



2014 ANNUAL REPORT

Eli J. Segal

CITIZEN LEADERSHIP PROGRAM

DECEMBER 2014

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Top: Phyllis Segal and Segal Fellows replicate Eli and friends' signature pose at 2014 DC Reception.

2014 PROGRAM HIGHLIGHTS

IN 2014, the Segal Program has been developing new opportunities for Citizen Leadership engagement. Our Segal Fellows continue to thrive as Citizen Leaders as we grow to over 70 Segal Fellows spanning 17 states and two traveling abroad. It is an exciting time for us to revisit our leadership engagement activities, organizational structure and leadership, and the knowledge development efforts for our own Citizen Leadership mission.

This year, we've engaged more colleagues from the Center for Youth and Communities (CYC). Senior Fellow Cathy Burack joined our leadership team. In our work together, we have notably drafted core competencies destined to become the signature skills an Eli J. Segal Citizen Leader will learn and demonstrate. This will enable us to create consistent programming and ensure an equitable experience for all Segal Fellows independent of their entrance stream or location.

Additionally, this fall we launched the Eli J. Segal Seminar in Citizen Leadership for a mix of undergraduate and graduate Brandeis students. This seven-session module at the Heller School for Social Policy & Management examined the concept of Citizen Leadership, including the definition of Citizen Leadership within a democracy, theoretical basis, practical applications and examples of how it has been and is being carried out. The curriculum was designed to support students in integrating Citizen Leadership into their lives and career plans

by identifying and addressing the core competencies of a Citizen Leader. The seminar featured five guest speakers and many opportunities for innovative learning. Students created individual Citizen Leadership Action Plans based on topics of their interest and passion in order to promote social justice at the community, state, regional, national, or international levels.

In a snapshot, we:

- Engaged more than 50 Segal Fellows in our 5th Annual Segal Retreat held at the Babson Executive Conference Center focused on the theme: Turning Ideas into Action
- Placed 6 new Brandeis Fellows in Segal Citizen Leadership Summer Internships in organizations that are making an impact in Boston, New York City and California
- Presented the "CEO Conversations: Business Leaders as Citizen Leaders" panel co-sponsored with the Sillerman Center for the Advancement of Philanthropy attended by over 75 participants
- Hosted Receptions in Boston at Advisory Board member Larry Bailis' home and in DC at the Honorable Mayor Vincent C. Gray's Ceremonial Office with nearly 70 members of the Segal Network joining in conversation and supporting our local Segal Fellows
- Celebrated Eli Segal and his history-making colleagues at the 20th Celebration of AmeriCorps with six Segal Fellows joining Presidents Obama and Clinton on the South Lawn of The White House. Segal Fellow Will Chrysanthos and Segal Founders Mora Segal and Rob Gordon III also spoke at the ceremony in Massachusetts
- Matched 10 Segal Fellows with Segal Coaches to develop their work as Citizen Leaders through the "Coaches for All" Initiative

BELIEVING IN THE POWER OF SEGAL FELLOW CITIZEN LEADERSHIP

Stephanie Johnson, 2011 Segal Fellow (Brandeis) & Segal Founder **Chris Murphy**, Chief of Staff to the Washington, DC Mayor Vincent C. Gray

A SEGAL FOUNDER AND FELLOW RECENTLY PAIRED UP TO MAKE A DIFFERENCE FOR WASHINGTON, DC IN AN EXAMPLE OF HOW OUR SEGAL FOUNDERS AND NETWORK HAVE SEEN THE VALUE-ADD OF A SEGAL FELLOW'S ABILITY TO "GET THINGS DONE"

Stephanie: In the spring of 2013, my time as a Brandeis student was ending and I knew that I wanted to go to DC. I reached out to a few people that I met during my summer Segal Citizen Leader Internship at the US Department of Housing and Urban Development (HUD) including Segal Founder Chris Murphy who was DC Mayor Vincent C. Gray's Chief of Staff.

Chris: When Stephanie and I met for coffee, initially I was thinking that I was happy to offer career advice and to help her find a job in DC. I had always been impressed with her when she worked as a Segal Fellow at HUD during the summer of 2011. But as we sat there talking, it came to me in a flash. Why shouldn't I hire her to come work with me in Mayor Gray's office?

