

**TENTH NELSON CHAIR**

**ROUNDTABLE ON  
NETWORKING  
COMMUNITY-BASED  
PROGRAMS:**

**SHARED LEADERSHIP,  
SHARED OUTCOMES**



Boston  
Promise  
Initiative



**March 22-23, 2017**

**Office of the Honorable David S. Nelson Professional Chair**

# NELSON CHAIR ROUNDTABLE ON NETWORKING COMMUNITY-BASED PROGRAMS: SHARED LEADERSHIP, SHARED OUTCOMES

In partnership with the **BOSTON PROMISE INITIATIVE** and  
the **DUDLEY STREET NEIGHBORHOOD INITIATIVE**

Heights Room, Corcoran Commons, Boston College

Wednesday, March 22, 2017			Thursday, March 23, 2017		
8:00	9:00	Breakfast	8:00	9:00	Breakfast
9:00	9:50	<p>Welcome &amp; Introductions</p> <p>Anderson J. Franklin, <i>Roundtable Director, Nelson Professional Chair</i></p> <p>Stanton Wortham, <i>Dean, Lynch School of Education, Boston College</i></p> <p>Sheena Collier, <i>Director, Boston Promise Initiative</i></p>	9:00	10:20	<p>Plenary Session:</p> <p><i>Using Data to Inform Policy Development &amp; Sustainability</i></p> <p>Chair: Anderson J. Franklin, <i>Roundtable Director, Nelson Professional Chair</i></p> <p>Rebekah Levine Coley, <i>Professor, Counseling, Developmental, &amp; Educational Psychology, Boston College</i></p> <p>Laura O'Dwyer, <i>Associate Professor, Educational Research, Measurement, &amp; Evaluation, Boston College</i></p> <p>Kristin Haas, <i>Data &amp; Policy Coordinator, Project Hope</i></p>
10:00	11:55	<p>Mini-Roundtable Sessions</p> <p><i>Data Sharing Mini-Roundtable: Working With Mutual Data Sharing Agreements</i></p> <p>Facilitator: Andrew Seeder</p> <p><i>Principals As School &amp; Community Leaders Mini-Roundtable</i></p> <p>Facilitator: Katrina Brink</p> <p><i>Building Pathways For Young People Mini-Roundtable</i></p> <p>Facilitator: Carrington Moore</p>	10:25	11:25	Mini-Roundtable Planning
12:00	12:55	Lunch	11:30	12:30	Lunch
1:00	2:05	<p>Plenary Session:</p> <p><i>Networking Partnerships for Educational &amp; Community Change</i></p> <p>Chair: Anderson J. Franklin, <i>Roundtable Director, Nelson Professional Chair</i></p> <p>Kyle Fagan, <i>BC Doctoral Student, Researcher, American Institutes for Research</i></p> <p>Amanda Weber, <i>BC Doctoral Student</i></p>	12:35	1:35	Mini-Roundtable Final Session and Future Planning for Shared Leadership and Shared Outcomes
2:10	2:55	Mini-Roundtable Planning	1:40	2:45	Mini-Roundtable Report Out
3:00	4:00	Report Out and Wrap Up of Day 1	2:50	4:00	<p>Wrap Up &amp; Looking Ahead</p> <p>Anderson J. Franklin, <i>Roundtable Director, Nelson Professional Chair</i></p> <p>Sheena Collier, <i>Director, Boston Promise Initiative</i></p>

## **ROUNDTABLE MISSION**

The Roundtable Mission is to create a supportive network of exceptional Community-Based Programs, expert consultants, and academics with a shared commitment to impact their communities in a value-added manner. Through this network the Roundtable will foster program-to-program mentoring and cultivate mutual resources as well as the sharing of knowledge and skills. Finally, the Roundtable will support participating programs by addressing challenges of leadership capacity building, implementation of strategic planning, staff development, and sustainability. The Roundtable aims to define best practices and strengthen the ties between Community-Based Programs in a coalition that enhances their capacity to effectively address the multitude of challenges facing the children, families, and populations in their neighborhoods.

