



THE ASPEN INSTITUTE  
OPPORTUNITY  
**YOUTH**  
INCENTIVE FUND  

---

grantee convening

boston ma | may 22-25 2017

## ABOUT THE ASPEN FORUM FOR COMMUNITY SOLUTIONS

The mission of the Aspen Forum for Community Solutions is to support community collaboration – including collective impact – that enables communities to effectively address their most pressing challenges. The Forum works to accomplish this mission by pursuing four complementary strategies including:

- 1 building awareness by documenting and lifting up impactful strategies and stories of success;
- 2 mobilizing stakeholders through knowledge and network development;
- 3 removing barriers by advocating for effective policy; and,
- 4 catalyzing investment by encouraging funder partnerships.

The Opportunity Youth Incentive Fund is the first funding collaborative being developed and led by The Aspen Forum for Community Solutions.

The Aspen Forum for Community Solutions and Jobs for the Future would like to thank the following sponsors for their generous support of the Opportunity Youth Incentive Fund (OYIF), Opportunity Works, the 100,000 Opportunities Initiative™ Demonstration Cities, and this convening: Andrus Family Fund, Annie E. Casey Foundation, Bank of America, Ballmer Group Philanthropy, Barr Foundation, Best Buy Co., Inc., Bill & Melinda Gates Foundation, Bloomberg Philanthropies, The Boston Foundation, The California Endowment, Casey Family Programs, Conrad N. Hilton Foundation, Corporation for National and Community Service, Social Innovation Fund (SIF), Ford Foundation, Google, Greater Texas Foundation, Helios Education Foundation, Hyams Foundation, Jacobs Center for Neighborhood Innovation, James Irvine Foundation, The John D. and Catherine T. MacArthur Foundation, John T. Gorman Foundation, Joyce Foundation, The JPB Foundation, JPMorgan Chase & Co., Lumina Foundation, Marguerite Casey Foundation, Nancy & Miles Rubin, Nellie Mae Education Foundation, Prudential Foundation, Rockefeller Foundation, Schultz Family Foundation, Silicon Valley Community Foundation, Starbucks Foundation, Wal-Mart Foundation, The William and Flora Hewlett Foundation, and W.K. Kellogg Foundation.

The Aspen Forum for Community Solutions and OYIF also acknowledge and appreciate the contributions of its partners, colleagues and friends. We are especially thankful to our colleagues at Jobs for the Future – the implementation partner in the OYIF – and our colleagues at FSG and Equal Measure for their partnership, expertise and dedication to this work. We would like to acknowledge and thank our co-hosts, Boston Opportunity Agenda and Boston Private Industry Council, and all of our local partners in Boston who contributed their time and ideas to the convening. We would also like to thank all of the session presenters, panel moderators and facilitators for leading sessions at the convening. We appreciate your time and input into making the convening a valuable experience for all of our guests. We are also thankful to the Aspen Conference Services team for your support in the planning of the convening. Finally the Aspen Forum for Community Solutions sends a warm and special thank you to the youth leaders who selflessly dedicated their time, leadership and vision to the May convening.

# a welcome from our chair – may 2017

Dear Guest of the May Convening:

Thank you for joining us for the Opportunity Youth Incentive Fund (OYIF) Spring Convening at the Boston Park Plaza Hotel in Boston, MA.

We look forward to bringing together leaders from backbone organizations and their collaborative partners, including youth leaders and those representing school systems, institutions of higher education, community-based organizations, foundations, the private sector and government.

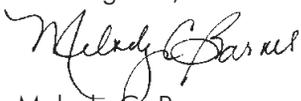
We designed the learning agenda to ensure our time together is informed by the work of our colleagues and their partners in Boston and New England, and to highlight promising practices in reconnecting opportunity youth. In Boston, teams from the OYIF grantee communities will participate in site visits to gain a deeper understanding of place-based strategies, and development of reengagement, postsecondary, and employment pathways for opportunity youth. Grantees will also hear from local and national leaders and experts during plenaries and breakout sessions that illuminate lessons and challenges from our work.

This year, we are especially delighted to partner with the Collective Impact Forum, an initiative of FSG and the Aspen Forum for Community Solutions, to create a day that bridges the OYIF Convening and the 2017 Collective Impact Convening. Bringing together our respective networks of funders and practitioners represents a unique and exciting opportunity to deepen our shared understanding of Collective Impact put into practice.

We anticipate that the upcoming year will prove to be critical for our work. An uncertain and challenging political climate requires that we reaffirm the OYIF core values of equity and commitment to racial, gender, economic, and social justice. It's imperative that community building efforts continue, along with the nurturing of young leaders who will carry this work forward. The Aspen Forum for Community Solutions will maintain its focus on investing in demand-driven pathways, understanding the global youth unemployment crisis, supporting youth entrepreneurship, and proudly promoting youth leadership and organizing for social change.

We expect that our time together will be important to the work that motivates all of us, as it also energizes us for the journey ahead. We look forward to your participation, and the entire design team is thrilled that you are here.

Best regards,



Melody C. Barnes

Chair, Aspen Forum for Community Solutions

## THE OPPORTUNITY YOUTH INCENTIVE FUND MAY CONVENING

The goal of the Opportunity Youth Incentive Fund (OYIF) is two-fold: 1) to build strong evidence of success for utilizing the collective impact community collaboration strategy to build and deepen pathways that achieve better outcomes in education and employment for opportunity youth, and 2) to make the case for increased adoption of collective impact and community collaboration as an effective model for community change. To accomplish these goals, the OYIF has identified five areas of work that community partners have taken on as part of this initiative.

### THE FIVE AREAS OF WORK ARE AS FOLLOWS:

- 1 Collaborating for Impact
- 2 Building Effective Pathways
- 3 Using Data to Guide Decisions and Assess Impact
- 4 Leveraging Funding to Support and Sustain Innovation
- 5 Developing Supportive Policies

The OYIF is hosting a cross-site convening of 23 communities across the grantee portfolio. Teams of 4-6 members from the local collaboratives will convene at the Boston Park Plaza Hotel in Boston, Massachusetts to learn more about the OYIF five-part framework and explore strategies for deepening education and employment pathways for opportunity youth – defined as young people between the ages of 16-24 who are disconnected from school and work. The purpose of the May convening is to build a peer network and learning community among OYIF communities and partners, highlight the local context and strategies of OYIF communities, and lift up local models that focus on innovative approaches to reconnecting youth. The specific goals of the convening are as follows:

### THE SPECIFIC GOALS OF THE CONVENING ARE AS FOLLOWS:

- **OYIF FRAMEWORK:** Learn from the OYIF sites' work across the five areas of the OYIF: Collaborating for Impact, Building Effective Pathways, Using Data to Guide Decisions and Assess Impact, Leveraging Funding for Innovation, and Developing Supportive Policies.
- **LEARNING IN PLACE:** Highlight the local ecosystem that the Boston collaborative is developing to support comprehensive second chance pathways for opportunity youth, including dropout prevention and recovery, postsecondary education and training completion, and connection to workforce and careers.
- **SITE VISITS:** Participate in site visits to Boston programs to gain a deeper understanding of place-based strategies, pathway designs, lessons, and challenges in developing and/or deepening comprehensive pathways for opportunity youth.
- **YOUTH LEADERSHIP:** Highlight the work of local and national youth leaders.
- **EMPLOYER ENGAGEMENT:** Facilitate learning exchanges and sharing of effective approaches between and among community leaders, employers, and national convening audience.
- **FUNDER ENGAGEMENT:** Engage local, regional and national philanthropy in the collective impact approach.
- **MOVEMENT-BUILDING:** Continue to build momentum for local and national efforts on behalf of, and with opportunity youth and deepen our alignment with local and national youth-led movements to set a sustainable agenda for opportunity youth.

## 8:00 AM – 5:00 PM OPPORTUNITY WORKS MEETING

GEORGIAN ROOM  
MEZZANINE LEVEL

The purpose of this meeting is to bring together the seven communities in the Opportunity Works Social Innovation Fund that are building pathways to postsecondary credentials and career success for opportunity youth, and in particular young men of color. Led by Jobs for the Future, sessions will be devoted to instructional strategies for ensuring opportunity youth will succeed in postsecondary education and training, scaling Back on Track schools and programs, building career development into Back on Track pathways, and participating in the quasi-experimental evaluation conducted by Urban Institute for the Opportunity Works initiative.

## 4:00 – 7:00 PM OYIF YOUTH LEADERS BOSTON HISTORY WALKING TOUR & SCAVENGER HUNT

MEET IN THE  
MAIN LOBBY OF  
THE PARK PLAZA HOTEL

Boston Youth Voice Project will lead a walking tour and scavenger hunt of Boston historic sites that will also highlight current social justice and resistance events and action in Boston. Adult partners are welcome! Meet in Boston Park Plaza lobby at 3:45 PM.

## 7:00 AM – 6:00 PM REGISTRATION FOR ALL GUESTS

MEZZANINE FOYER AM

## 8:00 – 8:45 AM BREAKFAST

STATLER ROOM  
MEZZANINE FOYER

For site visit participants

## 8:30 AM – 4:00 PM OPPORTUNITY WORKS MEETING

GEORGIAN ROOM  
MEZZANINE LEVEL

The purpose of this meeting is to bring together the seven communities in the Opportunity Works Social Innovation Fund that are building pathways to postsecondary credentials and career success for opportunity youth, and in particular young men of color. Led by Jobs for the Future, sessions will be devoted to instructional strategies for ensuring opportunity youth will succeed in postsecondary education and training, scaling Back on Track schools and programs, building career development into Back on Track pathways, and participating in the quasi-experimental evaluation conducted by Urban Institute for the Opportunity Works initiative.

## 8:45 AM – 1:30 PM SITE VISITS

*Includes Travel time*

MEET FOR SITE VISITS IN  
THE STATLER ROOM

Attendees will participate in site visits to local Boston based programs to gain a deeper understanding of place-based strategies, pathway designs, lessons, and challenges in developing and/or deepening education and employment pathways for opportunity youth. Site visit schedule is as follows (**please refer to your confirmation email for exact schedule and details of your site visit, including bus departure times**):

**8:30 AM:** Buses arrive at Boston Park Plaza

**8:45 AM:** Attendees and staff organize for travel in the Statler Room

**8:45 – 9:45 AM:** Buses depart for site visit locations

**1:00 PM – 1:30 PM:** Return to Boston Park Plaza

## SITE VISITS INCLUDE:

### **BOSTON RE-ENGAGEMENT CENTER (REC) & CONNECTION CENTER**

Staff Leads - **SHERI BRADY** and **CHRISTINA KOSTUK**,  
Aspen Forum for Community Solutions

The Re-Engagement Center (REC) is part of the district's innovative response to the dropout crisis and is the only Boston Public Schools program that specifically targets dropouts. The REC provides one central location in a caring environment for students to access the resources and counseling that they need to re-enroll in school and get back on track to graduation. In nine years of operation, the REC has served more than 7,000 young people in Boston, in partnership with City programs like Youth Options Unlimited and community-based organizations that serve opportunity youth.

The Connection Center focuses on assisting opportunity youth (OY) ages 18-24 who have a high school degree or GED. OY may be unemployed, not in school, or simply unhappy with their current situation. The Connection Center's objective is to explore career interests and options with each OY, identify challenges, connect the OY to a college bridging program or training program to match their career goals, and support the OY through completion of the program.

### **BOSTON DAY & EVENING ACADEMY (BDEA)**

Staff Lead - **KEN THOMPSON**, Aspen Forum for Community Solutions

BDEA is a student-centered, competency-based public charter high school. BDEA serves Boston Public Schools students who are overage for high school, who have had trouble with attendance issues, have been held back in 8th grade, who feel they are not getting the attention in class that they need to succeed, or who have dropped out but want to return to school to earn their diploma.

BDEA is known for its unique approach to teaching and assessment and for its student-centered approach to all instruction and support programs. It offers Enrichment courses with embedded 21st Century Skills, job and career readiness courses, internship prep, and a summer academy. Its post-graduate planning office begins to work with students during orientation and a transition year coordinator follows students for 9 months after graduation. The student support team includes the provision of individual counselors for students, connects students and families with any needed services outside the school, and works to keep students emotionally healthy and engaged with the school.

### **BUNKER HILL COMMUNITY COLLEGE, COLLEGE BOUND DORCHESTER & SUCCESS BOSTON**

Staff Leads - **THADDEUS FERBER** and **SARA MATTHEW**, Forum for Youth Investment

Bunker Hill Community College, the largest community college in the state, supports students through an array of student success initiatives, including wrap-around services designed to help first generation students and disconnected youth achieve postsecondary success. This work is designed and implemented through partnerships between the college and community based organizations, such as College Bound Dorchester and Success Boston, to collaboratively provide a broad range of targeted supports.

Success Boston is a citywide initiative focused on doubling the college completion rate of graduates of the Boston Public Schools through collective impact. The initiative features transition coaching as its signature programing innovation. Coaches assist students in navigating the academic, financial and administrative requirements of college, connect them with campus resources, and provide personal support and planning for career and life.

College Bound Dorchester uses an intervention model designed to identify,

engage and serve disconnected young people, many of whom are gang-involved. These young people are engaged to drive positive change and create a college-bound culture in their community. College Bound Dorchester provides college preparation programming and in-college supports that build social emotional skills, provide strong academic support, create pathways to college completion, and provide holistic support services.

