



**Emerging  
Leaders  
Program**

The Region's Pre-eminent  
Leadership Program

# University of Massachusetts Boston

Center for Collaborative Leadership ~ College of Management

## Emerging Leaders Program Executive Summaries

Young Professionals and Philanthropy  
October 15, 2008

### Table of Contents

<b>Overview .....</b>	<b>2</b>
<b>The Bank of New York Mellon .....</b>	<b>3</b>
<b>Hunt Alternatives .....</b>	<b>4</b>
<b>Catalogue for Philanthropy .....</b>	<b>7</b>
<b>Trefler Foundation .....</b>	<b>9</b>
<b>Associated Grant Makers .....</b>	<b>11</b>
<b>Third Sector New England .....</b>	<b>13</b>
<b>Massachusetts Business Roundtable .....</b>	<b>15</b>
<b>Team Member Listing .....</b>	<b>18</b>

## Overview

Seven teams of young professionals will present what they learned from their projects with 7 organizations from the non-profit and donor sector over the past year.\*

Their experiences and insights address two related questions:

- What is the role of philanthropy in retaining young professionals in the Boston region?
- How can young professionals leverage their leadership skills, and their organization's resources, to create successful partnerships in philanthropy to serve the Boston region?

Corporations seek focused giving and an energized workforce. Young professionals seek opportunities to expand their career horizons and engage in meaningful work that makes a difference. The combination generates many "wins" that our teams discovered:

- They formed networks across sectors – business, non-profits, government, schools – that have expanded their vision for what their careers and contributions can be.
- They have ideas for continuing their civic engagement – and as emerging leaders, they plan to manage their own employees so that they have time for civic engagement, too.
- They tackled real operational problems for the organizations they were serving. The "devil is in the details" and they will present some examples of how they advanced the work of the seven organizations. You will hear about how they used their skills to examine classic corporate challenges – but applied to the non-profit sector:

- 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*

---

\* There were 5 non-profit organizations (Associate Grant Makers, Catalogue for Philanthropy, Hunt Alternatives, Third Sector New England, and the Treffer Foundation) and 2 organizations from the corporate donor perspective (The Bank of New York Mellon Charitable Fund and Massachusetts Business Roundtable).

## **The Bank of New York Mellon Foundation**

**Sponsors: Joanne Jaxtmer, SVP, Public Affairs and Celina Miranda, Charitable Giving Manager**

### *Background/Findings*

The Bank of New York (BNY) Mellon Team was charged with determining whether consolidation or alliance building among existing not-for-profits in Greater Boston's homeless services sector is a reasonable proposition, in order to provide more efficient funding, resource allocation and service provision. Based on our research and analysis of 16 organizations in the sector and the case study on the Crittenton Women's Union merger, we found that various forms of collaboration and partnership currently occur in the field, although very particular conditions are conducive to mergers. Mergers would be especially feasible when an environment encompassing homeless service organizations (HSOs) includes the following:

- *Vertical integration* – complementary services among HSOs often provides synergy and alignment;
- *Flexible, relatively short-tenured or new senior leadership* – a change in leadership at an HSO may serve as a catalyst, while entrenched executive directors and senior managers may tend to resist an organizational change as disruptive as a merger;
- *Funders sponsoring supportive services* – funders can leverage impact in the field by supporting services such as health care and job training that complement "Housing First"-oriented programs;
- *Increased funding* – a lesson of the Crittenton Women's Union merger shows us that funders may be more willing to support a new entity born out of a merger than either of its predecessor organizations.

Further, we believe a more streamlined, robust homeless services sector may be empowered to engage Greater Boston's young professionals in philanthropy. Promoted by greater impact and visibility for the field through mergers and partnerships, HSOs may attract volunteers among the region's college students. Over time, these young volunteers can be cultivated into benefactors and even leaders on HSO boards.