## **DIRECTOR OF THE ROUNDTABLE WELCOME LETTER**

Welcome to the tenth Boston College Nelson Chair Roundtable on Networking Community-Based Programs. This year marks our third Roundtable in collaboration with the Boston Promise Initiative. It has truly been a pleasure getting to know many of the partner organizations and the good work being done for the Dudley Village Community within Dorchester/Roxbury over the past three years.

Our 2017 theme – “Shared Leadership, Shared Outcomes” – embodies our vision for the future of collective impact strategies. As we all know, working in the “silo model” as a singular organization to confront community challenges is not as effective as working together in a coalition. We embrace the African saying: “The webs of many spiders tie down a lion.” Therefore, we have chosen three initiatives to model shared leadership strategies in this year’s mini-roundtable format. Our goal is to provide participants with tools and guidelines that can be implemented in collaborative projects, as well as to further the work of these three initiatives through your input and evolving infrastructure to sustain them.

As always, the Roundtable seeks to build upon the rich knowledge and capacities of organizations through promoting the sharing of inter-organizational information, best practices in leadership and organizational effectiveness. This year we wish to take it a step further by working together to create a blueprint for future success.

We hope that over the next two days you will continue to connect to each other as resourceful participants, engage conversations, exchange information, and build or renew partnerships.

Sincerely,

Anderson J. Franklin, Ph.D.  
Director, Nelson Chair Roundtable  
Honorable David S. Nelson Professor of Psychology and Education  
Department of Counseling, Developmental and Educational Psychology  
Lynch School of Education, Boston College  
<https://www.bc.edu/schools/lsoe/nelson.html>



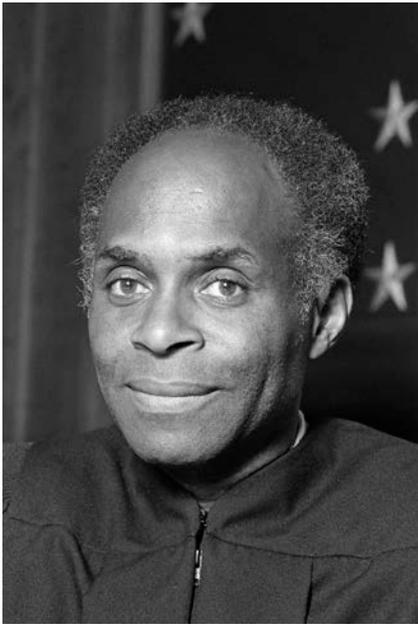
### **ANDERSON J. FRANKLIN, PH.D.**

Dr. Anderson J. Franklin is the Honorable David S. Nelson Professor of Psychology and Education in the Department of Counseling, Developmental and Educational Psychology at Boston College Lynch School of Education and Professor Emeritus of Psychology from The Graduate School of The City University of New York. Dr. Franklin holds a Ph.D. in Counseling Psychology from the University of Oregon. He directs the *Nelson Chair Roundtable for Networking Community Based Programs* and the *Boston College Collaborative Extended Learning Project* strengthening ties between schools, families and community partners engaged in out of school time activities to address the achievement gap and mental health of students.

Dr. Franklin was the speaker at 2010 Lewis and Clark College Commencement during which he was awarded an Honorary Doctorate of Humane Letters. He received the 2010 Outstanding Alumnus Award from the University of Oregon

College of Education. Recently Dr. Franklin was honored for his civil rights legacy by the Commonwealth of Virginia General Assembly, The Mayor's Office of the City of Richmond, and Virginia Union University as a member of the "Richmond 34" students who by civil disobedience through Sit-Ins and arrests led to the desegregation of Richmond and the State of Virginia. Dr. Franklin also received the Groundbreakers Award from All Stars Project Annual Gala at Lincoln Center, New York City in 2012. In 2013 he was a Visiting Scholar at the Nelson Mandela Metropolitan University in Port Elizabeth, Eastern Cape South Africa. He is co-author with Dr. Nancy Boyd-Franklin of *Boys Into Men: Raising our African American Teenage Sons* published by Dutton. His last book is *From Brotherhood to Manhood: How Black Men Rescue Their Relationships and Dreams From the Invisibility Syndrome* by John Wiley & Sons which was placed on Essence magazine best sellers list.

