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Collaborative Leadership in Action

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Collaborative Leadership in Action

A Public Symposium

2017 Emerging Leaders Program Team Project Presentations
Monday, June 19, 2017
8:00 – 10:30 AM

Ballroom A & B, Campus Center
University of Massachusetts Boston

CENTER FOR COLLABORATIVE LEADERSHIP
**Executive Report**

The Emerging Leaders Program (ELP) is the flagship offering of the Center for Collaborative Leadership, which also offers resources to inspire the continuous professional development of collaborative leaders. 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 46 ELP fellows in the 2017 cohort (the 16th cohort) worked with seven community partners on projects of strategic importance to these non-profit and government organizations. The fellows contribute their professional skills and discover collaborative leadership through practice. The theme of our public symposium is “Collaborative Leadership in Action.” The fellows will share their insights about what collaborative leadership involves – its challenges and benefits – and what they will take back to their workplaces. In their “project exhibits” – which we invite you to move around and explore – you can view the wide range of data, analyses, results, and recommendations created with and for the partners.

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.

- Boston Athletic Association
- Center for Social Policy at UMass Boston
- Institute for Community Inclusion
- Massachusetts Business Roundtable
- Center for Collaborative Leadership at UMass Boston
- Stop Handgun Violence
- Office of Diversity and Inclusion at UMass Boston

The projects’ purposes and the teams’ insights on collaborative leadership in action:

**Boston Athletic Association (BAA)**
Expand the work of BAA’s Community Service Program and investigate the development of an Ambassador Training Program and viable fundraising options.  
*Collaborative Leadership in Action: Operating with Limited Resources*

**Center for Social Policy (CSP)**
Conduct a strategic planning process and crystallize CSP’s value proposition within the ecosystem of research, capacity building, and social policy.  
*Collaborative Leadership in Action: Working with Diverse Stakeholders*
Institute for Community Inclusion (ICI)
Develop a proposal for sustainability of the Community Life Engagement Project, which aims to improve how people with intellectual and developmental disabilities experience a meaningful day, beyond the workplace, in their communities.
*Collaborative Leadership in Action: Managing Ambiguity*

Massachusetts Business Roundtable (MBR)
Interview senior business leaders and public officials as part of an evaluation of the Workforce Competitiveness Trust Fund, which funds workforce training partnerships to develop a pipeline of talent for jobs in demand.
*Collaborative Leadership in Action: Working in Areas Outside One’s Expertise*

Center for Collaborative Leadership
Conduct a competitive analysis, locally and nationally, of other leadership training programs and their offerings in the areas of professional development, thought leadership, and alumni relations.
*Collaborative Leadership in Action: Reflecting on Personal Leadership Styles & Experiences*

Stop Handgun Violence (SHV)
Determine how to influence state-level gun laws and policies, while researching Massachusetts as a successful model for creating effective public awareness, public safety, and legislation without banning guns.
*Collaborative Leadership in Action: Collaborating Across Differences*

Office of Diversity and Inclusion (ODI)
Assess the proposal to create a Center for Gender Equity on the UMass Boston campus, toward aligning fully with the inclusion and safety goals advanced in legislation (such as Title IX, the Violence Against Women Act, and the Clery Act).
*Collaborative Leadership in Action: Collaborating with Multiple Stakeholders*
Collaborative Leadership in Action  
UMass Boston  
Emerging Leaders Program  
Team Project Presentations  
June 19, 2017

**Agenda**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activities</th>
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<tr>
<td>8:00 – 8:45</td>
<td>Continental Breakfast &amp; Project Exhibits</td>
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| 8:45 – 8:50 | Welcome by Lisa DeAngelis  
Director, Center for Collaborative Leadership                                        |
| 8:50 – 8:55 | Opening Remarks by Maureen Scully, PhD  
Professor, College of Management University of Massachusetts Boston                     |
| 8:55 – 9:30 | Team Presentation by:  
Kristen O’Malley—Massachusetts Convention Center Authority  
Andy Lam—Boston Globe Media  
Luis da Costa—Boston Medical Center HealthNet Plan  
Trevor Tessin—Eversource  
Darren Carmon—State Street Corporation  
Ben Levy—Boathouse Group  
Sam Silta—Boston Police Department |
| 9:30 – 9:50 | Discussion and Audience Q & A                                            |
| 9:50 – 10:30 | Continue Discussions at Project Exhibits                                  |
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A Public Symposium