### *The Team*

Members of the 2008 ELP Fellows Cohort working together on this project are:

Joe Bator (Eastern Bank)  
Chris Harris (The Bank of New York Mellon), Team Presenter  
Steven Moorehead (Blue Cross Blue Shield)  
Lesley Ogrodnick (EMC Corporation)  
Melissa Rowe (State Street Global Markets)  
Sarab Shergill (Genzyme Corporation)  
Johanna Storella (Massachusetts Convention Center Authority)  
Amanda Van Veen (RSA, The Security Division of EMC)

## **The Hunt Alternatives Fund**

**Sponsor: Sarah Gauger, Executive Director and Janna Schwartz, Senior Program Officer, ArtWorks for Kids**

### *Background*

“The Hunt Alternatives Fund advances innovative and inclusive approaches to social change at the local, national, and global levels... ARTWorks for Kids is a program of the Hunt Alternatives Fund which seeks to garner sustained public and private support of arts organizations that transform the lives of kids in Eastern Massachusetts. ARTWorks for Kids helps organizations through advocacy (educating policymakers to increase public funding), outreach (forging partnerships to identify new donors), convening (building a coalition to strengthen youth arts), and grant making (funding arts organizations directly). Their goal is to create a model that can be replicated by other communities.”

(Hunt Alternatives website, [www.huntalternatives.org](http://www.huntalternatives.org))

### *The Project*

The Hunt Alternatives Team was charged with determining if ARTWorks for Kids is a unique model, whether it can be replicated, and to provide an analysis of potential sites for replication as well as strategic resources for each site.

Our report outlined the national landscape of funding in the arts including regional giving practices and trends; best practices learned from foundations around the country; and a detailed review of two cities where the ARTWorks for Kids model may be replicated; and concluded with recommendations for pioneering the ARTWorks for Kids program on a national stage as a model for organizing and sustaining public philanthropic support in local programming that engages young people in the arts.

### *Highlights & Key Findings*

- We determined that there is an opportunity for replication of the ARTWorks for Kids model. The unique aspects of the model can be leveraged to achieve a positive impact on the art communities in other cities. The manner in which that replication occurs depends largely on Hunt Alternatives Fund's interest and ability to become engaged in the process. The success of a similar initiative will depend on the ability to raise and sustain funding as well as provide overall program and coalition leadership and talent.
- We provided a roadmap to replication that begins with a marketing campaign, a redefined mission, and considerations for adapting the base model depending on the funding and leadership needs of the city or community targeted for replication. Further, we provided replication insights for two sites, Denver and Rhode Island.

A campaign to bring ARTWorks for Kids to new regions of the country will want to be part of an overall strategy by Hunt Alternatives Fund to share its institutional good will, influence, programmatic success, and staff expertise as well as the visibility of its primary founder to effect positive change for a population that may

be in need – say “at risk” youth – and also ensure that the “institutional brand” retains its strong position well into the next phase of the organization’s life.

### *Significance for the City of Boston*

Of the program’s strengths is its place in the array of programs which are part of the Hunt Alternatives Fund’s mission to be engaged in the world strategically and to use its influence to improve quality of life for women and those who are underserved within their environment. In addition, the program’s ability to attract and retain donors who are passionate about art and who have consistently supported its growth over the years – even in times of economic uncertainty – is a testament to the value which it holds for many. That the program exists and thrives as it does is in keeping with regional even national trends for philanthropic support of arts/arts education programs – particularly by family foundations or similar institutions – that enable donors to have somewhat of an active ownership role in a program’s success.

A highly developed program structure, a steadfast and committed donor base, a proven track record of success and considerable visibility among arts/arts education institutions all within the context of national patterns of increased giving as witnessed by family foundations are indicators that replication of *ARTWorks* for Kids presents an exciting opportunity not merely for expansion of this singular program but also, and perhaps more importantly, for the re-articulating and sharing more broadly the mission of the Hunt Alternatives Fund.

