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
Changing the Face of Leadership
## 2016 Project Sponsors

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<tr>
<th>Massachusetts Business Roundtable &amp; Retailers Association of Massachusetts</th>
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<td>Boston Municipal Research Bureau</td>
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<td>The Boston Athletic Association</td>
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<td>Tech Networks of Boston</td>
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<td>Italian Home for Children</td>
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<td>Generation Citizen</td>
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Emerging Leaders Program Class of 2016
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<th>Presenter</th>
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<td>Liz Higgins</td>
<td>Blue Cross Blue Shield of Massachusetts</td>
<td>Mass Business Roundtable &amp; Retailers Association of Massachusetts</td>
<td>Benchmarking Costs &amp; Challenges for Businesses Seeking to Hire Talented Workers in Massachusetts</td>
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<td>Maryanne Basler</td>
<td>Blue Cross Blue Shield of Massachusetts</td>
<td>Boston Municipal Research Bureau</td>
<td>Proposing a Professional Compensation System for Public School Teachers</td>
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<td>Kristen Koch</td>
<td>Brigham &amp; Women’s Hospital</td>
<td>Center for Social Policy</td>
<td>Addressing Poverty Through Employment</td>
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<td>Nicholas Lombardi</td>
<td>Greater Media Boston</td>
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<td>Leah Leahy</td>
<td>TD Garden/Boston Bruins</td>
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<td>Meeting the Technology Needs of the Non-Profit Sector</td>
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<td>Stephanie Maneikis</td>
<td>The Boston Red Sox</td>
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<td>Developing a Platform for Positive Organizational Story-Telling</td>
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<td>Halley Smith</td>
<td>MassBio</td>
<td>Generation Citizen</td>
<td>Expanding Civic Education</td>
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</table>
For each project, you will learn about:

- The project sponsor
- The goals and scope
- The activities and methods
- The findings and recommendations
In the closing segment we will address:

*What insights about Collaborative Leadership have you gained from these experiences?*
Benchmarking Costs & Other Challenges for Businesses Seeking to Hire Talented Workers in Massachusetts

**Project Sponsor:** Mass Business Roundtable & Retailers Association of Massachusetts

**Project Presenter:** Liz Higgins, Blue Cross and Blue Shield of Massachusetts

**Project Team Members**

- Alison Doherty, State Street Bank
- Liz Higgins, Blue Cross and Blue Shield of Massachusetts
- Brooke Hynes, Tufts Medical Center
- Shannon Mahoney, Blue Hills Bank
- Andrew Veroneau, Rand Whitney Container
- Helen Ye, HSBC
Project Goal

Benchmarking Costs & Other Challenges for Businesses Seeking to Hire Talented Workers in Massachusetts

- Identify key competitor states
- Identify costs to include in state comparisons
- Conduct research
- Benchmark MA’s competitiveness
- Deliverables to highlight costs of hiring workers in MA
  - Areas where MA is an outlier and where a leader
- Develop data dashboards and infographics
- Develop recommendations for policy interventions that could improve business climate
Methodology

- Sought feedback from sponsors on most important objective they were looking to achieve
- Presented different options to sponsors to determine appropriate scope and deliverables
- Broke up work into sections & took assignments
  - General Research
    - Online
    - Interviews
  - Data Analysis & Trend
  - Creation of collateral
  - Editing
  - Presenting
- Accountability & responsibility from all team members
- Communication was key to success
Project Outcome & Recap

**Findings**
- It is expensive to do business in Massachusetts
- Massachusetts sits in the top expense tier in many key areas
- The business climate is always changing: Each year there are new challenges for business owners

**Results**
- Developed collateral for MBR & MRA to bring to different types of forums
- Developed content for MBR & MRA to use on social media outlets
- Created easy-to-use templates for MBR & MRA to apply to different topics in the future
## Comparison

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**University of Massachusetts Boston Emerging Leaders Program 2016**
Proposing a Professional Compensation System for Public School Teachers

Project Sponsor: Boston Municipal Research Bureau

Project Presenter: Maryanne Basler, Blue Cross Blue Shield of Massachusetts

Project Team Members

Maryanne Basler  Blue Cross Blue Shield of Massachusetts
Steve Bickerton  City of Boston
Erin Duggan  Massachusetts Eye & Ear
Sherine Ford  Harvard Pilgrim Health Care
Peter Milczarek  Santander
BMRB’s Mission