2017 Emerging Leaders Program Team Projects Presentation
Monday, June 19, 2017
8:00 – 10:30 AM
Ballroom A & B, Campus Center
University of Massachusetts Boston

CENTER FOR COLLABORATIVE LEADERSHIP

### 2017 Project Sponsors

- The Boston Athletic Association
- Center for Social Policy
- Institute for Community Inclusion
- Massachusetts Business Roundtable
- Center for Collaborative Leadership
- Stop Handgun Violence
- Office of Diversity and Inclusion—UMass Boston

### BAA Mission Statement And Project Goal

Boston Athletic Association, established in 1887, is a nonprofit organization with a mission of promoting a healthy lifestyle through sports, especially running.

The B.A.A. Leadership was particularly interested in the opportunities afforded by developing an Ambassador Program.

### Operating with Limited Resources

**Project Sponsor:** The Boston Athletic Association

**Project Presenter:** Kristen O'Malley, Massachusetts Convention Center Authority

**Project Team Members**
- Karalyn Bere
- Rachel Chisholm
- Kristen O'Malley
- Brendan O'Farrell
- Maria Itati Moguilner Costantini
- Michael McCarthy

**Project Team Members**
- Tufts Medical Center
- Blue Hills Bank
- Massachusetts Convention Center Authority
- Suffolk Construction
- Massachusetts Port Authority
- Boston Fire Department

**Today’s Theme**

*What insights about Collaborative Leadership in Action have you gained from your team project?*
Operating with Limited Resources

- **Internal**
  - Building and Enhancing Strengths
  - Resolving and Reducing Weakness
- **External**
  - Exploit and Expand Opportunities
  - Avoid and Thwart Threats
- **Lessons Learned**
  - Be Scrappy
  - Be Creative
  - Leverage

Team Internal Method

Limited Time and Challenging Schedules:

- Basecamp
- Standing bi weekly conference call time
- Allocated one member as the liaison between team and project sponsor
- In-person meetings

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<th>Research Item</th>
<th>Owner</th>
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<tr>
<td>Logistics of Program Application</td>
<td>Kristen / Rachel</td>
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<td>Requirements of the Program</td>
<td>Kristen / Rachel</td>
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<tr>
<td>General Requirements of the Ambassador</td>
<td>Ita / Karalyn</td>
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<td>Specific Types of Individuals for the Program</td>
<td>Mike</td>
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<td>BAA Support / Program Incentives</td>
<td>Brendan</td>
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Working Comfortably with Diverse Participants

**Project Sponsor:** The Center for Social Policy

**Project Presenter:** Andy Lam, Boston Globe Media

<table>
<thead>
<tr>
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<tr>
<td>Andy Lam</td>
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<td>Doug Kimble</td>
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<td>Jacquelin Sinclair</td>
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<td>Katya Kumar</td>
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<td>Peter Edouarin</td>
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Revised project

- Prioritize the center’s needs—whiteboard exercise
- Narrowing the scope
- Interview stakeholders (21 questions, 22 interviews)
- SOAR Analysis (Strengths-Opportunities-Aspirations-Results)
- Make a recommendation based on results
Our team experience

FRICTION

- Learnings from ELP were very useful
- Very supportive and collaborative
- Safe environment to share ideas
- Distributed work after a team member left

Working comfortably with diverse participants

- The value of listening
- Willing to explore unfamiliar topics
- Working with different work styles
- Our own leadership styles

Collaborative Leadership

Challenges
- Too many cooks in the kitchen
- Decision making hindered
- No clear project leader