Whether in Boston, Denver, Rhode Island or San Francisco – where the San Francisco Foundation’s Community Initiatives Fund (“CIF”) is taking innovative approaches to coalition building – the Hunt Alternatives Fund may consider strengthening connections with the municipal and state government partners who share similar mission interests thereby enhancing the efforts of replicating *ARTWorks* for Kids while creating local alliances that will nurture this program’s survival and support the institution’s presence in the cultural, arts/art education arena.

In the 2007 marketing materials for the *ARTWorks* for Kids signature fundraising event “Blooming Art” Rick Tagliaferri of the Boston Arts Academy is quoted as saying that while “intellectually, people understand the value of the arts, what [Hunt Alternatives Fund/*ARTWorks* for Kids does] is provide them reasons to become passionate.” By taking the next step in re-articulating its mission, sharing it broadly, and strategically using its current assets – a dynamic leader, exceptional staff, strong program model, strong financial base – to engage others at the corporate, municipal, state and industry sector level, Hunt Alternatives Fund has the potential to not only bring *ARTWorks* for Kids to the national level; but also to create passion among many new partners for the institution’s good works.

### *The Team*

Members of the 2008 ELP Fellows Cohort working together on this project are:  
Karen Anderson (Putnam Investments)  
Jennifer Angell (Genzyme)

Renee Boynton-Jarrett (Boston Medical Center)  
Jason Grasso (Sovereign Bank)  
Tim Lavin (Boston Public Schools)  
Michelle Lynch (Blue Cross Blue Shield of MA), Team Presenter  
Jeff Pike (Mass Eye & Ear Infirmary)  
Dana Whiteside (Boston Redevelopment Authority)

## **The Catalogue for Philanthropy**

**Sponsor: George E. McCulley, Founder & President**

### *Background/Findings*

The Catalogue for Philanthropy (CFP) was founded in 1997 with a vision to strengthen and promote philanthropy in Massachusetts and nationwide. Its goal is to educate donors by raising public awareness of philanthropy and by increasing and improving charitable giving. CFP currently has one product, a high-quality 'Catalogue' which is a directory of Massachusetts charities with budgets below three million dollars. This Catalogue is mailed annually to a selection of high-income households. In 2008, CFP approached the Emerging Leaders Program at the University of Massachusetts Boston to sponsor a project for its 2008 Fellows.

The Catalogue Team, eight members of the 2008 class, accepted the challenge to work on the project to create a marketing plan for two new products that CFP will launch in 2008. These products consist of *Philanthropy Reconsidered*, a book that offers an in-depth historical perspective and definition of philanthropy and an interactive web tool that builds on the print directory of charities. With both the book and the web directory, CFP aims to leverage a current paradigm shift in philanthropy and dramatically change the way the public understands and engages in charitable giving. The marketing plan recommended to CFP outlines the strategy for bringing the two additional products to the market in a way that maximizes the organization's expertise in the philanthropic sector and expands its reach to additional audiences.

### *The Two Products: Philanthropy Reconsidered & Web Directory*

*Philanthropy Reconsidered*, authored by CFP Founder and President George E. McCully, is an educational handbook that offers a classic definition of philanthropy and a look at the United States' philanthropic roots. The book also provides the reader with the historical basis for the term and concept of philanthropy.

The web directory provides a systematically organized directory of charities, based on CFP's proprietary taxonomy of charity types. It also increases the visibility, web presence and offers the ability to accept online donations for smaller charities. For community foundations and corporate sponsors, the web directory provides a centralized location where these organizations can present information on local charities.

### *Marketing Strategies*

The strategy outlined in the marketing plan recommended to CFP was informed by the goals of the organization, research on the state of the understanding of philanthropy and the informational tools related to charities and charitable giving which are currently offered. Additionally, an examination of the strengths, weaknesses, opportunities and threats for the two products was leveraged to develop the marketing strategy. Marketing channels for both the book and the web directory were examined based on the attributes and target audiences of each product. The plan also outlines the approach to prospecting for customers

in new markets and what statistics should be collected from implementations of the web directory to support enhancing the value proposition for the web directory using hard data.

