

PrioritizingPlace

A National Forum on Place-Based Initiatives

December 4 – 5, 2014

Davidson Conference Center
University of Southern California

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Welcome

Dear Colleague,

We are delighted you could join us for Prioritizing Place: A National Forum on Place-Based Initiatives. This gathering is the culmination of a year-long inquiry into the state of philanthropic initiatives and public sector efforts to address geographically-concentrated poverty, undertaken by The Center on Philanthropy and Public Policy and the Sol Price Center for Social Innovation.

This inquiry has provided an opportunity to step back and take a thoughtful look at the experience of place-based initiatives – whether undertaken by philanthropy or government or a combination of the sectors. We hope that this forum helps to elevate the dialogue above specific best practices or discussions about what works to embrace the larger significance and longevity of place-based as a strategy for the field, and that the insights generated over these two days will be useful to philanthropic and public decision makers as they chart their strategies for moving forward.

Our effort has been spearheaded by Elwood Hopkins of Emerging Markets. We have been guided by a first-rate national advisory board. Based on their advice and recommendations, we framed the intellectual agenda for this inquiry and identified leading experts to participate in five small and focused discussions – held in Los Angeles, New York, and Washington, D.C. from April to June 2014 – addressing a different aspect of place-based work. These conversations resulted in the monograph, *Place-Based Initiatives in the Context of Public Policy and Markets: Moving to Higher Ground*, and were instrumental in the design of this program.

Those who have served on the national advisory board as well as those who have participated in the conversations represent a cross-section of the foremost thought leaders and experts in the field – many of whom have spent their whole careers working on developing, designing, and doing place-based initiatives. They have freely shared their lifetimes of experience and insight and did so with generosity, candor, and intellect. We are indebted to them. We also want to thank the Ford Foundation, The Annie E. Casey Foundation, JP Morgan Chase, Bank of America and The California Endowment who have made this forum possible, as well as all of the panelists and participants who have taken the time to step back and reflect on how best to advance place-based strategies.

Thank you for participating!



James M. Ferris
Director, The Center on Philanthropy and Public Policy

Program Agenda: Thursday, December 4, 2014

8:00–8:30 a.m. Registration and Continental Breakfast

8:30–8:45 a.m. WELCOME AND OPENING REMARKS

James M. Ferris, *Emery Evans Olson Chair in Nonprofit Entrepreneurship and Public Policy, and Director, The Center on Philanthropy and Public Policy, Sol Price School of Public Policy, University of Southern California*

8:45–9:10 a.m. OPENING KEYNOTE: FROM GRASSROOTS TO TREETOPS

Dr. Robert K. Ross, *President and CEO, The California Endowment*, will discuss how geographically-concentrated poverty must be addressed through both local place-based initiatives and complementary policies, and how funders can structure their organizations to operate on these two levels.

9:10–9:20 a.m. OUTLINE OF THE DAY: Elwood Hopkins, *Managing Director, Emerging Markets, Inc.*

9:20–10:40 a.m. PLENARY: THEORY

Increasingly, place-based initiatives are not viewed as isolated projects; they are strategically situated or “nested” within public policy or the market economy. This plenary will explore how this enlarged framework has changed the way we carry out place-based work.

- **Prudence Brown**, *Independent Consultant (Facilitator)*
- **Alan Berube**, *Senior Fellow and Deputy Director, Metropolitan Policy Program, The Brookings Institution*
- **Peter Dreier**, *Dr. E.P. Clapp Distinguished Professor of Politics, Chair, Urban and Environmental Policy Department, Occidental College*
- **Margery Turner**, *Senior Vice President for Program Planning and Management, The Urban Institute*

10:40–11:10 a.m. Coffee Break

11:10 a.m.–12:30 p.m. Concurrent Sessions

MEASURING OPPORTUNITY AND MOBILITY: How is data being used to better understand community dynamics? How do communities mix income groups and connect residents to economic opportunities?

- **Claudia Coulton**, *Lillian F. Harris Professor of Urban Research and Social Change, Case Western Reserve University*
- **Mark Joseph**, *Director, National Initiative on Mixed-Income Communities, Case Western Reserve University*
- **Russell Krumnow**, *Managing Director, Opportunity Nation*

THE ROLE OF THE MARKET: As place-based initiatives are situated within larger economies, how are market opportunities being leveraged? How are workforce pipelines tapping labor markets?

- **Gary Painter**, *Director of Graduate Programs in Public Policy, and Director of Research, Lusk Center for Real Estate, Sol Price School of Public Policy, University of Southern California*
- **Manuel Pastor**, *Professor of Sociology and American Studies and Ethnicity and Director, Program for Environmental and Regional Equity, University of Southern California*
- **Jim Riccio**, *Director, Low-Wage Workers and Communities Policy Area, MDRC*
- **Kim Zeuli**, *Senior Vice President, Initiative for a Competitive Inner City*

EVALUATION IN CONTEXT: How are place-based initiatives being evaluated in the context of larger forces and long-term change? Can we construct narratives that help us to observe the cumulative effects of efforts over time?

- **Jessica Bearman**, *Principal, Bearman Consulting*
- **Tom Burns**, *Managing Director, Urban Ventures Group*
- **David M. Chavis**, *Principal Associate and CEO, Community Science*
- **Pennie Foster-Fishman**, *Professor, Department of Psychology and Senior Outreach Fellow, University Outreach and Engagement, Michigan State University*

12:30–1:45 p.m.

LUNCH KEYNOTE: FROM NEIGHBORHOOD INITIATIVE TO CITYWIDE POLICY

John Barros, *Chief of Economic Development, City of Boston*, will reflect on his role leading the Dudley Street Neighborhood Initiative and how he is translating that experience into citywide policy.

1:45–3:30 p.m.

PLENARY: PRACTICE

Situating place-based initiatives in larger contexts presents operational challenges to practice. How do the philanthropic and public sectors need to work differently? What are the implications for community leaders and organizations?

