

UNIVERSITY OF MASSACHUSETTS BOSTON  
College of Management

THE  
**Emerging Leaders Program**  
of the Center for Collaborative Leadership



# About the Program

## STRENGTHENING CAPACITIES FOR LEADERSHIP

The Emerging Leaders Program is an executive training program for professionals in the Greater Boston area. In the program they will enhance their individual leadership skills and learn how to work effectively with other leaders toward specific goals. Each fall a group of “fellows” is chosen for a ten-month program involving a weeklong seminar, followed by monthly meetings and team projects. At its conclusion, fellows have honed their individual leadership skills in several areas, including networking, communication, conflict resolution, the political process, entrepreneurship, media relations, and teamwork. The program stresses the collaborative leadership model, in which leaders share resources, networks, intelligence, perspectives, and assets to achieve common goals. Fellows also will increase their knowledge of the cultural framework that determines how Greater Boston and other major urban areas function.

## THE PROGRAM FOR 2008

The program will begin **January 28, 2008** with a weeklong seminar. Subsequent meetings are on the second Thursday of each month through July.

It has three major components:

- meetings with Greater Boston’s current leaders
- leadership skill sessions
- teamwork—real teams on real projects.

## THE FELLOWS

The fellows represent the variety of businesses and organizations in the region, are diverse in race, ethnicity, and gender, and have five to ten years of professional experience. Fellows will have demonstrated leadership potential through work in corporations, non-profits, political and governmental organizations, and other private or public institutions. Each will also have been identified by his or her organization as an “emerging leader” for the future.

## THE SPEAKERS

The program draws upon UMass Boston and other leading private- and public-sector institutions for its faculty and speakers. Distinguished participants have included Marshall Carter, former State Street Corporation CEO, now chair of the New York Stock Exchange; Martin Baron, Steve Kurkjian, and Shirley Leung of the *Boston Globe*; Sam Tyler of the Boston Municipal Research Bureau; Rick Friedel, Peter Costello, and Sean Murphy of AT&T; John Herlihy of Mellon New England; Gloria Larson of Foley, Hoag LLP; Donna Cupelo of Verizon; Micho Spring of Weber Shandwick Worldwide; Ralph Martin of Bingham Dana LLP; Robert Mahoney, Gail Lona, Robert Smyth, and Tom Hollister of Citizens Bank; Missy Carter of Work Life Decisions; Charles Gifford of Bank of America; Cleve Killingsworth, William Van Fassen, and Steve Booma of Blue Cross Blue Shield of Massachusetts; Rev. Ray Hammond of the Ten Point Coalition; Wayne Budd of Goodwin Proctor; Sandra



*The program's UMass Boston faculty and advisors include, seated l-r: Michael Novak, Patricia Neilson, Sherry Penney, Hubie Jones, and Sue Reamer; standing l-r: Karen Suyemoto, Marcela Massarutto, Lorna Rivera, Robert McCulley, Tim Sieber, Ping-Ann Addo, Peter Kiang, Andrea Wight, and Meredith Evans.*

Lynch, U.S. Circuit Court Judge; Elaine Ullian of Boston Medical Center; Ellen Zane of New England Medical Center; Jack Wilson, president of the University of Massachusetts; Eduardo Tobon of Sovereign Bank; Rosalind Gorin of HN Gorin Associates; Sheryl Marshall of Axxon Capital; Chazy Dowaliby of the *Patriot Ledger*; Marita Rivera of the WGBH Educational Foundation; Gary Putka of the *Wall Street Journal*; Marjorie Arons-Barron of Barron Associates Worldwide; Hubie Jones of City Year; Joanna Lau, Lau Technologies; Clayton Turnbull, Waldwin Group; Javier Martin, *Hispanic News*; and Barry Zuckerman, MD, Boston Medical Center.

## **NOMINATIONS AND TUITION FEE**

Each prospective fellow must be nominated by someone in a senior leadership position in his or her organization. The fee, which is normally to be paid by the fellow's organization, is \$6,500. Limited scholarship support is available.

Nominations are due no later than **June 15, 2007**. Nominees then will be sent application materials; applications are due **July 15, 2007**. The selection committee will choose thirty-five to forty fellows from among the nominees. Successful candidates will be notified of their admission by **September 15, 2007**.

# The Emerging Leaders Program

at UMass Boston discovers and empowers leaders for tomorrow—skillful and accomplished leaders from all backgrounds, and from all sectors of our community, who will master the art of working in teams to address the critical issues facing the Greater Boston region.



Seated l-r: Carmelle Bonhometre, Domestic Violence Coordination; Jason Schupbach, ArtistLink; Massachusetts Cultural Council; Sonal Gandhi, Boston Redevelopment Authority; and Francois Fils-Aime, Uphams Corner Charter School. Standing l-r: Amanda Trojan, EMC; Michael Henry, State Street Corporation; and Vanesa Matamoros, iBasis, Inc.