Key approaches recommended by the team included:

- Utilize a three-pronged approach to include a web presence, in-person appearances and print media for both products;
- Explore a corporate sponsorship model for the web directory;
- Introduce the book to higher education institutions with programs in philanthropy, nonprofit management, corporate social responsibility and other similar tracks;
- Consider a cause related marketing strategy for the book that offers a portion of the sales benefiting a charity;
- Feature a 'charity of the month' on the directory's website to drive traffic;
- Cross-promote book and web directory.

#### *Young Professionals/Corporate Social Responsibility*

The team gained some valuable insight on corporate social responsibility and the potential role of young professionals in the future of philanthropy. The book, *Philanthropy Reconsidered*, offers a foundation for learning about a subject that continues to be nuanced for many individuals especially those recently entering the professional environment and may be thrust into work projects that include charitable involvement. The web directory, in concert, wisely takes advantage of technology to more actively engage the younger generation in charitable giving. The directory makes a key distinction between organizations that are "truly charitable" and other nonprofits such as social clubs. This classification is important as it eliminates confusion for the general public, builds trust and in turn, increases charitable giving. The overarching result of widely marketing both products is the increase of knowledge and involvement in philanthropy, particularly by young professionals.

#### *The Team*

Members of the 2008 ELP Fellows Cohort working together on this project are:

Michelle Caldeira (Pine Street Inn), Team Presenter  
Christy Lee (WHDH TV)  
Udo Nelson (The Boston Globe)  
Stephen Roger (First Marblehead Corporation)  
Silvia Sarra (Sovereign Bank)  
Cedric Sinclair (Boston Architectural College)  
Daniel Sullivan (Office of Rep. David Flynn)  
Christopher Wickles (Citizen's Bank)

## **The Trefler Foundation**

**Sponsor: Christine Green, President**

### *Background*

The Trefler Foundation is developing its first website, which will be devoted to donor education targeting individual donors and small family foundations. The goal of this section of the website is to encourage philanthropy, focused on, but not limited to, education and youth development.

One piece of content for the donor education component of the website concerns using the Internet as a tool to support philanthropy. The Internet has grown in relevance over the past 10 years, and it is now the repository of a vast amount of information about the nonprofit world. The websites of nonprofit organizations, which once held brief overviews, snail mail, and telephone contact information, can now be a mine of information about an organization's personnel, its impacts and outcomes, its strategic plan, and its public financial position.

At the same time, a new set of intermediary web services has come into being to help donors sort through the growing volumes of information on the Internet. These websites have various purposes, some very broad and some narrower. They also have differing kinds and qualities of information. Social entrepreneurs have begun to enter the process and are looking for new ways to make the web relevant to donors. GiveWell and Great Nonprofits are two web portals recently featured in the "Chronicle of Philanthropy" that were launched by young donors.

The Trefler Foundation has begun a preliminary review of these web gateways to attempt to understand how they support charitable giving, the unique characteristics of each that each brings to the process, the limitations, and the best use of each to support donor giving. The Foundation seeks to develop a resource guide that illuminates the role of the Internet in supporting the charitable giving process.

### *Desired outcomes/deliverables*

The Foundation wishes to make a contribution to the field of philanthropy, specifically to individual donors and small family foundations. Both these groups execute their charitable giving without significant help from professional staff. The Foundation hopes that its website can be a resource to these groups. The following deliverables were expected from the project team:

- Create an inventory of all known web gateways through interviewing and research;
- Create a model for organizing these gateways into a logical structure;
- Provide a guideline for communication with their website developer;
- Develop a tool that will identify the key components that make up the different gateways. Among the components might be:
  - Geographic scope of the organizations included
  - Type and depth of financial information
  - Specific sector focus
  - Action steps available on site
  - Frequency of maintenance and updating

- Sponsoring organization, staff, or other information that qualifies the gateway
- “Road test” sites by applying specific problems and queries to the gateways and rate sites based on agreed-upon criteria.