- **Raphael Bostic**, *Professor, Judith and John Bedrosian Chair in Governance and the Public Enterprise, Sol Price School of Public Policy, University of Southern California (Facilitator)*
- **Denise McGregor Armbrister**, *Executive Director, Wells Fargo Regional Foundation*
- **Bart Harvey**, *Former Chairman, Enterprise Community Partners*
- **Antonio Manning**, *Vice President, Office of Corporate Responsibility, JPMorgan Chase & Co. Global Philanthropy*

3:30–4:00 p.m.

Coffee Break

4:00–5:30 p.m.

Concurrent Sessions

RURAL COMMUNITIES AND NATIVE RESERVATIONS: As we've moved beyond inner city areas, the field has developed differentiated approaches in different types of communities, including rural areas and Native American reservations. How are these approaches shaped by their locations?

- **Doug Easterling**, *Chair, Social Sciences and Health Policy, Wake Forest School of Medicine*
- **Peter Pennekamp**, *Senior Research Fellow, Philanthropy Northwest*
- **Lisa Richter**, *Principal, Avivar Capital*
- **Gladys Washington**, *Program Director, Mary Reynolds Babcock Foundation*

BRAIDING FUNDING STREAMS: Making place-based initiatives work today has meant blending, aligning, and “braiding” philanthropic and public funding streams. What collaborative structures and strategies are enabling this to happen?

- **David Bley**, *Director, Pacific Northwest Initiative, Bill and Melinda Gates Foundation*
- **Sheri Brady**, *Senior Associate for Strategic Partnerships, Aspen Forum for Community Solutions*
- **Salin Geevarghese**, *Deputy Assistant Secretary, Office for International and Philanthropic Innovation, U.S. Department of Housing and Urban Development*
- **Norman Rice**, *Trustee, Casey Family Programs*

BUILDING CIVIC CAPACITY: Connecting place-based initiatives to public policy and the economy requires new capacities from community-based organizations. What kinds of competencies and partnership configurations are being developed?

- **Angela Hurlock**, *Executive Director, Claretian Associates*
- **Mary Lee**, *Deputy Director, PolicyLink*
- **Dixon Slingerland**, *Executive Director, Youth Policy Institute*
- **Scot Spencer**, *Associate Director for Advocacy and Influence, The Annie E. Casey Foundation*
- **Jennifer Vanica**, *Partner, VanicaCummings*

5:30–6:30 p.m.

RECEPTION

Program Agenda: Friday, December 5, 2014

8:00–8:30 a.m.

Continental Breakfast

8:30–8:45 a.m.

WELCOME BACK, RECAP

Elwood Hopkins, *Managing Director, Emerging Markets, Inc.*

James M. Ferris, *Emery Evans Olson Chair in Nonprofit Entrepreneurship and Public Policy, and Director, The Center on Philanthropy and Public Policy, Sol Price School of Public Policy, University of Southern California*

8:45–9:15 a.m.

BREAKFAST KEYNOTE: A ROLE FOR CORPORATIONS

Andrew Plepler, *Global Corporate Social Responsibility and Consumer Policy Executive at Bank of America*, will explore the expanding role of the market in place-based initiatives and the new challenges and opportunities it presents.

9:15–10:30 a.m.

PLENARY: MOVING FORWARD: REPLICATION AND SCALE

In principle, place-based initiatives can achieve scale through replication or incorporation into public policy. What have we learned about the realities of achieving scale? How should we view this challenge moving forward?

- **Rip Rapson**, *President and CEO, The Kresge Foundation* (Facilitator)
- **Judith Bell**, *President, PolicyLink*
- **Casey Johnson**, *Executive Director, GreenLight Bay Area, GreenLight Fund*
- **Luke Tate**, *Senior Policy Advisor, Urban Affairs, Justice & Opportunity, White House Domestic Policy Council*

10:30–10:45 a.m.

Coffee Break

10:45–12:00 p.m.

PLENARY: MOVING FORWARD: SOME LESSONS AND TAKEAWAYS

What do decision makers who are undertaking place-based initiatives need to know moving forward? Are the goals of these initiatives evolving? What challenges and opportunities lie ahead?

- **Rip Rapson**, *President and CEO, The Kresge Foundation* (Facilitator)
- **Tonya Allen**, *President and CEO, The Skillman Foundation*
- **Xavier de Souza Briggs**, *Vice President for Economic Opportunity and Assets, Ford Foundation*
- **Michael Rubinger**, *President and CEO, LISC*

12:00–12:15 p.m.

Break

12:15–1:15 p.m.

LUNCH KEYNOTE: THE SIGNIFICANCE OF PLACE-BASED INITIATIVES

Jack H. Knott, *Dean, USC Sol Price School of Public Policy*, will introduce our final speaker.

Henry Cisneros, *Chairman and Chief Executive Officer, CityView, and former U.S. Secretary of Housing and Urban Development*, will put this convening in historical context, reflecting on the evolution of the field and the future of place-based initiatives in philanthropy and public policy.

1:15–1:30 p.m.