Stephanie: I moved to DC two weeks after graduation and hit the ground running in the Mayor's Office as Chris's Assistant. My primary role was to manage the Mayor's \$40,000 Constituent Services Fund. In addition, I coordinated with all offices under the Executive Office of the Mayor to provide supporting documentation and justifications over the course of the fiscal year in order to prepare Chris to testify at the City Council's Annual Performance Oversight Hearings and Budget Hearings.

Chris: Right from the start, I knew I had made a great hire. Stephanie is smart, committed, and a really quick learner. And she is such a wonderfully positive leader that you just want to be around that energy. She shares so many of Eli's wonderful

leadership gifts—qualities built into the Segal Fellowship Program. Once Stephanie got the hang of her job, I started looking for a way to give her more responsibility—a project she could own and run with.

Stephanie: Chris gave me the opportunity to serve as the Open Government Coordinator for the Mayor's Open Government Initiative. In this leadership role, I successfully launched FOIAXpress in July 2014, the District's first-ever city-wide Freedom of Information Act (FOIA) processing system. I wrote the report highlighting how Mayor Gray's Office has and will continue to develop and enhance transparency, public participation, and collaboration. In addition, I managed the creation of a central open government website, open.dc.gov, which makes it easier for the public to locate information about District government operations that would otherwise be difficult to find or even know is available. This has been such an important and rewarding leadership development experience. I can't wait to see the impact we will be able to make for such an incredible city.

SEGAL FELLOW CHANGE MAKERS FOR THE NEW EMPLOYERS OF NATIONAL SERVICE INITIATIVE

PK Drago & Marianne Sierocinski
2012 and 2014 Segal Fellows (CNCS)

SEGAL FELLOWS ARE ON THE FOREFRONT OF TODAY'S MOST IMPORTANT NATIONAL INITIATIVES AND SUPPORTING EFFORTS TO ENABLE LEADERS OF ALL KINDS TO MAKE AN IMPACT

PK Drago

While serving as the 2012 Eli J. Segal Fellow at the Corporation for National and Community Service (CNCS), I was thrilled that my work focused so heavily on member experience and alumni engagement—the two areas where I felt I had the most to contribute and could truly have a substantive impact on national service members. It was in my role as a Segal Fellow that I first became involved in the emerging Employers of Service initiative. After many meetings, calls, brainstorm sessions, and research on how to better engage and support AmeriCorps alumni, post-service employment became a clear priority. Many employers—especially those

outside the nonprofit sector—simply didn't understand the program or why AmeriCorps members made such stellar employees. My job was to start giving shape to a campaign that featured employers who were passionate about hiring AmeriCorps alumni. Nearly two years later, I'm proud to say that I drafted the first white paper for a program that was announced by the President of the United States on the 20th Anniversary of AmeriCorps in September. The opportunity to have worked on projects that provide real benefits to AmeriCorps alumni is what makes me so grateful for my experience as a CNCS Segal Fellow.

Marianne Sierocinski

After devoting my first weeks at CNCS to the historic AmeriCorps 20th Anniversary event at The White House, I dove into supporting one of the day's most exciting announcements: Employers of National Service. As the 2014 Eli J. Segal Fellow, I am working with leaders at the Corporation and our partner organizations—Peace Corps, AmeriCorps Alums, and the Franklin Project—to put PK's planning into action all while gaining first-hand experience of how to implement a major strategic initiative at a federal agency. It's particularly inspiring to correspond directly with the companies, non-profit organizations, state and local governments, institutions of higher education, school districts, federal agencies, and others who are eager to join. I feel incredibly lucky and thankful to be implementing a project with such a tangible impact on the national service community. I can't wait to see what the year will bring!

"SHE [STEPHANIE] SHARES SO MANY OF ELI'S WONDERFUL LEADERSHIP GIFTS—QUALITIES BUILT INTO THE SEGAL FELLOWSHIP PROGRAM."