Benefits
- Collective input to reach better outcomes
- Diversity of ideas and perspectives
- Challenging each other’s ideas
- Better team morale, everybody matters
- Teamwork, working towards a common goal
- Leaning in and out of leadership roles as needed

Managing Ambiguity

Project Sponsor: The Institute for Community Inclusion (ICI)

Project Presenter: Luis da Costa, Boston Medical Center HealthNet Plan

Project Team Members
- Morenike Adeolu - Marsh & McLennan
- Karen Carbone - Eastern Bank
- Luis da Costa - Boston Medical Center HealthNet Plan
- Reynold Maughn - Boston Fire Department
- David Parenteau - Suffolk Construction
- Kevin Patel - Zipcar

Our Sponsor: Institute for Community Inclusion (ICI)

- The ICI is a program of UMass Boston and Boston Children’s Hospital and part of the national network of University Centers for Excellence in Developmental Disabilities.

Mission:
- Promotes the full inclusion of people with disabilities in every aspect of society – through training, research, consultation, and clinical and employment services.

COLLABORATIVE LEADERSHIP IN ACTION
Community Life Engagement Project

- Part of the Institute for Community Inclusion at UMass
- To improve how people with intellectual and developmental disabilities (IDD) are supported in their communities outside of employment as part of a meaningful day
- Developing policies and practices that state agencies and service providers can implement and utilize for providing services to such individuals via a provider assessment toolkit that:
  - Identifies areas of improvement
  - Provides technical assistance to develop a compliance action plan

Managing Ambiguity – Beyond ELP

- This experience has reminded us that many situations in the workplace and in life do not have:
  - Clear parameters
  - Preset way of doing things.
- Often we do not have all the information we need.
- We should not be afraid to ask questions to understand and define more clearly the task at hand, the overall context, the expectations, and the goal.
- Asking questions and working through “ambiguity” can lead to productive and collaborative discussions and to clearer and better outcomes.
- Leads to success!

Managing Ambiguity – Our Journey

- Our project team saw this project as journey
- The UMass Emerging Leaders Program framework for
  - Team selection process
    - We only had known each other for a few days
  - Project sponsor selection
    - We only had summary information about the project
- Our team specifically selected our sponsor because
  - Personally – each team member was drawn to ICI’s mission
  - Collectively – team wanted to help ICI achieve its goal

Managing Ambiguity – Our Approach

- Divide team research responsibilities and tasks
- Designate one point of contact with sponsor
- Hold regular team conference calls to discuss project
- Develop questions for sponsor so we could better understand and clarify deliverable
  - Repeated as necessary until we felt we had a defined scope that would allow us to provide a good product
- Appreciate sponsor as a great partner, responsive to our questions (through emails and meetings)
- Collaborate with sponsor, to work through the “ambiguity” and define the scope of our project deliverable

Working in Areas Outside One’s Expertise

Project Sponsor: Massachusetts Business Roundtable (MBR)

Project Presenter: Trevor Tessin, Eversource

Client Mission

Massachusetts Business Roundtable
Mission:
- Strengthen the state’s economic vitality.
- Engaging with public and private leaders to develop public policy solutions to make Massachusetts a highly desirable place to do business.

Team Focus - Workforce Competitiveness Trust Fund (WCTF) invests in demand-driven programs designed by industry sector partnerships that train and place unemployed and underemployed workers.

Commonwealth Corporation
Mission:
- Strengthen the skills of Massachusetts youth and adults by investing in innovative partnerships with industry, education and workforce organizations.

Project Team Members

- Joanne Small – Allied Universal
- Keila Barros – Suffolk Construction
- Trevor Tessin – Eversource
- Katie Kruz – TD Garden
- Ida Faber – Legal Seafoods
- Kseniya Benderskaya – Federal Reserve of Boston
- Adam Scala – Federal Reserve of Boston
Working in Areas Outside One’s Expertise

- **My Expertise** – Sr. Supervisor of Electric Transmission System for Eversource Energy (11 yrs.)
  - No experience influencing public policy
  - Never lobbied legislators, appropriators or policy makers
  - Haven’t worked with advocacy organizations
  - Not familiar with workforce development programs

- **Our professional roles influenced the shape of the project outcome**
  - Examples

Leadership Lessons Learned:

- It’s hard enough to lead a team when you’re a subject matter expert.
- When collaborating in a team-based cross organizational environment where nobody is an expert and there are no defined leaders, the navigation can be substantially more difficult.
- An upfront individual assessment was key to a successful project to ensure our skills, backgrounds and strengths were leveraged appropriately.