On cover, seated l-r: Sandra Bailly, Blue Cross Blue Shield of Massachusetts; Thomas Martin, AT&T; Nelly Houston, Teradyne; Feng Yu, Federal Reserve Bank of Boston; and Patti Quint, Citizens Bank. Standing l-r: Thomas Henderson, State Street Corporation; and David Bryant, The Trustees of Reservations.

# WHAT OUR FELLOWS HAVE EXPERIENCED

---

*“This professional program has a very disciplined approach that is proving to be very successful: sharing leadership knowledge, and mentoring emerging leaders and fellows to give back to the community. In fact, I have learned new leadership concepts that not even MBA programs cover.”*

EDUARDO TOBON 2003  
SOVEREIGN BANK

*“I was surprised at the depth and breadth of the program. It’s not just about collaborative leadership, it’s about the opportunity to think about yourself and the others, learn, think back, think ahead, get tools, share thoughts.”*

MARY TOLIKAS 2005  
ANSOFT CORPORATION

*“Within one week of the program’s start I had joined the finance committee of a small local not-for-profit agency. In this role I can give back to the community as well as share my personal expertise.”*

WILLIAM M. HYNES 2004  
MASSACHUSETTS GENERAL HOSPITAL

*“The impact of the guest speakers was a surprise. The speakers were motivational and inspiring. It was a life-changing experience. I feel as though I will be a stronger leader, having been here.”*

GREGORY WILMOT 2005  
BLUE CROSS AND BLUE SHIELD OF MASSACHUSETTS

*“The ELP provides a unique opportunity to be exposed to a wide array of existing and emerging leaders who are forging new, more effective collaborations that will change how we live our lives in the future. My participation in this program has changed my thinking about what is possible when committed, diverse, and skilled individuals come together on issues. And it has increased my network of contacts and personal capacity to contribute to and lead these types of collaborations successfully.”*

CAROL CHOI 2004  
PA CONSULTING

*“The fellows in the program are so diverse and truly the city’s best. I know we will all be working together beyond the program.”*

R.J. DONOFRIO 2002  
STATE STREET CORPORATION

*“Getting to know some really talented and inspiring emerging leaders at the same time that we are being exposed to wise words from prominent area leaders has been an amazing experience.”*

SUSAN REID 2006  
CONSERVATION LAW FOUNDATION

*“ELP has exposed me to the different sectors of Boston from corporations to government to foundations. It has strengthened my conviction about the need to collaborate across sectors. It has also inspired me to do more for the community in how I approach my work and life.”*

KATHERINE OH ROOF 2006  
ASIAN COMMUNITY DEVELOPMENT CORPORATION

## ABOUT THE CENTER FOR COLLABORATIVE LEADERSHIP

The Center for Collaborative Leadership is charged with nourishing “emerging” leadership in metropolitan Boston and with exploring and refining the collaborative leadership model. To support the center’s efforts to create a more diverse pool of emerging leaders, State Street Corporation provided an initial grant for \$250,000 in 2000, support that has been crucial to launching the program. Additional support has been provided by The Boston Foundation, the Boston Globe Foundation, the AT&T Foundation, Blue Cross Blue Shield of Massachusetts, Verizon New England, Sovereign Bank, Fleet Financial Foundation, John Hancock Financial Services, and Mellon New England through the Eugene Fay Trust. The center also performs research on leadership-related topics. Its work will help to create a new generation of leaders for the Greater Boston region and will have broad implications for the theory and practice of leadership.

The founding director is 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 interim president of SUNY Plattsburgh (1986-87). She thus brings the experience of over 13 years as a CEO to her position as professor of leadership.

The director, Patricia Neilson, holds a doctorate in leadership and has experience in the business world as well as in higher education, where she has held major administrative positions. She works with organizations in the Greater Boston region to create projects dealing with important civic issues and she is responsible for the development of the curriculum for the program.

