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The Feasibility of Establishing the Mosaic Partnerships Program in the City of Boston

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The Feasibility of Establishing the Mosaic Partnerships Program in the City of Boston

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Introduction

Mosaic

Six years ago, Rochester, NY Mayor William A. Johnson contracted with the consulting firm Idea Connection Systems (ICS) to create a program then called Biracial Partnerships for Community Progress. Since that time over 400 leaders from all areas of the Rochester community have participated. ICS has established this program, since renamed the Mosaic Partnerships Program, in several cities. Through the *UMASS Boston - Center for Collaborative Leadership, Emerging Leaders Program (ELP)*, the Mosaic Partnerships Program was introduced as a way to bridge race relations in Boston and be a catalyst for change. Can the *Mosaic Partnerships Program* provide positive results to the City of Boston? Is the City of Boston ready for such a program? What would it take to bring the Mosaic Partnerships Program to Boston? And what are the best avenues for ICS to establish it here?

Through the ELP, the Mosaic Team has taken on the task of gathering information and opinions to help answer those questions through a feasibility study. The Team quickly understood that in the time given, and with such a passionate topic, it would only be able to analyze the tip of an iceberg. The questions around feasibility could not be answered completely; rather, the groundwork could be laid for a champion to pursue further. The following pages contain the components and knowledge needed to take the next steps in answering the question of: *Should the Mosaic Partnerships Program come to Boston?*

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I. Overview of the Mosaic Partnerships Program

What is the Mosaic Partnerships Program?

Idea Connections System's (ICS) Mosaic Partnerships is a multi-stage program designed to improve a community's health by building bridges between differences and advancing race-relations. This program was built around the essential need to move toward an inclusive and global mindset, recognizing that if a community does not embrace diversity, it will 'suffer from a lack of collaboration, fragmented planning, continued racial estrangement and become mired in social and economic stagnation.' The Mosaic process advances a community along the path of trust building and social connectedness, both individually and across networks. In this way, it works to increase the community's level of social capital – the “invisible civic glue” that holds a community together. Mosaic approaches community building by addressing what are likely our greatest social divides, race and ethnicity. The Mosaic methodology fosters trusting relationships between members of the community who are paired across race and /or ethnicity, starting with the leaders of the community. The participants engage in a guided relationship over the course of one year. The Program cascades deeper into the community with each subsequent annual phase. By pairing members of a community, starting with the leaders across race and ethnic lines, it is believed that a trust is created, which can develop into a relationship, which then creates possibility and opportunity, opening up the door to actions and therefore providing results.

How does the Mosaic Partnerships Program Work/What is the Process?

The Mosaic Program is a multi-phased, transformative process for the individual participants as well as the community. The Program acts to engage the participants across race and/or ethnicity by creating the opportunity and process for them to develop those relationships that are much too infrequent in our communities. The Mosaic process enables and encourages the participants to begin to engage below the surface level. When this occurs, the humanity in each becomes increasingly manifest, which often sparks within the partners the understanding that difference in our essence as human beings based on skin color is a myth. The participants then recognize, understand and even rally around their commonalities as opposed to merely seeing their differences. This deeper understanding, along with the trust and friendships that develop, results in the desire and energy to make change, which must then be canalized for the betterment of the community.

Phase I: Paving the Path Toward Improved Race Relations and Increased Social Capital (1st year)

- Partner-to-Partner Social Meetings
- Cluster Group Gatherings
- Large Group Gatherings

Phase II: Enhancing Social Capital Through Trust Building and Community Improvement Activity (2nd year)

- New Participants (emerging leaders, police departments, high schools)
- Phase I Alum: Consultation for Community Improvement

II. Needs Assessment

The Mosaic Partnerships Program is based on the belief that healthy social capital in a community results in more collaborations across racial and ethnic lines. Improvement of relationships across racial and ethnic lines would be a crucial component of work towards a stronger democratic system, decreased crime rates, better performing schools, and increased health of individuals. The program is designed to break down the barriers that prevent collaborations from forming and to support the emergence of increased social capital. This needs analysis looks at Boston in regard to these four areas. It also highlights other social change and diversity programs currently operating in the city.

