

MIT Urban Leadership Forum

September 15 & 16, 2006

Background

The MIT Urban Leadership Forum (ULF) provides an opportunity for MIT graduate students, faculty, and young-professionals in the Greater Boston area to connect with proven urban leaders, explore the topic of urban leadership, and assess and develop their own leadership capital.

Spearheaded by students from the Department of Urban Studies and Planning (DUSP), the event first took place in 2005 via the Summer Institute for Urban Leadership. The 2006 ULF will build on last year's successes, which drew approximately 200 participants from MIT and the region.

Contact

MIT Urban Leadership Forum
77 Massachusetts Ave, Building 10-485
Cambridge, MA 02139
<http://web.mit.edu/dusp/ulf>
urbanlead@mit.edu



Friday, September 15

Reception 6:00pm

Keynote 7:00pm

Bob Woodson, *President, Center for Neighborhood Enterprise*

Saturday, September 16

Facilitated Leadership Exercise 9:45am

Xavier de Souza Briggs

Professor, Department of Urban Studies and Planning, MIT

Cynthia Parker

Senior Associate, Interaction Institute for Social Change

Lunch 11:45am

Panel 1: Leading from the Start:

Beginning and Progressing as an Urban Leadership 12:45pm

Andy Altman, *Former CEO, Anacostia Waterfront Corporation*

Deborah Ancona, *Professor, Sloan School of Management, MIT*

Marc Lamont Hill, *Professor of Urban Education, Temple University*

Vivien Li, *Executive Director, Boston Harbor Association*

Jay Williams, *Mayor, Youngstown, Ohio*

Coffee Break 2:30pm

Panel 2: Leading Change:

Integrity and Justice in Urban Leadership 3:00pm

Arlene Ackerman

Former Superintendent, San Francisco Unified School District

Leigh Hafrey, *Professor, Sloan School of Management, MIT*

Bruce Marks

CEO, Neighborhood Assistance Corporation of America

Ali Noorani

Exec. Director, Mass. Immigrant and Refugee Advocacy Coalition

Closing 4:30pm

Michael Dukakis, *Former Governor of Massachusetts*

All events at MIT in Bartos Theater, Building E-15

Keynote Address

Bob Woodson

President, Center for Neighborhood Enterprise

Robert L. Woodson, Sr. is founder and president of the Center for Neighborhood Enterprise (CNE), a nonprofit research and demonstration organization created in 1981 to support grassroots initiatives addressing such societal problems as family dissolution, youth violence, and substance abuse, and engendering social and economic revitalization in their communities. A strong proponent of strategies of self-help and empowerment, Woodson is frequently featured as a social commentator in the print and on-air media. He received a B.S. from Cheyney University and a M.S.W. from the University of Pennsylvania. Among the many awards he has received is the prestigious John D. and Catherine T. MacArthur Fellowship. His publications include *Youth Crime and Urban Policy, A View From the Inner City* (1981), *On the Road to Economic Freedom: An Agenda for Black Progress* (1987), *A Summons to Life, Mediating Structures and the Prevention of Youth Crime* (1988), and, most recently, *The Triumphs of Joseph: How Today's Community Healers are Reviving Our Streets and Neighborhoods* (1998).

Facilitated Leadership Exercise

Xavier de Souza Briggs

Professor, Department of Urban Studies and Planning, MIT

Xavier de Souza Briggs is associate professor of sociology and urban planning in the Department of Urban Studies and Planning at MIT. He is a former faculty member at Harvard University's Kennedy School of Government. Beyond his nationally awarded research on young people, cities, segregation, and opportunity, Professor Briggs has been a community planner in the South Bronx and other inner-city areas, a senior advisor to The White House and Congress while acting as the Assistant Secretary for Policy Development and Research at the U.S. Department of Housing and Urban Development, and a consultant to leading national and international organizations, such as the Rockefeller Foundation and the World Bank. He received a BS from Stanford University's School of Engineering, an MPA from Harvard's Kennedy School of Government and a PhD in Sociology and Education from Columbia's Graduate School of Arts and Sciences. He is editor of the new book, *The Geography of Opportunity: Race and Housing Choice in Metropolitan America* (Brookings Institution Press, 2005).