What I’ll take back to my workplace:

- We can’t always be experts in everything—but sometimes non-experts bring a fresh view.
- Build a collaborative work environment—to appropriately value and engage the collective expertise of the team.
- In preparing for upper levels of leadership within our organizations, we will need to be well versed in many areas of competency in order to succeed.

Reflecting on Personal Leadership Styles & Experiences

Project Sponsor: The Center for Collaborative Leadership

Project Presenter: Darren Carmon, State Street Corporation

Project Team Members
- Ariel Gardner: marlo marketing
- Darren Carmon: State Street Corporation
- Kathleen Phelan: Harvard Pilgrim
- Kerry Timilty: Blue Cross Blue Shield of Massachusetts
- Liliana Silva: East Boston Neighborhood Health Center
- Nancy Certuci: Blue Cross Blue Shield of Massachusetts
- Timothy Anderman: Blue Cross Blue Shield of Massachusetts

Center for Collaborative Leadership “Path to the Future” Project Overview

- Primary objective was to identify local leadership programs and highlight opportunities to expand the visibility of the Center’s leadership development offerings.
- Research methods included:
  - A comparative analysis of five local leadership programs considered to be competitors of the Center
  - A survey distributed to the 2017 cohort, centered around the nomination process within each participating organization.

Findings illustrated that the Center’s program offerings are in line with its competitors, however there are opportunities to strengthen brand promotion and alumni engagement.

Recommendations include, but not limited to:
- Articulate core messaging and program differentiators in all Center communications
- Increased utilization of social media platforms
- Improved alumni engagement through mentorship or ambassador program
Reflecting on Personal Leadership Styles & Experience

Everyone Leads:

Project format and needs were conducive to multiple leadership scenarios

- Several components – individual timelines, expectations and delegation of work
- Varying degrees of engagement/availability – constantly changing group dynamic
- Breakout groups – different partners and work styles

Self Awareness:

Evaluating leadership programs for a leadership program while in a leadership program

- Center analysis – self-reflection on overall experience
- Competing leadership programs – considering Center’s experience in relation to others
- Trends in leadership education – researching leadership landscape for growth ideas and inspiration

Leadership Theme: Reflecting on Personal Leadership Styles and Experience

Takeaways

- Ariel – I will encourage team members to act as a leader in their individual tasks.
- Darren – I will do my part to promote a work environment where innovative ideas and different ways of thinking are welcomed.
- Kathleen – I will lead with authenticity and promote a healthy work environment where creativity, collaboration and innovation is encouraged.
- Kerry – I will encourage an environment of collaboration, empowerment, diverse thinking and innovation.
- Lili – I will lead with a deeper understanding and appreciation of the importance of creating shared meaning and purpose when working in groups.
- Nancy – I will promote an environment and attitude for respectful and creative participation to achieve impactful thinking and ideas.
- Tim – I will encourage a collaborative working environment where new ideas are shared and received with respect and openness.

Stop Handgun Violence

Role and Vision

Role (one of many)

- Worked with multiple stakeholders to help influence legislation

Vision

- Based on success in Massachusetts, focus on implementing these common-sense gun laws in other states

Collaborating Across Differences

Project Sponsor: Stop Handgun Violence

Project Presenter: Ben Levy, Boathouse Group

Project Team Members

- Crystal Valencia, University of Massachusetts Boston
- Kristen Massimine, Massachusetts General Hospital
- Andrea Macone, UMass Boston Office of Diversity and Inclusion
- Dylan Semple, The Boston Company Asset Management
- Matthew Schricker, Blue Cross Blue Shield of Massachusetts
- Ben Levy, Boathouse Group
- Anna Christo, NeedPath

Background

- Massachusetts is one of the few states with the most gun legislation and fewest gun-related deaths and injuries
- 2014 marked a critical turning point for Massachusetts for gun legislation
Importance of Stakeholder Collaboration

In Passing Legislation

- It’s critical to have a multi-stakeholder group with diverse backgrounds to create systemic change.
- Each group member must bring something unique to the table.
- This process takes time – building relationships is key.