## MORE THAN WORDS

Staff Leads - [JAMIEL ALEXANDER](#) and [YELENA NEMOY](#),  
Aspen Forum for Community Solutions

The mission of More Than Words is to empower youth who are in foster care, court-involved, homeless, or out of school to take charge of their lives by taking charge of a business.

MTW believes that when system-involved youth are challenged with authentic and increasing responsibilities in a business setting, and are given high expectations and a culture of support, they can and will address personal barriers to success, create concrete action plans for their lives, and become contributing members of society. More Than Words began as an online bookselling training program for youth in DCF custody in 2004 and opened its vibrant bookstore on Moody St. in Waltham in 2005 and added its Starbucks coffee bar in 2008. MTW replicated its model in the South End of Boston in 2011, thereby doubling the number of youth served annually.

## ROCA

Staff Leads - [MARIKO LOCKHART](#) and [GLENN LOVE](#),  
Aspen Forum for Community Solutions

Roca has been privileged to meet thousands of young people since 1988 and has learned so much from each one of them. As the young people have grown, developed and changed, so has Roca. The organization was founded by Molly Baldwin, who continues to lead Roca to become a nationally recognized data-driven model addressing teen pregnancy and parenting, gang involvement and recidivism.

Roca has developed an evidence-based, data-driven intervention model that is uniquely designed to serve high risk young people who are not yet ready, willing or able to change. Roca's Theory of Change is founded on their four-year intervention model that proves that change is possible, even for the highest risk young people. Two years of intensive services, followed by two years of follow up, give young people the time and opportunities they need to succeed.

Five core components of Roca's approach include: 1) Relentless outreach – knock on doors, engage and re-engage young people and never give up; 2) Transformational relationships – build meaningful relationships with young people for the purpose of behavior change; 3) Stage-based programming – programming tailored to meet young people where they are, cognitively and behaviorally; 4) Engaged institutions – strategically engage systems and organizations in young people's change process; and 5) Performance-based management – rigorously track data and continuously evaluate our strategies and outcomes.

## STATE STREET BANK & YEAR UP

Staff Leads - [MONIQUE MILES](#) and [EMMA UMAN](#),  
Aspen Forum for Community Solutions

Year Up is a one-year, intensive training program that provides low-income young adults, ages 18-24, with a combination of hands-on skills development, coursework eligible for college credit, corporate internships, and wraparound

support. For the first six months of the program, students develop technical and professional skills in the classroom. Students then apply those skills during the second six months on an internship at one of Year Up's corporate partners.

Year Up Greater Boston opened its doors to 22 students in July 2001 as the first Year Up site in the country. Year Up Greater Boston launched its second location in October 2016 at State Street's John Adams Building in North Quincy. 84 students a year receive coaching and skill development in investment operations and use the company as an extended classroom. State Street employees serve as mentors to each Quincy student, and all Quincy students do their internship within State Street, which has hired over 500 Year Up graduates, the most of any Year Up partner nationwide.

## 2:30 – 6:00 PM **FUNDER ROUNDTABLE: RADICAL POSSIBILITIES: THE POWER OF YOUTH IN THE FIGHT FOR SOCIAL JUSTICE**

GRAND BALLROOM A  
MEZZANINE LEVEL

This invitation-only roundtable for philanthropic leaders will share models of youth-led organizing and exemplars of authentic youth-adult partnerships in the work for social change. It will showcase the radical possibilities and power of youth voice, leadership, and organizing, and how philanthropy can support these efforts. Participants will also engage in peer discussions on lessons learned, opportunities and challenges to funding this work.

## 3:00 – 6:00 PM **OYIF YOUTH LEADERS MEETING**

TERRACE ROOM  
LOWER LEVEL

The purpose of this meeting is to strengthen the OYIF Youth Leaders peer network and deepen our understanding of youth-led organizing efforts. Opportunity Youth United will share strategies for community organizing and meeting participants will have an opportunity to design their own organizing campaigns on pressing issues in their communities.

### **FACILITATORS**

**JAMIEL ALEXANDER** Aspen Forum for Community Solutions

**RYAN DALTON** Cowen Institute at Tulane University

**MALAYSIA FULLER-STATEN** Teen Empowerment, Boston Community Action Team (B-CAT)

**SHAWNICE JACKSON** Opportunity Youth United

**YELENA NEMOY** Aspen Forum for Community Solutions

**KIMBERLY PHAM** Project U-Turn

## 3:00 – 6:00 PM **SITE LEADS MEETING**

GRAND BALLROOM B  
MEZZANINE LEVEL

The purpose of this meeting is to convene the Opportunity Youth Incentive Fund site leads to further develop and deepen their community of practice.

### **FACILITATORS**

**ANNA CRUZ** Harder+Company Community Research

**JENNIFER JAMES** Harder+Company Community Research

## 6:00 – 6:30 PM **NEW PARTICIPANT & COMMUNITY ORIENTATION**

ARLINGTON ROOM  
MEZZANINE LEVEL

This optional session will provide an opportunity for new attendees to network and learn about OYIF.

## 6:30 PM **TRAVEL TO RECEPTION**

MEET IN THE  
VALET ENTRANCE OF THE  
MAIN LOBBY

Meet in lobby for travel to reception.

## 7:00 – 8:30 PM **COMMUNITY RECEPTION** **SPONSORED BY THE HYAMS FOUNDATION**

EPICENTER —  
ARTISTS FOR HUMANITY  
100 W 2ND ST

Reception for all guests sponsored by the Hyams Foundation and hosted at the EpiCenter, a youth arts gallery and event space operated by Artists For Humanity (AFH). AFH's mission is to bridge economic, racial, and social divisions by providing under-resourced urban youth with the keys to self-sufficiency through paid employment in art and design. AFH's mission is built on twin philosophies: engagement in the creative process is a powerful force for social change, and creative entrepreneurship is a productive and life-changing opportunity for young people and their communities.

The reception will feature spoken word performances by Jhaleah Delisme, Malaysia Fuller-Staten and Catienna Regis and an interactive art experience led by AFH youth artists.

# tuesday may 23

## 7:00 AM – 6:00 PM **REGISTRATION FOR ALL GUESTS**

MEZZANINE FOYER

## 7:00 – 8:00 AM **BREAKFAST**

MEZZANINE FOYER

## 8:00 – 9:20 AM **OPENING PLENARY: Opportunity Youth Movement: Reflections and Strategies for Leading a Social Justice Agenda**

GRAND BALLROOM A  
MEZZANINE LEVEL

The opening plenary session will bring together leaders from private equity (and formerly from government) and philanthropy to collectively reflect on the heightened uncertainty being experienced in communities across our country. Together, these leaders will consider how we must pivot from tactics deployed in the past to act in new ways and achieve better outcomes for our country's most vulnerable populations, especially opportunity youth. These leaders will share what they have learned from their respective sectors, over the arcs of their professional careers about executing an agenda based on enduring values, including equity, justice and youth-led change. We will also consider the foundational nature of these values to the Opportunity Youth Incentive Fund national network and learning agenda. Each leader will share ideas to encourage hope and sustain faith over the long-term, multi-generational, anti-poverty efforts of the Opportunity Youth Incentive Fund network.

### **SPOKEN WORD PERFORMANCE**

CARLOS BARBOSA

### **WELCOMING REMARKS**

MONIQUE MILES Aspen Forum for Community Solutions

STEVE PATRICK Aspen Forum for Community Solutions

### **OPENING REMARKS**

MELODY BARNES Aspen Forum for Community Solutions (Moderator)

GOVERNOR DEVAL PATRICK Managing Director of Double Impact Business, Bain Capital and former Assistant Attorney General, Civil Rights Division, U.S. Department of Justice

HILARY PENNINGTON Vice President, Education, Creativity and Free Expression, Ford Foundation and co-founder, Jobs for the Future

### **YOUTH RESPONDENTS**

RYAN DALTON Cowen Institute at Tulane University

SHAWNICE JACKSON National Council of Young Leaders – Opportunity Youth United

KIMBERLY PHAM Project U-Turn

9:20 – 9:35 AM **BREAK FOR PASSING**

9:35 – 11:05 AM **CONCURRENT SESSIONS**

NEWBURY  
4<sup>TH</sup> FLOOR

## **BUILDING EFFECTIVE PATHWAYS: Continuously Improving Reengagement Efforts Across OYIF Sites**

OYIF sites continue to innovate and evolve approaches to reengagement as a first, enabling step for the Back on Track sequence. Via this roundtable-style practical solutions session, learn about and consider options for funding, managing, staffing, and monitoring performance of reengagement efforts. The session will feature leadership and perspectives from sites with a range of experience levels.

**ANDREW MOORE** National League of Cities (Facilitator)

**SHARLET BARNETT** Arizona Center for Youth Resources

**LUIS ESTRELLA** Pima Prevention Partnership

**IAN GORDON** San Diego Youth Development Office

**HANNELORE MAKHANI** King County Reconnect to Opportunity

**KASSONDRA SILVA** United Way of Tucson and Southern Arizona

**NICOLE YOHALEM** Community Center for Education Results

TREMONT ROOM  
4<sup>TH</sup> FLOOR

## **BUILDING EFFECTIVE PATHWAYS: How to Collaborate for Impact in Youth Entrepreneurship**

Association for Enterprise Opportunity (AEO) will share information and case studies focused on innovative approaches to linking opportunity youth to economic opportunity through entrepreneurship. This session will highlight products, services and solutions offered by AEO and its members. AEO is the national trade association for microbusiness and microfinance in the U.S. with more than 400 member and partner organizations across the country that provide capital and business support to underserved entrepreneurs. Participants will leave with an understanding of the partnership landscape in microbusiness/microfinance, supports for helping youth to develop an entrepreneurial mindset, and innovative approaches to collaborate with AEO members for supporting youth in entrepreneurship.

**CONNIE EVANS** Association for Enterprise Opportunity (Facilitator)

**INGRID GORMAN** Association for Enterprise Opportunity (Facilitator)

**ADELEKE OMITOWOJU** Venture Advisory

WHITE HILL ROOM  
4<sup>TH</sup> FLOOR

## **BUILDING EFFECTIVE PATHWAYS: Postsecondary Completion for First Generation Students and Opportunity Youth**

This session will delve into Boston's postsecondary coaching initiative for Boston Public School graduates, most of whom are first generation college students. Representatives from College Bound Dorchester and Hyde Square Task Force will describe their unique program models that focus on connecting and supporting young people to and through postsecondary programs. Leaders will describe the program models, the relationships needed to make it work and lessons learned from each organization. The session will also facilitate discussion on postsecondary support practices and how they interface with larger collective impact efforts to raise graduation rates at scale.

**KRISTIN MCSWAIN** Boston Opportunity Agenda (Moderator)

**MARK CULLITON** College Bound Dorchester

**EBONY DORSEY** College Bound Dorchester

**KEDAN HARRIS** College Bound Dorchester

**JOEL MORA** Hyde Square Task Force

CABOT ROOM  
4<sup>TH</sup> FLOOR

**BUILDING EFFECTIVE PATHWAYS: Building Bridges to College for California Opportunity Youth: The Role of CBOs and Pathways in Community College Relationships**

The Oakland-Alameda County Opportunity Youth Initiative (OACOYI) and the Santa Clara County Opportunity Youth Partnership (SCCOYP) are both leading efforts where community based organizations are partnering with their local community colleges. This session will highlight how the Oakland collaborative has brought together more than fifteen community based organizations to partner together with their local colleges. The session will also explore how the Santa Clara County collaborative has partnered with SIATech, a nonprofit charter high school focused on dropout recovery, to create pathways to college. Participants will walk away with an understanding of how to build robust connections and true pathways for opportunity youth to college.

**ELISHA SMITH ARRILLAGA PH.D.** Career Ladders Project (Moderator)

**BREEANNA DECKER** Urban Strategies Council

**JOE HERRITY** Opportunity Youth Partnership

**YOLANDA TAPIA** SIATech Charter High School

**LURIE PIANKA** SIATech Charter High School

**LINDA DAWSON** SIATech Charter High School

CAMBRIDGE ROOM  
4<sup>TH</sup> FLOOR

**BUILDING EFFECTIVE PATHWAYS: Registered Apprenticeships and Equity**

Registered apprenticeships are a win/win for employers and for future workers, who literally get paid to learn a valuable skill for a middle-wage job. This session will provide an overview of registered apprenticeships and pre-apprenticeships, and explore the promise of RAs for opportunity youth. We will surface and describe promising apprenticeship and pre-apprenticeship programs, and hear from an employer (CVS) on its approach to partnering with opportunity youth-serving organizations. We will close with a discussion about the challenges of organizing pre-apprenticeships for opportunity youth and some potential solutions.

**LILI ALLEN** Jobs for the Future (Facilitator)

**MIKE SACK** Jobs for the Future (Facilitator)

**JUDITH LOREI** Jobs for the Future

**RICK LAFERRIERE** CVS Health

BEACON HILL ROOM  
4<sup>TH</sup> FLOOR

**BUILDING EFFECTIVE PATHWAYS: Financial Empowerment for Opportunity Youth in Employment Programs**

Beyond being a source of income, a first job can lay the foundation for solid personal financial management skills and is an opportunity to start building assets. We will explore different ways that youth employment programs are integrating financial capability services within their programs and why. In this session, you will hear from an innovative youth employment program in Camden, NJ, that has successfully integrated financial capability services and brought greater financial security to participants. You will also hear directly from two youth who have participated in the program about how the focus on financial capability has affected them.