*The Team*

Members of the 2008 ELP Fellows Cohort working together on this project are:

Eileen Brophy (Boston Redevelopment Authority)

David Dance (Blue Cross Blue Shield of MA), Team Presenter

David Dulczewski (First Marblehead Corporation)

Daphné Germain (Boston Public Schools)

Jennifer Panagoulas (Genzyme Corporation)

## **The Associated Grant Makers**

**Sponsor: Ron Ancrum, President and Miki Akimoto, Vice President**

### *Background*

Associated Grant Makers (AGM) is a regional association of foundation staff and trustees, corporate grant makers, donors and philanthropic advisory services. The mission of AGM is to provide valuable tools and information to their members to help support the practice and expansion of effective philanthropic giving. AGM provides significant value to their membership through meetings and workshops as well as effective sharing of best practices. One example of such a best practice is the development of the Common Proposal Form (CPF) to make the grant application process easier for both the grant makers and grant seekers. The CPF provides a grant proposal format that is commonly accepted and consistent for grant application review processes which help ensure grant seekers include all critical information and allows grant makers to have a standard format to help manage the review process.

### *Project*

The AGM Team was tasked with reviewing the Common Proposal Form with a focus on the foundations that review grant request. In addition, we were asked to make recommendations on format and content of the form to improve effectiveness and possibly increase usage/ acceptance.

### *Overview of Methodology*

First, eighty-eight member organizations were surveyed electronically on their usage and impression of the form. The survey questions intended to:

- Capture level of interest the organizations have in CPF;
- Understand the value perceived by the organizations;
- Evaluate the effectiveness of the components of form.

Second, as a follow-up to the survey, telephone calls were made to a select group of foundations recommended by AGM to gather more in depth data. The interviews were an opportunity for the team to gather more information about the common themes from the data and to hear first hand from influential users of the CPF.

### *Conclusions & Key Findings*

Overall, the majority of the organizations surveyed find the CPF to be a valuable tool, although few organizations require it to consider grant requests. Approximately 75% of the grant-makers indicated that the Content and Questions/Responses sections of the form were highly or very useful and the same number found that it was highly or very efficient for grant-seekers. The best aspects of the form according to those interviewed by telephone include the consistency of information between applications, completeness of information collected, and that it saves an incredible amount of time for applicants to apply to multiple foundations.

### *Recommendations*

- *Web-based Form and Workflow* - Consistently most grant-makers highlighted potential greater benefit from an electronic or web-based version of the form. AGM already does a great amount of training for grant-seekers and the form is available in electronic form from the AGM website but commonly users mentioned a desire to have a web-based version. The Team is not sure of the workflow management used by grant makers but clearly this is an area that they are looking for assistance. This might be more development work than AGM has budgeted for or wants to undertake.
- *Training* - Users mentioned the need to reinforce through training the importance of being concise and specific, as the critical details needed often are lost. Some users felt proposals became repetitive when organizations did not know exactly what content to use as a response to multiple questions.
- *Young Professional Connection* - Create a group of young professionals seeking to be involved with non-profit sector who can help organizations complete CPF and target appropriate foundations.
  - Run grant writing seminars to help train users of CPF
  - Train “experts” to help drive consistency on the financials
- *Form Evolution* - A series of focus group meeting with key stakeholders to agree on improvements and potential updates to the form. Ironically, AGM clearly understands their constituents very well and what some users felt was a strength others felt was a weakness. The focus group could be used to see if there might be some organizations that would benefit from a “short” form while others prefer a “long”. This would create additional work for AGM but might be a method to help increase adoption both within and outside their membership.

### *The Team*

Members of the 2008 ELP Fellows Cohort working together on this project are:

Robin Barnes (Community Academy of Science and Health)  
Michael Cannizzo (Boston Redevelopment Authority)  
Raymond Ikoro (Federal Reserve Bank)  
Carlos Martinez (AIDS Action Committee)  
Andrew Stevenson (First Marblehead)  
Nina Wolfendale (Genzyme Corporation), Team Presenter

## **Third Sector New England**

**Sponsor: Tyra Sidberry, Manager, The Diversity Initiative**

### *Background/Findings*

The purpose of this report was to provide insight into the perspectives and knowledge of experts in the area of capacity building and in the role of diversity in the philanthropic non-profit sector.