CLOSING REMARKS

James M. Ferris, *Emery Evans Olson Chair in Nonprofit Entrepreneurship and Public Policy, and Director, The Center on Philanthropy and Public Policy, Sol Price School of Public Policy, University of Southern California*

National Advisory Board

Ana Marie Argilagos

Senior Advisor, Ford Foundation

Xavier de Souza Briggs

Vice President for Economic Opportunity and Assets, Ford Foundation

Henry Cisneros

Chairman and Chief Executive Officer, CityView

Mauricio Lim Miller

Founder, President, and Chief Executive Officer, Family Independence Initiative

Gary Painter

Director of Graduate Programs in Public Policy, and Director of Research, Lusk Center for Real Estate, Sol Price School of Public Policy, University of Southern California

Rip Rapson

President and Chief Executive Officer, The Kresge Foundation

Dr. Robert K. Ross

President and Chief Executive Officer, The California Endowment

Ralph Smith

Senior Vice President, The Annie E. Casey Foundation

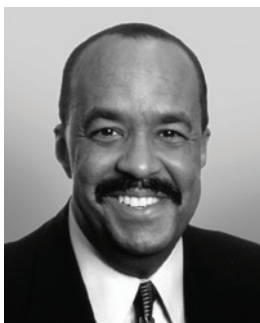
Kerry Sullivan

President, Bank of America Foundation

Margery Turner

Senior Vice President for Program Planning and Management, The Urban Institute

Keynote Speakers



Robert K. Ross, M.D.
President and Chief Executive
Officer, The California Endowment

Robert K. Ross, M.D., is president and chief executive officer for The California Endowment, a private, statewide health foundation established in 1996 to address the health needs of Californians. Prior to his appointment in September 2000,

Dr. Ross served as director of the Health and Human Services Agency for the County of San Diego from 1993 to 2000.

Dr. Ross has an extensive background in health philanthropy, as a public health administrator, and as a clinician. His service includes: Commissioner, Philadelphia Department of Public Health; medical director for LINK School-Based Clinic

Program, Camden, New Jersey; instructor of clinical medicine, Children's Hospital of Philadelphia; and faculty member at San Diego State University's School of Public Health.

Dr. Ross has been actively involved in community and professional activities at both the regional and national level. He serves as a Member, President's Advisory Commission on Educational Excellence for African Americans, a Board member of the California Health Benefit Exchange Board, Rockefeller Philanthropy Advisors; Co-Chair, Diversity in Philanthropy Coalition; and has served as a Board member of The USC Center on Philanthropy and Public Policy, Grantmakers in Health, National Vaccine Advisory Committee, the National Marrow Donor Program, San Diego United Way, and Jackie Robinson YMCA. Dr. Ross received his undergraduate, masters in Public Administration and medical degrees from the University of Pennsylvania in Philadelphia.



John F. Barros
Chief of Economic Development
City of Boston

Born in Roxbury, John Barros was named the City of Boston's first ever chief of economic development by Mayor Martin Walsh in February of 2014. In this role Barros is tasked with overseeing and remaking the Boston Redevelopment Authority as well as

various agencies which oversee job creation and neighborhood redevelopment.

Prior to his role at the City of Boston, Barros was the Executive Director of the Dudley Street Neighborhood Initiative (DSNI), a nonprofit community-based planning and organizing entity in the Roxbury/North Dorchester neighborhoods of Boston. He led the organization for thirteen years from 2000 to 2013, helping to among other things, start the Dudley Street

Neighborhood Charter School, and lead and guide resident-sensitive redevelopment in the area. He joined the DNSI board as a 17-year-old, and has served on the DNSI board as Vice-President, and also as Vice-President of Dudley Neighbors, Inc., the community land trust created to ensure land use control and permanent housing affordability. He has also served on the Boston School Committee. Prior to his time leading the DNSI, Barros worked at the Chubb Group of Insurance Companies in New York City, helping to underwrite initial public offerings for dot-com startups.

Barros has received numerous awards including: the inaugural Community Service Award from the Boston Day & Evening Academy in 2008; the Robert Leo Ruffin Award from the Archdiocese of Boston in 2004; and the Action for Boston Community Development (ABCD) Roxbury Community Award in 2000.

Barros is a graduate of Dartmouth College.



Andrew D. Plepler
Global Corporate Social
Responsibility and Consumer Policy
Executive, Bank of America

Andrew D. Plepler is Bank of America's Global Corporate Social Responsibility and Consumer Policy Executive. In this role, Plepler engages with a broad range of consumer and

community stakeholders to help inform and shape the bank's strategies, policies, practices and programs.

Plepler is chair of the bank's National Community Advisory Council, which brings together public and private sector leaders to provide external perspective and advise the bank on products, services and responsible business practices. He also works to connect with partners to ensure that the bank's collaborations on programs such as community development lending and investing, environmental sustainability, philanthropy, military support, arts and culture, and employee volunteer programs are making financial lives better in communities around the world.

Prior to joining Bank of America, Plepler served as senior vice president of Housing and Community Initiatives with the Fannie Mae Foundation. He oversaw three of the foundation's primary grant-making departments, as well as its regional offices in Atlanta, Chicago, Dallas, Pasadena and Philadelphia.

Before joining the Fannie Mae Foundation, Plepler was a trial attorney for the U.S. Department of Justice in the Tax Division and served on Capitol Hill as counsel to the U.S. Senate Committee on the Judiciary. Plepler earned a Bachelor of Arts degree in government from Franklin & Marshall College in Lancaster, PA, and a Juris Doctorate from the University of Miami School of Law in Coral Gables, FL.

Plepler founded and continues to serve on the board of the Washington, DC-based Urban Alliance Foundation, a nonprofit jobs and mentoring program that works with economically disadvantaged high school students. In addition, he serves on the Boards of Local Initiatives Support Corporation (LISC), Living Cities Inc. and Levine Museum of the New South. He has three children and resides in Charlotte, NC.



Henry Cisneros
Chairman and
Chief Executive Officer,
CityView

Henry Cisneros is Chairman of the CityView companies, which work with urban homebuilders to create homes priced within the range of average families. Cisneros' community-building career

began at the local level. After serving three terms as a City Councilmember in 1981, Cisneros became the first Hispanic-American mayor of a major U.S. city, San Antonio, Texas. During his four terms as Mayor, he helped rebuild the city's economic base and spurred the creation of jobs through massive infrastructure and downtown improvements. In 1986 he was selected as the "Outstanding Mayor" in the nation by *City and State* Magazine.

