



2015 ANNUAL REPORT

Eli J. Segal

CITIZEN LEADERSHIP PROGRAM

DECEMBER 2015

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Eli J. Segal Director Tam Emerson talks with Alan Khazei, co-founder of City Year and founder of Be The Change Inc., during the 'DEIS Impact Week keynote address.

2015 PROGRAM HIGHLIGHTS

IN 2015, the Segal Program was the most sought-after fellowship at Brandeis University. Of this year's applicants, we selected six new Brandeis Segal Fellows (two Master of Public Policy students, one sophomore and three juniors), who then completed meaningful summer citizen leader internships in Boston, New York and Washington, D.C. We also welcomed the 2015 City Year Bridge Builder AmeriCorps Member of the Year award winner and the 2015 Corporation for National and Community Service Eli J. Segal Fellow to grow our Fellow base to 79 Segal Fellows. Sadly, we also lost beloved Segal Fellow **Rhonda Shackleford Ulmer** to a six-year battle with cancer. Ulmer was a matriarch-like figure for our program and Fellows, and we will proudly carry on her legacy through our work as citizen leaders.

Brandeis Week of Social Justice Keynote Address

To broaden the conversation on citizen leadership, the Segal Program co-hosted an address with the Brandeis International Center for Ethics, Justice and Public Life, titled "Social Change Through Civic Engagement and Pragmatic Idealism" by Segal Founder **Alan Khazei**.

6th Annual Segal Retreat

Fifty Segal Fellows attended this year's retreat, held in Boston. The fall 2015 weekend piloted Professional Skill Development Track sessions planned by 16 Segal Fellows. More than 25 facilitators, including Segal Fellows, Founders, Family and Friends, led valuable workshops that engaged Fellows in improving their citizen leadership competencies.

2015 Program Leadership from Throughout the Network

We engaged our hundreds of members of the Segal Network to promote Eli's legacy of cross-sector collaboration and mentorship through our yearly events, workshops and summer partnerships. Segal Founders **John Gomperts** and **Katherine Klein** hosted nearly 50 Segal Network Fellows, Founders, Partners and Friends at their Washington, D.C., home for our summer reception, and Segal Founder **Laura Gassner Otting** and her family convened the Boston-based Fellows to welcome our newest Brandeis Fellows into our community.

We matched the eight 2015 Segal Fellows with program mentors, or "Segal Coaches," who discussed themes from Eli's life and focused on the Fellows' citizen leadership trajectories for the summer and beyond. In fall 2015, Segal Founders **Gloria Johnson-Cusack** and **Tom Freedman** will join our Advisory Board, while Segal Founder **Maggie Williams** and Segal Fellow **Iris Dooling** will conclude their terms. We can't thank our Network members enough for all the ways they have helped this program embark on its eighth year of inspiring the next generation of citizen leaders.



A MESSAGE FROM THE DIRECTOR

IN MY FIRST full year as program director, I have been re-inspired by the power and potential of the Segal Network. With just two years until there will be 100 Segal Fellows, I continue to appreciate the examples of Fellows, Founders, Coaches, Friends and Partners who are developing meaningful relationships that allow Eli's legacy of cross-sector collaboration to flourish around the country and the world. In this issue of our Annual Report, we dive into how our Fellows are using their competencies as citizen leaders to make an impact on the world around them. They're building skills and relationships to set and accomplish their goals. Because of the depth of these relationships, our group was rocked by the news of the passing of Segal Fellow **Rhonda Shackelford Ulmer**. On page 4, Fellow **Audrey Etlinger Cohen** pays tribute to Rhonda on behalf of all Fellows. We continue to honor Rhonda's legacy through the way we live and work. I've been lucky to learn from Rhonda and other Segal Fellows as they have pushed me to develop as a Citizen Leader.