## **HONORABLE DAVID S. NELSON**



David S. Nelson was born in 1933 in Roxbury, Massachusetts, to parents who were Jamaican natives. He received his B.S. from Boston College in 1957 and graduated from Boston College School of Law in 1960. Judge Nelson began his professional career with the Boston law firm of Crane, Inker and Oteri, where he worked until 1973. From 1968 to 1969, Judge Nelson served as a United States Commissioner for the United States District Court, District of Massachusetts. In 1971, Judge Nelson became the first African-American to serve as an Assistant Attorney General for the State of Massachusetts, as Chief of the Consumer Protection Division. In 1973, he was appointed Justice of the Superior Court of the Commonwealth of Massachusetts. Judge Nelson received the “Judge of the Year Award” from the Massachusetts Academy of Trial Attorneys in 1977. On March 23, 1979, President Jimmy Carter appointed Judge Nelson as a judge to the United States District Court for the District of Massachusetts, making him the first African-American to serve in this role.

Judge Nelson was active in the community and at Boston College, where he served on the Board of Trustees for five terms and was its chairman from 1984–1987. In 1979, he received an honorary Doctor of Laws Degree from BC and served as the commencement speaker. In 1995, the University established the Honorable David S. Nelson Professional Chair, to be held by an African-American professor who reflects the “educational aspirations and human qualities” so prominent in Judge Nelson’s career and his civic involvement. Judge Nelson retired from the federal bench in 1995 and died on October 21, 1998.

## **LYNCH SCHOOL OF EDUCATION, BOSTON COLLEGE MISSION STATEMENT**

The Lynch School of Education at Boston College, a Catholic and Jesuit university, endeavors to improve the human condition through education and applied psychology. We pursue this goal through excellence and ethics in teaching, research, and service. We prepare undergraduate and graduate students to serve diverse populations in a variety of professional roles - as teachers, administrators, human service providers, psychologists, and researchers. Through research, we seek to advance knowledge in our respective fields to inform policy and improve practice. As teachers, scholars, and learners, we engage in collaborative school and community improvement efforts locally, nationally, and internationally. What unites our diverse work is the underlying aspiration to enhance the human condition, to expand the human imagination, and to make the world more just.



## **SHEENA COLLIER**

Sheena Collier is the outgoing Boston Promise Initiative Director at Dudley Street Neighborhood Initiative in Roxbury. She has served in this role for the last 3 1/2 years, leading a staff team and over 40 partner organizations in building a continuum of academic, family, and community supports. She is moving into the role of Director of Strategy & Engagement for the Greater Boston Chamber of Commerce, where she will focus on strategic initiatives related to racial diversity in the private sector, the role of the business community in economic mobility, and building the brand of the region to attract new businesses and investments. She is also the Founder and CEO of The Collier Connection, a strategic networking, community engagement, and event planning agency.

Sheena has served in the role of community organizer, project manager, partnership builder and team leader for a number of organizations over the past 12 years. Her career and volunteer experiences have focused on developing and implementing high-quality programming and policies for girls and women, children and youth, and schools and communities. Sheena's work has been informed by her belief in the concept of microdemocracy — an idea that as people learn to focus on decisions and ask their own questions (like at their child's school or with healthcare providers), they begin to participate more effectively in decisions, partner with public servants, and hold decision-makers accountable.

Sheena is originally from Albany, New York. She received her BA in psychology from Spelman College and her Ed.M. in risk and prevention from Harvard Graduate School of Education.

## DATA SHARING MINI-ROUNDTABLE: WORKING WITH MUTUAL DATA SHARING AGREEMENTS



### GROUP FACILITATOR: ANDREW SEEDER

Andrew Seeder serves as the DSNI Data Systems Manager. Together with a team from Boston Public Schools and DSNI, Andrew crafted and negotiated a Mutual Data Sharing Agreement between the two organizations.



### AKSHATA KADAGATHUR

Akshata Kadagathur works as an Evaluation Associate as part of the Office of Data and Accountability and the Office of School and Community Partnerships for Boston Public Schools (BPS). Akshata worked in collaboration with Andrew Seeder to produce the Mutual Data Sharing Agreement between BPS and DSNI.