In 1992, President Clinton appointed Cisneros to be Secretary of the U.S. Department of Housing and Urban Development. As a member of President Clinton's Cabinet, Secretary Cisneros was credited with initiating the revitalization of many of the nation's public housing developments and with formulating policies which contributed to achieving the nation's highest ever homeownership rate. In his role as the President's chief representative to the nation's cities, Cisneros personally worked in more than 200 U.S. cities in every one of the 50 states.

After leaving HUD in 1997, Cisneros was president and chief operating officer of Univision Communications. He has also served as President of the National League of Cities, as Deputy Chair of the Federal Reserve Bank of Dallas and is currently an officer of Habitat for Humanity International.

Cisneros has been inducted into the National Association of Homebuilders (NAHB) "Builders Hall of Fame" and honored by the National Housing Conference as the "Housing Person of the Year."

Cisneros has also been author or editor of several books including: *Interwoven Destinies: Cities and the Nation*, *Opportunity and Progress: A Bipartisan Platform for National Housing Policy* and *Casa y Comunidad: Latino Home and Neighborhood Design*.

He currently serves on Univision's Board of Directors, and is also a member of the Advisory Boards of the Bill and Melinda Gates Foundation and the Broad Foundation. He is a graduate of Texas A&M with a Masters from the Kennedy School at Harvard and a Doctorate from George Washington University. He also served as an infantry officer in the United States Army. Cisneros is married to Mary Alice P. Cisneros, who from 2007–2011 served on San Antonio's City Council and they have three children—Teresa, Mercedes, and John Paul—and four grandchildren.

Plenary and Session Panelists



Tonya Allen

President & CEO, The Skillman Foundation

Tonya Allen works to align the complexities of education reform, urban revitalization and public policy to improve the well-being of Detroit's children. She is the architect of the 10-year, \$100 million Good Neighborhoods program, a neighborhood-based children's change effort working in six Detroit neighborhoods as well as a \$200-million, citywide education reform organization called Excellent Schools Detroit. Before joining Skillman in 2004, Allen worked as a program officer for both the Charles Stewart Mott Foundation and the Thompson-McCully Foundation. She founded and was the executive director of Detroit Parent Network, a parent membership organization dedicated to improving educational options for children, and led The Annie E. Casey Foundation's Rebuilding Communities Initiative in Detroit. She holds master's degrees in social work and public health from the University of Michigan.



Denise McGregor Armbrister

**Executive Director,
Wells Fargo Regional Foundation**

Denise McGregor Armbrister is a senior vice president of Wells Fargo & Company as well as Executive Director of the Wells Fargo Regional Foundation and the Wells Fargo Regional Community Development Corporation, which is dedicated to improving the quality of life for children and families living in low-income communities in Eastern Pennsylvania, New Jersey, and Delaware by concentrating resources on comprehensive, resident driven neighborhood-based economic and community development initiatives. Armbrister has extensive banking and nonprofit experience specializing in healthcare, education and government banking. She holds a BA in mathematics and psychology from Wellesley College and a MBA in finance and marketing from the University of Chicago, Booth Graduate School of Business.



Jessica Bearman

Principal, Bearman Consulting

Jessica Bearman works with foundations and other mission-based organizations, focusing on organization development, facilitation, and R&D to help them become more intentional, effective and responsive to the communities that they serve. As a consultant and in her prior role as deputy director of New Ventures in Philanthropy, Bearman has written and spoken widely about new and established philanthropy. Her most recent Project Streamline publication: *Practices That Matter*, investigates the impact of grantmakers' application and reporting practices on nonprofits. She—or rather, her alter-ego, “Dr. Streamline”—blogs regularly on funder practices and values. Prior to her work in philanthropy, Bearman spent nine years at the Chesapeake Bay Foundation, an environmental nonprofit. She has an undergraduate degree from Brown University and a Masters in Organization Development from American University/National Training Laboratory. She loves living in Idaho with her husband and two wild boys.



Judith Bell

President, PolicyLink

Judith Bell is the president at PolicyLink where she has been since its founding in 1999. Under her central leadership, PolicyLink has developed into a national voice for access and opportunity for all people—particularly low-income people and communities of color. Bell oversees efforts to develop and advocate for an array of equitable policies. She was pivotal to the creation of the federal Promise Neighborhoods program and the development of the Promise Neighborhoods Institute at PolicyLink, an independent, nonprofit resource for communities engaged with the federal Promise Neighborhoods program. In addition, she has led PolicyLink efforts to improve access to healthy food at the local, state and federal levels including work with the Obama Administration and Congress to launch a national Healthy Food Financing Initiative, providing more than \$500 million in resources to improve access to healthy food in low-income communities across the country. She leads PolicyLink efforts with the Convergence Partnership, a collaboration of eight major foundations and healthcare institutions focused on achieving healthy people in healthy places. She continues to engage in efforts to advance equity at the national, state, and local levels and is also a regular speaker, trainer, and media voice on these issues. Prior to joining PolicyLink, Bell was director of the West Coast Regional Office of Consumers Union, where she developed a 32-state effort that preserved more than \$14 billion in charitable assets as nonprofit health institutions became for-profit, and advocated on a range of policies impacting low income consumers. A graduate of the University of California Santa Cruz, she holds a master's in Public Administration from Harvard University's Kennedy School of Government.



Alan Berube

Senior Fellow and Deputy Director, Metropolitan Policy Program, The Brookings Institution

In addition to his role coordinating the Metro Program's research agenda, Alan Berube conducts research on the role and functions of U.S. metropolitan areas in a globalizing economy, poverty in neighborhoods and suburbs, and educational and skills of metropolitan workers. He has authored dozens of Brookings publications, including *State of Metropolitan America: On the Front Lines of Demographic Transformation*, and recent editions of the *Global MetroMonitor*, which tracks the economic performance of the world's 200 largest metro economies. He is the co-author of *Confronting Suburban Poverty in America* (Brookings Press, 2013), and has also served as co-author for a number of recent Brookings reports. Prior to joining Brookings in February 2001, he was a policy advisor in the Office of Community Development Policy at the U.S. Treasury Department and a researcher at the Center on Budget and Policy Priorities. He holds a master's in public policy from the Georgetown Public Policy Institute and a bachelor's in chemical engineering from Stanford University.

