Emerging Leaders Program
Center for Collaborative Leadership
Lessons from Fellows’ projects
2008
Emerging Leaders Program
Class of 2008
The Fellows’ projects in 2007:

What keeps young professionals in the Boston region?

The Fellows’ projects in 2008:

What is the role of young professionals in corporate citizenship and cross-sector collaboration?

→ Does civic engagement retain young professionals, in our organizations and our region?
Corporate Citizenship and Employee Retention

Employees are at the heart of leading corporate philanthropy. Today’s employees want to be part of an enterprise that cares about more than its bottom line. They want to be part of a company whose values are expressed in its engagement and contribution to the community.

Brad Googins and Cheryl Kiser
Boston College Center for Corporate Citizenship
In the Boston Business Journal
Special issue on the Corporate Citizenship Summit, Sept. 5, 2008
Corporate Citizenship – a strategic approach

*Form meaningful partnerships with non-profits*

*Use core competencies – donate skills as well as money*

*Work with non-profits on issues that align with business objectives*

*And learn from mission-driven organizations*
The Emerging Leaders pull it all together

Work on meaningful projects

Bring leadership skills to bear on challenges for non-profits

Engage in collaborative leadership in cross-sector teams

and thereby feel more connected to the Boston region?
7 Team Projects –

Common business issues with relevance for non-profits

1. Manage new entities after a merger
2. Expand operations to a new location
3. Use technology to match donors and clients
4. Motivate stakeholders via a website
5. Streamline operating procedures
6. Build capacity and leverage diversity
7. Track best practices
3 questions orient each team’s presentation

What project did we work on?

What did we learn?

What did we learn about keeping young professionals in the Boston region via civic engagement?
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Should Boston homeless services organizations merge?

*Presented by Chris Harris*
*From The Bank of New York Mellon*

Assist The BNY Mellon Charitable Giving Program to explore whether consolidation in the homeless services sector might improve funding, resource allocation, and service provision

Specifically learn from the case of the merger of Crittenton and the Women’s Union
What did we learn?

The merger tapped organizational synergies:
New leadership teams
Integrated services
Cohesive skill sets

But also posed challenges on both sides:
Cultural differences
Community buy-in
Resistance from boards

Find areas of natural synergy:
Boston Family Shelter moved a GED program into the basement of its affordable housing units
What did we learn about keeping young professionals in the Boston region via civic engagement?

Volunteers bring resources to help non-profit organizations achieve their mission.

Volunteer opportunities can be a recruitment and retention tool.

The workforce becomes invested in the civic development of the area.
Should the Hunt Alternatives Fund expand its ARTWorks for Kids model to another area?

*Presented by Michelle Lynch
From Blue Cross Blue Shield*

**ARTWorks** for Kids supports youth art organizations in Eastern Massachusetts through:
- Grant Making
- Convening
- Outreach
- Advocacy

Determine if the **ARTWorks** for Kids model can be replicated. Explore potential locations for replication.
What did we learn?

The unique aspects of the model can be leveraged to achieve a positive impact on art communities in other cities.

Roadmap for replication

- Develop marketing campaign
- Redefine mission statement
- Adapt model based on funding and leadership needs of community targeted for replication

Potential replication sites

- Denver
- Rhode Island
What did we learn about keeping young professionals in the Boston region via civic engagement?

Define philanthropy and make it relevant.

Lead by example.

Create opportunities for involvement.

Invite others to share philanthropic passion.

Advocate for social responsibility.
How can we educate the public about philanthropy and help potential donors make informed choices about charitable giving?

*Presented by Michelle Caldeira*

*From Pine Street Inn*

Increase awareness about philanthropy and expand the visibility of the Catalogue for Philanthropy’s (CFP) interactive web directory of charities.

Investigate how to effectively market them via the internet, print, and speaking engagements – so donors can navigate the vast array of non-profits and target their involvement and giving.
What did we learn?

Focus on key strengths of the two products for effective marketing:

An historical perspective of the philanthropic sector
A definition of philanthropy

A web tool that is easy to navigate
A national taxonomy of types of non-profits
A “one stop shopping” experience for donors and non-profits
What did we learn about keeping young professionals in the Boston region via civic engagement?

Those who may be new to philanthropy have an opportunity to learn of its roots and definition.

Young professionals will become donors when they have available, focused, useful information about the organizations to which they give.

Young professionals will be excited as volunteers when they have a better understanding of philanthropy as sense of opportunity, not of obligation.
How might the Trefler Foundation use its website to educate others who want to be more involved in philanthropy?

*Presented by David Dance*

*From Blue Cross Blue Shield of Massachusetts*

Conduct an inventory of existing websites to see what resources guide people who want to become philanthropists, as Pam Trefler did in creating this foundation to support education and youth.