## CENTER FOR COLLABORATIVE LEADERSHIP BOARD OF ADVISORS

**Wayne Budd**  
Senior Counsel  
Goodwin Procter  
LLP

**Marshall N. Carter**  
Chairman NYSE  
CEO (Retired)  
State Street  
Corporation

**Missy Carter**  
President  
Work/Life Decisions

**Grace K. Fey**  
Executive Vice  
President  
Frontier Capital  
Management

**Rick Freidel**  
Vice President  
AT&T Global  
Service Management

**Carol Fulp**  
Executive Vice  
President  
John Hancock  
Financial Services

**Charles Gifford**  
Chairman Emeritus  
Bank of America

**Richard Gilman**  
Former Publisher  
*The Boston Globe*

**Robert Glassman**  
Chair  
Wainwright Bank

**Rosalind Gorin**  
President  
H.N. Gorin  
Associates

**Paul Guzzi**  
President and CEO  
Greater Boston  
Chamber of  
Commerce

**John Hamill**  
Chairman  
Sovereign Bank New  
England

**Reverend Ray  
Hammond**  
Pastor, Bethel AME  
Church  
Ten Point Coalition

**Robert Haynes**  
President  
AFL-CIO of  
Massachusetts

**Marian Heard**  
President and CEO  
Oxen Hill Partners

**Vivian Huang**  
Aegis Capital  
Holding Co., Inc.

**Joanne Jaxtimmer**  
Executive Vice  
President/Director of  
Corporate Affairs  
Mellon New England

**Hubie Jones**  
City Year, Inc.

**Rosabeth Moss  
Kanter**  
Professor  
Harvard Business  
School

**Paul La Camera**  
General Manager  
WBUR

**Gloria Larson, Esq.**  
Partner  
Foley, Hoag LLP

**Sandra Lynch**  
Circuit Court Judge  
U.S. Court of  
Appeals

**Ralph Martin, Esq.**  
Bingham, Dana LLP

**Joe Masso**  
Former Regional  
Director  
Puerto Rico  
Federal Affairs  
Administration New  
England

**Tom May**  
Chairman and CEO  
NSTAR

**Cathy Minchan**  
President and CEO  
Federal Reserve Bank  
of Boston

**Robert Mudge**  
Senior Vice President  
Northeast  
Verizon

**Philip Quaglieri**  
Dean  
College of  
Management  
University of  
Massachusetts Boston

**Sue Reamer**  
Senior Scholar  
Center for  
Collaborative  
Leadership

**Robert Smyth**  
President and CEO  
Citizens Bank of  
Massachusetts

**Michelle Trousil**  
Grants Manager  
DotWell

**Elaine Ullian**  
President and CEO  
Boston Medical  
Center

**William Van Faasen**  
Chairman  
Blue Cross  
Blue Shield of  
Massachusetts

**Jennifer Waldner**  
Assistant Vice  
President  
State Street  
Corporation



To learn more, write, call, or fax:  
The Center for Collaborative Leadership  
College of Management  
University of Massachusetts Boston  
100 Morrissey Boulevard ■ Boston, MA 02125-3393  
Tel: 617.287.3890 ■ Fax: 617.287.3894  
Email: [leaders@umb.edu](mailto:leaders@umb.edu) ■ Web: [www.leaders.umb.edu](http://www.leaders.umb.edu)

*This publication is available in alternate format upon request*

## EMERGING LEADERS PROGRAM FELLOWS FOR 2007

**Kristen Almechatt**  
Brigham and Women's Hospital

**Sandra Bailly**  
Blue Cross Blue Shield of Massachusetts

**Erika Beer**  
Blue Cross Blue Shield of Massachusetts

**JoséAlberto Betances**  
Boston Medical Center

**Carmelle Bonhometre**  
Domestic Violence Coordination

**David Bryant**  
The Trustees of Reservations

**David Connolly**  
Partners Community Healthcare, Inc.

**Perry Conrad**  
Raytheon Company

**Michael Crowley**  
Blue Cross Blue Shield of Massachusetts

**Gabrielle Dorsey**  
United Way Massachusetts Bay

**Trevor Dunwell**  
Raytheon Company

**Francois Fils-Aime**  
Uphams Corner Charter School

**Alta Fleming**  
Sovereign Bank

**Marlo Fogelman**  
marlo marketing/communications

**Sonal Gandhi**  
Boston Redevelopment Authority

**Thomas Henderson**  
State Street Corporation

**Michael Henry**  
State Street Corporation

**Meaghan Hooper-Berdik**  
Turner Construction Company

**Jonathan Horka**  
Healey Committee for Governor

**Nelly Houston**  
Teradyne

**Andrea Hurwitz**  
Metropolitan Area Planning Council

**Renee LeFevre**  
Boston Redevelopment Authority

**Wendy Lement**  
Regis College; Theater Espresso

**Thomas B. Martin**  
AT&T

**Vanesa Matamoros**  
Vamtelco, Inc.

**Darius I. McCroey**  
Elevated Media Group

**Leah McLean**  
Girl Scouts, Patriots' Trail Council

**Samanda Morales**  
Mellon Trust

**Anne Muita**  
State Street Corporation

**Jamie Nee**  
*The Boston Globe*

**Crispus Njogu**  
Blue Cross Blue Shield of Massachusetts

**Tamara Pitts**  
Harvard Pilgrim Health Care

**Patti Quint**  
Citizens Bank

**Michael Rawan**  
Sovereign Bank

**Sidney F. Rodrigues**  
Raytheon Company

**Teresa A. Rodriguez**  
Roxbury Preparatory Charter School

**Jason Schupbach**  
ArtistLink: Massachusetts Cultural Council

**Maureen Shea Baker**  
Massachusetts Convention Center Authority

**Susan Soergel**  
NSTAR

**Martina Toponarski**  
Boston Redevelopment Authority

**Amanda Trojan**  
EMC Corporation

**Craig Williams**  
Feeley & Driscoll, P.C.

**Raydiance R. Wise**  
Raytheon Company

**Constant Yu**  
Raytheon Company

**Feng Yu**  
Federal Reserve Bank of Boston