Currently, Boston is experiencing a shift in demographics. According to the report, "The Changing Face of Massachusetts," published by MassINC in 2005, the demographic make-up of Massachusetts has changed greatly over the past 20 years. This is largely due to the increased number and diversity of immigrants. The report finds that one in seven residents of the state were born in another country, a 40% increase in less than 15 years, and a figure that is expected to rise in the next decade.

With increased diversity among the general population, programs and opportunities to bring diverse groups together in dialogue will build economic and social strength within Boston communities.

Education/Employment

The Boston Public Schools (BPS) serves more than 58,000 pre-kindergarten through grade 12 students in 145 schools. This year, the Mayor's office welcomed 500 new teachers to the city of Boston and over the past few years, millions of dollars have poured into the small school initiative from private foundations. Recently, BPS also won \$500,000 in scholarships from Broad Prize for Public Education, which recognizes school districts for making notable academic progress.

Despite current progress, the most daunting issue currently facing students in BPS is passing the Massachusetts Comprehensive Assessment System (MCAS). According to a 2005 article, "more than half of the city's students still score at the bottom levels, meaning that they are failing or need to improve in reading, writing and math. Boston's MCAS test scores ranked in the bottom 10 percent of the state in 2004" (Jan & Sacchetti, 2005). Boston's MCAS scores in 2005 remained low compared to those across the state (math is 74% passing vs. 85% percent statewide; English it's 77 percent vs. 89 percent)" (Keane, 2005) this includes scores from Boston's exam schools where 100% of students passed MCAS. Without these schools included, figures would show even greater disparity. These students do not receive a diploma and most do not return to school or matriculate into any post secondary options. This is unfortunate because sixty (60) percent of projected job growth for Massachusetts through 2010 is managerial, professional specialty, and marketing and sales occupations that require post secondary education (*Data on Current and Projected Employment and Education Training Requirements, 2000-2010, Massachusetts Division on Unemployment Assistance*). Boston's students must be prepared if they are to avoid low wages and chronic unemployment.

Crime/Employment

Violence in Boston is at a 10 year high, with 90 percent of Boston's teens reporting in a recent survey that they witnessed violent acts in 2004, and nearly a third saying that they had a family member killed (*Boston Globe*, 12-27-05). Cuts in prevention programs are one cause for the increased crime rates. The *Christian Science Monitor* noted that, "With huge budget deficits looming at the local, state, and federal levels, crime-fighting and prevention programs like after-school activities are in danger." Violent crime decreased in Boston by almost 50% between 1990 and 2003. A recent upturn in youth homicide is linked to an increase in the city's juvenile population, new gang-related activity, and fewer activities and jobs in the economic downturn. (see Boston Indicator 8.2.1)

There are several reports that provide statistics on the correlations between race, crime and socioeconomic status. Many violent crimes occur in the poorest neighborhoods and between people of the same race. African Americans are also more likely to be convicted of violent crimes than Caucasians. Increased awareness and collaborations across racial and economic lines can bring about programs to combat the issue of crime in Boston.

HEALTH

Boston is home of some of the finest hospitals in the world and Massachusetts has one of the best plans nationwide to provide healthcare for uninsured children. Programs such as the Massachusetts Nutritional Plan for Women, Infants and Children have helped countless people in need receive health and food assistance. More children are being immunized every day and there are several programs in existence to address public health issues.

The Mayor's Office works very closely with the Boston Public Health Commission (BPHC) to combat issues such as obesity and environmental health issues around asthmatic health. Other programs under the BPHC include Boston Steps, a community mobilization effort to address obesity, diabetes and asthma in eight neighborhoods that collectively have the highest disparities of these chronic diseases. These neighborhoods are Chinatown, Dorchester, Hyde Park, Jamaica Plain, Mattapan, Roxbury, South Boston, and the South End. The Reach Program focuses on minimizing health disparities in Boston Elders.