**David Bley**

Director, Pacific Northwest Initiative,
Bill & Melinda Gates Foundation

David Bley oversees strategies focused on stable families, great schools, high-quality early learning, and strong communities in Washington State and metropolitan Portland, Oregon. Prior to joining the Gates Foundation in 2007, Bley benefited from diverse experience in the private, nonprofit and

public sectors on various dimensions of poverty, economic opportunity, neighborhood revitalization and affordable housing. Past employers include the national nonprofit Enterprise Community Partners, the Federal Home Loan Bank of Seattle, Fannie Mae, former Seattle Mayor Norm Rice, the U.S. Congress, and the U.S. Department of Housing and Urban Development. He currently serves on the boards of Philanthropy Northwest, PACE-Philanthropy for Active Civic Engagement, the state-wide leadership committee for the Washington Families Fund, the King County Committee to End Homelessness, the sponsors group of the King County regional Road Map education campaign coordinated by the Community Center for Education Results, The Seattle Foundation and the advisory committee to Seattle University's Youth Initiative. Bley formerly served on the boards of United Way of King County and the Seattle Housing Authority. He has a bachelor's in urban planning from the University of Washington and a master's in public administration from Seattle University.

**Sheri Brady**

Senior Associate for Strategic Partnerships,
Aspen Forum for Community Solutions

Prior to joining the Aspen Institute, Sheri Brady served as a Senior Policy Fellow at Voices for America's Children. In that role, Brady helped Voices members strengthen their advocacy support and expand state-level efforts to address the needs of at-risk children. She accomplished this by delivering

technical assistance and training to member organizations on various aspects of advocacy strategy including planning, implementation and evaluation, as well as developing capacity building and learning opportunities for members. In addition, she managed a policy portfolio on child welfare while providing internal consultation and management on a variety of policy issues. She was previously the Director of Policy at the W.K. Kellogg Foundation, where she provided foundation-wide leadership and consultation on policy and advocacy grantmaking, working across programming units to develop policy funding priorities and make connections that supported the larger organizational mission. She has also served as Director of Policy at the National Council of Nonprofits and Program Director at the Center for Policy Alternatives. She received her bachelor's from Wheaton College in Norton, MA and her law degree from the University of California at Berkeley.

**Raphael Bostic**

Professor, Judith and John Bedrosian Chair in
Governance and the Public Enterprise,
Sol Price School of Public Policy, University of
Southern California

Raphael Bostic is a professor at the USC Sol Price School of Public Policy. Prior to this, he served for three years in the Obama Administration as the Assistant Secretary for Policy Development and Research at HUD. There he was a principal advisor to the Secretary on policy and research, with the goal of helping the Secretary and other principal staff make informed decisions on HUD policies and programs, as well as budget and legislative proposal. Bostic first arrived at USC in 2001, as a professor in the USC School of Policy, Planning, and Development. His work spans many fields including home ownership, housing finance, neighborhood change, and the role of institutions in shaping policy effectiveness. His work has appeared in the leading economic, public policy, and planning journals. He was Director of USC's Master of Real Estate Development degree program and was the founding director of the Casden Real Estate Economics Forecast. Prior to that, he worked at the Federal Reserve Board of Governors, and in an earlier stint at HUD, Bostic served as a special assistant to Susan Wachter when she served as the Assistant Secretary for PD&R. He earned his PhD in Economics from Stanford University and his BA from Harvard University.

**Xavier de Souza Briggs**

Vice President for Economic Opportunity
and Assets, Ford Foundation

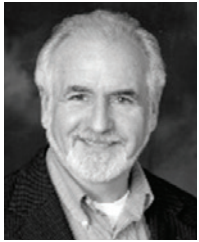
Recently appointed as Vice President for Economic Opportunity and Assets by the Ford Foundation, Xavier ("Xav") de Souza Briggs is a professor at MIT Urban Studies and Planning and has been an observer of urban planning and policy issues—and place-based initiatives in particular—for twenty years. Having started as a community planner in the South Bronx in the early nineties, de Souza Briggs went on to serve at the Department of Housing and Urban Development. Afterwards he served as faculty at Harvard University's Kennedy School of Government. After starting at MIT, de Souza Briggs served from 2009-2011 as associate director of the OMB for the Obama Administration. He has also consulted with numerous national and international organizations. A graduate of Stanford engineering, he has an MPA from the Kennedy School of Government, and a PhD from Columbia University. He serves as one of this initiative's National Advisors.

**Prudence Brown**

Independent Consultant

Prudence Brown is a community development and philanthropy consultant working out of New York City. Prior to setting out on her own, she served as Deputy Director for the Urban Poverty Program at the Ford Foundation for twelve years, and then as a Research Fellow at the Chapin Hall Center for Children at the University of Chicago, a position she held for 15 years. She was also an Assistant Professor at the Columbia University School of Social Work. She has designed, studied and provided technical assistance to place-based initiatives for many years. She has a PhD from the University of Michigan and is a graduate of the University of Chicago.

Plenary and Session Panelists (continued)



Thomas Burns

Managing Director, Urban Ventures Group

Thomas Burns has over 35 years of experience helping nonprofits, foundations and government agencies strengthen their organizations and program effectiveness. Prior to launching Urban Ventures, Burns served for 15 years as the founding director of the OMG Center for Collaborative Learning, a national nonprofit research and consulting

organization based in Philadelphia. Prior to that, he was on the faculty of the Wharton School at the University of Pennsylvania for 10 years, where he taught graduate courses in systems thinking, organization theory, strategic planning and public-private partnerships. He holds a master's in management and urban planning and received a PhD from the Wharton School at the University of Pennsylvania in 1980.