Segal Founder Chris Murphy

MY SEGAL SUMMER CITIZEN LEADER INTERNSHIP: MAKING IMPORTANT CONNECTIONS

Gabriella Zilkha, 2014 Segal Fellow (Brandeis)

EACH YEAR SIX BRANDEIS STUDENTS EMBARK ON EIGHT-WEEK SUMMER CITIZEN LEADER INTERNSHIPS IN THE U.S. TO GROW THEIR EXPERIENCES TO MAKE A DIFFERENCE IN WAYS ESPECIALLY MEANINGFUL TO THEM

AS A 2014 Brandeis Undergraduate Segal Fellow, I spent a whole summer combining my love of business and my passion for social justice. I completed my Segal Citizen Leader Summer Internship in New York in the Corporate Social Responsibility Department at Time Warner Inc.

Not coincidentally, the two senior executives in my department knew and had worked with Eli: Lisa Garcia Quiroz is the current chair of the CNCS board, and Diahann Billings-Burford interned at The White House during the Clinton Administration. I contributed to projects about private-public partnerships and to planning the board meeting for the Corporation for National and Community Service (CNCS).

I attribute many of my most meaningful summer experiences as a Segal Fellow to my Segal Coach, Steve Silverman, who was also part of the Clinton Administration. Steve exemplifies Citizen Leadership through his vast experience. He was integral in helping to secure my ideal internship. He provided personal and professional guidance and opportunities for me to build my Citizen Leadership skills. Steve went above and beyond by taking me as his guest to New York Times Magazine and Toyota events to learn how to network in what can be an intimidating setting, as well as have larger conversations to shape the impact I hope to make in my community and in the business world in the future. This summer, I was consistently surrounded by Citizen Leaders whose lives were changed because of Eli, and I felt honored to say that I was an Eli Segal Fellow.



From left: Segal Founder Nicky Goren, Program Director Tam Emerson, Segal Founder Alan Khazei and Segal Fellow Rhonda Ulmer on White House South Lawn for AmeriCorps 20th Anniversary.

THE UNIQUE IDENTITY OF A SEGAL FELLOW—FROM A COACH'S PERSPECTIVE

Segal Founder and Coach Maureen F. Curley

EVERY SEGAL FELLOW IS PERSONALLY MATCHED WITH A SEGAL NETWORK MENTOR, DEEMED SEGAL COACH, FOR THE SUMMER TO HELP REFLECT AND GROW THEIR EXPERIENCES AS CITIZEN LEADERS

VOLUNTEERS often recount that they feel that they have received far more than they have given through the experience. This was indeed true for me this summer when I served as a coach for Masters in Public Policy Segal Fellow Nicole Hart.

The invitation to be a Segal Coach came shortly after I had retired from 30+ years of full time work in the non-profit management field. I welcomed the opportunity to engage in a program that I was familiar with and had benefited from when I hosted an outstanding Segal Fellow, Nate Rosenblum, at Campus Compact in 2009. Similarly, I found Nicole to be very bright, passionate and thoughtful in using this fellowship to fine tune her career goals in the nonprofit field. Nicole already had

significant and rich experience working for well-respected organizations and had served as an AmeriCorps member.

Our conversations were a mixture of how to best approach her assignments and where this experience would lead her in the coming years. Nicole was fortunate to be given a great deal of independence and responsibility at GreenLight Fund. She felt that she “owned” her projects and that her work would have an impact on the organization. I was able to connect her with colleagues that I hope will enhance her education and career. She shared with me her research on innovative approaches to financial sustainability. Meeting and working with Nicole has only fueled my optimism that the next generation of Citizen Leaders will be even more inventive in the way they analyze and solve community challenges—a trait I can see as a pattern in Segal Fellows. I believe that Eli would have proud of the path that Nicole had taken thus far and her accomplishments!

SEGAL FELLOWS FUND RE-NAMED IN AWARD TO RHONDA ULMER

Johnny Enterline, 2006 Segal Fellow
(Corporation for National and Community
Service)

**THIS YEAR WE PRESENTED OUR
FIRST CITIZEN LEADERSHIP AWARD
TO A SEGAL FELLOW AND NOTED IT
BY NAMING THE SEGAL FELLOWS
LEADERSHIP DEVELOPMENT FUND IN
HER NAME**

YOU KNOW that person who walks into a room and is everybody's favorite person? It's that person that you can always count on for a smile; and that person who, beneath the warm exterior, has an inner fire that sparks a fire in others. Rhonda Ulmer—2008 Segal Fellow (AmeriCorps Alums)—is that person for Segal Fellows in this Program.