Despite strides made in Boston and the state, statistics of health disparities is still alarming. The following statistics come from a 2006 study conducted by the Boston Health Commission:

- While the death rate from cervical cancer in white women is 2.3 per 100,000, African-American women die at a rate of 5.6 per 100,000.
- African-Americans children suffer disproportionately from asthma, experiencing a hospitalization rate nearly 4 times that of white children.
- In Boston, the prostate cancer death rate among black men is 2.5 times that of white men.
- More of Boston's black residents have diabetes than whites; the death rate for blacks is 33 per 100,000 and the rate for Latinos is 52 per 100,000; the comparable rate for whites is 15 per 100,000.

According to the study, race is usually the proxy for such factors as socioeconomic status, inadequate access to health care, and racial discrimination. The health needs of Boston can continue to improve through mobilization, education and training.

Government

Boston is governed by Mayor Thomas Menino and the City Council with the assistance of various departments, agencies and commissions. This year the City Council and the Mayor made strides in approving the budget totaling \$2.14 billion. This represents a 4.5% increase from 2006. Additional funds will support programs in the area of public safety and youth violence over the summer.

As Boston becomes more diverse, the electorate is also changing. In 2005, the citizens of Boston elected its first Asian American to the City Council. Citizens are becoming more aware of their civic responsibilities to encourage a diverse representation in Boston city politics. Boston government has also made strides in recognizing the need for immigrant populations to become more active participants and leaders in the city and established the Office for New Bostonians in 1998.

OTHER SOCIAL CHANGE PROGRAMS IN BOSTON

City-Wide Dialogues Contact: Jeff Stone, Executive Director (617) 442-4519

Brief Overview: City-Wide Dialogues on Boston's Ethnic and Racial Diversity is currently housed at the Urban League of Eastern Massachusetts, located in one of the city's empowerment zones, Roxbury. The program has been in existence for two and a half years. The vision and mission of the program is to help Boston become "a welcoming city of full inclusion, opportunity, respect and justice for all through honest, multi-session, facilitated discussions about race and ethnicity." City-Wide Dialogues is not incorporated.

Program Structure: Participants include Boston workers, residents, public employees and elected officials. Participants commit to four, two-hour dialogues of 20 individuals from varying racial and ethnic groups. Trained volunteers facilitate these dialogues. Beyond the dialogues, participants have the option of continuing in the program and working on a group project of their choice.

Annual Budget/Donors: City-Wide Dialogues operate on about \$40,000 annually. Some of their donors include the Boston Foundation, John Hancock, Boston Housing Authority, the MBTA and a host of other corporate, community, foundation, government and individual donors.

Challenges: Funding for Diversity programs are very tight in Boston. It is very difficult to provide tangible data that diversity programs work. There are great outcomes that results from the collaborative networks formed; however, there is currently no formal evaluation tool.

Expansion Goals: Mr. Stone would like to build the infrastructure of City-Wide Dialogues. Right now, the program operates heavily through the support of volunteers and recruitment is becoming increasingly difficult. His vision is to expand the program to include a component focused on increased participation of all racial ethnic groups in Boston's many events, (i.e. sporting, museum exhibits, etc.)

City to City Boston Contact: Katie Connelly, Program Coordinator (617) 338-4073

Brief Overview: City to City Boston is a program that seeks to “build a collaborative network of business, government and non profit leaders committed to civic progress in Boston.”*

Program Structure: Participants are leaders in their industries and are recruited to participate in an annual learning exchange trip to cities in the US and abroad. Past delegations have gone to Philadelphia, PA and Vancouver, Canada. The 2006 delegation of 65 participants plan on traveling to China. The program also holds several retreats throughout the year. During these excursions, participants build collaborations, engage in thoughtful conversations with each other and learn best practices elsewhere.

Annual Budget/Donors: The program is housed at the Boston Foundation that serves as their fiscal agent. There is a fee to participate and scholarships are available for leaders from the non-profit sector. Funding sources include the Chamber of Commerce, UMASS Boston, The Boston Foundation, and the City of Boston.