David Chavis

Principal Associate and CEO, Community Science

David Chavis is internationally recognized for his work in the implementation, support, and evaluation of community and systems change initiatives, including a distinguished career award from the American Psychological Association and the Outstanding Evaluation of the Year Award (with Kien Lee) from the American Evaluation

Association (AEA). The primary focus of his work has been the relationship between community development and the prevention of poverty, violence, substance abuse, and other social problems, as well as the design and implementation of community capacity building systems. He has led the evaluation of placed-based comprehensive community initiatives concerning substance abuse and community development at the national and local levels for the White House Office for National Drug Control Policy, U.S. Department of Justice, U.S. Center for Substance Abuse Prevention, National Cancer Institute, The Annie E. Casey Foundation, The Robert Wood Johnson Foundation, and several other foundations, using methodologies that ranged from cross-case study to quasi experiment. Before founding Community Science, he was a community organizer, community development corporation executive director, director of large university research and public service center, and tenured university professor. His current work focuses on the how to strengthen communities in order to promote lasting health, educational, and economic equity at the appropriate scale to make a difference for those communities as well as how to measure these changes.



Claudia Coulton

Lillian F. Harris Professor of Urban Research and Social Change, Case Western Reserve University

Claudia J. Coulton is Distinguished University Professor, Mandel School of Applied Social Sciences and the Lillian F. Harris Professor of Urban Research and Social Change. Her research focuses on the challenges facing distressed urban neighborhoods and approaches to community

development. She is the founding director of the Center on Urban Poverty and Community Development and oversees a multidisciplinary team working to better understand systemic forces that produce distressed neighborhoods and what individuals, organizations and policies can do to reverse these conditions. Under her leadership, the Center has built a model capacity to provide data for community initiatives, including a dynamic neighborhood indicators system, a parcel-based property tracking system and a longitudinal multi-agency integrated data system for children. Coulton is a founding partner of the National Neighborhood Indicators Partnership and has served as research adviser to many community change programs including Aspen Institute's Roundtable on Comprehensive Community Initiatives, The Annie E. Casey Foundation's Making Connections initiative and the Invest in Children program. Her current studies focus on processes of residential mobility and neighborhood identity in poor communities; the effects of the foreclosure crisis on families and neighborhoods; and the impact of the built and social environment on outcomes for families and children. She is the author of numerous scientific publications and policy reports.



Peter Dreier

Dr. E.P. Clapp Distinguished Professor of Politics, Chair, Urban and Environmental Policy Department, Occidental College

Joining the faculty at Occidental College in 1993, Peter Dreier has, for more than three decades, been involved in urban policy as a scholar, a government official, a journalist, and an advocate for urban policy reform, such as metropolitan governance

structures. Before moving to California and Occidental, he was the Director of Housing at the Boston Redevelopment Authority and Senior Policy Advisor to Boston Mayor Ray Flynn. While serving there, he drafted the Community Housing Partnership Act which eventually became part of HUD's HOME program, created under the National Affordable Housing Act of 1990. In 1993, he was appointed to the Advisory Board of the Resolution Trust Corporation (RTC), the Savings-and-Loan clean-up agency. He has written voluminously on urban politics and policy, housing policy, community development, and community organizing; including the books *Place Matters* (the third edition of which will be published in August, 2014), and *The Next Los Angeles*. He earned his BA from Syracuse University and his PhD from the University of Chicago.



Doug Easterling

**Chair, Social Sciences and Health Policy,
Wake Forest School of Medicine**

Doug Easterling's research and consulting focuses on community-based approaches to improving health and quality of life, with a special emphasis on the work of foundations. Over the past 15 years, he has served as an evaluator, strategic advisor, learning coach and facilitator for more than 20

national, state, and local foundations, including The Robert Wood Johnson Foundation, W.K. Kellogg Foundation, Kate B. Reynolds Foundation, Mary Reynolds Babcock Foundation, and various community foundations. In addition, he convened and facilitated the National Social Capital Learning Circle, a group of 15 foundations with strategies designed to build social capital. From 1999 to 2003, Easterling directed the Division for Community-Based Evaluation at the University of North Carolina at Greensboro, where he performed evaluation and strategic planning work for a number of foundations and nonprofit organizations. Prior to that, he served as the Director of Research and Evaluation at The Colorado Trust, a health foundation in Denver. For seven years, he oversaw the foundation's evaluation process and developed initiatives to build the research capacity of community-based organizations. He has published over 50 articles and books on the topics of program evaluation, community-based health promotion and nuclear waste policy. From 2000 to 2003 he served on the CENTERED Blue Ribbon Panel, which was convened by the CDC to improve the evaluation of projects that aim to reduce racial/ethnic disparities in health. He holds a PhD in Public Policy and Management from the University of Pennsylvania, an MA in Quantitative Psychology from the University of North Carolina (Chapel Hill), and a BA from Carleton College.



Frank Farrow

Director, Center for the Study of Social Policy

Serving as CSSP's director since 2001, Frank Farrow has helped build the organization's capacity for policy analysis and research, as well as technical assistance to federal and state governments and local communities. Prior to becoming director, Farrow served as CSSP's deputy director and as director of children's services.

From 1999 through 2009, he also served as the director of community change initiatives at the Annie E. Casey Foundation in Baltimore, Maryland, where he implemented new approaches to technical assistance and managed a national place-based initiative. He was the director of social services for the state of Maryland from 1983–1987. He has chaired national and international boards, most recently the board of the International Initiative for Children, Youth and Families. He holds a bachelor's from Yale and a master's in social welfare policy and planning from the University of Chicago.