Rhonda was recently recognized at a special reception in the D.C. Mayor's Ceremonial Office for her leadership and spirit. Rhonda is a parent who didn't let her children or their friends fail at a "failing" school as she unlocked pathways for parents and school communities to support their children's success. Together, the community turned around that school. Rhonda served for three years with Volunteer Maryland, an AmeriCorps program of the Maryland Governor's Office, has been on the faculty of Anne Arundel Community College, and worked to address the nation's high school dropout crisis. She's still an active volunteer and you'd never know that our friend who is warm as summer, but tough as nails, is going through her fifth round of a fight with a cancer that has been called incurable.

Nothing, not even cancer, stops Rhonda from stepping forward as a Citizen Leader. She has always been the first Segal Fellow to raise a hand when it's time to put in work. She has led a session at

almost every annual Segal Retreat. Even as a participant she leads us and inspires us to take action thoughtfully, for the right reasons, and in a way that builds our beloved community wherever she goes.

A Segal Founder once told me that when Eli was talking to you, you felt as if Eli was devoting 100% of his attention to you and that it was like he actually wanted to know "what's keeping you up at night" so he could try to help you solve your dilemma. Rhonda is like that within the Segal Fellows community. She embodies what we want to be as individuals and as a network participant—an active, self-motivated member and Citizen Leader. It's fitting that the Program's Fellow Leadership Development Fund—a \$3,000 annual fund reserved for Segal Fellows to use to develop as Citizen Leaders, to connect with others in the Network and to impact their communities—is now called the Rhonda Ulmer Leadership Development Fund.

"OUR 50TH REUNION DROVE HOME TO ME JUST HOW PERFECTLY THE SEGAL PROGRAM MESHES WITH THE IDEALS THAT WERE INSTILLED IN US BY BRANDEIS, IDEALS THAT ELI LIVED. THE SEGAL FELLOWS I'VE MET ARE A PERFECT EMBODIMENT OF THOSE IDEALS, ASSURING THAT THEY WILL BE CARRIED FORWARD INTO THE FUTURE—HOPEFULLY INTO THE NEXT FIFTY YEARS FOR THE CLASS OF 2064."

*Segal Founder, Advisory Board Member
& longtime Eli friend, Arnie Kanter*

ELI SEGAL'S BRANDEIS CLASS OF '64 CELEBRATES 50TH REUNION

Segal Founder & Coach Eve Brooks

**50 YEARS AFTER ELI GRADUATED
FROM BRANDEIS, A CLASSMATE
REFLECTS ON THEIR IMPACT AND THE
LEGACY IT LEAVES FOR THE SEGAL
PROGRAM**

THIS YEAR marked the 50th anniversary year of the Class of 1964—Eli Segal's graduating class at Brandeis University. Many classmates chose to honor his memory with donations to the Eli J. Segal Citizen Leadership Program. Coincidentally, we gave more than \$64,000 to the Program. Attended by 155 of the original 300, the reunion brought back memories of the fall of 1960—our first months on campus, John Kennedy's soaring presidential campaign, and his call for a Peace Corps and public service.

Those themes echoed through our lives. By 1963 President Kennedy called for a domestic peace corps—a volunteer army of young Americans to serve those in greatest need. The vision became a reality with President Johnson's War on Poverty and grew under Eli's leadership of the