**INTRODUCTORY REMARKS**

**DARIA SHEEHAN** Citi Foundation

**PANELISTS**

**DOMINIQUE DERBIGNY** CFED (Facilitator)

**ROSEMARY IRIZARRY** Hopeworks 'N Camden

**DAN RHOTON** Hopeworks 'N Camden

**MONICA PEREZ-REYES** Hopeworks 'N Camden

WHITTIER ROOM  
4<sup>TH</sup> FLOOR

## **BUILDING EFFECTIVE PATHWAYS: Helping Boys and Men of Color Break Through to Education and Career Pathways**

In this session, participants will learn about local examples of child welfare and justice systems intersecting with efforts focused on boys and men of color (BMOC), as well as strategies for working with these systems to serve youth transitioning into education and employment. Involvement in local and state public systems often provides youth access to education and employment assistance, but it is challenging to ensure seamless service provision, minimize duplication, and tailor resources to youth's specific unmet needs. The mere fact that youth are involved in a public system and the effects that involvement has on youth over time present barriers to obtaining and retaining employment. The disproportionate representation of BMOC in these systems means that they face employment barriers more often than their peers. OYIF sites will provide local examples and strategies that focus on the specific challenges and barriers confronting BMOC. Attendees will also discuss application in their own communities.

**DAVID HARRIS** Urban Strategies Council (Moderator)

**DANA BUNNETT** Kids In Common, Planned Parenthood Mar Monte

**CONAN HARRIS** My Brother's Keeper-Boston

**THOMAS LEE** Alliance for Children's Rights

ST. JAMES ROOM  
4<sup>TH</sup> FLOOR

## **USING DATA TO GUIDE DECISIONS AND ASSESS IMPACT: Lessons for Building Programs to Promote Postsecondary Success Among Opportunity Youth: Urban Institute Opportunity Works Implementation Evaluation Findings**

In this session, the Urban Institute will share findings and lessons from the implementation study of the Back on Track model as part of the Opportunity Works initiative. Attendees will learn about the challenges and successes of implementing enriched preparation and postsecondary bridging interventions within collective impact partnerships for opportunity youth. The findings elevate staff and student experiences in programming and provide valuable considerations and guidance for others hoping to undertake similar efforts to promote opportunity youth's academic success.

**THERESA ANDERSON** Urban Institute (Facilitator)

BACK BAY ROOM  
4<sup>TH</sup> FLOOR

## **USING DATA TO GUIDE DECISIONS AND ASSESS IMPACT: What We're Learning: Understanding Systemic Shifts Across OYIF Communities and What They Mean for Funders**

During this funder-only session, Equal Measure will present portfolio-level progress and lessons from the second year of the OYIF evaluation. Key areas of progress towards "systemic shifts" – changes in collaborative infrastructure, commitment, and collective action – will be highlighted, as well as trends across the two years of OYIF implementation. Participants will have an opportunity to react to and discuss these findings with one another, and to explore their implications for local and national funders supporting collective impact and systems change efforts.

### **FACILITATORS**

**MEG LONG** Equal Measure

**GEORGIA KIOUKIS** Equal Measure

**JUSTIN PIFF** Equal Measure

HANCOCK ROOM  
MEZZANINE LEVEL

## **POLICY/FUNDING: Public Funding: More, Better Funding (New Resources & New Action)**

To scale our work with opportunity youth, it's clear that more public funding is needed, and the public funding streams we have should be easier to access to support this population. Although it's a time of uncertainty about the future of federal funds, now is no time to give up. At this working session you will:

(1) Identify underutilized federal funding streams for opportunity youth in your community. Review with us some large scale federal funding streams (eg. TANF, SNAP-ET) that might be underutilized for opportunity youth in your community and how to combine them with WIOA and other federal funds.

(2) Shape the work of local federal advocacy teams. All politics is local, and so our best chance at avoiding major cuts to federal opportunity youth funding streams will be local advocacy efforts. What will these local teams do? How will national organizations support this work? Come to this session to help shape the advocacy strategies we need now.

### **INTRODUCTORY REMARKS**

**CHRISTINA KOSTUK** Aspen Forum for Community Solutions

### **FACILITATORS**

**KEN THOMPSON** Aspen Forum for Community Solutions

**THADDEUS FERBER** Forum for Youth Investment

11:05 AM – 11:20 PM **BREAK FOR PASSING**

11:20 AM – 1:00 PM **LUNCH & PLENARY SESSION: The Boston Story: Multiple Waves of Collective Impact**

GAND BALLROOM A  
MEZZANINE LEVEL

This session tells the story of successful collective impact efforts in Boston that, taken together, have advanced large numbers of urban youth through education and career pathways. First, a dropout prevention and recovery coalition mobilized a city and a school district to dramatically reduce dropout rates and increase high school graduation rates. Then a public-private collaboration among city leaders led to a significant increase in college attendance and college completion among Boston Public School graduates. Next, the national opportunity youth movement gave Boston the chance to pull from both movements to create pathways into postsecondary and careers for disconnected youth. The gains won are a result of systems responding to an iterative and collaborative process that includes listening to youth, conducting research, piloting new approaches and engaging a broad base of support for solutions. Speakers will share how the city is sustaining these improvements over time.

### **INTRODUCTORY REMARKS**

**LILI ALLEN** Associate Vice President, Reconnection Designs, Jobs for the Future

### **KEYNOTE REMARKS**

**MAYOR MARTIN WALSH**

### **PLENARY PANELISTS**

**TURAHN DORSEY** Chief of Education, Boston (Moderator)

**EMMANUEL ALLEN** Manager, Re-Engagement Center

**DR. TOMMY CHANG** Superintendent, Boston Public Schools

**PAM EDDINGER** President, Bunker Hill Community College

**PAUL GROGAN** President and CEO, The Boston Foundation

**AMANDA SHABOWICH** Youth Voice Project Peer Leader, Youth Voice Project

1:00 – 1:15 PM **BREAK FOR PASSING**

## 1:15 – 4:00 PM OYIF LEADERSHIP COUNCIL MEETING

ARLINGTON ROOM  
MEZZANINE LEVEL

The purpose of this meeting is to convene national and regional philanthropic investors in the Opportunity Youth Incentive Fund, Opportunity Works, and the 100,000 Opportunities Initiative™ Demonstration Cities. Investors will share and reflect investment updates, discuss learnings from all OYIF place-based initiatives to date, and provide a constructive critique of new opportunity youth efforts.

### FACILITATORS

MELODY BARNES Aspen Forum for Community Solutions

STEVE PATRICK Aspen Forum for Community Solutions

## 1:15 – 3:00 PM INNOVATIVE DESIGN STUDIO SESSIONS

BOYLSTON ROOM  
MEZZANINE LEVEL

### What Brings Philanthropy to the Table and What Roles Can It Play?

Building a corps of philanthropic funding leaders who are equal partners in your work can be extremely beneficial to the long term health and sustainability of your initiatives. Learn how Boston's Opportunity Youth Collaborative has built a wide variety of ways for local funders to engage in supporting our work.

REV. DR. RAY HAMMOND Bethel AME Church (Moderator)

MIKI AKIMOTO US Trust Bank of America Private Wealth Management

JENNY CURTIN Barr Foundation

ELIZABETH PAULEY The Boston Foundation

KLARE SHAW Liberty Mutual Insurance

NAHIR TORRES The Hyams Foundation

STATLER ROOM  
MEZZANINE LEVEL

### Ins and Outs of Sector Organizing with Employers

In a mix of panel presentation and interactive dialogue, this Design Studio will explore three communities' sector-based employment initiatives (Boston, New York City and New Orleans). Participants will learn about the critical considerations in developing a successful sectoral strategy. This session is open to a range of participants – from those who wish to develop a sector initiative for the first time to those who are already implementing a sector-based strategy and wish to brainstorm and consult with seasoned peers in this work. The presenters represent funder, intermediary, employer and practitioner perspectives and will share how these initiatives were designed, implemented and adapted in healthcare, transportation & logistics, and facilities & operations. Following a panel presentation, presenters will host discussion tables to dive deeper into the key elements of sector based strategies, how to address challenges and ideas about implementing, expanding or enhancing sector initiatives in your community.

TERRY GROBE Jobs for the Future (Moderator)

AMY BARAD Cowen Institute at Tulane University

MARYBETH CAMPBELL SkillWorks, The Boston Foundation

KERI FAULHABER JobsFirstNYC

MICHAEL GUIDRY Tulane University

LOWELL HERSCHBERGER Cypress Hills Local Development Corporation

ALYSIA ORDWAY Boston Private Industry Council (PIC)

CLARENDON ROOM  
MEZZANINE LEVEL

### Blended Learning Strategies for a Variety of Learners and Learning Environments

Online learning is the norm for many programs – but when programs lean on a “sit, stare, and type” learning model, students miss out on opportunities to build postsecondary/career-ready skills. “Blended” learning strategies – those that incorporate face-to-face instruction with online instruction – can have a positive impact on student learning and skill-building, but can be

difficult to implement without the right supports, for both staff and students. This workshop will include an overview of blended learning and what the field knows about what works; an interactive discussion and consideration of frameworks and case studies for implementing best blended practices; and an exercise for participants to start to redesign their programs' learning environments to better incorporate blended learning strategies that fit with their unique student and program needs.

### INTRODUCTORY REMARKS

JAMIE MCAULIFFE Aspen Forum for Community Solutions

### FACILITATOR

CLARE BERTRAND Jobs for the Future

TERRACE ROOM  
LOWER LEVEL

## Nothing About Youth Without Youth: Understanding Strategies and Supportive Practices to Center Youth in Systems Change

Boston has a tremendously rich history and ecosystem of youth voice, engagement, leadership and organizing. This session will make the case for authentic engagement of youth at the collective impact table and lift up concrete examples of impact of youth-led organizing and activism on neighborhoods, communities, and systems. Youth leaders will articulate what we mean when we talk about "authenticity" in youth engagement, discuss their own entry points into activism, and lift up elements of local models of supporting youth-led system change and developing and sustaining youth leadership pipelines.

### INTRODUCTORY REMARKS

YELENA NEMOY Aspen Forum for Community Solutions

### PANELISTS

ANGELA BROWN The Hyams Foundation (Moderator)

KETURAH BREWSTER #IHaveAFuture Movement

CARLOS ROJAS Boston Student Advisory Council (BSAC)

AMANDA SHABOWICH Boston Youth Service Network (BYSN) Youth Council & Youth Voice Project

COY WALKER Teens Leading the Way

### SMALL GROUP DISCUSSION LEADERS

SHAYLA FONFIELD Youth Voice Project

CHAURICE MCMILLAN Teens Leading the Way

GABRIELA PEREIRA Youth Organizers for the Now Generation

MARCUS SQUIRES #IHaveAFuture Movement

BERKELEY ROOM  
MEZZANINE LEVEL

## Designing CBO-Employer Partnerships that Help Youth Persist and Advance

Based on recent research FSG conducted and published in the report, *Investing in Entry-Level Talent: Retention Strategies that Work*, this session will focus on the important role of partnerships between community-based organizations and employers for effective retention and advancement of opportunity youth. Representatives from companies and organizations featured in the research will share their insights on developing their successful collaborations; participants will have the chance to work with the panelists to design for the development of effective partnerships in their own communities.

### INTRODUCTORY REMARKS

EMMA UMAN Aspen Forum for Community Solutions

### PANELISTS

KIMBERLY GILSDORF FSG (Moderator)

AKHI BEGUM This Way Ahead Alum, Gap Inc.

PETE HOSTETLER Gap Harvard Square, This Way Ahead Boston

KAMBIZ MAALI Cambridge Housing Authority

TEYA RICHARDS Wegmans Food Markets

MEGHAN WAGNER Hillside Work-Scholarship Connection

3:00 – 3:15 PM **BREAK FOR PASSING**

**3:15 – 4:30 PM** **PLENARY: Social Enterprise as an Economic and Community-Based Organization Development Strategy**

GEORGIAN ROOM  
MEZZANINE LEVEL

The plenary will lift up social enterprise as a strategy for supporting anti-poverty and economic development efforts at the local community level. Leaders from the social enterprise sector will share their journeys in setting up social enterprises and bringing them to scale, including their approaches to developing the capacity of community-based organizations to launch social enterprises and strategies for increasing the marketplace demand for products created by social enterprises and other socially conscious businesses. Panelists will also lift up aspects of this approach that are applicable to building partnerships with employers and developing revenue streams without launching full-scale social enterprises.

**INTRODUCTORY REMARKS**

**EMMA UMAN** Aspen Forum for Community Solutions

**PLENARY PANELISTS**

**DANNIELLE CAMPOS** Senior Vice President and National Philanthropy Program Manager, Bank of America Charitable Foundation (Moderator)

**MOLLY BALDWIN** Founder & CEO, Roca

**SHAWN BOHEN** National Director of Strategic Growth and Impact, Year Up

**NATALIE WILSON** Portfolio Manager, REDF

**4:30 – 4:45 PM** **TEDX TALK: NO PLACE FOR KIDS**

GEORGIAN ROOM  
MEZZANINE LEVEL

Tonight, more than 60,000 of America's young people will be locked in a cell within a couple of feet of a toilet. Some will be forced to remain in isolation, often for many days, at the discretion of a correctional officer with little to no training on the developmental risks associated with such punishment. In his forceful, conscience-raising talk, Patrick McCarthy will issue a national call to action urging all Americans to help close every youth prison in the United States.