### CASE STUDY:

Sharing data between a school district and a community organization to show collective impact

### MINI-ROUNDTABLE ABSTRACT:

During this mini-roundtable we will learn how mutual data sharing agreements are infrastructure support for collective impact initiatives. Akshata Kadagathur from BPS and Andrew Seeder from DSNI will walk through the Mutual Data Sharing Agreement. There will be special emphasis on step-by-step planning and accountability processes for effective data sharing. Participants should expect to walk away from the mini-roundtable with a strong grasp on how mutual data sharing agreements can be used in their work.

### GOALS FOR THE MINI-ROUNDTABLE:

- Participants who have never heard of a mutual data sharing agreement will gain a strong grasp of what can be accomplished
- Partners who want to implement an agreement will leave with a template for moving forward in their own work
- Partners who are in-process around an agreement will learn about what to expect and what conditions need to be in place to make the process successful

### AGENDA FOR MARCH 22<sup>ND</sup> MORNING SESSION:

- I. Welcome and overview of the Mutual Data Sharing Agreement between BPS and DSNI
- II. Sharing of structure and context
- III. Whole group discussion on challenges and strategies

## PRINCIPALS AS SCHOOL & COMMUNITY LEADERS MINI-ROUNDTABLE



### GROUP FACILITATOR: KATRINA BRINK

Katrina Brink serves as the DSNI School and Community Partnership Specialist. She acts as facilitator and convener for the Principal Community of Practice.

### PRESENTING PRINCIPALS:

- Donette Wilson-Wood - Haynes Early Education K-1
- Khita Pottinger - Martin Luther King K-8
- Megan Webb - Orchard Gardens K-8
- Lisa Gilbert-Smith - Dearborn STEM Academy 6-12
- Dr. Lindsa McIntyre - Jeremiah E. Burke 9-12

### CASE STUDY:

Principal Community of Practice as a shared leadership strategy to highlight the importance of connected schools and how principals utilized BPI funds to expand targeted programming at Dudley Village Campus (DVC) schools.

### MINI-ROUNDTABLE ABSTRACT:

Dudley Village Campus Principals are looked to as school AND community leaders. With DSNI as facilitator, principals convene monthly to talk about their practice; relevant policy issues; and how to leverage key resources to advance equity and achievement for students and the community.

Participants will hear from DVC principals on how connecting with fellow principals has improved their work, and will engage in discussion to help identify strengths and challenges of the Principal Community of Practice.

### GOALS FOR THE MINI-ROUNDTABLE:

- Identify strengths and challenges of Principal Community of Practice (shared leadership strategy) as a means to advance equity and achievement for our students and our communities
- Gather input into our collective next steps this Spring and post-Department of Education funding

### AGENDA FOR MARCH 22<sup>ND</sup> MORNING SESSION:

- I. Welcome and overview of Principal Community of Practice
- II. Fishbowl conversation with the principals
- III. Whole group discussion: Identifying challenges and strategies
- IV. Place-based and BPI partner discussants
- V. Final reflections and thoughts

## BUILDING PATHWAYS FOR YOUNG PEOPLE MINI-ROUNDTABLE



### GROUP FACILITATOR: CARRINGTON MOORE

Carrington Moore serves as the DSNI High School to Career Manager. He acts as liaison and facilitator for the partnership between the Youth Voice Project, Jobs for the Future and DSNI in order to strengthen youth voice and leadership in the creation of pathways to postsecondary education and career opportunities.

### PRESENTING PROGRAMS:

- Boston Opportunity Agenda
- Boston Private Industry Council
- Sparkshare

### YOUTH VOICE PROJECT PEER LEADERS:

- Shayla Fonfield
- Shannon Simpson
- Amanda Shabowich
- Katryana Tovar

### CASE STUDY:

Local Boston and national programs join forces to guide young people toward options for postsecondary education and entering the job market.

### MINI-ROUNDTABLE ABSTRACT:

Too many postsecondary students drop out or graduate in debt, struggling to find good jobs. During this mini-roundtable we will discuss best practices and models that help students, parents and communities become informed consumers of postsecondary education and identify their best career pathway.