“The Research Bureau is an independent, member-supported, non-partisan research organization, established in 1932 to provide objective and impartial research and policy analysis in order to promote more efficient, effective and responsible government for the City of Boston. The Research Bureau is concerned with significant issues of public policy and management affecting the City of Boston.”
Project Goal - Develop recommendations for a performance based compensation system for teachers in the Boston Public School System (BPS)

- Allocate significant resources to benefit students
- Reward effective, high-performing teachers in Boston and provide incentives to improve teaching skills throughout career
- Highlight potential positive impact to budgets

Project Collaboration & Methodologies

- Overview from Research Bureau’s perspective of current state of BPS
- Reviewed research publications (newsletters, reports, etc.)
- Meetings with key stakeholders
- Self-conducted research
School Districts Researched

Results of new compensation model implementations:

- All teachers received an average of $3K for start of new system
- 92% of teachers received a larger increase under new system
- Starting salary raised by 10% and maximum salary increased by 6%
- Teacher reaction is varied and not everyone is pleased
- Very little hard evidence to show that Baltimore has improved academics with this revamped pay structure
- No completed studies on whether the best teachers were retained
- Not many lead teachers are selected to hold these jobs primarily because principals have to budget for them and give them 3/4th release time

10 districts reviewed for success measures:

- Compensation based on roles, responsibilities and effectiveness
- Align starting salaries with market
- Use compensation to attract teachers to hard-to-fill positions/schools
- Accelerate the timeline for teachers to earn maximum salary
- Offer teachers an opportunity to opt-into new system
Key Findings
Challenges Unique to Boston

- Current compensation structure values tenure/seniority vs performance/students
- Collective bargaining prolongs implementation of alternative compensation models
  - Contentious contract negotiations
- Capacity vs. Demand
  - Need to “right size” the district
  - Staffing of empty seats cost $21.5MM in 2015

Transportation Costs 100MM/Y

Under capacity cost 21.5MM in 2015

Tenure vs Student progression

Political Implications

Collective Bargaining

Staffing of empty seats cost $21.5MM in 2015
Recommendations

The Project

- Mutually agreeable system – collaborative process
  - Integrate teachers, union officials and parents into build of new system
- Utilize best-in-class performance models from other industries to develop prototype for BPS
- Reallocate budget dollars
  - Transportation
  - Under-utilized schools
- Grandfathering clauses / Opt-in solutions
- Proactive implementation of compensation system at underperforming schools
Addressing Poverty Through Employment

**Project Sponsor:** The Center for Social Policy at UMass Boston

**Project Presenter:** Kristen Koch, Brigham and Women’s Hospital

---

**Project Team Members**

- Julie Battisti  |  Bay Cove Human Services
- Julie Gehring  |  Mother Caroline Academy
- Kristen Koch   |  Brigham and Women’s Hospital
- Heather Lacey  |  Legal Sea Foods
- Zakiya Ming    |  Massport
- Andy Ravens    |  Eastern Bank
- Tchad Rogers   |  New Node
Our goal was to explore the possibility of creating an academic program that would educate managing professionals with regard to recruiting, retaining and developing individuals who are/have experienced poverty.
Project Journey – Methodology

▸ Our team focused on:

▸ Researching existing, similar poverty centric programs at other US universities and local community based organizations (CBO’s) who offer similar training curriculum.

▸ Conducted in person interviews and facilitated group discussions to identify the socio-economic barriers to employment when living in poverty.
Project Deliverables

▸ A reference tool highlighting existing seminar series as sponsored by Universities across the US and local community based organizations. Tool includes potential curriculum and funding sources.

▸ Raw data compiled from interviews and KJ Exercise with individuals who are/have experienced poverty.