Cynthia Parker

Senior Associate, Interaction Institute for Social Change

Cynthia Parker delivers training, consulting, coaching, and facilitation services that foster collaborative processes and support cooperative learning in the nonprofit and public sectors. Cynthia also assists with the development of internal systems and new products. She led the effort to develop IISC's Diversity in the Collaborative Organization: Leveraging the Power of Difference workshop, which focuses on applying personal awareness skills to diversity in collaborative organizations. Cynthia's prior experience as a senior leader in nonprofit organizations includes serving as Director for Boston Freedom Summer, the Ten Point Coalition's faith-based youth leadership and community development project. Her responsibilities included senior administrative leadership, fundraising, and oversight for all program development and curriculum design. Prior to that, she served as the Project Administrator for the Algebra Project, Incorporated, a nonprofit education group with sites across the nation. She also served as an adjunct faculty member at the University of Massachusetts Boston School of Public and Community Service, where she taught strategic planning. Cynthia holds a Bachelor of Arts degree from Harvard-Radcliffe Colleges and a Master of Public Policy in city and regional planning from the John F. Kennedy School of Government at Harvard University.

Panel 1: Leading From the Start
Beginning and Progressing as an Urban Leader

Andy Altman

Former CEO, Anacostia Waterfront Corporation

Andrew Altman served for five years as the planning director for Washington D.C. under Mayor Anthony A. Williams, and was appointed the first President and Chief Executive Officer of the Anacostia Waterfront Corporation founded to guide the ambitious regeneration of the National Capital waterfront. The initiative to reclaim the waterfront of Washington D.C. has been nationally recognized by the American Institute of Architects, the American Planning Association, Places Magazine (ERDA award) and the American Society of Landscape Architects as one of the most innovative urban redevelopment initiatives in the United States. Mr. Altman was also appointed a Visiting Fellow at the Brookings Institution Center for Metropolitan Policy where he worked on the development of a new "Transformative Agenda for Cities" as well as international initiatives on urban development.

Mr. Altman has been the recipient of fellowships including the German Marshall Fund Fellowship, the Loeb Fellowship at the Harvard University Graduate School of Design and a Lady Davis Fellowship at the Technion, Israel Institute of Technology. Mr. Altman holds a Masters in City Planning from MIT.

Deborah G. Ancona

Seley Distinguished Professor of Management, Sloan, MIT

Deborah Ancona is the faculty director for the MIT Leadership Center. Ancona is engaged in research examining core leadership capabilities. Another major area of her study is teams, in particular how teams manage both their internal and external dynamics to obtain high performance. Ancona proposes a new structure—"the X-Team"—that allows teams to manage complex tasks while being entrepreneurial. Ancona also examines time and timing in organizations. Her work on "entrainment" and "temporal design" examines how companies organize themselves to better mesh with key rates, cycles, and rhythms in the environment. The author of numerous articles and papers, she most recently published *Managing for the Future: Organizational Behavior and Processes* (South-Western College Publishing, 3rd ed., 2005), which centers on the skills and processes needed in today's diverse and changing organizations.

Marc Lamont Hill

Professor of Urban Education, Temple University

Dr. Marc Lamont Hill is one of the youngest members of the growing body of "Hip-Hop Intellectuals" in the country. His work, which covers topics such as hip-hop culture, sexuality, education, and politics, has appeared in numerous journals, magazines, books, and anthologies. A sought after public speaker, Dr. Hill has lectured widely and provided commentary for numerous print and television media outlets such as The Baltimore Sun, Miami Herald, Village Voice, Vibe Magazine, BET, and CNN. His column, The Barbershop Notebooks, appears regularly for PopMatters Magazine and is often syndicated through various websites such as SeeingBlack.com and the Alternet. His award-winning daily blog is updated on his website, www.MarcLamontHill.com.

In 2005, Ebony Magazine named him one of America's top 30 Black leaders under 30 years old. Dr. Hill is currently completing several book projects, including *You Ain't Heard It From Me: Snitching, Rumors and the Politics of Other People's Business in Hip-Hop America*; *Vocab: Words and Phrases of the Hip-Hop Nation*; *New Dilemmas of the Black Intellectual* (edited with Gregory Seaton); and *Media, Learning, and Sites of Possibility* (edited with Lalitha Vasudevan).