The Fellows are eagerly jumping on board to mentor new Fellows, to plan the annual retreat, to select new Fellows, to serve on the Advisory Board, and to share their skills so that our program continues to strengthen and improve over the next 10 years. We are excited to begin piloting new forms of engagement for Fellows through service opportunities, equity evaluations and as peer advocates. We look forward to sharing the status of these efforts next year.

Finally, this year members of the Advisory Board, with the help of other Network members, launched a fundraising campaign to increase the endowment to ensure that there are sufficient resources to sustain the program and its impact. I am inspired by the generosity of members of the Network and of those who both want to honor Eli and believe in the program as a force for change.

Since we lost Rhonda, I have taken the past few months to reflect. I am continually impressed by people like Rhonda and Eli and how their lives have changed the world. The Network is invested in making this program a long-lasting one with real impact, and I look forward to working with you to realize this goal.

*Tam Emerson
Program Director*

A LONGTIME SEGAL FELLOW FINDS CONFIDENCE, A BOARD ROLE AND A SEGAL BUDDY

Julie Proulx Livingstone, 2007 Segal Fellow, Corporation for National and Community Service (CNCS)

SEGAL FELLOWS REPRESENT A VARIETY OF ORGANIZATIONS, BUT THEY SHARE A COMMON THREAD OF CITIZEN LEADERSHIP AND DEVELOP A SENSE OF COMMUNITY UNIQUE TO THE SEGAL NETWORK

AT BRANDEIS UNIVERSITY in fall 2007, as an eager new Eli Segal Fellow who had never attended Brandeis, I walked into a room full of positive energy, enthusiasm and longtime friendships. It was like walking into a family reunion as the new girlfriend or boyfriend. To be honest, I was intimidated; this room was nearly overflowing with established professionals and new faces from across the country — all with some connection to this man I had never met, Eli Segal.

I wasn't sure how I fit into the picture, but I was welcomed without hesitation or question into the family. Since that day, the Eli J. Citizen Leadership Program has unexpectedly become an important part of my life — something I wish I could claim as intentional from the beginning.

As the program grew from its "startup" days, I no longer felt like the new kid on the block and did my best to help introduce new Fellows to the program. One of the most fascinating aspects of the Segal Program is that the people you meet have this unbelievable outlook, passion and motivation for getting things done — qualities that are reinforced through coaching, local gatherings and the annual retreat.

Unfortunately, I never had the opportunity to meet Eli, but I have learned about his personality and successful career through Founders and Friends at CNCS. From that first day at Brandeis, I recognized we were building something special, and I wanted to do whatever I could to help the future of the program.

When **Phyllis Segal** invited me to join the Advisory Board back in 2010, it was a no-brainer. Through the Advisory Board, I met Eli and Phyllis' close friend **Arnie Miller**. It was only after other Segal Fellows repeatedly encouraged me to ask Arnie for advice that we became friends. I had recently quit my job in

Philadelphia and was trying to rebuild my life in Boston. I was an MIT and Harvard grad struggling to decide where I wanted to take my career.

Arnie has taught me so much about confidence, working smartly and being assertive. Although I quickly became friends with a number of Fellows, it took me a while to begin building relationships with Founders. But I have come to realize that the synergy between Fellows and Founders — this bridging of experience and generations — is something unique and inherent to this program as we each strive to lead lives of citizen leadership.

This year I became a Segal Buddy to **Aja Antoine**, a rising junior at Brandeis. She is incredibly driven in her work to reveal the impact of racial desegregation on individual lives and to use their stories to sustain civil rights in America. Because of our Buddy relationship, we have become friends and colleagues. I am beginning to learn more about her areas of interest, which I think has made me a more aware and conscientious citizen leader in my own community.

