic importance to these non-profit and government organizations. The fellows brought professional skills from their careers – spanning finance, IT, marketing, and more – and often worked across disciplines at their learning edge as well. The fellows and partners start by refining the projects to a feasible and meaningful scope, then through a wide range of data collection and analysis activities, achieve results and recommendations. This year’s theme is “**Benchmarking, Brokering, and Branding: Resources for Success Across Sectors,**” which recognizes that the fellows’ social capital and ability to step back and take a wide comparative view provided new resources to their partners, from new infographics to new grants to new partnerships to new identities.

Our seven partners, also called “project sponsors,” are listed below, in the order of the presentation. One member from each of the project teams – which numbered 4 to 7 members – will be the spokesperson for that team’s work.

- **Massachusetts Business Roundtable & Retailers Association of Massachusetts**
- **Boston Municipal Research Bureau**
- **Center for Social Policy**
- **Boston Athletic Association**
- **Tech Networks of Boston**
- **Italian Home for Children**
- **Generation Citizen**

The projects and some highlights of each project’s approach and findings follow:

**Massachusetts Business Roundtable & Retailers Association of Massachusetts: *Benchmarking Costs & Challenges for Businesses Seeking to Hire Talented Workers in Massachusetts.*** Massachusetts is an expensive state in which to do business. This project compared Massachusetts to key competitor states on several dimensions related to the costs of pay and benefits for employees. The team created dashboards and infographics to support businesses to share with government and other stakeholders.

**Boston Municipal Research Bureau: *Proposing a Professional Compensation System for Public School Teachers.*** The public and policy makers are attentive to compensation systems that will attract and retain teachers and recognize and reward excellence. This project involved scanning other urban school districts for best practices, as well as contextualizing the compensation system among other school costs. The team gained and shared an appreciation for the challenges and opportunities in urban public education.

**Center for Social Policy: *Addressing Poverty Through Employment.*** This project builds on the work of previous cohorts of ELP fellows. The project involved connecting with people who had lived in poverty to appreciate their aspirations, the skills they could bring to jobs, and the barriers to employment. The project advanced the design of an executive education program to bring a wide array of collaborative leaders into problem-solving and opportunity creation so that more people can move from poverty to employment.

**The Boston Athletic Association: *Funding Diversification for Scale-Up.*** The Boston Athletic Association is well-known for the Boston Marathon, yet the organization produces an array of lesser known community programs. This project focused on seeking new avenues for funding to increase the participation and impact of community programs. The team proposed three new opportunities that could engage and serve the community to advance the missions of the Boston Athletic Association with fitness and health.

**Tech Networks of Boston: *Meeting the Technology Needs of the Non-Profit Sector.*** Many non-profit organizations cannot support their own IT department, even as the non-profit sector becomes more data intensive. This project determined market demand for a shared-services data analytics and business intelligence vendor to service Greater Boston's non-profit organizations. Survey results show areas of opportunity.

**Italian Home for Children: *Developing a Platform for Positive Organizational Story-Telling.*** The rich history of the Italian Home for Children found in its archives and photos can, and should, be preserved—as these are often the only tangible pieces of the childhoods of its former residents and clients. This project involved assessing the mechanisms and opportunities for the preservation of memories, namely through digital asset management. The project team also brokered a grant from the Red Sox Foundation to support the work.

**Generation Citizen: *Expanding Civic Education.*** Generation Citizen was interested in expanding its civic engagement curriculum from Greater Boston to Greater Massachusetts. The project team helped keep the expansion strategy but identified a more feasible venue for expansion, by partnering with the Boston Catholic Schools Network. The alignment of mission and curriculum will position this partnership for success.

**UMass Boston Emerging Leaders Program  
Team Project Presentation  
June 22, 2016**

***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  
College of Management University of Massachusetts Boston
- 8:21 – 9:16 Team Presentation by:  
Liz Higgins, Blue Cross Blue Shield of Massachusetts  
Maryanne Basler, Blue Cross Blue Shield of Massachusetts  
Kristen Koch, Brigham and Women’s Hospital  
Nicholas Lombardi, Greater Media Boston  
Leah Leahy, TD Garden  
Stephanie Maneikis, Boston Red Sox  
Halley Smith, MassBio
- 9:16 – 9:46 Panel discussion by:  
Ellen Clegg, The Boston Globe  
Cynthia Orellana, University of Massachusetts Boston  
Fred Ramos, State Street Bank  
David Leonard, Boston Public Library
- 9:46 – 10:06 Discussion and Audience Q & A
- 10:06 – 10:11 Perspective on Regional Impact  
Atyia Martin, City of Boston
- 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 and 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.