Challenges: The current mission statement and strategic plan is 10 years old. The management of the program is very small and consists of 1 part time program coordinator, and an advisory board of 14 people with 2 co-chairs, Hubie Jones, In residence, City Year and Jim Segel, Partner at Smith Segel and Sowalsky. There is not a great deal of literature or a website about the program.

Expansion Goals: Ms. Connelly hopes to have a speaker series available for participants to attend; more panel discussions; keynote addresses and tours of facilities in various industries. Another major goal of City to City Boston is to become an independent organization.

*Source: City to City Boston 2006 brochure

Black and White Boston Coming Together, Inc Contact: Jeff Bellows, Director (617) 247-9300

Brief Overview: Black and White America began in 1999 as an extension of the Black and White on the Green Golf Tournament. The purpose of the program is to “demonstrate the good will that exist among different racial groups, while providing a vehicle for capitalizing on that goodwill.”* Their hope is to create a dialogue that will bring about change in the areas of education, civic action, and employment opportunities.

Program Structure: The program brings together participants of varying races, industries and age groups who engage in monthly meetings during the winter. Past events include a golf tournament to raise funds for their scholarship program, a breakfast series and business award banquets.

Annual Budget/Donors: The organization is funded by private donations and fundraising events throughout the year and has a host of high profile supporters.

Challenges: There is a small staff of a president, director and two support persons.

Expansion Goals: They hope to expand the overall management structure and direct service people.

*Source: One America-Black and White Boston Coming Together brochure

Lead Boston Contact: Todd Fry, Director of Leadership and Development (617) 451-5010

Brief Overview: Lead Boston develops leaders who can help make Greater Boston a more socially just community. The program brings together mid to senior level professionals from diverse backgrounds and businesses to participate in monthly workshops on various social issues such as immigration, housing, education and employment.

Program Structure: The program year runs from September-July and recruits about 40 diverse participants annually. This year the new class will be split into two groups, one that will meet on a Saturday and the other on a Wednesday of each month. This is done to accommodate those who are unable to commit during the work week. The program begins with a retreat and move to monthly workshops on social issues. The goal of the program is to move their participants from a focus on leading to one of action. There is a fee for participation.

Annual Budget/Donors: N/A

Challenges: Lead Boston recently became an independent 501c3 in September 2005 from the Greater Boston Region of National Conference for Community Justice (BCCJ). They are now going through the process of building their organization infrastructure.

Expansion Goals: Their goal is to draw on the strengths of their alumni association to strengthen the "Leading Legacy" program with 100% participation from graduates to continue to give back, participate and most of all lead.

III. Scope and Methodology

Scope

Starting with the concept of conducting a feasibility study of establishing the Mosaic Partnerships Program in Boston, the Team developed a plan for maximizing use of time (estimated at six months) among a group of busy professionals who had never met before, and with no budget. With these limitations, the Team decided to conduct a series of interviews with leading Bostonians, who would then become stakeholders in the enterprise. Strategies for identifying and contacting the stakeholders and for conducting their interviews are described below.

It was uniformly agreed that there would be a need for more work to be done beyond what was accomplished in the time and with the resources that were available. Some of those ideas and suggestions, which Idea Connection Systems might consider undertaking in the future, include:

- Creating and executing an online survey
- Conducting focus groups
- Research existing diversity programs that are within a similar scope of Mosaic, that reside outside of Boston
- Creation of a bibliography

Methodology

The Team created and followed a timeline for February through October of 2006, with the planning occurring in February and March; the actual interviews in April, May and June; and analysis and reporting completed by October. The Team completed a needs assessment and eleven interviews. The Team analyzed the information and data by comparing and contrasting the opinions of interviewees.

1. The planning phase involved developing the scope, conducting the needs assessment, identifying interviewees, and creating the interview questions and strategy.
2. In the execution phase, pairs of Team members scheduled and conducted the interviews, with one Team member leading the discussions and the other taking thorough notes and keeping the interview on point and to the agenda.
3. The third and final phase involved analyzing the interviews, organizing the information, and putting together this final report.