A target list of 66 contacts was formed using the AGM (Associated Grant Makers) library archives to identify specialists and experts in the areas of capacity building and organizational diversity. Through the means of 66 cold calls, 20 potential collaborators and knowledge resources agreed to participate in an online survey. The online survey was developed by the project execution team in close collaboration with the project sponsor and was designed to filter and assess a potential candidate's criteria for a follow up one-on-one interview. The online survey yielded a total of 11 one-on-one interviews from a diverse set of individual perspectives. Much of the knowledge contained in this report is the result of those interviews.

### *Varying definitions of capacity building and alternative methods to stimulate capacity building*

- Capacity building often refers to assistance which is provided to entities which have a need to develop a certain skill or competence. The modern definition of the term was used to characterize a common United Nations method to assist developing countries.
- The term capacity building is typically used to categorize organizational development grants that drive organizational effectiveness and positive change.
- Organizations should focus on a definitive mission and achievable goals that support the overall concept of *sustainable* positive change.

### *The role and benefit of diversity in philanthropic non-profit sector*

- Diverse leadership yields diverse culture
- Diverse culture attracts diverse recruits with diverse backgrounds
- A diverse organization is the platform for achieving inclusiveness

### *Barriers and challenges that exist in the pursuit of capacity building and diversity initiatives*

- Commitment of board of directors and key management
- Ability to recruit and retain qualified board members and staff
- Ability to generate sufficient funding

### *Solutions and recommendations to assist non-profits in the successful pursuit of capacity building and diversity initiatives*

- Organizations should have a clear vision and be able to articulate it and have a plan to develop diversity. This should include short term and long term goals;

- Organizations should have an evaluation process to monitor their progress towards meeting their goal of incorporating diversity into their organizations and adjust it accordingly;
- Increase funding and salaries to attract an educated diverse population;
- Collaborate /Partner with high schools and secondary schools with a diverse population within the communities served to mentor and develop qualified future leaders/associates to work in a diverse organization;
- Mission statement should include diversity;
- Leadership should support and keep diversity efforts on forefront updating all members of the organization;
- Include associates closest to the issues in conversations when trying to identify populations served and their needs, how to reach out to this population.

### *The Team*

Members of the 2008 ELP Fellows Cohort working together on this project are:

Kathleen Connolly (Partners Community Healthcare, Inc.)  
Ralph Dickinson (Raytheon IDS)  
Anne Flaherty-Quemere (Blue Cross Blue Shield of Massachusetts)  
David Halbert (Office of Sam Yoon), Team Presenter  
Lunie Jean-Philippe (State Street Corporation)  
Brooke Reyes (Brigham & Women's Hospital)  
Nayenday Thurman (Commonwealth of Massachusetts, Office of Business Development)  
Stephen White (Citibank)

## **The Massachusetts Business Roundtable** **Sponsor: JD Chesloff, Deputy Director**

### *Background/Findings*

The next primer to be published by the Massachusetts Business Roundtable (MBR) will explore the connection between Corporate Social Responsibility (CSR) and another core business challenge—the need to recruit and retain talent. This primer will explore the current content for CSR and highlight best practices in directly engaging employees in corporate philanthropy and volunteer programs by drawing on examples from CSR strategies employed by corporations in the Bay State.

Based on interviews with senior executives, human resource specialists, and corporate giving personnel at some 20 organizations, our team identified five best practices for corporations seeking to engage their employees in their philanthropic giving and volunteering programs.

### *Engage Employees at All Levels as Decision Makers and Leaders*

Corporate philanthropy and volunteer programs are opportunities for employees from throughout the company to become engaged citizens, both with their communities and with each other. Well-designed programs provide mechanisms for garnering input from employees and give employees choices as to how they might contribute.