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<tr>
<th>Sub-Groups</th>
<th>Roles</th>
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<tr>
<td>Public Service</td>
<td>Police, Legislators, District attorney, Community activists</td>
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<tr>
<td>Firearms Experts</td>
<td>NRA members, Gun owners, Advocacy groups</td>
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<tr>
<td>Specialists</td>
<td>Public health advocate, Criminologist, Educators, Mental health professional</td>
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<tr>
<td>Lived Experience</td>
<td>Victims of gun-related injuries, Victims’ families and friends</td>
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<tr>
<td>Media</td>
<td>Editors, Reporters</td>
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Lessons Learned

- When working with multiple stakeholders, it’s important to establish a common goal everyone can support.
- Play to everyone’s strengths – don’t pretend to know something you don’t actually know (it takes a village).
- Real progress requires truly listening to others – especially those with whom you disagree.

Original Project Goal

- Project Abstract:
  - The Office of Diversity and Inclusion (ODI) is proposing the establishment of a Center for Gender Equity on campus.
  - We seek to get a sense of the best practices in higher education or in nonprofit organizations that address the issues covered by these federal regulations.
  - We need ideas for a model that would most sync with the kind of campus that UMass Boston is becoming.
- Organizational Goals:
  - To ensure a safe and inclusive environment for all students, staff, faculty, and extended community.

Multiple UMass Boston Departments

- Center for Collaborative Leadership
- Office of Diversity and Inclusion
- Public Safety / University Police
- Human Resources
- Dean of Students
- Student Affairs

Strengths Identified

- Each department is dedicated to the safety and security of faculty and students.
- Each department has a clear understanding of their role and their charge within the Title IX program.
- ODI implemented or will be working towards implementing many of our recommendations.
- Safety and security is at the heart of the mission and vision of the UMass Boston departments we contacted.
Challenges Identified

- Lack of communication among departments
- Different interpretations of victim rights
- Under funded—common thread within all departments

Our Experience

- Our group was pleased with our collaboration and interactions as a team.
- We gained a greater understanding of the complexities of collaborating within a large organization.
## Emerging Leaders Program—2017 Cohort

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<td>Joanne Young Small</td>
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The **Center for Collaborative Leadership** was established in 2001 in the College of Management at the University of Massachusetts Boston. The center provides access to four leadership development programs to meet the needs of your organization and your employees:

- **Emerging Leaders Program,**
- **Master Class Series,**
- **Online Training Series,**
- **Custom In-House Leadership Development.**

Offerings are steeped in the collaborative leadership model—a process built on teamwork, trust, and respect for diversity of thought—and deliver a transformational learning experience.

Our mission is to challenge and inspire you to act collaboratively, identify and rethink boundaries, build purposeful relationships, and be a better leader and citizen.

**Lisa DeAngelis** is the director for the center. Her expertise lies in helping professionals at all levels connect with their own capabilities, and she is passionate about seeing the “light bulb go off” when they begin to recognize their potential.

The center's executive in residence is **Larry Moulter**, an established and respected Boston business leader. He effectively and transparently communicates and collaborates with executive teams and employees, investors, government leaders, the media, and the public.

The center was founded by **Sherry H. Penney**, the first holder of the Sherry H. Penney Endowed Professorship in Leadership at the University of Massachusetts Boston. Dr. Penney served as chancellor of UMass Boston from 1988 to 2000. She has also served as interim president of the University of Massachusetts system (1995) and as interim president of SUNY Plattsburgh (1986–1987).