Dr. Hill is an assistant professor of Urban Education at Temple University. Trained as an anthropologist of education, he holds a Ph.D. (with distinction) from the University of Pennsylvania.

Vivien Li

Executive Director, Boston Harbor Association

Vivien Li is Executive Director of the Boston Harbor Association, a nonprofit public interest organization founded in 1973 by the League of Women Voters and the Boston Shipping Association to promote a clean, vital and accessible harbor. Under her guidance, the Boston Harbor Association, working with city and state officials, has been the major impetus behind the successful restoration and enhancement of Boston Harbor beaches from Winthrop to Quincy. It has also acted as a strong proponent of the Working Port Priority program and as the leading advocacy group working for greater public access along Boston Harbor. In addition to her work with TBHA, she chairs the Commonwealth of Massachusetts' Brownfields Advisory Group, manages the Boston Port and Seamans' Aid Society, is a member of the Boston Conservation Commission, and serves on the board of the Kennedy School's Rappaport Institute for Greater Boston. She was a recipient of a fellowship from MIT to study energy conservation and holds a Masters of Public Policy from Princeton's Woodrow Wilson School.

Jay Williams

Mayor of Youngstown, Ohio

Jay Williams is serving as the 47th Mayor of the city of Youngstown, Ohio. He is the City's first African-American Mayor, and at 34 years of age, it's youngest. He is also the first independent candidate to win the Mayoral seat in more than 70 years. His electoral upset of a longtime political fixture in the community has been described as both historic and stunning. Many political observers view it as a watershed event in the changing political landscape of the community.

Prior to resigning from City of Youngstown employment to run for Mayor, Williams spent five years as the Director of the City's Community Development Agency. Before transitioning into public administration, Mayor Williams enjoyed a successful ten-year banking career which included working for the Federal Reserve Bank of Cleveland and serving as a Vice-President at the First Place Bank of Youngstown.

Williams was born and raised in Youngtown. He graduated from Youngstown State University with a B.S.B.A., majoring in Finance. He and his wife, Sonja, also a Youngstown State graduate, enjoy reading, traveling, theater and sports. They both serve on several community boards and are heavily involved in local activities.

Panel 2: Leading Change
Integrity and Justice in Urban Leadership

Arlene Ackerman

Former Superintendent, San Francisco Unified School District

Arlene Ackerman has served in public education for over 32 years. Former superintendent Ackerman systematically transformed San Francisco Unified School District into an exemplary school system for all children. Under her leadership, the district moved at record breaking speed in establishing a strong foundation upon which to build sustained improvement. Before coming to San Francisco, she served as superintendent of the Washington, D.C. Public Schools. Other work experiences include classroom teacher at both the elementary and middle school levels; principal at the middle school level; director, Upward Bound Program for first generation college-bound students; director, Basic Skills Academy for at-risk high school youth; assistant superintendent, Special Services, assistant superintendent for Curriculum, Instruction and Academic Achievement and deputy superintendent/chief academic officer. She received her Ed.D in Administration, Planning and Social Policy at the Urban Superintendent's Program, Harvard University, and her master's in education at Washington University, St. Louis, and in educational administration and policy at Harris Stowe Teachers College, St. Louis.

Leigh Hafrey

Professor, Sloan School of Management, MIT

Management communications and ethics expert Leigh Hafrey relates rhetorical competence to larger organizational challenges, such as mentoring, enterprise, conflict resolution, cross-cultural relations, and leadership. His work in ethics focuses primarily on professional education and standards across the professions. He has written and spoken widely on the humanities in society today, using both the philosophical texts of the Great Books tradition and current film and fiction. In 2005, he published *The Story of Success: Five Steps to Mastering Ethics in Business*, in which he explores how individuals and organizations use story to build ethical norms.

Bruce Marks

CEO, NACA

Bruce Marks has an M.B.A. in finance from New York University and a B.A. in economics from the University of Connecticut. He was an L.B.J Scholar for Congressman Stewart McKinney (R-Ct). He worked as a Congressional Liaison for the Department of Energy

in Washington DC. Then he worked as regulator for the Federal Reserve Bank of New York in Domestic Applications.