IV. Stakeholder Identification

Stakeholder Identification

In an effort to gauge potential interest in Idea Connection System's Mosaic Partnerships Program, the Team chose to interview leaders who have a demonstrated interest in and capability to support the start up of the program in Boston. It was particularly important to identify current leaders who represent diverse ethnicities and from varied sectors of the Boston community.

First identified were individuals who represent a variety of sectors within Boston, including city level government, civic, community, corporate, education, foundation and religion. In addition, individuals who represented the broad demographics of the city's population including African Americans, Asians, Caucasians and Latinos were selected. Finally chosen were individuals who have access to and/or control of resources that could be of vital importance to the implementation of ICS's Mosaic Partnerships Program.

All of these criteria helped in identifying Stakeholders who are not only motivated and passionate about race relations and diversity, but also who have the capability to generate interest and garner support for the Mosaic Partnerships Program.

V. Interview Script and Course of Action

Interview Script and Course of Action

Throughout the course of the interviews the Team sought to gain the components and knowledge needed to answer the question of: *Should the Mosaic Partnerships Program come to Boston?* In developing the interview structure, the focus of the discussion was on several key areas including Overview, Need, Funding and Leadership.

Prior to each interview the Team provided Stakeholders with information regarding ICS's Mosaic Partnerships Program and began each discussion with a brief overview of the Mosaic program. This provided the base knowledge necessary to continue with a probing interview.

Once the overview was covered interviews focused on the program model and funding structure in the cities that are currently implementing the Mosaic Partnerships Program. Stakeholders were asked to share opinions on how best to implement the program in Boston and what particular funding sources might have the capability and interest in funding the program. Given the importance of the role of Program Champion to the Mosaic Partnerships Program, it was highlighted to the Stakeholders and recommendations on individual(s) who could act as the Champion of this program if it were to come to Boston were requested.

The structure of an interview script allowed the Team to control the data collected in all interviews. As a result the data collection and analysis allowed the determination of key areas of agreement from all Stakeholders.

VI. Analysis and Summary

NEED

Interviewees agreed there is a general need for change in race relations in Boston, and although Boston has had positive changes and improvements since the 1970s, there is a continuing and clear need for ongoing work in this area. Some pointed out that much of the nation still has a negative perception of Boston regarding race relations, and in order to compete and collaborate with other cities, Boston needs to work to improve race relations and that negative image.

Through its needs assessment, the Team concluded that due to a lack of diversity among Boston's leaders, minorities are not adequately included in community policy and decision making. As of the 2000 Census, more than half the population of Boston consisted of African Americans, Asian Americans and Latinos. The 2004 Boston Indicators Report states that leadership within the political, economic, educational and social realms is not demographically representative. Although every sector has examples of progress in racial representation in leadership, overall Boston's leadership is not representative of the diverse demographics of its population.

The majority of interviewees indicated that despite the diverse demographics of Boston's population, people of color are underrepresented in leadership. Several interviewees pointed out that people of color feel there is a long way to go to access power and to have influence in Boston.

Many interviewees mentioned that there is also a need for social integration in the city. Currently there is distinct social separation between Caucasians, people of color and ethnic groups. For example, people of color are not attending and/or participating in sporting events, museums, cultural institutions, etc.

Although it was clearly stated by all interviewees that there is a need for change in race relations in Boston, it was stressed that only the right program for the city will be effective. It was often pointed out by interviewees that there is a fatigue in the city around the issue of race relations, i.e., disappointment in the results of the many programs that have been implemented over the years. Also, there is currently a focus on other issues in the city, including Boston's economy and housing issues. Given these facts, some concluded that this might not be the best time for the Mosaic Partnerships Program to come to Boston.