**PATRICK MCCARTHY** President and CEO, Annie E. Casey Foundation

4:45 – 5:00 PM **BREAK FOR PASSING**

**5:00 – 6:15 PM** **CONSULTANCIES**

CAMBRIDGE ROOM  
4<sup>TH</sup> FLOOR

**OYIF SUSTAINABILITY STRATEGIES: Del Norte, California**

Del Norte is developing a strategy to sustain the key components of OYIF work in their northern California rural region. Of particular concern is sustenance of the backbone organization, youth leadership work and pathway development. One particular effort that is proving effective is fusing OYIF efforts with the region's Building Healthy Communities initiative, a highly visible, ten-year effort supported by the California Endowment aimed at 'transforming 14 communities' with serious health inequities into places where all people can live and thrive. The stability of this initiative and its connection with local economic development efforts offers great potential to keep partnership and pathway development at the center of work in the region. However other components of the work will also require attention, especially in a rural area where funding is thin and community-based organizations and services are limited. In this consultancy, Del Norte leads will share emerging thinking about the full sustainability plan and solicit feedback on addressing areas that are proving challenging to grow or sustain.

**TERRY GROBE** Jobs for the Future (Facilitator)

**KATHLEEN MOXON** Humboldt Area Foundation

**JERMAINE BRUBAKER** Opportunity Youth Initiative, DNATL

TREMONT ROOM  
4<sup>TH</sup> FLOOR

## OYIF SUSTAINABILITY STRATEGIES: New Orleans, Louisiana

In New Orleans, the EMPLOY collaborative is developing a sustainability strategy for its OYIF work through policy/advocacy activities designed to raise awareness of the issues facing opportunity youth in the region, and develop policies that support effective reengagement strategies and the implementation of pathways that lead to credentials and good jobs for the population. The collaborative's work has gained traction by building strong buy-in from key stakeholders, compiling and disseminating critical data, and prioritizing quality across reengagement programming, but challenges remain specifically in the following area: institutionalizing these practices to ensure they not only continue long-term, but become a part of how the community operates. In this consultancy, EMPLOY partners will share the key components of their sustainability strategy along with challenges that have emerged and solicit feedback from participants on addressing areas to focus on in their improvement efforts.

**MAMADOU NDIAYE** Jobs for the Future (Facilitator)  
**NICOLE JOLLY** Cowen Institute at Tulane University

## 6:15 – 6:30 PM BREAK FOR PASSING

## 6:30 – 7:30 PM COMMUNICATIONS ADVISORY GROUP MEETING

CAMBRIDGE ROOM  
4<sup>TH</sup> FLOOR

In this session, facilitated by the Aspen OYIF Communications Advisory Group, we will explore and test potential messages that youth leaders can use to share the OYIF story in their communities. During the first part of the session, we will review and refine core OYIF messages, so that they resonate with, and are useful to, youth leaders. As a central component of that review, we will ask for insights from the youth and adult allies in attendance. During the second part of the session, we will discuss how youth can incorporate these messages into communications activities to tell their stories – as ambassadors and leaders – to key audiences (e.g., policymakers, school administrators, workforce development boards, business community). Several youth leaders will share “real time” examples of how they are communicating to these groups in their respective communities.

**SETH KLUKOFF** Equal Measure (Facilitator)  
**RYAN DALTON** Cowen Institute at Tulane University  
**SHAWNICE JACKSON** National Council of Young Leaders – Opportunity Youth United  
**KIMBERLY PHAM** Project U-Turn

## 6:30 – 7:30 PM CALIFORNIA OPPORTUNITY YOUTH NETWORK (COYN) MEETING

BEACON HILL ROOM  
4<sup>TH</sup> FLOOR

This session is for California Opportunity Youth Network (COYN) members to follow up on action steps related to collaborative decision-making, fundraising to build COYN site capacities for policy advocacy, and future goals and objectives for the network.

# tuesday May23

## 6:30 – 7:30 PM **NORTHEAST OPPORTUNITY YOUTH NETWORK (NEON) MEETING**

CABOT ROOM  
4<sup>TH</sup> FLOOR

The alignment of economic and workforce development strategies through regional collaboration can lead to improved workforce development outcomes for young adults. In this meeting for NEON sites, intermediaries will discuss how to develop the understanding and skills to create and grow sustainable regional collaborative partnerships.

### **FACILITATORS**

**MARJORIE PARKER** JobsFirstNYC

**PHIL LEAF** Johns Hopkins Center for Adolescent Health

## 6:30 – 7:30 PM **RURAL COHORT MEETING**

NEWBURY ROOM  
4<sup>TH</sup> FLOOR

The purpose of this meeting is to convene the Rural Cohort to discuss issues of interest to the rural sites in order to deepen their community of practice.

**TERRY GROBE** Jobs for the Future (Facilitator)

## 7:45 PM **DINNER ON YOUR OWN**

See Boston Activity Guide For More Information

## 7:45 PM **OYIF YOUTH LEADERS DINNER**

MAGGIANO'S RESTAURANT  
4 COLUMBUS AVE

Meet in the lobby of the Park Plaza at 7:30pm.

# wednesday may 24

## 7:00 – 8:00 AM **BREAKFAST**

MEZZANINE FOYER

## 8:00 – 10:00 AM **MORNING PLENARY: COMMUNITY ORGANIZING AND COLLECTIVE IMPACT**

### *Overlapping with the Collective Impact Convening*

GRAND BALLROOM A & B  
MEZZANINE LEVEL

One potential pitfall that collective impact initiatives face is not meaningfully changing the systems and power dynamics that create persistent inequities in a community. How can collective impact initiatives both work “inside” systems to improve coordination, while also working “outside” the system to change the system and disrupt power dynamics that exist? Marshall Ganz, a pioneer of grassroots organizing over the past five decades, will share what the collective impact field can learn from decades of research and practice into effective community organizing, social activism, and community change. After Ganz’s comments, experienced collective impact practitioners will join Ganz on stage to share how they are changing the systems and power structures in their communities by creating activism and community ownership at their collaborative tables.

### **WELCOME REMARKS**

**MONIQUE MILES** Aspen Forum for Community Solutions

### **PERFORMANCE**

**VOCALIST DOM JONES** and **GUITARIST OSCAR BROWN, III**

### **KEYNOTE REMARKS**

**MARSHALL GANZ** Senior Lecturer in Public Policy, Ash Center for Democratic Governance and Innovation at Harvard’s Kennedy School of Government

### **PLENARY DISCUSSION**

**MELODY BARNES** Aspen Forum for Community Solutions (Moderator)

**CHEKEMMA FULMORE-TOWNSEND** President & CEO, Philadelphia Youth Network

**MARJORIE PARKER** Deputy Executive Director, JobsFirstNYC

**MARC PHILPART** Senior Director, PolicyLink

10:00 – 10:30 AM BREAK FOR PASSING

10:30 AM – 12:00 PM **CONCURRENT SESSIONS**  
*Overlapping with the Collective Impact Convening*

TERRACE ROOM  
 LOWER LEVEL

**Breaking It Down: Systems Thinking Tools to Advance Racial Justice**

Systems thinking as a field has been around for many years, but its direct application to racial injustice has not been widespread. Even where racism has been discussed systemically, change agents have often craved practical skills and tools to identify and align strategically around areas of intervention that will yield the greatest return for effort. This includes using systems thinking to analyze our own work as well as to understand the wider context. For the past 25 years, the Interaction Institute for Social Change (IISC) has worked to develop the collaborative capacity of advocates for justice across the country and globe to work with complex social challenges. This includes developing the ability to both better see and work with systems.

**CURTIS OGDEN** Interaction Institute for Social Change (Facilitator)  
**CYNTHIA PARKER** Interaction Institute for Social Change  
**AISHA SHILLINGFORD** Interaction Institute for Social Change

GRAND BALLROOM B  
 MEZZANINE LEVEL

**Collaboration, Communication, and Engagement – What This Looks Like in a Successful Collective Impact Initiative**

Cross-sector collaboration and deepening community engagement are key to achieving success whether you are working on education, health, or the environment. This session will draw from the experience of two collective impact initiatives that have been successful in engaging representatives from different communities and different sectors to advance their mission. Find out how they identified and actively engaged the “unusual suspects.” Learn how they create opportunities for ongoing communication and provide support to sustain relationships. Hear about the challenges of working across geographies and outside of your usual sector. What worked for them?

**NORA MORENO CARGIE** Tufts Health Plan Foundation (Facilitator)  
**KATHLEEN BAILEY** Yarmouth Senior Services  
**MELISSA OOMER** FSG  
**ROBERTA ORSI** Home Instead Senior Care

GEORGIAN ROOM  
 MEZZANINE LEVEL

**Collective Impact and Systems Change: Lessons from Two National Evaluations**

What does collective impact look like in action? How can communities achieve systems change? Since the term “collective impact” was coined in 2011, relatively little data have been collected from communities to understand their processes for implementing these efforts or to capture the nature of systemic changes. This session presents findings from two national evaluations spanning more than 30 communities: the StriveTogether Cradle to Career Network and the Aspen Forum for Community Solutions’ Opportunity Youth Incentive Fund. Each takes a data-driven approach to measuring partnership and community-level changes resulting from collective impact. During this interactive session, the presenters will share lessons and emerging models on both the strengths and challenges of implementing collective impact and achieving systems change. Participants will have an opportunity to discuss and react to these models – utilizing real-time polling – as well as apply them to their own work.

**JUSTIN PIFF** Equal Measure (Facilitator)  
**BRIDGET JANCARZ** StriveTogether  
**GEORGIA KIOUKIS** Equal Measure

WHITE HILL  
4<sup>TH</sup> FLOOR

## Connecting the Dots: Visualizing Data to Highlight Organizational Dynamics

Join us for a series of interactive discussions to identify replicable strategies for addressing stakeholder concerns, evaluating a coalition's internal dynamics, and improving member engagement through the use of data collection and visualization tools. Come and learn how the Washtenaw Health Initiative – a county-wide health collaborative in Michigan focused on improving healthcare access – used its member concerns to evaluate its effectiveness and become more responsive to its community. This session will highlight the political and group dynamics at play when a collective impact organization attempts to evolve as it gains maturity. Learnings will focus on continuous, critical, evaluation through an active member feedback process as well as the role that data visualization can play in elucidating anecdotal information while cutting through barriers that may be inhibiting progress on key issues.

**JEREMY LAPEDIS** Center for Healthcare Research and Transformation (Facilitator)  
**EZINNE NDUKWE** Center for Healthcare Research and Transformation

BERKELEY ROOM  
MEZZANINE LEVEL

## Harnessing the Power of Your Smaller City to Make Collective Impact Work

Undertaking a collective impact initiative in a smaller city (15,000-250,000 residents) can feel daunting. When it comes to having the civic infrastructure needed to address wicked social problems – a bench of dynamic, diverse, and well-networked leaders from all sectors, high-capacity organizations, and resources to support a new way of doing business – smaller cities might seem like a hard place to gain traction. But the Boston Fed's Working Cities Challenge and its participating Massachusetts cities have found quite the opposite: smaller cities have significant assets that can be mobilized in support of collaborative community change endeavors. These places are leveraging their strong relationships, ability to influence local systems, and relationships with peer cities statewide to create a new narrative around the power of smaller cities. This session will feature brainstorming around reframing the challenges of smaller cities as opportunities in a way that galvanizes not just local leaders, but also funders and state-level policymakers whose support is critical to sustained impact.

**PRABAL CHAKRABARTI** Federal Reserve Bank of Boston (Facilitator)  
**BRITTANY DEBARROS** Living Cities  
**RJ MCGRAIL** MassDevelopment  
**TOM SKWIERAWSKI** Montachusett Opportunity Council

STATLER ROOM  
MEZZANINE LEVEL

## How to Put Young People at the Center of Collective Impact

Although many collective impact efforts seek to improve outcomes for young people, these important stakeholders are often left out of the work to set agendas, collect data, implement programs and advocate for change. Through the GSK IMPACT Grant initiative, we have learned that engaging youth is not only the right thing to do; it is the best way to make a lasting impact on the health of our target communities. How can other collective impact efforts created to help young people engage them fully in the hard work of collective impact? In this session, you will hear from the leaders of backbone organizations in Philadelphia, PA, East St. Louis, IL and Raleigh-Durham, NC about successful approaches they are using – and challenges they are facing – to support children and teens as leaders to make their communities healthier places to live, work, learn and thrive.

**BECKI LYNCH** GSK (Facilitator)  
**EVAN KRAUSS** United Way of Greater St. Louis  
**RASHIDAH MYRIE** Community Partnerships, Inc.  
**AIYANA POTTS** The Food Trust

CLARENDON ROOM  
MEZZANINE LEVEL

## Keeping the Collaborative Committed to the Cause

This session will explore the ten Rural IMPACT communities collective impact work to reduce poverty in rural America. Panelists will share their approaches for ensuring that people with lived experience and those most impacted by poverty are leading the design and implementation of community initiatives. Successes and challenges will be shared, along with concrete approaches for building community leadership, ownership of collaborative efforts, and effective facilitation techniques to build convergence. Panelists from backbone organizations will share practical experiences and approaches and key supporters will share their perspective.