Participants will learn how schools, CBOs, WIBs, etc. can collaborate to effectively implement a consistent, data-driven, career pathways exploration process. Participants will explore the challenges and best practices of youth identifying strong postsecondary programs that lead to in-demand, livable wage jobs in their region. Participants will also learn collaboration strategies to ensure that youth voice and participation are integral to this process.

### GOALS FOR THE MINI-ROUNDTABLE:

- Identify how youth identify strong postsecondary programs that lead to in-demand, livable wage jobs in their region
- Learn how to infuse youth voice into building viable pathways for students
- Identify how postsecondary/career counselors, parents and caring adults can provide more informed guidance
- Discuss ways schools, community-based organizations, workforce investment boards, etc. can collaborate to effectively implement a consistent, data-driven, career pathways exploration process

### AGENDA FOR MARCH 22<sup>ND</sup> MORNING SESSION:

- I. Welcome and overview of the partnership
- II. Presentation by Youth Voice Project: Infusing Youth Voice into Pathway Design
- III. Persistence through Pathways Group Activity
- IV. Panel Discussion with partners to walk through the pipeline
- V. Whole group discussion on challenges and strategies

## PLENARY SESSIONS

### NETWORKING PARTNERSHIPS FOR EDUCATIONAL & COMMUNITY CHANGE

#### ABSTRACT:

During this session we will continue our exploration of how organizations can chart and discover their patterns of collaboration and work between partners to enhance impact by utilizing the Social Network Analysis tools. The presenters will walk through a guide for identifying key domains of collaboration based upon specific goals such as a program's mission, overall goals and objectives, or specific project implementation strategies. Emphasis will be upon learning techniques to understand and manage interactions between organizations working together. Participants will then engage in small group discussions using an example of an organization's social network in action. The goal of this session is to re-emphasize the importance of utilizing existing networks to achieve collective impact results, and for participants to take away a useful tool for evaluation and increasing effectiveness between organizations working together.



#### KYLE FAGAN

Kyle Fagan is a doctoral student in the Curriculum & Instruction program at the Lynch School of Education, Boston College. Kyle is currently working as a Researcher at the American Institutes for Research in Chicago, IL.

Kyle received his BA in Education from Saint Louis University and his MA in Applied, Developmental and Educational Psychology from Boston College. His research focuses on educational and community change, with particular interests in leadership, policy, organizational learning, and network interactions. He has consulted for community and educational organizations on strategic planning and resource development. Kyle's prior experience includes working for a collective impact initiative, teaching interdisciplinary courses at the high school level, and leading experiential learning expeditions.



#### AMANDA WEBER

Amanda Weber is a doctoral student in the Counseling Psychology program at the Lynch School of Education, Boston College. During 2015-2016 Amanda worked at DSNI as a Research Intern, and continues to make contributions to DSNI through her Graduate Assistantship with Dr. Franklin.

Amanda received her BA in Psychology from Alma College and her MS in Counseling Psychology from Northeastern University. She is a graduate student affiliate of the American Psychological Association, Division 17 (Society of Counseling Psychology), Division 35 (Psychology of Women), Division 44 (Society for the Psychological Study of LGBT Issues), Division 45 (Society for the Psychological Study of Culture, Ethnicity, and Race), and Division 56 (Trauma Psychology).

Amanda's current research interests include White racial identity development, ethnoviolence, racial trauma, and the opportunity gap. Amanda's clinical experiences include individual and group counseling, as well as residential treatment. She has worked mainly with individuals with severe mental illness and PTSD among low-income and racial and LGBT minorities.

## USING DATA TO INFORM POLICY DEVELOPMENT & SUSTAINABILITY

### ABSTRACT:

This plenary session seeks to illustrate how the wealth of institutional data already available to community-based organizations can be identified and used for policy development and sustainability. The session will be both informative and instructive with the presentation of a useful template from experienced professors at Boston College's Lynch School of Education engaged in child and youth research, policy development, and advocacy. Participants will hear how the City Connects program uses data for application and policy development, and Project Hope will share how they used data for tracking evictions and changing city policy. The goal of this session is to inform about ways organizations can use their own information and data, or data from mutual organizational understandings (MOU) with partners for 1) self-evaluation and improvement, 2) sustainability through funding, and 3) advocacy for policy change.