“Road Test” different web search scenarios:

*You just inherited $100K that you want to give to X; you were just asked to sit on the Board of Y but do not know much about it.*

Document and share results with the sponsor.
What did we learn?

There is a wealth of web information of limited value. May require subscription/registration to access most detailed information.

Not user friendly for lay person who does not have a specific charitable organization or category in mind. Requires time investment to perform research and to make well informed decision.

The Trefler Foundation can fill a niche by using its website to educate a targeted audience, encourage planning and long-term approach to philanthropy, and provide online networking opportunities.
What did we learn about keeping young professionals in the Boston region via civic engagement?

Young professionals will use methods they are familiar with to make a philanthropic connection – the web, social networking sites, etc.

Meet the young professionals where they go – networking events to promote specific charitable giving and to provide basic insight on how it can work for them.
How can the grant application be improved, both for grant makers and grant seekers?

*Presented by Nina Wolfendale
From Genzyme Corporation*

Review the “Common Proposal Form” created by Associated Grant Makers (AGM) to streamline the grant application process and expand the reach and effectiveness of philanthropic giving

Conduct electronic survey of 88 member organizations on their usage and impression of the form

Follow-up interviews with 10 organizations to discuss conclusions and validate recommendations
What did we learn?

Grant seekers generally like the format and content. Standardization helps them to manage and compare applications with limited staff.

The form needs to be promoted by foundations to grant seekers in order to be more effective.

There were the usual tradeoffs between flexibility and consistency.
What did we learn about keeping young professionals in the Boston region via civic engagement?

Young professionals could be a key link in the promotion and use of the Common Proposal Form. They could help grant seekers complete the form and help ensure consistency.

Exposure to agencies such as Associated Grant Makers can energize individuals; help them to see the value in working with and for a non-profit agency.

A meaningful and useful role will be attractive to young professionals.
Which funders will support capacity building for non-profits, specifically to leverage diversity as a resource?

Presented by David Halbert
From the Office of Boston City Councilor Sam Yoon

Diversity initiatives are crucial to non-profit organizations, to build competencies and connections that make them more effective in the community.

Help Third Sector New England elaborate the case for diversity and capacity building.

Survey potential funders for this work (using the Associated Grant Makers database).
What did we learn?

Funding is available to support diversity initiatives, but fully realizing diversity to build capacity requires:

- Including diversity in the mission statement
- Representing diversity on the board
- Learning from diversity across all operations
- Creating a culture that sustains diversity
What did we learn about keeping young professionals in the Boston region via civic engagement?

Young professionals can contribute to and learn about managing a diverse workforce and diverse stakeholders through experiences in non-profits.

Increased funding and salaries will attract an educated diverse population to leadership positions in non-profit organizations.
What is the connection between corporate social responsibility and recruiting & retaining talent?

*Presented by Bridget Hindle*

*From Sovereign Bank*

Worked with the Massachusetts Business Roundtable to identify corporate best practices and results for their forthcoming Primer on CSR.

Conducted interviews with senior executives, human resource specialists, and corporate giving personnel in major Boston corporations.
What did we learn?

Learned about CSR strategies employed by companies in the Bay State and identified 5 best practices corporations are using to directly engage their employees in corporate philanthropy and volunteer programs.

**Best Practices**

Create and maintain a clear link to the company’s mission and secure executive endorsement.

Engage employees at all levels as decision-makers and leaders in regard to CSR targets and activities.

Leverage employees skills and their ability to make positive contributions to the community.

Provide opportunities for employees to develop new skills.

Encourage teamwork through group volunteer programs.
What did we learn about keeping young professionals in the Boston region via civic engagement?

Recruitment and retention is a core business challenge!

Corporations can recruit and retain young professionals in the Boston region through civic engagement.

Young professionals will speak up to help corporate executives identify missed opportunities within their own organizations.

Collaboration among Boston’s young professionals across sectors and across organizations within the same sector expand the sense of what is possible in a career and what is possible for making a difference.

Further research the Boston student population within our colleges and universities regarding their interest in philanthropy. These data may further support the direct connection between recruitment and retention while also resulting in corporations investing, developing, and maintaining formalized programs regarding CSR.
In Closing

Making a meaningful contribution is a reward in itself

Collaborating with other young professionals across sectors is eye-opening

Conceptualizing “leadership” broadly in terms of civic engagement makes a long-term career in the Boston region exciting and appealing

→ How do we “scale up” this experience?
Our Panel Today

JD Chesloff  Massachusetts Business Roundtable
Sarah Gauger  Hunt Alternatives Fund
Christine Green  Trefler Foundation
Tyra Sidberry  Third Sector New England