**COURTNEY THOMAS** Allegany County Human Resources Development Commission, Inc. (Facilitator)

**TIFFNEY MARLEY** Community Action Partnership

**KELLI MOORE** Berea College Partners for Education / Knox County Promise Neighborhood Program

WHITTIER ROOM  
4<sup>TH</sup> FLOOR

## Roadmap to Peace Initiative: A Community Perspective on Collective Impact

The session shares how Latinx community members, advocates, CBOs, institutional partners are learning, evolving, and engaging with each other in new ways to implement community-led solutions that hold promise for Latinx youth in-risk of violence. Key messages include 1) Community works; 2) Capacity building is key for everyone & every institution; and 3) Trust is built by doing. The session provides insight on community accountability, data, continuous learning, and openness through community town halls, Youth Warriors leadership processes, and a Youth Summit called Roadmap to Peace (RTP). The session will share how RTP shows how community members, advocates, community-based organizations (CBOs), institutional allies, and partners can successfully partner and align goals to successfully implement community-led solutions that hold promise to reflect the needs of our most vulnerable populations. Questions to be addressed include: What are the basic elements of a robust community-led collective impact effort? What is required of agencies, institutions, and funders to be genuine partners in placing community at the center? How do the established CI phases differ, if at all, to the community-led CI efforts? How do Latinx youth experience this collective effort? What does it mean to them?

**ANGELA GALLEGOS-CASTILLO** Instituto Familiar de la Raza (Facilitator)

**ESTELA GARCIA** Instituto Familiar de la Raza

**RUTH BARAJAS-CARDONA** Bay Area Community Resources

ARLINGTON ROOM  
MEZZANINE LEVEL

## Trauma-Informed Resident Leadership as the "Soul" of Collective Impact

"No decision should happen to me without me." How do large scale collective impact initiatives authentically anchor their work in the voice and lived experiences of those mostly impacted?

**RONAK DAVE-OKOYE** HOPE SF, Office of the Mayor (Facilitator)

**HENRY ARROYO** Youth Champion

**TERRY LEE JONES** Mayoral Fellow

**ROSE MARIE SIMMS** Bayview-Hunters Point YMCA

**LOTTIE TITUS** San Francisco Housing Authority

**FALAOFUTA SATELE** Alice Griffith Tenant Association

TREMONT ROOM  
4<sup>TH</sup> FLOOR

## Using an Equity Focus to Spur Collective Impact

Over the last several years, Fairfax County has made steady progress toward adopting a race equity lens in all of its departments and services. Prompted by on-going efforts to tackle disproportionate minority contact (DMC) in the juvenile justice system, more equitable outcomes for its diverse residents has become an increasing priority for county leadership. Workshop participants will learn about the multi-year, multi-partner Fairfax County journey from a narrow focus on DMC to a county resolution promoting the common vision of “One Fairfax,” positioning Fairfax for further effective collective action to achieve greater equity of opportunity through the policies and tools it is putting into place. Participants will also be encouraged to share their own experiences and strategies they are using to improve equity.

**KAREN SHABAN** Department of Neighborhood and Community Services, Fairfax County, VA (Facilitator)

**SARAH A. MORRISON** Center for the Study of Social Policy

**MARLON MURPHY** Fairfax County Juvenile Detention Center and Domestic Relations, Fairfax County, VA

BEACON HILL ROOM  
4<sup>TH</sup> FLOOR

## “We Made a Promise”: Community Leadership in Promesa Boyle Heights

This session will explore Promesa Boyle Heights, a member of the Promise Neighborhoods Institute. At the core of Promesa’s mission is engagement of parents and residents as key stakeholders, decision-makers, and leaders of work toward equity and excellence for all students, an approach that has seen positive, measurable outcomes. This level of community ownership is too often missing in collective impact efforts, but it lays crucial groundwork for sustainability and success. Key questions to discuss include, “How can parents and residents be effectively engaged as critical stakeholders and leaders in a collaborative education reform effort?” and “What key design principles are replicable from Promesa Boyle Heights’ work to transform education and communities through collective impact?” Participants will hear from parents, staff, and partners about the powerful community leadership model at the center of Promesa’s work; learn about findings from a study of the collaborative; and experience firsthand Promesa’s approach to building relationships and community capacity.

**ANGELA ROMANS** Annenberg Institute for School Reform, Brown University (Facilitator)

**KENN CAMPA** Community in Schools Los Angeles

**CAROLINA COUTO CEVERA** Promesa Boyle Heights

**DEYCY HERNANDEZ** Promesa Boyle Heights

BACK BAY ROOM  
4<sup>TH</sup> FLOOR

## COLLABORATING FOR IMPACT: Engaging Systems, Funders & CBOs to Take on New Populations

This session tells the story of how Boston movements engaged multiple stakeholders to prioritize new populations within the opportunity youth spectrum over time. The national and local youth transitions movement added re-engaging dropouts to the traditional prevention approach for new energy. College completion extended the reach of support and intervention into young adulthood, while the local Cradle-to-Career brought K-12 together with adult training and education, laying the groundwork for Boston’s postsecondary pathways for opportunity youth. Youth advocacy has been a force to get state funding for summer jobs and to address school pushout, and has shaped Boston’s opportunity youth agenda and approach.

**KATHY HAMILTON** Boston Private Industry Council (PIC) (Facilitator)

**NEIL SULLIVAN** Boston Private Industry Council (PIC)

**MO BARBOSA** Health Resources in Action

**KRISTIN MCSWAIN** Boston Opportunity Agenda

**SHANNON SIMPSON** Youth Voice Project

CAMBRIDGE ROOM  
4<sup>TH</sup> FLOOR

## COLLABORATING FOR IMPACT: Using Qualitative and Quantitative Data to Drive an Equity Agenda

When creating an equity agenda for your work, data is important to help you develop appropriate, long-lasting and successful solutions. Organizations may use different types of data depending on where they are in their journey. Come hear from organizations at different stages talk about how and what kind of data has helped them with building their equity agenda. Data discussed will include self-assessments, an empathy study and use of disaggregated data. Questions will include what was their starting place and why? How has the context in which they are working impacted the how and why of their process? What have they learned from their equity journey?

**SHERI BRADY** Aspen Forum for Community Solutions (Facilitator)

**JERMAINE BRUBAKER** Opportunity Youth Initiative, DNATL

**EMILY THIELMANN** Muskie School of Public Service, University of Southern Maine

**NICOLE YOHALEM** Community Center for Education Results

NEWBURY ROOM  
4<sup>TH</sup> FLOOR

## BUILDING EFFECTIVE PATHWAYS: Clubhouse-to-Career Pathways to Success: Best Buy and The Clubhouse Network

This session will explore a private-public partnership between Best Buy and The Clubhouse Network, an after-school provider that empowers low-income teens to work with adult mentors who serve as role models to create STEM-rich projects based on their own interests, develop skills, and build confidence in themselves through the use of technology. We will discuss Clubhouse-to-Career Pathways to Success, a pilot initiated last year in response to the much-publicized “skills gap” facing companies today as well as community interest in leveraging Clubhouse experience so that youth realize their full potential in the workplace of tomorrow. Participants will be invited to consider lessons learned and challenges in scaling efforts like this around the country

### FACILITATORS

**LAURA BISHOP** Best Buy

**GAIL BRESLOW** The Clubhouse Network

**ANDREA WOOD** Best Buy

CABOT ROOM  
4<sup>TH</sup> FLOOR

## USING DATA TO GUIDE DECISIONS AND ASSESS IMPACT: Using Data on College Completion to Drive Institutional Change

Success Boston is the citywide college completion initiative launched in 2008 in response to a study by Northeastern University’s Center for Labor Market Studies, which showed that only 35% of the Boston Public Schools (BPS) Class of 2000 who enrolled in college had completed their degree seven years later. The City of Boston, BPS, the Boston Foundation, PIC, and local higher education institutions convened to set a goal to increase the completion rate by 50% for the Class of 2009 and then to double the rate for the Class of 2011. This session will share key findings from two on-going research projects: i) the six-year postsecondary enrollment and completion outcomes of high school graduates from the BPS Classes of 2000-2011; and ii) implementation and impact evaluations of Success Boston’s transition coaching. The presenters will describe how the research findings from these studies have driven institutional change and Success Boston’s priorities.

**ANIKA VAN EATON** Boston Private Industry Council (PIC) (Moderator)

**JOSEPH MCLAUGHLIN** Boston Private Industry Council (PIC)

**ANTONIYA OWENS** The Boston Foundation

12:00 – 12:15 PM **BREAK FOR PASSING**

12:15 – 2:00 PM **LUNCH & CLOSING PLENARY SESSION: Call to Action: Sustaining a Youth-Led Movement**

GEORGIAN ROOM  
MEZZANINE LEVEL

The closing plenary session will reflect on ideas shared during the morning plenary with Marshall Ganz and community leaders. Panelists will create a through line that connects these ideas to the efforts of OYIF communities and a national call to action. Given threats to recently secured progress, the panel will explore the anxiety and heightened uncertainty experienced in communities nationwide, as well as challenges youth face globally. Global challenges will be placed in a domestic context to identify cross-cutting themes and key trends. Recognizing that our most vulnerable populations – especially opportunity youth – are likely to be pushed aside and may possibly suffer the most in the current climate, panelists will focus on solutions that deepen and sustain our work, and place youth at the center. Finally, the plenary will place a spotlight on the role youth play to bring about change and sustain positive outcomes for young people today and for future generations.

**INTRODUCTORY REMARKS**

**JAMIEL ALEXANDER** Aspen Forum for Community Solutions

**PLENARY PANELISTS**

**STEVE PATRICK** Aspen Forum for Community Solutions (Moderator)

**PATRICK GASPARD** Vice President of Programs, Open Society Foundations

**BRODERICK JOHNSON** Board Chair, My Brother's Keeper Alliance

**COMMUNITY-BASED PLENARY RESPONDENTS**

**RUTH BARAJAS-CARDONA** Director of Youth Employment Programs, Bay Area Community Resources

**NICOLE YOHALEM** Director, Opportunity Youth Initiative, Community Center for Education Results

**MARTY ZANGHI** Director of Youth and Community Engagement, Muskie School of Public Service, University of Southern Maine

**YOUTH RESPONDENTS**

**JAMISHA DAVIS** Motivating, Inspiring, Supporting & Serving Sexually Exploited Youth (MISSEY)

**JACOB PATTERSON** Gender Talk

**SHANICE TURNER** National Council of Young Leaders – Opportunity Youth United

2:00 PM **ADJOURN FOR ALL GUESTS BUT SITE LEADS, DEMONSTRATION CITIES**

2:30 – 4:30 PM **OPTIONAL OYIF SITE LEADS MEETING**

BOYLSTON ROOM  
MEZZANINE LEVEL

**Aspen Forum for Community Solutions leadership will join this meeting for the first 30 minutes, followed by a presentation by Equal Measure, "What We're Learning: Understanding Systemic Shifts Across OYIF Communities."**

Equal Measure will present portfolio-level progress and lessons from the second year of the OYIF evaluation. Key areas of progress towards "systemic shifts" – changes in collaborative infrastructure, commitment, and collective action – will be highlighted, as well as trends across the two years of OYIF implementation. Participants will have an opportunity to react to and discuss these findings with one another, and to explore their implications for their work moving forward.

**FACILITATORS**

**ANNA CRUZ** Harder+Company Community Research

**JENNIFER JAMES** Harder+Company Community Research

**GEORGIA KIOUKIS** Equal Measure

**JUSTIN PIFF** Equal Measure

7:30 – 8:30 AM **BREAKFAST**

8:30 – 1:00 PM **100,000 OPPORTUNITIES INITIATIVE™ DEMONSTRATION  
CITIES COMMUNITY OF PRACTICE MEETING WITH LUNCH**

BOYLSTON ROOM  
MEZZANINE LEVEL

This fast-paced, interactive workshop will introduce participants to the mindsets of design thinking and concepts for generating more creative ideas. Specifically, teams will learn how to implement collaborative behaviors during brainstorm sessions, reframe problems based on needs, and use creative prompts to come up with unique ideas for the challenges they face in their ongoing work to create and deepen employment pathways for opportunity youth.

Teams will learn by doing with an emphasis on group exercises and practice activities. Participants will leave with a shared language around creative problem-solving and a set of simple, easy-to-use tools that can be immediately applied in their communities.

This workshop will be led by facilitators from The Design Gym.

**FACILITATORS**

**JASON CHA** The Design Gym

**ERIN LAMBERTY** The Design Gym

**MARIKO LOCKHART** Aspen Forum for Community Solutions

**EMMA UMAN** Aspen Forum for Community Solutions

# plenary speakers and panelists

The following individuals will be speaking during the OYIF plenary sessions. For a list of all concurrent session presenters, and to view their bios and photos, please visit:

[www.regonline.com/oyifboston2017](http://www.regonline.com/oyifboston2017)



## EMMANUEL ALLEN

As a lifelong Boston resident Emmanuel Allen is dedicated to the success and achievement of urban youth. For the past sixteen years, he has worked to create programming and pathways for a wide variety of youth ranging from homeless, high school dropouts and the at-risk to first-year college students. Emmanuel helped design the Boston Public Schools Re-Engagement Center, a full service center that actively recovers students who have left school. He also managed and organized programs targeted toward reducing violence in urban areas. Emmanuel holds a B.S. from Fitchburg State University in Computer Information Systems, a certificate in Nonprofit Leadership and Management from Boston University and is a MBA Candidate at Northeastern University.