**Ellen Clegg**, Editorial Page Editor for *The Boston Globe*, oversees the Globe's editorials and opinion columns. In more than three decades at the Globe, she has overseen the Sunday paper, edited regional news, and directed health and science coverage. In between stints in the newsroom, she was executive director of communications at the Globe and president of the Boston Globe Foundation. She was also a science writer for several years at the Broad Institute of MIT and Harvard. She is a graduate of the University of Missouri.



**Cynthia Orellana** recently joined the University of Massachusetts Boston (UMB) as the Director of the Office of Community Partnerships, which seeks to identify, strengthen, and create collaborative community partnerships that advance the University's mission as Boston's public research institution. Prior to joining UMB, Cynthia served as the Assistant Commissioner for Access and Success Strategies at the Massachusetts Department of Higher Education (DHE), and a senior member of the Academic Affairs and Student Success Division. In this role she led strategic policy projects and initiatives to increase college readiness and college going rates of the Commonwealth's students, particularly first-generation to college, low-income and under-represented students. Cynthia also served as Director of the Commonwealth Corps in the Office of Governor Deval Patrick, where she promoted civic engagement through grassroots governance projects as well as managed the Governor's cornerstone civic engagement initiative - *The Commonwealth Corps*. Cynthia's professional experiences include community organizing and advocacy, community development, politics and campaigns, governance, social policy, and development of startup initiatives. She holds a M.A. in Urban and Environmental Policy and Planning from Tufts University and a B.S. in Political Science from Northeastern University.



**Fred Ramos** manages the Structured Products Group at State Street Bank, under which: a) funding facilities are provided to municipalities and investment managers of tax-exempt bond funds; and b) stable value wrap contracts are written in support of bond funds in 401(k) retirement savings plans. He is also a member of State Street's balance sheet strategy management group. Fred previously structured securitization transactions for State Street in the U.S., Europe and Australia, and started his professional career as a mutual fund accountant at Shawmut Bank. He holds a B.S. in Biology from St. Lawrence University and an M.B.A. in Finance from Boston University. Fred lives with his partner Bob and their two children in Needham, and serves on the Board of Trustees for the Charles River School in Dover.



**David Leonard** is the recently appointed President of the Boston Public Library. Prior to his appointment, he was the Interim President and Director of Administration and Technology. He was first hired as the Chief Technology Officer in 2009. David recently began a PhD program in Library Information Science at Simmons College.

Prior to the Boston Public Library, David initially pursued an academic career, transitioned to the non-profit sector and then spent ten years in the private IT consulting world in roles that spanned business development, management and technology consulting, working on both strategic and tactical projects and services. David holds a Bachelor's Degree in Philosophy and Mathematics and a Master's Degree in Philosophy from the University College Dublin. He originally came to Boston for post graduate work in the Philosophy doctoral program at Boston College.

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



## Perspective on Regional Impact



**Dr. Atyia Martin** is a Certified Emergency Manager (CEM) with a diverse set of experiences in emergency management, intelligence, and homeland security. Mayor Martin J. Walsh appointed her as the Chief Resilience Officer for the City of Boston as part of the 100 Resilient Cities initiative pioneered by the Rockefeller Foundation. In this role, she is responsible for leading the development and implementation of Boston's Resilience Strategy. Boston will focus on advancing racial equity as the foundation of the Resilience Strategy process to increase our shared ability to thrive before and after emergencies. Boston will use a whole community,

collective impact approach to partner with city agencies, civic organizations, residents, community and faith-based organizations, businesses, and philanthropy to develop, implement, and track the progress of Boston's Resilience Strategy.

Dr. Martin has served as adjunct faculty in the Master of Homeland Security at Northeastern University focusing on continuity of operations and critical infrastructure. She was most recently the Director of the Office of Public Health Preparedness at the Boston Public Health Commission. Among her previous positions, she served as a Senior Analyst and later the Homeland Security Supervisor and Acting Director at the Boston Regional Intelligence Center at the Boston Police Department. Additionally, Dr. Martin served as a regional planner for the City of Boston's Mayor's Office of Emergency Management where she coordinated critical infrastructure and information sharing projects for the Urban Area Security Initiative Homeland Security Grant Program. In this role, she also managed public-private partnerships, emergency notifications, and emergency operations planning. She was also a civilian at the Federal Bureau of Investigations (FBI) in the Boston Field Intelligence Group and active duty Air Force assigned as a Serbian/Croatian linguist and analyst to the National Security Agency.

Dr. Martin holds an Associate of Arts in Serbian Croatian from the Defense Language Institute (DLI), Bachelor of Science from Excelsior College, a Masters in Homeland Security Leadership from the University of Connecticut, and a Doctorate in Law and Policy from Northeastern University. She is also a certified Emergency Medical Technician and a Basic Life Support Instructor. Dr. Martin and her husband were born and raised in Boston where they currently live. They have five children: Sonja, Ryan, Raekwon, Roy Jr., and Sharoya.