Recognizing that executive leadership will set the general direction for a corporation's CSR programs, employees should play a central role in helping to define and refine these programs. Employees can help identify specific projects worthy of corporate investment. They can provide constructive feedback once a CSR program is launched as they participate, witness its impact, and consider how the program might be improved.

At IBM, employees can nominate local charities where they have volunteered to receive donations of IBM equipment. This helps to put IBM's corporate philanthropy into the hands of its employees.

At Verizon, for every dollar an employee donates to their charity of choice Verizon will match their contribution dollar for dollar. As a result of this program, employees inherently give more to the community.

### *Leverage Employees' Skills*

Employees deploying their skills to benefit a community can give them confidence in the positive contributions they can make and help the community see the employees—and the corporation—in a new light.

At Unistress Corporation, part of Petricca Industries, "in kind" contributions have enabled a sense of ownership in the organization's CSR strategy by leveraging the company's biggest asset, their employee skill base. As a manufacturer of precast/prestressed concrete products and specialists in road construction and large scale highway infrastructure, their employees have unique skills in

construction and heavy equipment operation. Employees are often called upon to utilize their experience in non-traditional ways that benefit the community they live in. Whether it's land clearing or parking lot or playground construction, the employees are encouraged to participate by leveraging their expertise as machinery operators and engineers.

#### *Help Employees Build New Skills*

Corporate CSR programs provide valuable opportunities for employees to become engaged in new ways, not just as active citizens in their communities but also as valued team members when undertaking team projects. When employees take on new roles that are different from the ones they hold at their corporation, they are learning new skills—and their co-workers can see them in a different light.

At Staples, one of the goals for the corporate responsibility program (Staples Soul) is to develop more leaders with global perspective. Staples has seen that community involvement has helped employees develop skills that are outside of their day-to-day work, such as project management skills, leadership skills, and interpersonal skills.

#### *Encourage Teamwork*

Group volunteer programs allow team members to work with each other in new ways. By working together on projects outside of the office, employees can gain a better understanding of their co-workers and appreciate talents that may not be apparent within the work environment. This is also a time to have fun together.

At Hollister, “We have created a culture where investing in our community is what it is about to be an employee at Hollister. Through these initiatives we have built the Hollister brand and have created team synergy and engagement in our Hollister Community.”

Managers at Putnam Investments, Blue Cross Blue Shield of MA, Staples, AT&T, Wainwright Bank, and several other companies have used volunteer projects as team-building opportunities. Managers reported that their staff worked better together after volunteering.

#### *Create a Clear Link to the Company's Mission*

Throughout all of our interviews, corporate leaders emphasized that CSR is central to their corporate cultures. CSR decisions are inextricable from the companies' business decisions, and this decisions flow from the top down and from the bottom up.

At Genzyme, CSR is “part of the organization's DNA.” Since its founding as a small start-up in 1981, Genzyme has always been committed to being a good corporate citizen in communities around the globe where they have a business presence. The entrepreneurial spirit that is central to Genzyme's culture is also central to its CSR efforts.

At Verizon, “Investing in our communities is very grass roots in our organization and part of our culture. We are focused on being a good neighbor in the communities where our employees and customers live. We have 10,000 employees in resource groups and these employees serve as great ambassadors and take great pride in these communities we serve.”

Developing these best practices requires commitment on the part of corporations. In the best cases a team of stakeholders within the corporation are driving the development of formal programs to engage all employees in the corporation’s philanthropic and volunteer programs.

Sovereign Bank has implemented a Corporate Volunteerism Policy that enables Team Members to volunteer during regular work hours. This formalized process encourages Team Members to make a difference in their communities and support Sovereign’s on-going “Spirit Of Your Neighborhood Campaign”.

At The Bank of New York Mellon, “Executive endorsement is critical and at The Bank of New York Mellon the Chairman and several Executive Ambassadors are involved in our Corporate Social Responsibility Committee to ensure its success.”