SUPPORT

OFFICE OF THE MAYOR

The support of many key Bostonians would be critical to ICS's success, with the Mayor at the top of the list. While the Mayor is unlikely to Champion the Mosaic Partnerships Program in a fashion as mayors in other cities have done, his support is needed since the program is billed as a city effort: directed at city leaders, and within the city's geographical limits. One interviewee suggested that ICS coordinate a diverse group of leaders, comprised of many on the list of this study's interviewees, to approach the Mayor regarding the program. Another suggested identifying and meeting with the Mayor's most trusted advisors, outside of his administration.

The Mayor should only be approached after thorough analysis of what he has done in the area of diversity since coming into office (particularly in regard to establishing the Office of New Bostonians), and preparing to report on how the Mosaic Partnerships Program's results would complement these efforts.

None of the interviewees suggested the Mayor as a single champion for the program. Those who commented on the concept of a Program Champion suggested a team approach of two or three co-champions (e.g., a corporate CEO, a foundation president, and a government official, such as the Mayor).

MEASURABLE RESULTS & PROVEN OUTCOMES

Some interviewees who ICS had spoken with prior to the Team's study expressed strongly that they were not satisfied with ICS's responses to questions regarding results and need. Every interviewee expressed the importance of clearly defined and measurable results. Strength was seen by some in the fact that ICS is for-profit. It seemed to those that this would be perceived as more results oriented, which underscores the importance of stating up-front clear and measurable expectations for the program.

The negative reactions of some interviewees to the prospect of the Mosaic Partnerships Program in Boston generally included:

- 1) *Other diversity programs:* All of the interviewees had at some point participated in diversity programs, and knew that others in the top tier of leadership in Boston had as well. Therefore, many of them did not perceive a need for the approach and target audience (top, older leaders) of the Mosaic Partnerships Program.
- 2) *Clear Results:* All interviewees received materials about the Mosaic Partnerships Program and heard an overview from Team members. Many interviewees also had heard a presentation from ICS. Despite this information, interviewees could not articulate results more concrete or detailed than "pairs of leaders of different races developing relationships." Most interviewees found this intangibility to be a fundamental challenge for ICS's prospects in Boston.

The Team recommends that before approaching the Mayor, evaluative documents be developed or existing ones strengthened, regarding the Program's approach and expected results. Also, ICS should conduct and present a comparative analysis of the Mosaic Partnerships Program to other diversity programs of this scale in the United States, as well as all community diversity programs and efforts in Boston (including the Mayor's Office for New Bostonians).

These efforts would involve both research and outreach to other programs in the U.S. and Boston; as well as a thorough evaluation of the Mosaic Partnerships Program results conducted by a third party. We expect that these evaluations and analyses would also help maintain ICS's relationships in cities where the Mosaic Partnerships Program is already underway, and in developing relationships with prospective municipalities and institutions.

Collaboration

Every interviewee felt strongly that the Mosaic Partnerships Program be presented in collaboration with other, aforementioned diversity programs in the city, whether complementing related efforts, or in partnership with similar ones.

In particular, City-Wide Dialogues has a very similar approach as that of the Mosaic Partnerships Program, and has trained over 140 volunteer race relation program coordinators. The major difference between this program and the Mosaic Partnerships Program is the target audience, which is the general public. Additionally, the Mayor has endorsed this program. ICS should develop a strategy for collaborating with City-Wide Dialogues before approaching the Mayor for his endorsement of the Mosaic Partnerships Program.

City-Wide Dialogues faces the same dilemma in presenting its case to potential supporters, i.e., lack of measurable results and proven outcomes. The Team agrees that both programs might benefit from implementing a component involving participants working together on projects that provide a direct service for the city, utilizing the program's newly established networks.

The question of what ICS would leave behind came up many times. Examples from other cities and plans for Boston that detail ICS's involvement after the first three years of the program should be defined as concretely as possible. One interviewee thought ICS's status as an "outsider" would be a strength, and this should be played up. Another suggested that ICS bring representatives from other cities where they have had success to talk with counterparts in similar positions in Boston, e.g., a mayor to talk with the Mayor, a CEO with a CEO, etc.