James M. Ferris

**Emery Evans Olson Chair in Non-Profit
Entrepreneurship and Public Policy, and Director,
The Center on Philanthropy and Public Policy,
Sol Price School of Public Policy, University of
Southern California**

James M. Ferris is the founding Director of The Center on Philanthropy and Public Policy and Professor, Emery Evans Olson Chair in Nonprofit Entrepreneurship

and Public Policy. He specializes in the economics of the public and nonprofit sectors, public finance and public policy and is an elected Fellow of the National Academy of Public Administration. His research focuses on the shifting roles of the public, nonprofit and for-profit sectors in governance and the economy. He is currently investigating the changing landscape of philanthropy; roles and strategies for foundation engagement in public policymaking; philanthropic-government partnerships; and place-based philanthropy. Ferris serves as a member of the National Park Service's Philanthropy and Partnerships Committee as well as the Independent Sector's Programs and Practice Committee. He has served on the boards of Nonprofit and Voluntary Sector Quarterly and the Journal of Public Administration and Theory, including a stint as a founding Associate Editor, and the Independent Sector's John Gardner Award Selection Committee. Ferris previously served as Vice Dean (1995-97) and as the founding Director of the Program in Public Policy (1989-93) at USC and recently spearheaded the development of USC's new Master of Nonprofit Leadership and Development degree.



Pennie Foster-Fishman

**Professor, Department of Psychology, and Senior
Outreach Fellow in University Outreach and
Engagement, Michigan State University**

Pennie Foster-Fishman is a professor whose research interests primarily emphasize systems change, particularly how organizational, inter-organizational, community, and state systems can improve to better meet the needs of children, youth,

and families. Towards this end, she has investigated human service delivery reform, multiple stakeholder collaboration, comprehensive community initiatives, community organizing, and resident empowerment as vehicles for systems change. She has also worked with a variety of public sector agencies, non-profit organizations, and community and state-wide coalitions and institutions aiming to improve their organizational capacity and the efficacy of their programmatic and systems change efforts. In her evaluation practice, she has conducted process and outcome evaluations of systems change efforts, comprehensive community initiatives, and coalitions. She often incorporates innovative (e.g., GIS mapping, social network analysis) and participatory (e.g., Photovoice) approaches in her research and evaluation efforts. She has published numerous journal articles on systems change and is known nationally and internationally for her work. She received her PhD in organizational/community psychology from the University of Illinois at Chicago.

Plenary and Session Panelists (continued)



Salin Geevarghese

Deputy Assistant Secretary for International and Philanthropic Innovation, U.S. Department of Housing and Urban Development

In his role at HUD, Salin Geevarghese leads an innovation team that is charged with engaging philanthropic and other cross-sector partners—both internationally and domestically—to harness and apply best practices, programs and policies for the benefit of communities and aligning common efforts. Prior to this, he served as Acting Director of the Office of Sustainable Housing and Communities where he was responsible for advancing housing and communities that increase affordability, cost savings, efficiency, and quality of life, while also expanding regional economic growth and opportunity. Before coming to HUD, Geevarghese worked as a Senior Associate at The Annie E. Casey Foundation where he focused on urban redevelopment issues, anchor institutions, regional equity and opportunity, and community and economic development policy. He served in the senior management of The Harwood Institute for Public Innovation, was previously a corporate manager with the BellSouth Corporation where he worked closely with their corporate philanthropy unit, and worked at TCC Group where he assisted CEOs, foundation executives, and nonprofit leaders on strategic planning, organizational development and redesign, and evaluation projects.



Frederick "Bart" Harvey

Former Chairman, Enterprise Community Partners

Bart Harvey is a director of Fannie Mae under its Conservatorship. He retired in March 2008 from his role as Chairman and CEO of Enterprise Community Partners, a provider of development capital and technical expertise to create affordable housing and rebuild communities. Before joining Enterprise, he worked at Dean Witter Reynolds, leaving as managing director of corporate finance. He was appointed by Congress to the Millennium Housing Commission from 2000-2002. He has been a Director of the Federal Home Loan Bank of Atlanta and serves on the National Advisory Board for the Urban Land Institute (ULI) Terwilliger Center for Workforce Housing. He was the 2008 recipient of ULI's J.C. Nichols Prize for Visionaries in Urban Development, as well as the National Housing Conference's 2008 Housing Person of the Year. He earned his BA and MBA from Harvard University.



Elwood Hopkins

Managing Director, Emerging Markets, Inc.

Elwood Hopkins is an urban planner. He holds degrees in city and regional planning from Harvard University, where he graduated magna cum laude, and the UCLA Graduate School of Architecture and Urban Planning. Hopkins heads two organizations: he is Managing Director of Emerging Markets, Inc., a private consulting firm that helps financial institutions and supermarkets to develop business strategies in disinvested urban areas; and he is President of the Emerging Markets Development Corporation. In the past decade, Emerging Markets, Inc. and the Center for Place-Based Initiatives have worked with Bank of America, Wells Fargo, Wachovia, Capital One, Union Bank, Prudential Financial, Washington Mutual, Citibank, and JP Morgan Chase.



Angela Hurlock

Executive Director,
Claretian Associates & Villa Guadalupe

Angela Hurlock is the Executive Director of Claretian Associates, a faith-based nonprofit focusing on the redevelopment and revitalization of a neighborhood on the Southeast side of Chicago. Prior to this, she spent three years as the Senior Director of Real Estate Development for Bethel

New Life, a faith-based nonprofit organization serving Chicago's West Side. She has also worked for several years as a Project Manager and Architect for private design and architectural firms in Chicago. Hurlock holds Masters Degrees in Architecture and Business Administration from the University of Illinois, Urbana-Champaign. She has also spent time studying in Europe and has completed the Urban Developers Program co-sponsored by the University of Illinois at Chicago and the Chicago Rehab Network. Hurlock is a Board member with the Chicago Rehab Network, Alliance of the Southeast and Metropolitan Family Services Southeast Advisory. Angela was given the Neighborhood Leader award by Neighborhood Housing Services of Chicago (2008), selected by Fifth Third Bank as one of their six most influential African-Americans in Chicago (2009), selected by Chicago Public Radio/Chicago Matters as one of their fifteen 2009 Chicago Visionaries and appointed by Mayor Daley to sit on the Chicago Development Fund Advisory Board in 2010 and appointed by Mayor Emanuel as Commissioner of the Special Service Area #5 in 2014. She lives with her husband and son in the community she serves and is locally active with many other groups in South Chicago as well as her church, the Chicago Church of Christ.