#### *Corporations Interviewed*

We would like to thank representatives from the following corporations for sharing information about their CSR programs: Alexander Aronson & Finning, The Bank of New York Mellon, Blue Cross Blue Shield of Massachusetts, Boston Private Bank, Brown Brothers & Harriman, EMC, Genzyme, Petricca Industries, Hollister, IBM, Putnam Investments, Sovereign Bank, Staples, State Street Corporation, Verizon, and Wainwright Bank.

#### *The Team*

Members of the 2008 ELP Fellows Cohort working together on this project are:

Bridget Hindle (Sovereign Bank), Team Presenter  
Cuong Hoang (Mott Philanthropic)  
Christopher Lavoie (AT&T)  
Rajesh Menon (NSTAR)  
Quintina Palmer-Woods (Brown Brothers Harriman & Co.)  
Shaké Sulikyan (Pine Manor College)

## Emerging Leaders Program 2008 Teams

### Associated Grant Makers

Robin	Barnes	Community Academy of Science and Health
Michael	Cannizzo	Boston Redevelopment Authority
Raymond	Ikoro	Federal Reserve Bank of Boston
Carlos	Martinez	AIDS Action Committee
Andrew	Stevenson	First Marblehead Corporation
Nina	Wolfendale	Genzyme Corporation

### Catalogue for Philanthropy

Michelle	Caldeira	Pine Street Inn
Christy	Lee	WHDH TV
Udo	Nelson	The Boston Globe
Stephen	Roger	First Marblehead Corporation
Silvia	Sarra	Sovereign Bank
Cedric	Sinclair	Boston Architectural College
Daniel	Sullivan	Office of Rep. David Flynn
Christopher	Wickles	Citizen's Bank

### Hunt Alternatives

Karen	Anderson	Putnam Investments
Jennifer	Angell	Genzyme Corporation
Renee	Boynnton-Jarrett	Boston Medical Center
Jason	Grasso	Sovereign Bank
Timothy	Lavin	Edward G. Noonan Jr. Business Academy
Michelle	Lynch	Blue Cross Blue Shield of Massachusetts
Jeff	Pike	Massachusetts Eye & Ear Infirmary
Dana	Whiteside	Boston Redevelopment Authority

### Mass Business Roundtable

Bridget	Hindle	Sovereign Bank
Cuong	Hoang	Mott Philanthropic
Christopher	Lavoie	AT&T
Rajesh	Menon	NSTAR
Quintina	Palmer-Woods	Brown Brothers Harriman & Co.
Shaké	Sulikyan	Pine Manor College

### The Bank of New York Mellon Foundation

Joseph	Bator	Eastern Bank
Chris	Harris	Bank of NY Mellon
Stephen	Moorehead	Blue Cross Blue Shield of Massachusetts
Lesley	Ogrodnick	EMC
Melissa	Rowe	State Street Global Markets, LLC
Sarb	Shergill	Genzyme Corporation
Johanna	Storella	Massachusetts Convention Center Authority
Amanda	VanVeen	RSA, the Information Security Division of EMC <sup>2</sup>

### Third Sector New England

Kathleen	Connolly	Partners Community Healthcare, Inc.
Ralph	Dickinson	Raytheon IDS
Anne	Flaherty-Quemere	Blue Cross Blue Shield of Massachusetts
David	Halbert	Office of Sam Yoon
Lunie	Jean-Philippe	State Street Corporation
Brooke	Reyes	Brigham & Women's Hospital
Nayenday	Thurman	Commonwealth of Massachusetts, Office of Business Development
Stephen	White	Citibank

### Trefler Foundation

Eileen	Brophy	Boston Redevelopment Authority
David	Dance	Blue Cross Blue Shield of Massachusetts
David	Dulczewski	First Marblehead Corporation
Daphné	Germain	Boston Public Schools
Jennifer	Panagoulis	Genzyme Corporation