## MOLLY BALDWIN

Molly Baldwin founded Roca in 1988 and serves as the organization's Chief Executive Officer. With a mission to disrupt the cycle of poverty and incarceration by helping young people transform their lives, Roca serves over 900 high-risk young people annually across 21 communities in Massachusetts. For three decades, Molly has been a tireless advocate, mentor, and community convener, reaching out to the highest-risk young people and bringing together the major institutions, corporations, and agencies that affect their lives. Molly led Roca to be a high-performing, data-driven organization, with a nationally-recognized intervention model that focuses on better outcomes for young people and communities. A long-distance runner, she is a graduate of U-Mass, Amherst, holds a Master's Degree in Education from Lesley University and an honorary Ph.D. from Salem State University and Lesley University.



## RUTH BARAJAS-CARDONA

With over seventeen years of experience in the workforce field, Ruth is the Director of Youth Employment Programs at Bay Area Community Resources. A native San Franciscan, Ruth has served on the San Francisco Mayor's Transitional Youth Task Force, the San Francisco Youth

Council of Workforce Investment, Parent Advisory Council to the San Francisco School Board and the After School for All Advisory Council. As someone who grew up poor in neighborhoods severely impacted by poverty, drugs and crime, Ruth has a first-hand understanding of the educational and employment needs of disconnected youth. A graduate of Mills College, Ruth has received numerous awards and honors from her peers and leaders in the field.



## SHAWN BOHEN

Shawn Jacqueline Bohlen is a member of Year Up's senior leadership team, and she is responsible for crafting and orchestrating this social enterprises' influence strategy. Over the last 25 years, Shawn has made a career as a collaborative strategist, creating, growing, and strategically managing mission-driven high impact organizations. Shawn is recognized for her ability to turn great ideas into dynamic, diversely-staffed, fiscally-viable entities. Prior to Year Up, Shawn spent more than a decade working at Harvard University in a series of leadership roles facilitating interdisciplinary collaboration to tackle some of society's most challenging and interesting social, political and economic dilemmas. Partnering with academic colleagues, alumni and donors, Shawn led the strategic evolution of four university-wide start-ups, including the Harvard Initiative for Global Health, the Hauser Center for Nonprofit Organizations at the John F. Kennedy School, the university-wide Mind/Brain/Behavior Initiative, and the Harvard Medical School Division on Addictions. In her last post at Harvard, Shawn served as Assistant Provost, co-creating and co-leading the first institution-wide Office for Faculty Development and Diversity committed to transforming Harvard's approach to finding, developing and promoting a diverse, world-class faculty. Shawn began her career conducting grassroots environmental and consumer affairs campaigns for the Public Interest Research Groups in CT and MA. Shawn and her husband have five children between the ages of 10 and 23, three of whom are attending the public schools in Brookline and Sudbury, MA.



## DANNIELLE CAMPOS

Dannielle is a member of the Environmental, Social and Governance (ESG) group, serving as a national philanthropy director for the Bank of America Charitable Foundation and leading a team that delivers philanthropic programs focused on economic mobility for individuals and families. She provides direction on the development and implementation of these strategies across the company, domestically and globally, including volunteerism and thought leadership. Her portfolio of nonprofit partners include national organizations focusing

on hunger relief, services for the homeless, workforce development, financial education (better money habits) and social enterprises, all addressing the economic continuum from critical needs to job skills training. Dannielle joined the bank in 1994 and prior to her current assignment, she served as a program officer and California manager for the Bank of America Charitable Foundation, responsible for managing a portfolio of regional grant and initiatives in the areas of education, arts and culture, community development and health and human services. As the Market Development Manager for Greater Los Angeles, Dannielle was responsible for the strategic planning, coordinating and leveraging of the bank's local philanthropic contributions, events, sponsorships, and community partnerships. She began her career at KCET-TV in Los Angeles working on documentaries funded by the Centers for Disease Control (CDC) and Los Angeles County Office of Education. Dannielle earned a degree in Sociology from the University of California, Los Angeles. She currently serves on the boards of the Association of Corporate Contribution Professionals, the Center Theater Group and The Music Center of Los Angeles, Social Enterprise Alliance and the Advisory Board for the USC Center of Philanthropy, and is a past president of the UCLA Latino Alumni Association. She is also a member of Bank of America's Hispanic Latino Leadership Council, Global Marketing and Corporate Affairs Diversity and Inclusion Council and the Greater LA Market Leadership Team. Dannielle resides in Pasadena, CA.



### **TOMMY CHANG**

In March 2015, the Boston School Committee voted to appoint Dr. Tommy Chang as superintendent of the Boston Public Schools effective July 1, 2015. In this role, he will lead the nation's first school district, which serves more than 56,000 students in 125 schools, and will serve

as a cabinet member to Mayor Martin J. Walsh. Previously, Dr. Chang served as the Local Instructional Superintendent, Intensive Support & Innovation Center (ISIC) at the Los Angeles Unified School District where he oversaw 135 schools and approximately 95,000 students. Dr. Chang also previously served as special assistant to the superintendent of LAUSD. He is a former teacher and principal. He holds an Ed.D. in Educational Leadership from Loyola Marymount University, an M.Ed. from the Principals Leadership Institute at UCLA, an M.Ed. from the Teachers Education Program at UCLA, and a bachelor's degree from the University of Pennsylvania.



### **TURAHN DORSEY**

Turahn Dorsey serves as the newly appointed Chief of Education for the City of Boston and is a member of Mayor Martin J. Walsh's cabinet. As Chief of Education, Dorsey is charged with setting a strategic agenda for the city that will improve the quality of instruction and student

support across the education pipeline and better integrate school-, community-, and work-based learning opportunities. Prior to joining the Mayor's cabinet, Mr. Dorsey served as Evaluation Director and an Education Program Officer at the Barr Foundation. At Barr, Dorsey led the development and implementation of data monitoring and evaluation frameworks for Barr's strategic investments in local education and climate change. Additionally, he managed the Foundation's giving in out-of-school time and focused on expanding summer learning options, helping to create systemic approaches to school-community partnerships and developing education and career pathways for disconnected youth. Mr. Dorsey's career is built on the 15 years he spent as a program evaluator and researcher at Moore and Associates in Southfield, Michigan and Abt Associates in Cambridge, MA. In this capacity, he led and participated in research projects spanning a number of public policy, community change and public health related issues. The body of work he contributed to for state and local governments, as well as foundations, also covers a number of quantitative and qualitative technical areas including outcome and impact analyses, Theory of Change-based program evaluation. A native of Detroit, Mr. Dorsey graduated with a BA degree in Economics From The University of Michigan. He is married to Mariama White Hammond and is the "son in love" of Rev. Drs. Ray and Gloria White Hammond. Finally, Mr. Dorsey has dedicated much of his volunteer time to systems innovation and improvement in education including serving as co-chair for the Boston Public Schools School Quality Working Group, co-chair for the Opportunity Agenda's Summer Subgroup, co-chair of the Boston Afterschool and Beyond Partnership Council, and a member of the External Advisory Committee on School Assignment.

# plenary speakers and panelists



## PAM EDDINGER

Pam Y. Eddinger, Ph.D., is president of Bunker Hill Community College (BHCC). The College serves 14,000 students in the Greater Boston metropolitan area, including nearly 1,000 international students from 107 countries, speaking 75 languages. Proud of its urban mission

and its commitment to inclusive excellence, BHCC is a national leader in urban public higher education. Dr. Eddinger began her tenure at BHCC in 2013, and has served community colleges for almost 25 years in Massachusetts and in California. She is a Commissioner of the Commission on Institutions of Higher Education (CIHE) of the New England Association of Schools and Colleges (NEASC). She served on the education transition team of Governor Baker and Boston Mayor Walsh. She was appointed by the Governor to the State Workforce Development Board, and by the Mayor to the Boston Employment Commission. She is on the Board of Directors of the Boston Private Industry Council and the K-12 education reform non-profit EdVestors. Dr. Eddinger also serves BHCC and the community college movement by engaging in leadership work at the national level. She is a Board Member of the following: Achieving the Dream (ATD); the Special Commission on Leadership of American Association of Community Colleges (AACCC); the National Asian and Pacific Islander Council (NAPIC); the National Association of Community College Entrepreneurship (NACCE); and the Voluntary Framework of Accountability (VFA). Dr. Eddinger is a regular attendee at White House higher education summits, and was recognized in 2016 by the Obama White House as a Champion of Change.



## CHEKEMMA FULMORE-TOWNSEND

With a commitment to increasing young people's access to life-changing opportunities, Chekemma is a skilled, visionary leader who harnesses the potential of systems, organization and individuals to collaborate and better serve youth. She

joined the Philadelphia Youth Network (PYN) in 2005. As President and CEO, Chekemma is charged with overseeing the organization's vision, mission, and quality of service to thousands of youth, dozens of partners, and over 100 investors. Drawing on more than 15 years of experience, Chekemma has used her social work foundation in macro-practice with a concentration in research and non-profit administration to transform PYN into a high-performing; data-driven organization. Before her appointment as President and CEO, Chekemma served in various capacities throughout the organization; most recently, she was PYN's Vice President of Program Services. In this role, she led a team accountable for program design, implementation, evaluation, compliance,

and continuous improvement for all programs managed by the organization which serve more than 15,000 youth annually. Prior to her work at PYN, Chekemma, served at the Philadelphia Workforce Development Corporation as the Senior Director of the Emerging Workforce. In this capacity, she fused data-driven decision-making with solid project management to implement and improve adult and youth workforce programs.



## MARSHALL GANZ

Marshall Ganz grew up in Bakersfield, California, where his father was a Rabbi and his mother, a teacher. He entered Harvard College in the fall of 1960. He left a year before graduating to volunteer with the 1964 Mississippi Summer Project. He found a "calling" as

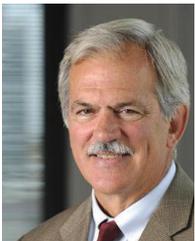
an organizer for the Student Nonviolent Coordinating Committee, and, in the fall of 1965, joined Cesar Chavez in his effort to unionize California farm workers. During 16 years with the United Farm Workers he gained experience in union, political, and community organizing, became Director of Organizing, and was elected to the national executive board on which he served for 8 years. During the 1980s, he worked with grassroots groups to develop new organizing programs and designed innovative voter mobilization strategies for local, state, and national electoral campaigns. In 1991, in order to deepen his intellectual understanding of his work, he returned to Harvard College and, after a 28-year "leave of absence," completed his undergraduate degree in history and government. He was awarded an MPA by the Kennedy School in 1993 and completed his PhD in sociology in 2000. As senior lecturer in public policy at the Kennedy School of Government, he teaches, researches, and writes on leadership, organization, and strategy in social movements, civic associations, and politics. He has published in the *American Journal of Sociology*, *American Political Science Review*, *American Prospect*, *Washington Post*, *Los Angeles Times* and elsewhere. His newest book, *Why David Sometimes Wins: leadership, organization and strategy in the California farm worker movement* was published in 2009, earning the Michael J. Harrington Book Award of the American Political Science Association. He was awarded an honorary doctorate in divinity by the Episcopal Divinity School in 2010. Marshall Ganz also teaches "Leadership, Organizing and Action: Leading Change" an online program designed to help leaders of civic associations, advocacy groups and social movements learn how to organize communities that can mobilize power to make change.



### PATRICK GASPARD

Patrick Gaspard is vice president of the Open Society Foundations. He has nearly two decades of distinguished and high-level public service. As the U.S. Ambassador to South Africa from 2013 to 2016, Gaspard worked to strengthen civil society and worked in partnership

with the South African government to develop the country's healthcare infrastructure and to support innovations in local governance. He also worked to connect South African entrepreneurs to U.S. markets; develop clean, renewable, and efficient energy technologies; and to end wildlife trafficking. Gaspard served as the executive director of the Democratic National Committee from 2011 to 2013. He was assistant to the president and director of the White House Office of Political Affairs from 2009 to 2011. He was the national political director of Obama for America in 2008. Gaspard was also the executive vice president and political director for the Service Employees International Union. He has deep experience in both presidential and New York City politics.