As a union activist for the Hotel Workers Union in Boston, Bruce Marks worked with the President of the Hotel Workers union, Domenic Bozzotto, to negotiate the first ever housing trust fund. This resulted in the first amendment to the Taft-Hartley Act in over twenty-five years and the first time a local union changed America's major labor law.

Marks moved from union activist to Executive Director of the Union Neighborhood Assistance Corporation (UNAC), where he used his finance and organizing experience to be the first to expose predatory lending and its devastating impact. Marks led the fight against the predatory lending practices of major New England banks. For two and a half years Marks and UNAC researched their predatory lending practices before releasing the research, which focused on Fleet Bank, to the public. The extensive research in Massachusetts, Georgia, Florida, North Carolina, Michigan and other states documented Fleet's predatory lending practices in which they targeted home owners who were property rich but cash poor. As Marks expanded the advocacy and housing services nationally, the Neighborhood Assistance Corporation of America (NACA) was established.

Under Marks's leadership, NACA has garnered commitments of over \$6.7 billion for the best mortgage product in America. NACA now has 31 offices throughout the country and will double in size within the next 12 to 18 months. NACA has become the largest housing services organization in the United States.

Ali Noorani

Executive Director, MIRA

Ali Noorani joined the Massachusetts Immigrant and Refugee Advocacy Coalition (MIRA) as executive director in November of 2003. MIRA works to advocate for the rights and opportunities of immigrants and refugees. In partnership with its members, MIRA advances this mission through education, training, leadership development, organizing, policy analysis and advocacy.

Ali has worked for several years on a variety of community health and social justice issues in the region. Most recently, Ali worked at the Health Services Partnership of Dorchester where he was director of public health, managing efforts ranging from HIV/AIDS to youth development for two large community health centers in Dorchester, the Codman Square Health Center and the Dorchester House Multi-Service Center. Prior to joining the health centers, Ali worked for the City of Boston coordinating the Greater Boston Urban Resources Partnership, facilitating funding and technical assistance to environmental justice projects across the region.

Ali is a graduate of the University of California, Berkeley and received his Master's in Public Health from Boston University. He has written several articles, and has spoken to local, national and international media on issues of concern to immigrants and refugees. Ali serves on the board of the National Immigration Forum and the Coalition of New American Voters.

Closing Address

Michael Dukakis

Former Governor of Massachusetts

Michael S. Dukakis is Distinguished Professor of Political Science at Northeastern University, where he also chairs the Urban Outreach Council for President Richard N. Freeland. Dukakis served three terms as Governor of the Commonwealth of Massachusetts and was the Democratic Party's 1988 nominee for President of the United States. Dukakis' terms as Governor were distinguished by major initiatives in community planning and development, public transportation improvements, progressive welfare reform, workforce development, environmental issues, and historic preservation. He was regularly voted one of the most effective governors by colleagues from both parties. Dukakis teaches at the University of California at Los Angeles each Winter term. He is author of several articles on public policy issues and collaborated with former Senator Paul Simon on a book about political participation. Since 1998 the vice chairman of the board of Amtrak, Dukakis is also actively involved in a wide variety of economic development and environmental issues in the neighborhoods near Northeastern University and beyond. He is the founder of the Muddy River Action Group, which has been instrumental in developing consensus for environmental and other improvements to the river that borders Boston and Brookline. Dukakis is a graduate of Swarthmore College and Harvard Law School.

Sponsors

School of Architecture and Planning
Graduate Student Council
Graduate Students Office
MIT Alumni Association
MIT Leadership Center
Department of Urban Studies and Planning
DUSP Student Council
DUSP Students of Color Committee
MIT Fund
Peet's Coffee

Student Organizers

Janelle Chan, *MCP '07*
Eric V. Espino, *MCP '07*
Ari Alowan Goldstein, *MCP '07*
William Ho, *MCP & MSRED '07*
Dulari Tahbaldar, *MCP '07*

Special Thanks

Adele Santos, Larry Vale, Xavier de Souza Briggs, Kristy Wang, Carrie Vanderford, Kim Cole, Interaction Institute for Social Change, Christine Chang, Biraja Kanungo, and all of the speakers and sponsors.