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— *Julie Proulx Livingstone*

Reflections

RICH SUMMER CITIZEN LEADERSHIP EXPERIENCES FOR 2015 SEGAL FELLOWS AND COACHES

FELLOW PURSUES CRIMINAL JUSTICE REFORM, COACH LENDS EXPERIENCE

Leah Sakala, 2015 Segal Fellow (*Brandeis Master of Public Policy*), and **Nicky Goren**, Segal Coach and president and CEO of the *Eugene and Agnes E. Meyer Foundation*

LEAH: As a 2015 Segal Fellow, I just wrapped up a wonderful summer working with the Justice Policy Center at the Urban Institute in Washington, D.C. The summer was an exciting step forward for both my personal and professional citizen leadership development. Working at the Justice Policy Center gave me the opportunity to work with, and learn from, knowledgeable, dedicated colleagues who share my passion for reducing incarceration and reforming our nation's criminal justice system.

From my first week, I was treated as a full member of the Justice Policy Center team, and I was honored by the amount of responsibility my supervisor gave me. My primary project was evaluating state criminal justice systems, resulting in succinct presentations that are currently informing both national and state criminal justice reform discussions. I also had regular opportunities to engage in fascinating discussions with my supervisors and colleagues about opportunities and strategies for criminal justice reform.

In addition to my internship experience, this summer I was pleased to take my place in the amazing network of Segal Fellows, Founders and Friends. Local Fellows, including my Segal Buddy **Margaret Levy** (2008 Segal MPP Fellow), made me feel right at home in an unfamiliar city. Regular check-in calls strengthened the bonds I share with my inspiring 2015 Fellow cohort, and events such as the D.C. Segal Reception helped me appreciate the breadth, strength and vibrancy of the broader Segal community. A particular highlight was the relationship I forged with my Coach, **Nicky Goren**. During our meetings, Nicky shared insights from her decades of experience as a leader in the government, nonprofit and foundation sectors. Nicky

continues to be an invaluable sounding board for my questions and ideas.

NICKY: I was honored to be asked to participate as a Segal Coach this summer. As someone who is both an alum of Brandeis University and a longtime national service proponent, this program is near and dear to my heart. I found Leah to be incredibly poised, mature and well-spoken. At a relatively young age, she has become passionate and dedicated to criminal justice and prison reform work and is striving to put her strong research, writing and advocacy skills to work. I was struck by Leah's quiet confidence and resolve — and I sat through our conversations wishing I had been that clear-headed and focused when I was her age!

In a mere two to three weeks at the Urban Institute, Leah made herself indispensable — so much so that Urban quickly offered her the opportunity to continue working with them remotely once she returned to school.

I enjoyed our conversations and hope I can continue to be a resource as Leah embarks on what undoubtedly will be a great career with significant contributions to our country.

FELLOW AND COACH WORK TOWARD MULTILEVEL SYSTEM CHANGE

Witney Christie, 2015 Segal Fellow (*Brandeis Undergraduate*), and **Asim Mishra**, Segal Coach, deputy chief of staff at *CNCS*

WITNEY: Growing up in West Philadelphia, I knew what it meant to struggle. I saw gun violence, substance abuse and friends dropping out of school. I developed a negative view of my community, so I wanted to get away from it. At Brandeis, I began to learn that these problems are systemic, especially for low-income families and people of color. Most importantly, I learned that they could be prevented.

To further my understanding, I completed my Segal Citizen Leadership summer internship

with Segal Founders **John Gomperts** and **Melinda Hudson** at America's Promise Alliance (APA) in Washington, D.C. I helped develop a policy framework for APA by reviewing the platforms of APA's network and partners.

My Segal Coach, **Asim Mishra**, CNCS deputy chief of staff, helped me overcome some of the challenges I encountered at APA. He helped me organize my thoughts and even provided me with examples to organize my research.

He also encouraged me to use citizen leadership skills to address systemic inequity and further empower urban youth. As a result of this experience, I have decided I would like to teach African-American history in an urban school and eventually become more involved in education policy.

I am grateful to be an Eli Segal Fellow because now I have greater insight on how to increase graduation rates, and I have a new network of Citizen Leaders. I appreciate the help I got from others who are dedicated to helping enhance society.