### PAUL GROGAN

Paul S. Grogan is President and CEO of the Boston Foundation. Under Mr. Grogan's leadership the Foundation has become a highly influential civic convener, has boosted fundraising, launched high-impact initiatives in key areas like education, health and wellness and youth violence

prevention, and merged with The Philanthropic Initiative, a philanthropic advisory service. Mr. Grogan joined the Boston Foundation from Harvard University, where he served as Vice President for Government, Community and Public Affairs and spearheaded unprecedented University commitments to the community. While at Harvard, Mr. Grogan also created a national organization, "CEOs for Cities," a global learning community dedicated to making cities successful. From 1986 through 1998, he was President and CEO of the Local Initiatives Support Corporation (LISC), the nation's largest community development intermediary. During his term, LISC raised and invested more than \$3 billion of private capital across America and contributed to a string of policy successes, including the Low Income Housing Tax Credit, the HOME program, the strengthening of the Community Reinvestment Act and the creation of the New Markets Tax Credit. Mr. Grogan's passion for cities began in Boston where he served Mayors Kevin H. White and Raymond L. Flynn. He headed Boston's neighborhood revitalization efforts in the early 1980s, pioneering a series of public/private ventures, including the Boston Housing Partnership and the Boston Compact, which have been widely emulated by other cities. Mr. Grogan graduated with honors in American History from Williams College, earned a Masters

degree in Administration from the Harvard Graduate School of Education, and was awarded a Bicentennial Medal from Williams College for his leadership in inner-city revitalization efforts. Mr. Grogan is a founder and director of The Community Development Trust, a director of New Profit Inc., and a trustee of Brandeis University. He previously served on the Boards of Williams College, FSG Social Impact Advisors, and the John S. and James L. Knight Foundation. He is the co-author, with Tony Proscio, of the book, *Comeback Cities*.



### BRODERICK JOHNSON

Broderick returns to Bryan Cave having gained even broader and unique insight as to how the legislative, regulatory, legal and political spheres intersect in ways that should inform the business decisions of the firm's clients. During his previous tenure at Bryan Cave, he led

the firm's Public Policy and Government Affairs practice. Broderick has had the distinction of serving under two U.S. Presidents. Immediately before rejoining Bryan Cave, Broderick served as Assistant to the President and Cabinet Secretary under President Barack Obama (acting as the President's primary liaison to members of the Cabinet). He was also appointed chair of the White House's My Brothers Keeper Task Force. In the Clinton White House Broderick was Deputy Assistant for Legislative Affairs. He has served in numerous Senior positions on Capital Hill beginning in the House Office of Legislative Counsel, where he drafted landmark legislation including the Family and Medical Leave Act and the Immigration Reform and Control Act of 1986. He was also chief Democratic Counsel to two standing committees, including the House Committee on Education and the Workforce, where he crafted legislative policy and strategy on K-12, higher education, and labor and employment issues. His private sector career has included senior positions as vice president for congressional affairs with AT&T and BellSouth corporations, where he helped lead strategy on technology and tax issues. Dedicated to community service, Broderick serves as the chairman of the board of My Brothers Keeper Alliance (an outgrowth of the task force created by President Obama) and is on the board of the Wolf Trap Foundation. He is also an adjunct professor at his alma mater, the University of Michigan Law School. He received his undergraduate degree from the College of Holy Cross.

# plenary speakers and panelists



## PATRICK MCCARTHY

A respected clinician and public sector leader, Patrick McCarthy joined the Annie E. Casey Foundation in 1994 to manage its Mental Health Initiative for Urban Children, a five-year, \$20 million effort to provide high-quality community-based mental health services for children

in four high-poverty communities. With a career serving in multiple capacities in the mental health and human services fields, McCarthy brought to Casey a broad perspective on what children, families and systems need to prosper. Throughout his tenure, he has led efforts to improve human services practices and policies to boost positive results for the nation's most vulnerable kids and families. He held positions of increasing responsibility before being appointed the president of the Foundation, replacing Doug Nelson in 2010. Before joining the Foundation, McCarthy held positions ranging from psychiatric social worker and head of a school for youth with emotional and behavioral challenges to university professor and division director at the Delaware Department of Services for Children, Youth and their Families. He holds a master's degree in social work from the University of Pennsylvania and a Ph.D. from the Bryn Mawr College Graduate School of Social Work and Social Research.



## MARJORIE PARKER

Marjorie serves as Deputy Executive Director of JobsFirstNYC and will assume the role of Executive Director on July 1st of 2017. She has over 20 years of professional experience providing oversight of human capital development initiatives, as well as working as an organizational

consultant. She previously served as the Deputy Executive Director of Programs/ Operations at Opportunities for a Better Tomorrow (OBT) with broad responsibilities for program operations, organization infrastructure management, and strategic planning. Marjorie has held positions at the Research Foundation CUNY, New York City Department of Youth and Community Development (DYCD) and New York State Department of Labor where she managed the successful development and administration of various educational, employment, economic, and community service initiatives. In her capacity as an organizational consultant, she has facilitated and implemented program development, management, and evaluation projects. Marjorie holds a Masters in Public Administration (MPA) from New York University, Wagner Graduate School of Public Service; BA in Political Science from Fordham University; Certificate, Executive Education/Senior Leaders Program, Columbia University Business School; and, Leadership Certificate from the Dale Carnegie Leadership Academy.



## DEVAL PATRICK

Governor Patrick joined Bain Capital in 2015 and is a managing director of the Double Impact business. Prior to joining the firm, he served as Governor of the Commonwealth of Massachusetts for eight years. Before entering public office, Governor Patrick was

Executive Vice President and General Counsel of The Coca-Cola Company. He also worked as Vice President and General Counsel of Texaco, Inc. and served on the company's Executive Council. Governor Patrick was previously a Partner at Day, Berry & Howard and a Partner at Hill & Barlow. In 1994, he was appointed by President Clinton as Assistant Attorney General overseeing the Civil Rights Division of the U.S. Department of Justice. Mr. Patrick graduated cum laude with a BA degree from Harvard College and earned his JD degree from Harvard Law School.



## HILARY PENNINGTON

Hilary Pennington is the Ford Foundation's vice president for Education, Creativity, and Free Expression. She leads the foundation's work on school reform in the United States and higher education around the world, next-generation media policy and journalism, and

support for arts and culture. She also oversees the foundation's regional programming in four offices based in Africa and the Middle East. Hilary is a national expert on postsecondary education and intergenerational change. Before joining the foundation in 2013, she was an independent consultant whose clients included the Next American University project of the New America Foundation and Arizona State University. She also led the Generations Initiative, a project funded by national foundations to develop effective responses to the dramatic demographic shifts occurring in the United States. Between 2006 and 2012, Hilary served as director of education, postsecondary success, and special initiatives at the Bill and Melinda Gates Foundation, where she guided grant programs across the country and worldwide. Before joining Gates, she was a senior fellow at the Center for American Progress and president and CEO of Jobs for the Future, a research and policy development organization she co-founded. In 22 years with JFF, Hilary helped the organization become one of the most influential in the country on issues of education, youth transitions, workforce development, and future work requirements. She also served on President Bill Clinton's transition team and as co-chair of his administration's presidential advisory committee on technology. Hilary is a graduate of the Yale School of Management and Yale College. She holds a graduate degree in social anthropology from Oxford University and a master's degree in

theological studies from the Episcopal Divinity School. In 2000, she was a fellow at Harvard's Kennedy School of Government.



### MARC PHILPART

Marc Philpart has deep expertise, networks, and experience in the boys and men of color field. As the leader of the PolicyLink boys and men of color team, he provides technical assistance in support of My Brother's Keeper communities, is a consultant for the Executives' Alliance to

Expand Opportunities for Boys and Men of Color, serves on the board of the R.I.S.E. collaborative for boys and men of color, is the principal coordinator for the Alliance for Boys and Men of Color — the nation's only statewide network improving outcomes for boys and men of color, and oversees the development of new, strategic PolicyLink partnerships and projects that contribute to the overall health and success of BMOC, their families, and communities. Marc has been a leader in the BMOC field for nearly a decade. Prior to joining PolicyLink, Marc worked in the president's office at PATH, a nonprofit global health organization. He holds master's degrees in public affairs and public health from the University of Washington in Seattle and earned his BA in History from Xavier University of Louisiana. In his spare time he enjoys international travel, reading, and the paradoxical life of being a fitness junkie and foodie.



### AMANDA SHABOWICH

Amanda is currently the Program Coordinator for the Youth Voice Project and the Program Assistant for Boston Youth Service Network. After transferring to Boston Day and Evening Academy, an alternative school in Roxbury, for her senior year, she graduated in six months

with the Academic Achievement award for her graduating class. Shortly after, she was offered the opportunity to give back to the school and work first as a teacher's assistant, then as the Assistant to the Transition Year Director, which worked with soon-to-be and recent graduates through the process of moving onto postsecondary success. Through her work with BDEA, she found out about the Youth Voice Project, and began as a Peer Leader in April 2015. While working with Youth Voice Project, Amanda was able to become an advocate for resources for out of school youth, plan and host youth-centric events, and build partnerships with other youth-serving organizations across the city. She has also served as a youth representative for Boston at the Opportunity Youth Incentive Fund Convenings held by the Aspen Institute three times, facilitating workshops on topics around the importance of youth sharing their stories as well as the value of self-care for young leaders in both Aspen, CO and Chicago, IL. This year, she was

promoted to a position of Program Coordinator, as well as taking on a Program Assistant position, where she will be able to serve as both a youth leader and in a supervisory role to the new cohort of peer leaders and youth council members, respectively.



### MAYOR MARTIN WALSH

Martin J. Walsh, a lifelong champion of working people and a proud product of the City of Boston, was sworn in as the city's 54th mayor on January 6, 2014. Mayor Walsh's vision is of a thriving, healthy, and innovative Boston — a city with equality and opportunity for all,

where a revolutionary history inspires creative solutions to the challenges of the 21st century. Since taking office, Mayor Walsh has focused on strengthening Boston's schools, adding hundreds of high-quality pre-kindergarten seats, funding extended learning time and advanced curriculum at more schools, and securing tuition-free community college for Boston Public Schools graduates. The Mayor has led Boston to the forefront of the global innovation economy, by attracting industry-leading private sector employers, upgrading the City's digital infrastructure, and using technology to transform government services — from a parking meter payment app to a new City website. At the same time, he has created powerful tools for low-income workers, including a "learn and earn" job apprenticeship program and an Office of Financial Empowerment. He is the founding vice-chair of the Cities of Opportunity Task Force at the U.S. Conference of Mayors, elevating the national conversation on income inequality. The Walsh Administration has addressed the tremendous need for housing in the City with an ambitious plan, setting records for new affordable and middle-class homes. In addition, it has built a state-of-the-art homeless shelter and gotten the City on a path to effectively ending chronic homelessness. The Administration has been hailed by the White House for expanding young people's opportunities and breaking new ground in crime prevention and police-community relations. Other milestones include the nation's first municipal Office of Recovery Services to prevent and treat substance abuse; the City's first Cultural Plan in a generation, to restore Boston's identity as an arts leader; and, in a sign of strong fiscal management and economic policy, the City's first perfect AAA bond ratings, unlocking unprecedented investments in parks, libraries, and public safety. Finally, the Mayor has invited the people of Boston to help build a blueprint for the City's future in Imagine Boston 2030, the first citywide plan in half a century. Before taking office, Mayor Walsh served in the Massachusetts House of Representatives, where he was a leader on job creation and worker protections; substance abuse, mental health, and homelessness; K-12 education; and civil rights. He played a key role defending Massachusetts' pioneering stand on marriage equality. Mayor Walsh also made his mark as a labor leader. After

# plenary speakers and panelists

following his father into Laborers Local 223 in Boston, he rose to head the Building and Construction Trades Council from 2011 to 2013. He worked with business and community leaders to promote high-quality development, and he created a program called Building Pathways that has become a model for increasing diversity in the workplace and providing good career opportunities for women and people of color. Born and raised in the neighborhood of Dorchester by immigrant parents, Mayor Walsh is driven to make sure Boston is a City where anyone can overcome their challenges and fulfill their dreams. As a child, Mayor Walsh survived a serious bout of Burkitt lymphoma, thanks to the extraordinary care he received at Boston Children's Hospital and Dana Farber Cancer Institute. His recovery from alcoholism as a young adult led to his lifelong commitment to the prevention and treatment of addiction. And while working full-time as a legislator, he returned to school to earn a degree in Political Science at Boston College. Mayor Walsh continues to reside in Dorchester, where he shares his life with longtime partner Lorrie Higgins.



## NATALIE WILSON

Based in Chicago, Natalie provides mentoring and strategic guidance to REDF Social Innovation Fund portfolio organizations in Chicago, Indianapolis, and Boston. As an associate board member of New Moms, a REDF social enterprise that supports formerly homeless young mothers, Natalie brings firsthand experience to her position, having witnessed how employment has the power to transform lives, especially for those who face barriers, like criminal backgrounds, transient living situations, and young motherhood. As a single mom and under-represented minority with the privilege of a supportive community and access to ample education and career opportunities, Natalie is personally invested and heavily committed to using her business skills to close the gaps in career pathways. A graduate of the Wharton School at the University of Pennsylvania, Natalie also holds a MBA from the University of Chicago Booth School of Business. In her spare moments Natalie plays a mean game of competitive volleyball, likes to travel, paint, and spend time with her daughter Gabrielle.



## NICOLE YOHALEM

Nicole joined the staff at the Community Center for Education Results in 2013, to focus on reconnecting 16-24 year-old "opportunity youth" in South Seattle and South King County to education and career pathways. This initiative is part of the Road Map Project, a collaborative regional effort aimed at closing the opportunity gap and improving outcomes from cradle-to-career.

From 2000 – 2013, Nicole worked at the Forum for Youth Investment, leading work on youth engagement, research-practice partnerships, and improving youth program quality. Nicole also served as a youth development specialist at Michigan State University, worked in the adolescent division of the High/Scope Educational Research Foundation, and served as a consultant to the World Bank on education reform in the Latin American and Caribbean region. She received her Master of Education degree in risk and prevention from the Harvard Graduate School of Education.