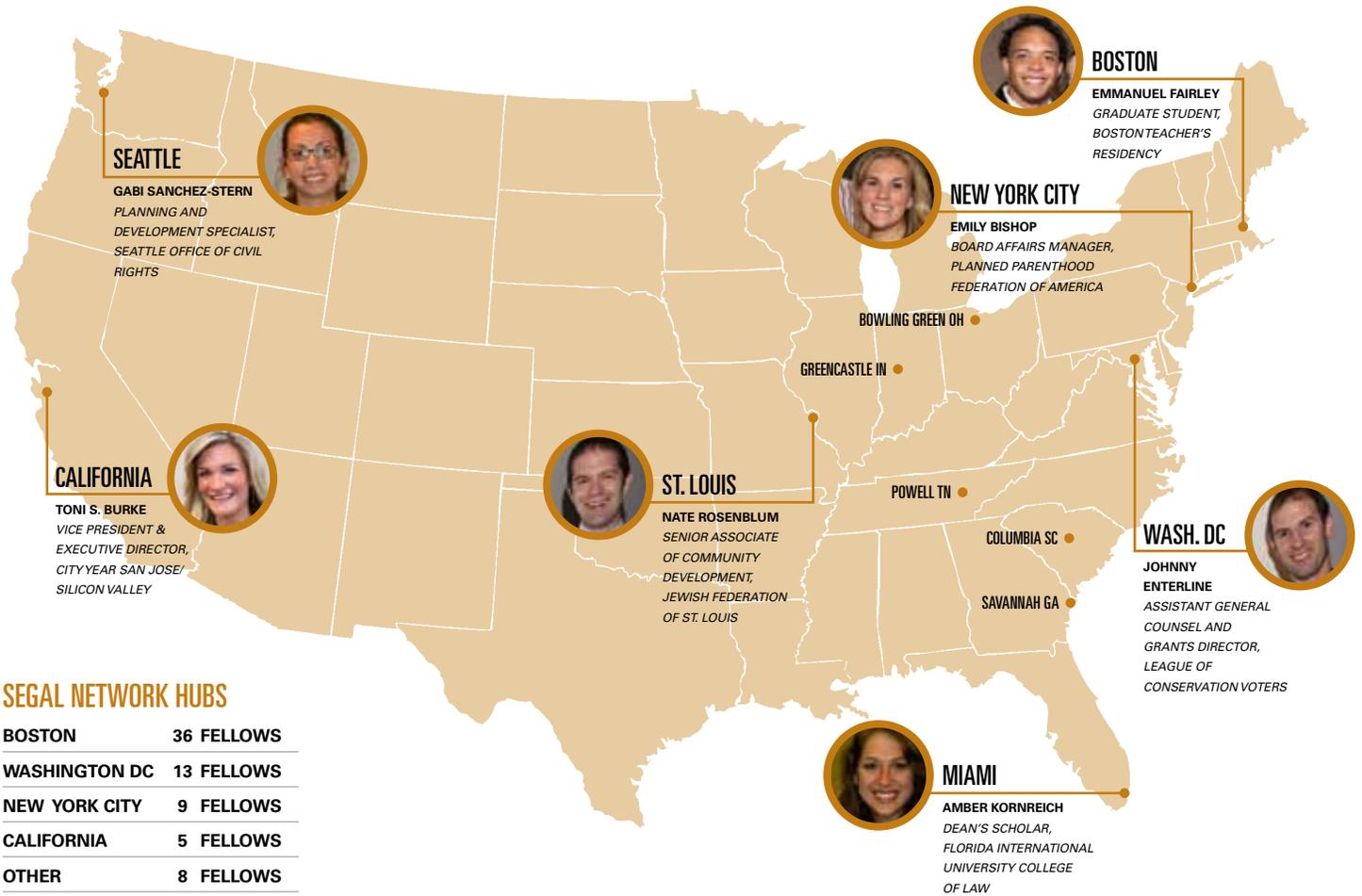
Corporation for National and Community Service, housing AmeriCorps in the 1990s.

The Brandeis Class of 1964 responded to the voices calling for change both during and after they left Brandeis. We worked in the civil rights movement and joined the anti-war movement in opposition to the war in Viet Nam. We entered careers of service—medicine and law, teaching, and academics.

At Brandeis, I learned the power of leadership, building a Brandeis civil rights organization involving 300 students. Those experiences fostered my career in advocacy for children—changing laws and public investments. Now retired, I am pleased to serve as a mentor for the Segal Program. The Program connects me to inspired young leaders, many chosen from current Brandeis classes.

As if to connect dots in 2009, during the 45th class reunion, Eli led a tour of the John F. Kennedy Library and Museum, where he served on the Board. The tour took us all full circle and was a deep reminder of the President and the ideals that inspired our generation. I hope the Segal Fellows were similarly motivated when they toured the William J. Clinton Library and Museum for their 2014 Segal Program Retreat!