### REBEKAH LEVINE COLEY

Rebekah Levine Coley is a Professor of Counseling, Developmental, and Educational Psychology at Boston College. Coley's research seeks to delineate the key family, school, and community processes which transmit economic and social inequality to children's development from infancy through adolescence. She uses longitudinal, multi-method, and evaluation methodologies to inform social and educational practice and policy at the local, state, and federal level.

Professor Coley's research has been published in dozens of leading journals and edited volumes, and has received funding from the National Institutes of Health, the Australian Research Council, and numerous private foundations. She holds leadership positions in the Society for Research in Child Development, the Society for Research on Adolescence, the Child Care and Early Education Policy Research Consortium, and the University-based Child and Family Policy Consortium. Her research excellence has been recognized through receipt of a Fulbright Senior Scholar Award and a Social Policy Award from the Society for Research in Adolescence.



### LAURA O'DWYER

Laura O'Dwyer is an Associate Professor in the Department of Educational Research, Measurement, and Evaluation in the Lynch School of Education at Boston College. She teaches courses in applied data analysis, quantitative research methods, survey construction, and experimental design. O'Dwyer's research focuses on examining the impact of technology-based interventions on student and teacher outcomes, and on international comparative studies in education. She has conducted several studies that employ randomized experimental designs to examine educational interventions including the effects of online professional development on teaching practices and learning outcomes.



### KRISTIN HAAS

Kristin Haas is the Data & Policy Coordinator at Project Hope, where she oversees data collection and analysis and coordinates advocacy efforts for the organization. Prior to joining Project Hope, Kristin worked as a Stabilization Case Manager at the Metropolitan Boston Housing Partnership, providing supportive services to homeless families as they transitioned out of emergency shelter. Kristin holds a Bachelor's degree in Sociology from Middlebury College and a Master's degree in Urban Policy & Planning from Tufts University. She has served on the Board of Directors for the Community Action Agency of Somerville since 2014.

## **ROUNDTABLE SPONSORS**

**NELSON PROFESSIONAL CHAIR, LYNCH SCHOOL OF EDUCATION, BOSTON COLLEGE**

[www.bc.edu/schools/lsoe/nelson.html](http://www.bc.edu/schools/lsoe/nelson.html)

**BOSTON PROMISE INITIATIVE (BPI) & DUDLEY STREET NEIGHBORHOOD INITIATIVE (DSNI)**

[www.dsni.org](http://www.dsni.org)

## **PARTICIPATING ORGANIZATIONS**

**AMERICAN INSTITUTES FOR RESEARCH (CHICAGO, IL)**

[www.air.org/](http://www.air.org/)

**BOSTON DAY AND EVENING ACADEMY**

[www.bacademy.org/](http://www.bacademy.org/)

**BOSTON HOUSING AUTHORITY**

[www.bostonhousing.org](http://www.bostonhousing.org)

**BOSTON OPPORTUNITY AGENDA**

[www.bostonopportunityagenda.org](http://www.bostonopportunityagenda.org)

**BOSTON PRIVATE INDUSTRY COUNCIL**

[www.bostonpic.org](http://www.bostonpic.org)

**BOSTON PLAN FOR EXCELLENCE**

[www.bpe.org](http://www.bpe.org)

**BOSTON PUBLIC HEALTH COMMISSION**

[www.bphc.org](http://www.bphc.org)

**BOSTON PUBLIC SCHOOLS**

[www.bostonpublicschools.org](http://www.bostonpublicschools.org)

**BURKE HIGH SCHOOL**

[www.jebhs.org/](http://www.jebhs.org/)

**CITIZEN SCHOOLS**

[www.citizenschools.org](http://www.citizenschools.org)

**CITY CONNECTS, BOSTON COLLEGE**

[www.bc.edu/schools/lsoe/cityconnects.html](http://www.bc.edu/schools/lsoe/cityconnects.html)

**COUNTDOWN TO KINDERGARTEN**

[www.countdowntokindergarten.org](http://www.countdowntokindergarten.org)

**DEARBORN STEM ACADEMY**

[www.dearbornstemacademy.org/](http://www.dearbornstemacademy.org/)