▸ A detailed PowerPoint deck that incorporates all of our research, findings and final recommendation.
KJ Exercise – Outcomes

- Stereotyping & Bias
- Culture & Racial Bias
- Skill Building
- Work Schedule Challenges
- Life Barriers
- Value of Lived Experience and Access to Opportunity
Team Recommendation

Offer a free seminar series as a pilot program that addresses the socio-economic barriers around employment with eye toward creation of a privately paid executive training program that targets managing professionals within the retail, hospitality and medical care industries.
Funding Diversification for Scale-Up

**Project Sponsor:** The Boston Athletic Association

**Project Presenter:** Nicholas Lombardi, Greater Media Boston

**Project Team Members**

- Nicholas Lombardi, Greater Media Boston
- Katelyn Mazuera, Eversource Energy
- Antonio Martinez, Santander
- Denison Penney, Tufts Medical Center
- Amanda Potter, Mass General Hospital
- Chris Renfro, State Street Corporation
Funding Diversification for Scale-Up

BOSTON ATHLETIC ASSOCIATION
Sponsor: Boston Athletic Association (B.A.A.)

Mission Statement: Established in 1887, the Boston Athletic Association (B.A.A.) is a 501(c)(3) non-profit organization with a mission of promoting a healthy lifestyle through sports, especially running.

Sponsor’s Objective: Advance the mission by expanding Community Service Programs

Project Task: Determine whether philanthropic fundraising is a viable option for the B.A.A., and if so, provide recommendations on how the fundraising could be structured
Boston Marathon

Youth Relay Challenge

Dimock Center Walk/Run

Cross Country Meets

5K & Half Marathon

Funding need for community events
Project Deliverables

Project activities include the following:

- Research on funding mechanisms of similar organizations
- Development of strategies to support the vision with funding mechanisms
- Presentation to sponsor on research and identified strategies
- Final presentation of deliverables
Project Outcomes & Recommendations

**B.A.A. Marathon Charity Team**
- Designate 20 marathon bibs for a B.A.A. charity team
- Benefits: Leverages existing charity program and close marathon connection
- Challenges: Potential need to reduce allocation to other charities, staff resources required to manage

**“Runch Club”**
- Establish lunchtime running clubs across local businesses
- Benefits: Expand B.A.A. brand and community presence in a way that is aligned with core mission of health and wellness
- Challenges: Staff resources and volunteers required to establish and maintain program

**B.A.A. Ambassador Training Program**
- Establish training program in Boston for novice runners with B.A.A. course app
- Benefits: Engages runners in Boston while demonstrating the B.A.A.’s runner expertise
- Challenges: Staff resources required to establish and maintain program, course training would require set up and partnership
Meeting the Technology Needs of the Non-Profit Sector

**Sponsor:** Tech Networks of Boston (“TNB”)

**Presenter:** Leah Leahy, Boston Bruins & TD Garden

**Project Team Members:**

- Carlo Dela Cruz
  - Federal Reserve Bank of Boston
- Blessing Dube
  - Institute for Community Health
- Leah Leahy
  - Boston Bruins & TD Garden
- Raphael Lewis
  - The Boston Company Asset Management
- Angela Rabanal
  - Santander
Situation/Task

**Situation:**
Tech Networks believes Boston-area non-profits are struggling to provide value-added data for grant- and fund-making organizations.

- TNB provides Information Technology services to Greater Boston non-profits
- TNB wants to branch into Data Analytics and B.I. for non-profits to help them
- Initial ask: Determine feasibility for a Massachusetts Institute of Non-Profit Technology to fill the perceived skills gap
- Through collaborative discussion, the focus was refined

**Task:**
Determine market demand for a shared-services data analytics and business intelligence vendor to service Greater Boston’s non-profit organizations.
Key Project Actions

- Interview a select group of TNB clients
- Interview a select group of grant- and fund-making organizations
- Develop & disseminate a non-profit survey informed by the interview results
- Analyze & triangulate results and make recommendations
Results

From Survey.....

Is there need for a person formally trained in technology and outcomes measurement? (n=34)

- Yes: 67.7%
- No: 32.4%

Does nonprofit engage in outcomes measurement? (n=36)

- Yes: 69.4%
- No: 30.6%

Data staff is adequately sized to meet technology needs? (n=36)

- Yes: 80.6%
- No: 19.4%

- NFPs have inadequate staff to meet technology needs
- Majority NFPs engage in outcomes measurement
- They see need for a person formally trained
Recommendations

#1: Filling the gap!
87% of the NFPs see the need for a formally trained data professional

#2: Start Close To Home
More than 70% of the NFPs in the greater Boston Area would consider engaging a Tech expert on a part-time or shared basis.
Developing a Platform for Positive Organizational Story-Telling