## Guest List as of 6/17/2016

<b>First Name:</b>	<b>Last Name:</b>	<b>Company:</b>
<b>Morenike</b>	Adetula	Marsh & McLennan Agency
<b>Adanta</b>	Ahanonu	Year Up
<b>Timothy</b>	Anderman	Blue Cross Blue Shield of Massachusetts
<b>Keila</b>	Barros	Suffolk Construction
<b>Julie</b>	Battisti	Bay Cove Human Services
<b>Karalyn</b>	Bere	Tufts Medical Center
<b>R. Kelly</b>	Cameron	Northeastern University
<b>Karen</b>	Carbone	Eastern Bank
<b>Darren</b>	Carmon	State Street Corporation
<b>Philip J.</b>	Carver	University of Massachusetts Boston
<b>Rachel</b>	Chisholm	Blue Hills Bank
<b>Anna</b>	Christo	MassBio
<b>Cathal</b>	Conlon	New England Revolution
<b>Roxann</b>	Cooke	Eastern Bank
<b>Susan</b>	Crandall	Center for Social Policy
<b>Nicole</b>	Devlin	Boston Athletic Association
<b>Alison</b>	Doherty	State Street Bank
<b>Ken</b>	Duckworth	BlueCross and BlueShield of Massachusetts
<b>Erin</b>	Duggan	Massachusetts Eye and Ear
<b>Shauna</b>	Elliott	Boston Globe
<b>Deborah Elizabeth</b>	Finn	Tech Networks of Boston
<b>Tom</b>	Grilk	Boston Athletic Association
<b>Julie</b>	Gehring	Mother Caroline Academy and Education Center
<b>Elizabeth</b>	Higgins	BlueCross and BlueShield of Massachusetts
<b>Su</b>	Joun	Blue Cross Blue Shield of MA
<b>Carole</b>	Jurkiewicz	University of Massachusetts Boston
<b>Chris</b>	Kealey	Mass Business Roundtable
<b>Mark</b>	Kenyon	University of Massachusetts Boston
<b>Douglas</b>	Kimble	Suffolk Construction
<b>Kristen</b>	Koch	Brigham and Women's Hospital
<b>Katya</b>	Kumar	Year Up
<b>Cheuk</b>	Lam	The Boston Globe

<b>Winston</b>	Langley	University of Massachusetts Boston
<b>David</b>	Leonard	Boston Public Library
<b>Rafe</b>	Lewis	The Boston Company
<b>Colleen</b>	Locke	University of Massachusetts Boston
<b>Sarah</b>	MacDonald	MassBio
<b>Andrea</b>	Macone	University of Massachusetts Boston
<b>Reynold</b>	Maughn	Boston Fire Department
<b>Katelyn</b>	Mazuera	Eversource Energy
<b>Peter</b>	Milczarek	Santander
<b>Zakiya</b>	Ming	Massachusetts Port Authority
<b>Amy</b>	Mulligan-Capocci	John Hancock
<b>Jennifer</b>	Nestor	Blue Cross Blue Shield of Massachusetts
<b>David</b>	Parenteau	Suffolk Construction
<b>Kevin</b>	Patel	Zipcar
<b>Denison</b>	Penney	Tufts Medical Center
<b>Elise</b>	Porter	Beth Israel Deaconess Medical Center
<b>Amanda</b>	Potter	Mass General Hospital Youth Programs
<b>Gillian</b>	Pressman	Generation Citizen
<b>Bill</b>	Rennie	Retailers Association of Massachusetts
<b>Brianna</b>	Roche	EMPath (formerly Crittenton Women's Union)
<b>Dylan</b>	Semple	The Boston Company Asset Management, LLC
<b>Chris</b>	Sinclair	The Anthem Group
<b>Trevor</b>	Tessin	Eversource Energy
<b>Sam</b>	Tyler	Boston Municipal Research Bureau
<b>Crystal</b>	Valencia	University of Massachusetts Boston
<b>Suzanne</b>	Walmsley	Boston Athletic Association
<b>Heather</b>	Whitney	University of Massachusetts Boston
<b>Deanna</b>	Yameen	Massasoit Community College
<b>Helen</b>	Ye	HSBC Bank USA
<b>Gene</b>	Yoon	Boston Globe Media
<b>Joanne</b>	Young-Small	AlliedBarton Security Services

***"The Roundtable's current ELP team delivered exactly what we envisioned. They were responsive, thorough, professional and delivered a product that will help advance our mission of making Massachusetts a highly-desirable place to do business."***

***-Massachusetts Business Roundtable Executive Director JD Chesloff***

**THE CENTER FOR COLLABORATIVE LEADERSHIP  
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