ASIM: Having the opportunity to mentor **Witney Christie** through the Eli J. Segal Citizen Leadership Program was a privilege for me over the summer. From the first moment I met Witney, she impressed me with her desire to push deeper into social issues and discover institutional and systemic root causes and solutions. Witney generated ideas for me in my role as chief of staff at the CNCS. Throughout our time together at the America's Promise Alliance, Witney posed thoughtful and investigative questions about how education could be furthered through the efforts of national service and social innovation.

I was not a bit surprised by the maturity and thoughtfulness with which Witney led the project and continues to lay out the pathway for her next steps in life. What did amaze me was her ability to connect micro-events (experiences in her life) to the macro-world of policy and systemic change. I appreciated her candor and wit and look forward to hearing about the changes she will make in her community in the coming years. I learned much from my experience with my mentee; most of all, it rejuvenated my faith in change instigated by civic engagement.

IN MEMORIAM: THE LEGACY OF SEGAL FELLOW RHONDA SHACKLEFORD ULMER (1975-2015)

Audrey Etlinger Cohen, 2009 Segal Fellow
(Brandeis Master of Public Policy)

SEGAL FELLOW REFLECTS ON THE HEART OF A CITIZEN LEADER

WITHOUT A DOUBT, the most valuable part of the Segal Fellowship for me has been the relationships I've been able to make with people I never would have met otherwise. I've developed meaningful friendships and professional alliances with people of all ages and backgrounds. Nowhere is this more true than in my relationship with Rhonda Shackleford Ulmer.

Since Rhonda was approximately 15 years older than me and a single mother living in Baltimore, our paths probably never would have crossed, but my life is forever changed for having known her. We became close through our mutual commitment to the Segal Program, and that bond strengthened as I married and started a family of my own.

I never entered a conversation with her that I didn't leave feeling more empowered and inspired.

One day, after she'd found out her cancer had returned, she said to me, "If I die, I just want people to say I was a good mom." Her career was important to her, obviously, but what really mattered to her was that she was the best mother she could be.

I doubt that I'll ever be able to properly honor her or convey how much she meant to me. I doubt I'll be able to donate thousands of dollars to cancer research, but with her as my inspiration, I can strive to be the best mother I can be. Somehow, I think Rhonda would be honored by that most of all.



Rhonda Shackleford Ulmer at the 2012 Segal Fellows retreat.

SEGAL FELLOWS EFFECT POSITIVE CHANGE IN EDUCATION

Emmanuel Fairley, 2014 Segal Fellow
(City Year)

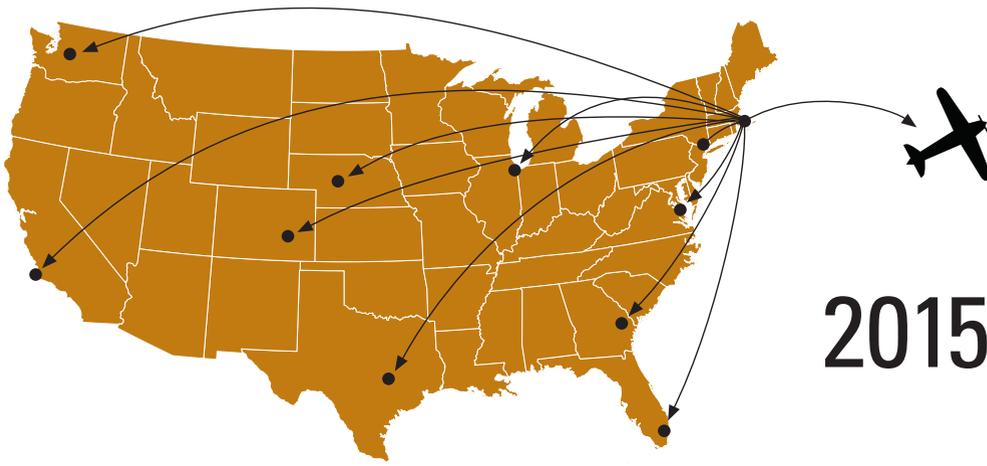
SEGAL FELLOWS CONTINUE THEIR OWN JOURNEYS OF CITIZEN LEADERSHIP WITH THE SUPPORT OF THE SEGAL PROGRAM