**Project Sponsor:** Italian Home for Children

**Project Presenter:** Stephanie Maneikis, Boston Red Sox

**Project Team Members**

- Thomas Desrosiers: Eversource Energy
- Tom Lane: Mass Eye & Ear
- Stephanie Maneikis: Boston Red Sox
- Scott Melton: Santander
- Elise Porter: Beth Israel Deaconess & Medical Center
- Marissa Varney: Zipcar
Italian Home for Children (IHC)

- **History of IHC**
  - North End roots
  - Influenza Epidemic
  - Clinical and Educational Services

- **Programs and Services**
  - Campus-based programs
  - Outreach programs
  - Outpatient mental health
The Ask versus The Result

**VP of Engagement**
- Preservation of artifacts
- Dedicated “museum” space
- “Memory lane” for former members

**IHC Chief Executive Officer**
- Focus on mental health issues
- Nationwide effort for mental health awareness

- Archival of Information
- Utilize software application support
- Written healthcare policies
- Individual IHC project support
Project Deliverables and Outcomes

Goal 1: Identify potential partner(s) to support ongoing work
Boston Public Library/Digital Commonwealth: As a member, can have up to 5,000 pieces a year digitized

Goal 2: Provide recommendations on cataloging material
Off-the-shelf Digital Asset Management (DAM) software that digitally stores and archives media information for IHC to consider
Project Deliverables and Outcomes

Goal 3: Assist IHC in drafting policy for recording and storing images of current and future clients
Developed framework of issues for IHC to consider as well a few sample polices and release forms

Goal 4: Identify grants or potential sources of funding to offset the cost of this work
Red Sox Foundation targeted grant secured
Expanding Civic Education

Project Sponsor: Generation Citizen

Project Presenter: Halley Smith, MassBio

Project Team Members:
Adanta Ahanonu Year Up
Meredith Barron Boathouse Group
Matthew Campion Federal Reserve Bank
Eric Moakley Brightcove
Halley Smith MassBio
Situation: Who is Generation Citizen?

Mission:
Generation Citizen (GC) works to ensure that every student in the United States receives an effective action civics education, which provides them with the knowledge and skills necessary to participate in our democracy as active citizens.

Task: Expand from GC Boston → GC Massachusetts

Team Objectives to Achieve GC Goals:
1. Conduct community need analysis
2. Assess models of scale
3. Research MA civics education policy
4. Gain a deeper understanding of GC by engaging with students
Original Plan: Expand into Worcester

- Became clear it was too large of an undertaking for the length of our program

- Opted to bring forward a more **tangible, attainable growth strategy**
New Plan: Help Generation Citizen Expand into Boston Catholic Schools Network

- Establish a partnership with other mission-focused community based networks
- Create new relationships whose reach extends beyond Boston
- Leverage the passion of others to provide sustaining demand generation
- Break the high-touch tactical model to open scaling opportunities

**Shared**
- Mission Driven
- Enhanced Education
- Civics Engagement
- Equal Opportunity (Closing the divide)
Conducted Key Stakeholder Interviews to Uncover Opportunities

### MESSAGING
- Ensure clear understanding of Generation Citizens program deliverables on their website

### “THE NEW AMERICAN”
- Not currently connecting the value civics empowerment to the volume of immigrant students in schools
- Should be a part of the GC pitch
- Up to 26 different language spoken at home

### GEOGRAPHIC OPPORTUNITY
- CCS has already expanded to towns like Lawrence and Brockton
- Successful partnership would allow for additional expansion from GC Boston to GC Massachusetts, aligning with GC’s business goals

### CUSTOMIZED PILOT
- For CCS:
  - Combination of college-student and teacher-led classes
  - Need more tangible success metric/assessment
Efforts Underway:

Audit of Current Generation Citizen Website Messaging
& Future Recommendations

- Overall target audience focus/clarity
- Refinement of mission
- Communication around success metrics/measurement

Facilitate Future Partnership with Campaign for Catholic Schools

- Pilot program in 1-3 middles schools in 2017 (2016 budgets already determined)
- Boston/Lawrence/Brockton

Customized Pilot

- Propose GC create hybrid model that combines a teacher-led course, bringing in college students to lead some segments throughout semester
- Put assessment tests in place
  - Create basic pre and post test to measure students knowledge before and after completion of program
  - Use results to pitch expansion of partnership and program to more schools
What insights about Collaborative Leadership have you gained from these experiences?