FUNDING AND RESOURCES

While the for-profit status of ICS was a concern of the Team, particularly in regard to the importance placed by ICS on support from community foundations (The Boston Foundation), only two interviewees expressed this concern. Two different interviewees thought the for-profit status would help the chances of the program starting in Boston. Since most people being introduced to the concept assume that the program is nonprofit, the Team recommends that ICS clearly state the for-profit status of the program upfront in all presentation formats.

Most interviewees thought the cost of the Mosaic Partnerships Program, presented as \$400,000 over three years, was reasonable. Those who did were those closest to potential funding sources. One interviewee pointed out that the City-Wide Dialogue program does a tremendous amount of work in building race relations among the public in Boston on a relatively low budget [\$40,000 per year]. Another interviewee suggested that the Mosaic Partnerships Program be run as a fee-for-service (for example, employers of participating leaders would pay fees that would cover program costs). The Team recommends that ICS create a nonprofit subsidiary, or partner with a nonprofit, in order to access to more sources of financial support.

Most interviewees agreed that the City should serve as a prime resource and funding should come from a combination of sources including foundations and corporations. One interviewee added that the State could also serve as a funding source. History has shown that the Mayor will occasionally use City funds to support a program if presented with an idea and is immediately interested; one interviewee said that an idea either immediately resonates with the Mayor or it does not. This fact is crucial when preparing to answer the question: *'Should the Mosaic Partnerships Program come to Boston?'*

VII. Appendices

Appendix A

Team Mosaic – Emerging Leaders Program (ELP) 2006

Debra Devenne Zarba, Senior Vice President, Team Leader Commercial Lending Citizens Bank of Massachusetts

Debra is a Senior Vice President Team Leader in the Commercial Lending Department at Citizens Bank of Massachusetts. She manages a commercial lending team in Boston and a team in Woburn that provides business loans to family and privately owned businesses with revenues under \$25 million. Before joining Citizens in 2000, Debra worked for Cambridge Savings Bank.

Debra is on the strategic committee for the Center for Women & Enterprise of Boston and was on this year's Executive Leadership Breakfast committee for the United Way. She is involved with Northeastern University Center for Family Business and The Commonwealth Institute.

Debra is a graduate of the New England Banking Institute and Bentley College.

Maia Germain, Vice President, College Relations and Diversity Staffing State Street Corporation

Maia is the *Vice President of College Relations and Diversity Staffing* for State Street Corporation's Global Human Resources Team at the corporate headquarters in Boston, working primarily on the development and implementation of Staffing initiatives as they relate to Global Inclusion, the diversification of the workforce and branding on college campuses Nationwide.

Before joining State Street, she was the *Assistant Director of Employer Relations* in the career services office at Suffolk University in Boston. There, she developed employment programs and opportunities for the students, which in part was made easier due to her time as the *Founder and Managing Partner* of Fenton McGreal Associates, a referral based temporary and permanent placement agency in Boston. Before her career in recruiting, Maia was in sales and room operations at the Four Seasons Hotel, Boston.

Maia earned a *Bachelor of Arts* in Social Relations/Sociology from Lehigh University.

Marsha Inniss-Mitchell, Program Manager, Educational Talent Search The Educational Resources Institute (TERI)

Marsha is a *Program Manager* at The Education Resources Institute (TERI), where she oversees the Educational Talent Search program, a federal government TRIO grant. Her current position entails managing the overall operations of the program, which ensures that over 625 low-income, first generation Boston Public School students receive college access services annually. In her prior role, Marsha worked for the educational not-for profit organization, Building Educated Leaders for Life, Inc (B.E.L.L.) where she served as the *Program Director* of the Washington DC branch, where she focused on capacity building, quality control, and staff development.

Marsha is a graduate of Hampton University and holds a *Bachelor of Arts* in Political Science.