## MARTY ZANGHI

Marty Zanghi, MSW, has worked in the child welfare field for over 25 years primarily with youth, public/private agency staff and administrators. He joined the Muskie School of Public Service in 1996, where he is currently the Director of the Youth & Community Engagement Team. He has provided training and technical assistance to public and private agencies and community based organizations in the areas of organizational and program planning and development. His training and technical assistance has enhanced organizations in the areas of youth leadership development, adventure-based programming, mentoring and community engagement. He founded the nationally recognized Maine Youth Leadership Advisory Team (YLAT) in the 1998. Marty presently leads the Maine Youth Transition Collaborative and the Maine, Aspen Institute's Opportunity Youth Incentive Fund, an initiative that was created as a result of the White House Council for Community Solutions. He has Directed Federal Grants for the Administration for Children and Families and was a member of the Administration for Children and Families Youth Demonstration Development project's technical workgroup. He has worked closely with foundations throughout the country to improve the outcomes and resources available for youth in transition. He has written and presented extensively on preparing youth for successful transition to young adulthood. He is an adjunct faculty member at the University Of New England School Of Social Work.

# opportunity youth incentive fund grantee portfolio

## LIST OF COMMUNITIES

**ATLANTA, GA** | United Way of Greater Atlanta | Atlanta Opportunity Youth Collaborative

**AUSTIN, TX** | Workforce Solutions Capital Area | Austin Opportunity Youth Collaborative

**BALTIMORE, MD** | Ingoma Foundation & Johns Hopkins Centers for Adolescent Health and the Prevention of Youth Violence | theCONNECT | Baltimore City Opportunity Youth Collaborative

**BOSTON, MA** | Boston Private Industry Council & Boston Opportunity Agenda | Boston Opportunity Youth Collaborative

**CHICAGO, IL** | Thrive Chicago

**DEL NORTE COUNTY, CA** | Wild Rivers Community Foundation | Del Norte County and the Adjacent Tribal Lands Opportunity Youth Initiative

**DENVER, CO** | Denver Metro Chamber of Commerce | Denver Opportunity Youth Investment Initiative

**DETROIT, MI** | Detroit Employment Solutions Corporation | Detroit Pathways to Opportunity Initiative

**GREENVILLE, MS** | Rural LISC | GO YOUTH

**HARTFORD, CT** | Capital Workforce Partners | Hartford Opportunity Youth Collaborative

**HOPI RESERVATION, AZ** | The Hopi Foundation | Hopi Opportunity Youth Initiative

**LOS ANGELES, CA** | Alliance for Children's Rights | Los Angeles Opportunity Youth Collaborative

**MAINE, SOUTHERN RURAL** | Muskie School of Public Service, University of Southern Maine | Southern Maine Youth Transition Network

**NEW ORLEANS, LA** | Cowen Institute for Public Education Initiatives, Tulane University | Employment and Mobility Pathways Linked for Opportunity Youth (EMPLOY)

**NEW YORK, NY** | JobsFirstNYC | Bronx Opportunity Network

**OAKLAND, CA** | Urban Strategies Council | Oakland-Alameda County Opportunity Youth Initiative

**PHILADELPHIA, PA** | Philadelphia Youth Network | Project U-Turn

**PHOENIX, AZ** | Maricopa County Education Service Agency | Opportunities for Youth

**SAN DIEGO, CA** | San Diego Youth Development Office | Youth Opportunity Pathways Initiative (PATHWAYS)

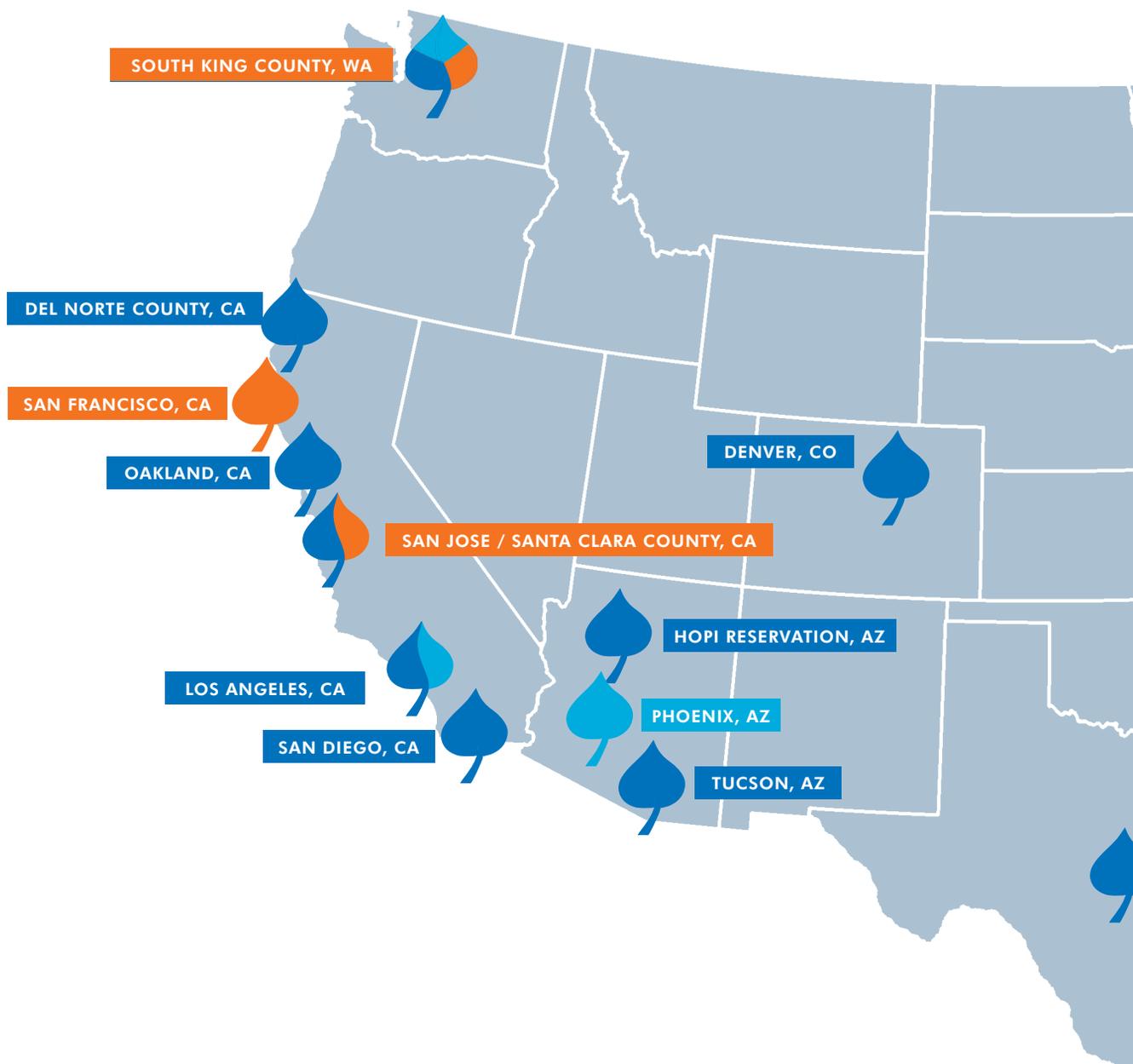
**SAN FRANCISCO, CA** | Bay Area Community Resources (BACR) | Roadmap to Peace

**SAN JOSE / SANTA CLARA COUNTY, CA** | Kids in Common, Planned Parenthood Mar Monte | Santa Clara County Opportunity Youth Partnership

**SOUTH KING COUNTY, WA** | Community Center for Education Results | The Road Map Project

**TUCSON, AZ** | United Way of Tucson and Southern Arizona | Youth on the Rise

# opportunity youth incentive fund geographical spread









# thank you

## THANK YOU TO FUNDERS:

The Aspen Forum for Community Solutions and Jobs for the Future would like to thank the following sponsors for their generous support of the Opportunity Youth Incentive Fund (OYIF), Opportunity Works, and the 100,000 Opportunities Initiative™ Demonstration Cities:

ANDRUS FAMILY FUND  
ANNIE E. CASEY FOUNDATION  
BALLMER GROUP PHILANTHROPY  
BANK OF AMERICA  
BILL & MELINDA GATES FOUNDATION  
BLOOMBERG PHILANTHROPIES  
THE CALIFORNIA ENDOWMENT  
CASEY FAMILY PROGRAMS  
CONRAD N. HILTON FOUNDATION  
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE,  
SOCIAL INNOVATION FUND (SIF)  
FORD FOUNDATION  
GOOGLE  
GREATER TEXAS FOUNDATION  
HELIOS EDUCATION FOUNDATION  
JACOBS CENTER FOR NEIGHBORHOOD INNOVATION  
JAMES IRVINE FOUNDATION  
THE JOHN D. AND CATHERINE T. MACARTHUR FOUNDATION  
JOHN T. GORMAN FOUNDATION  
JOYCE FOUNDATION  
THE JPB FOUNDATION  
JPMORGAN CHASE & CO.  
LUMINA FOUNDATION  
MARGUERITE CASEY FOUNDATION  
NANCY & MILES RUBIN  
PRUDENTIAL FOUNDATION  
ROCKEFELLER FOUNDATION  
SCHULTZ FAMILY FOUNDATION  
SILICON VALLEY COMMUNITY FOUNDATION  
STARBUCKS FOUNDATION  
WAL-MART FOUNDATION  
THE WILLIAM AND FLORA HEWLETT FOUNDATION  
W.K. KELLOGG FOUNDATION

thank you

## THANK YOU TO CONVENING SPONSORS

The Aspen Forum for Community Solutions at the Aspen Institute would like to offer sincere gratitude to the sponsors who have generously supported this May Cross-Site Convening.

### PLATINUM SPONSOR

Thank you to

**JPMORGAN CHASE & CO.**

as the sole Platinum Corporate Sponsor of the OYIF convenings,  
for their flagship collaboration and partnership.

### FLAGSHIP SPONSORS



### GOLD SPONSOR



### BRONZE SPONSORS



### ADDITIONAL SUPPORT FOR THE OYIF CONVENINGS PROVIDED BY:

BILL & MELINDA GATES FOUNDATION

THE CALIFORNIA ENDOWMENT

JOHN T. GORMAN FOUNDATION

MARGUERITE CASEY FOUNDATION

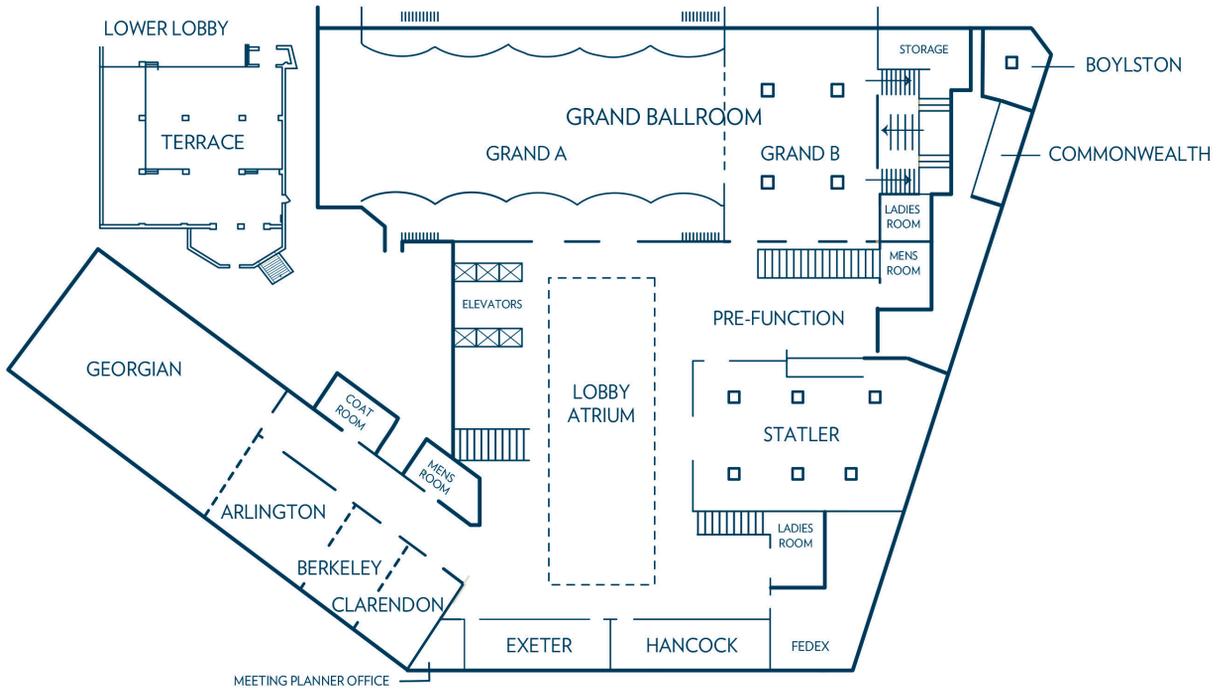
PRUDENTIAL FOUNDATION

ROCKEFELLER FOUNDATION

THE WILLIAM AND FLORA HEWLETT FOUNDATION

W.K. KELLOGG FOUNDATION

## MEZZANINE LEVEL | Second Floor



## CONFERENCE LEVEL | Fourth Floor