**DUDLEY PROMISE CORPS**

[www.bpe.org/schools/promisecorps](http://www.bpe.org/schools/promisecorps)

**FAMILY NURTURING CENTER**

[www.familynurturing.org](http://www.familynurturing.org)

**HARVARD GRADUATE SCHOOL OF EDUCATION**

[www.gse.harvard.edu](http://www.gse.harvard.edu)

**HAYNES EARLY EDUCATION CENTER**

[www.bostonpublicschools.org/school/haynes-early-education-center](http://www.bostonpublicschools.org/school/haynes-early-education-center)

**HEALTH RESOURCES IN ACTION**

[www.hria.org](http://www.hria.org)

**HIGHER GROUND BOSTON**

[www.higherground-boston.org](http://www.higherground-boston.org)

**KING K-8 INCLUSION SCHOOL**

[www.bostonpublicschools.org/school/king-k-8-school](http://www.bostonpublicschools.org/school/king-k-8-school)

**LATINO STEM ALLIANCE**

[www.latinostem.org](http://www.latinostem.org)

**LYNCH SCHOOL OF EDUCATION, BOSTON COLLEGE**

[www.bc.edu/lsoe](http://www.bc.edu/lsoe)

**ORCHARD GARDENS K-8**

[www.orchardgardensk-8.org](http://www.orchardgardensk-8.org)

**OVERTOWN CHILDREN AND YOUTH COALITION (MIAMI, FL)**

[www.overtowncyc.org](http://www.overtowncyc.org)

**PROJECT HOPE**

[www.prohope.org](http://www.prohope.org)

**RESILIENT COMMUNITIES, NEW AMERICA**

[www.newamerica.org/resilient-communities/](http://www.newamerica.org/resilient-communities/)

**SCHOOL OF SOCIAL WORK, BOSTON COLLEGE**

[www.bc.edu/schools/gssw/](http://www.bc.edu/schools/gssw/)

**THE BOSTON FOUNDATION**

[www.tbf.org](http://www.tbf.org)

**THE ESIMAJE FOUNDATION (PORT OF SPAIN, TRINIDAD & TOBAGO)**

[www.theesimajefoundation.org](http://www.theesimajefoundation.org)

**UNION CAPITAL BOSTON**

[www.unioncapitalboston.org](http://www.unioncapitalboston.org)

**UNIVERSITY OF MASSACHUSETTS BOSTON**

[www.umb.edu/](http://www.umb.edu/)

**URBAN OUTREACH INITIATIVES, LYNCH SCHOOL OF EDUCATION, BOSTON COLLEGE**

[www.bc.edu/schools/lsoe/uoi.html](http://www.bc.edu/schools/lsoe/uoi.html)

**URGENT, INC. (MIAMI, FL)**

[www.urgentinc.org](http://www.urgentinc.org)

**VITAL VILLAGE NETWORK**

[www.vitalvillage.org](http://www.vitalvillage.org)

**YMCA OF GREATER BOSTON**

[www.ymcaboston.org](http://www.ymcaboston.org)

**YOUTH VOICE PROJECT**

[www.bostonopportunityyouth.org/youth-voice-project/](http://www.bostonopportunityyouth.org/youth-voice-project/)

There is an African proverb, "The web of many spiders tie down a lion." We believe that through better collaboration between Community-Based Programs the array of problems that beset underserved communities can be tamed under a web of effective collaborative services.

Dr. Anderson J. Franklin



**Achimota Nsafoa (Achimota Keys) – Ghana, West Africa**

This Akan Kente Weft motif is a symbol of knowledge, unity in diversity and harmony. The motif represents the logo of Achimota, the black and white keys of the piano. One can make a melody on either the black or the white keys, but it is in playing both together that one creates harmony.



**Nkonsonkonson – Ghana, West Africa**

Adinkra symbol of the chain link represents unity and human relationships. It is a reminder to contribute to the community and that in unity lies strength.



**Ananse Ntontan – Ghana, West Africa**

Adinkra symbol of the spider's web is a symbol of wisdom, creativity and the complexities of life. Ananse, the spider, is a well-known character in many African folktales.