LAST YEAR, I was fortunate to have an opportunity to serve with an AmeriCorps program in Boston called the Boston Teacher Residency (BTR). Through this program, I was also able to earn my master's degree in elementary education. BTR was my third year with AmeriCorps following two years with City

Year in Orlando, Fla. In both experiences, I had the opportunity to learn and grow with young people and really make sense of what it means to cultivate inclusive and meaningful classroom environments where every student matters and is able to succeed. More importantly, I've learned to appreciate how colossal a task this is for communities, and the necessity for all people in a community to be a part of the positive changes that enhance student achievement.

I initially decided to become a teacher to better understand education policy, and hopefully effect positive change. It was my work this year in BTR, as well as a conversation I had with **Phyllis Segal** and some Fellows at this year's graduation dinner, that encouraged me to think more about the

systemic change necessary to make meaningful, long-lasting improvements that extend beyond classroom walls — change that ultimately finds its way into the hearts and minds of my students and propels them forward. I'm excited to announce that this year I have the honor of captaining my very own third-grade classroom at the Henry Grew Elementary School in Hyde Park, Mass. I look forward to deepening my understanding of — and my role in — the systemic change needed to guarantee the growth and success of every student with whom I work.



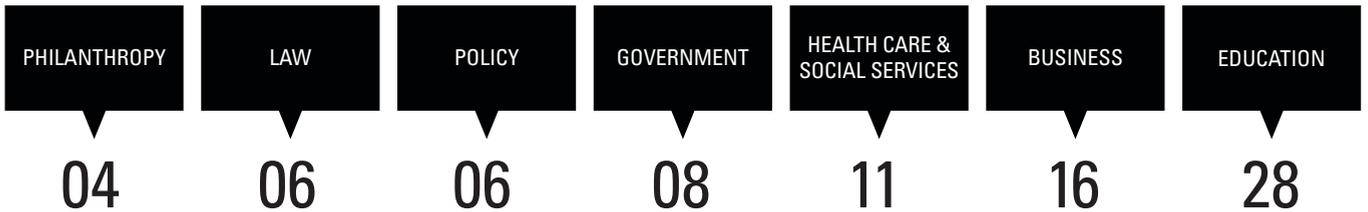
2015 IN REVIEW

ELI J. SEGAL CITIZEN LEADERS

79

WHERE ARE
THEY NOW?

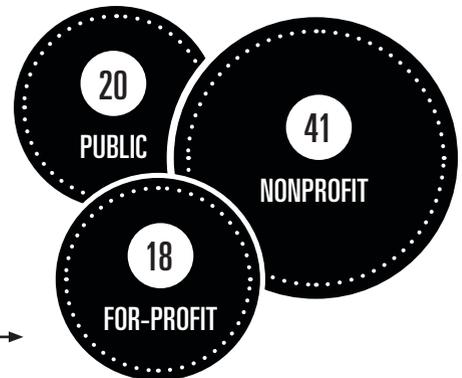
WHAT FIELDS ARE
THEY IN?



HOW DID THEY
GET TO US?



IN WHAT SECTORS
DO THEY WORK?



*Master of Public Policy

MORE ABOUT THE SEGAL FELLOWS IN 2015



WHO ARE THEY?

57

20-30
YEARS OLD

22

31-40
YEARS OLD

THANK YOU

TO ALL THOSE WHO PROVIDED THEIR TIME, EXPERTISE AND RESOURCES TO HELPING THE SEGAL CITIZEN LEADERSHIP PROGRAM SUCCEED

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*New
(SF)=Segal Fellow

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