SEGAL CITIZEN LEADER FELLOWS ACROSS THE US



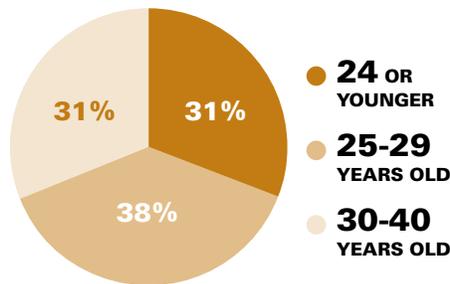
SEGAL NETWORK HUBS

BOSTON	36 FELLOWS
WASHINGTON DC	13 FELLOWS
NEW YORK CITY	9 FELLOWS
CALIFORNIA	5 FELLOWS
OTHER	8 FELLOWS

ANNUAL SNAPSHOT OF SEGAL FELLOWS

71 SEGAL FELLOWS

- 21%** SEGAL FELLOWS ARE IN SCHOOL
- 17%** ARE WORKING IN GOVERNMENT/POLITICS
- 37%** ARE WORKING AT NONPROFITS
- 18%** ARE WORKING FOR BUSINESS AND OTHER FOR-PROFIT ENTITIES
- 49%** SEGAL FELLOWS HAVE SERVED WITH AMERICORPS



56
% WOMEN

44
% MEN

2014

38% OF ALL SEGAL FELLOWS AND THIS YEAR'S SEGAL COACHES, SUMMER INTERNSHIP SUPERVISORS AND PROGRAM STAFF IDENTIFY AS PEOPLE OF COLOR



A MESSAGE FROM THE DIRECTOR

When I was selected as a 2008 City Year Segal Fellow, I was entrusted to carry out the work of a Citizen Leader, an enormous responsibility, particularly when it's on behalf of such a well-known entity as City Year. Joining the Segal Network then was invigorating and inspiring. And this summer, five years later, I became Program Director of the Segal Program. The work continues to be meaningful and exciting. Segal Founder Gloria Johnson-Cusack once described the term "sweet spot" when determining the right job that intersects one's skills and passions. I'd say I've found it here. I wake up each day looking forward to work. I love my job, so it doesn't really feel like a job. I'm proud to say I'm an active Citizen Leader. Though I never had the opportunity to meet Eli Segal, in this Network, I've met many who did and I continue to learn from his example in their personal stories. I am honored to connect with and support our Segal Fellows across the nation and the world. If you'd like to learn more about opportunities to help, please contact me. The variety of expertise and interests of Network Members is essential to our success. Thank you for giving me this chance to lend support and to be a Citizen Leader. I look forward to hearing from you.

*Tam Emerson
Program Director*



From left: Heller School for Social Policy and Management Dean Lisa M. Lynch moderates our April 2014 CEO Conversations: Business Leaders as Citizen Leaders Panel with Segal Founder Tom Dretler, CEO of Shorelight Education, Trish Karter, CEO of LightEffect Farms and Segal Founder Jonathan Lavine, Managing Partner and Chief Investment Officer of Sankaty Advisors; Managing Director of Bain Capital, LLC; Chair of City Year's National Board of Trustees

THANK YOU

TO ALL THOSE THAT PROVIDED THEIR TIME, EXPERTISE AND RESOURCES TO HELPING US CONTINUE TO SUCCEED

SEGAL SEMINAR PROFESSOR AND SPEAKERS

Professor Lawrence N. Bailis, Emily Bishop, Dr. Valerie Fein-Zachary, Dr. Hubie Jones, MA State Representative Jay Kaufman, Chris Kingsley

2014 DC HOST COMMITTEE

Eve Brooks, Felice Levine, Judy and Elliott Lichtman

BOARD MEMBERS

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FELLOWSHIP SITE SUPERVISORS

Kate Barrett, Tina Bartolome, Diahann Billings-Burford, Alex Goldstein, Margaret Leipsitz, Susan Musinsky, Claire Teylouni, Natalia Urtubey, Jaselle Yrizarry-Pabon

INTERNSHIP HOSTS

CollegeBound: Dorchester, Greenlight Fund, The Martha Coakley Gubernatorial Campaign, Northwind Strategies, Root Cause, School for Liberation and Unity, Time Warner, Inc.

EVENT HOSTS

The Honorable Mayor of Washington, D.C. Vincent C. Gray, Lawrence N. Bailis

Photos by: Nelson Chenault, Rhonda Shackleford Ulmer, Heratch Photography