Kyle B. Reilly, *Marketing and Events Manager, Community Relations*
John Hancock Financial Services

Kyle is the *Marketing and Events Manager* in Community Relations at John Hancock Financial Services. In this role, she is responsible for the planning, execution and marketing of John Hancock's community outreach programs and initiatives that support Boston youth most in need. Kyle develops marketing strategies both internally and externally that enhance John Hancock's brand by helping to increase exposure, enhance volunteer base and highlight the company's community involvement. She also serves on the South Boston Neighborhood House Ollie Road Race Planning Committee and has completed the Greater Boston Chamber of Commerce's Boston's Future Leaders program.

Prior to joining the Community Relations department, Kyle was a *Public Relations Coordinator* at John Hancock where she created and developed public relations and marketing initiatives for the company's sports sponsorships including Major League Baseball, the Olympic Games and the Boston Marathon.

Kyle received a *Bachelor of Arts* in Political Science from the College of the Holy Cross.

John Sieracki – *Director of Development*
Massachusetts Foundation for the Humanities

As *Director of Development* for the state's humanities council, John is responsible for a growing annual fund and for planning an upcoming endowment fundraising campaign.

His experience in philanthropy for over ten years has ranged from research to planned giving to special events. Previous to his current position, John was responsible for executing the investment and use of a \$6 million endowment at the Baltimore Educational Scholarship Trust, in addition to annual fundraising.

John is a graduate of the University of Delaware with a *Bachelor of Arts* with Distinction in English, and has completed courses in the Masters Program in Language and Literacy at the City College of New York.

Appendix B – Scope

EMERGING LEADERS – MOSAIC PARTNERSHIP PROGRAM PROJECT SCOPE

Sponsors: Dash Douglas and Bob Rosenthal of Idea Connection Systems

Team: Debra Devenne Zarba, Maia Germain, Marsha Inniss, Kyle Reilly, John Sieracki

ELP Contact: Sue Reamer

Project: Feasibility study to bring MOSAIC Partnership Program to the City of Boston

GOAL

Assess the feasibility of implementing the Mosaic program in Boston by interviewing the top potential stakeholders.

- Identify and interview representatives of the municipal, foundation, corporate and other sectors who have the demonstrated capability to procure funding for the entire program, in order to gauge their interest in the role of participant, funder, advisory board member, and/or Program Champion.
- Provide a suggested list of potential partner/host organizations for the program; and
- Conduct a needs assessment that will include current issues facing Boston and highlight other social change and diversity programs in the city.

OBJECTIVES

- Develop monthly timeline, parameters, and assignments for project work (February – July 2006).
- Identify stakeholders, with emphasis on funders, including a high-priority list of twenty maximum, for in-person interviews.
- Develop interview desired outcomes and script.
- Conduct and document in-person interviews.
- Analyze and report results of interviews.

RESULTS

- Recommendations for the Goal categories and strategies for pursuing each constituent
- Recommendations for implementation structure of the program in Boston
- Raised awareness of the program among key Boston contacts
- Report that includes general analysis and raw data of stakeholder interviews and surveys

The team is not responsible for objectives or results related directly to the following:

- *Solicitation of any potential funding source*
- *Negotiations or deals with any potential partners*
- *Development or implementation of a business plan*
- *Development or implementation of a marketing plan*

Appendix C – Stakeholder Interview List

Sector/Race	The Stakeholder Participants
African American	Bennie Wiley, The Partnership Inc.
Asian	Sam Yoon, City Counselor Rev. Cheng Imm Tan, Mayor's Office
City	<i>Mayor Thomas Menino [NOT COMPLETE]</i>
Civic	Hubie Jones, City Year Wayne Budd, Goodwin Proctor
Community	Darnell Williams, Urban League of Eastern MA Jeff Stone, City-Wide Dialogues
Corporate	<i>Cathy Minehan, Federal Reserve Bank [NOT COMPLETE]</i>
Education	Chancellor Michael Collins, UMASS Boston
Foundation	Paul Grogan, The Boston Foundation
Latino	Felix Arroyo, City Counselor
Religion	Rev. Ray Hammond, Bethel A.M.E. Church