Suzanne Immerman

Director, Office of Strategic Partnerships,
Department of Education

Suzanne Immerman serves as the Director of the Office of Strategic Partnerships for the U.S. Department of Education and a Senior Advisor to Secretary of Education Arne Duncan. In this role, Suzanne leads the Department's private sector collaboration, encouraging and facilitating alignment, coordination and partnerships between the philanthropic and business community and the Department of Education's cradle-to-career reform agenda. Immerman brings to this work over 15 years of experience in the independent sector, spanning corporate, private and family philanthropy as well as nonprofit program development in education. She served as the Deputy Director of the September 11th Fund, a \$530 million national foundation established in response to the terrorist attacks, and Director of the Wolfensohn Family Foundation, established by Former World Bank President James Wolfensohn. For several years, Immerman worked in the corporate sector as a Senior Consultant to the Verizon Foundation on its education portfolio and the Manager of Public Affairs for NBC, overseeing the network's national corporate philanthropy. Immerman cut her teeth in public-private partnerships at PENCIL running New York City's Principal For A Day Program, created to inspire private sector support for public education. A graduate of Brown University, she began her career as Program Director for New York Cares.



Casey Johnson

Executive Director,
GreenLight Bay Area, GreenLight Fund

Casey Johnson brings a wealth of nonprofit knowledge and expertise to GreenLight where she serves as Executive Director of GreenLight Bay Area. She recently completed a fellowship at Room to Read, a global literacy organization that works in collaboration with communities and local

governments across Asia and Africa to develop literacy skills and a habit of reading among primary school children. Johnson previously worked as a program manager for the National Commission on Teaching & America's Future (NCTAF) in Washington, D.C., an education think tank specializing in teacher professional development and collaborative teaming in education. Prior to NCTAF, she directed an early literacy program, Raising A Reader, in Massachusetts and California. She has previously worked with mentoring and tutoring programs targeting at-risk youth across the country. She earned master's degrees in elementary education from the University of San Francisco and in English from Brooklyn College in New York.



Mark Joseph

Director, National Initiative on Mixed-Income
Communities, Case Western Reserve University

Mark Joseph is an Associate Professor at the Jack, Joseph and Morton Mandel School of Applied Social Sciences at Case Western Reserve University, Director of the National Initiative on Mixed-Income Communities and a Faculty Associate at the Center on Urban Poverty and Community

Development. Prior to joining the Mandel School faculty, he had a post-doctoral scholarship at the School of Social Service Administration at the University of Chicago. He received his PhD from the Harris School of Public Policy at the University of Chicago. Joseph was formerly a Principal with Community Development Associates, a consulting firm based in New York and Chicago, which provides strategic planning and research support to community-based initiatives around the country. He also worked for several years at the Chapin Hall Center for Children at the University of Chicago on research on comprehensive community-based initiatives. His general research interests are urban poverty and community development. His current research focuses on mixed-income development as a strategy for addressing urban poverty, with particular attention to transforming public housing developments. His undergraduate degree is from Harvard and he was a Visiting Scholar at Oxford University.



Jack H. Knott

Dean C. Erwin and Ione L. Piper
Chair and Professor, Sol Price School of Public
Policy, University of Southern California

Jack H. Knott took the reins of the USC Sol Price School of Public Policy in August 2005 as the C. Erwin and Ione L. Piper Chair and Professor. Before joining USC, Dean Knott served from 1997 until 2005 as professor of political science and director of

the Institute of Government and Public Affairs at the University of Illinois at Urbana-Champaign and Chicago. From 1987 to 1997, Dean Knott was a professor in the Department of Political Science at Michigan State University, where he served as departmental chair and director of Michigan State's Institute for Public Policy and Social Research. He is a leading scholar in the fields of political institutions and public policy, health policy, and public management. He has published three books, including *Reforming Bureaucracy: The Politics of Institutional Choice*, and numerous journal articles and book chapters. He received his PhD in political science from the University of California, Berkeley, his MA in comparative political economy from the School of Advanced International Studies at The Johns Hopkins University, and his undergraduate degree in history from Calvin College.



Russell Krumnow

Managing Director, Opportunity Nation

Russell Krumnow works with the Opportunity Nation team and more than 300 partner organizations to advance policy change and community actions that expand economic opportunity across the country. He helps guide strategy for Opportunity Nation's efforts as a bipartisan, cross-sector campaign aimed at increasing

economic mobility including work on the Opportunity Index. This measurement tool provides a comprehensive snapshot of indicators at the state and county level that foster access to opportunity for Americans. Prior to joining Opportunity Nation in 2011, Krumnow designed professional and leadership development programs for a wide range of clients. With the Partnership for Public Service, he built a national outreach campaign aimed at inspiring college students to seek out public service careers. Before that, he planned and implemented student civic education programs with the National Young Leaders Conference and wrote curriculum for a voter education effort during the 2008 presidential campaign. He is a graduate of Baylor University and earned a MA in political science at the University of Mississippi.



Mary Lee

Deputy Director, PolicyLink

Mary Lee, Deputy Director, helps guide the PolicyLink Center for Health Equity and Place, and provides technical assistance and training to public and private agencies collaborating to build healthy communities. A graduate of Boalt Hall School of Law, University of California, Berkeley, Lee is a practicing attorney with more than 25 years of

experience using civil rights, land use, and economic development strategies to revitalize neighborhoods and enhance public participation in the policy arena. At PolicyLink she has co-authored reports on access to healthy food, the built environment, and the impact of place and race on health. She also teaches courses on law, public policy, and civil rights. Lee stays true to her motto "think globally, act locally" by remaining active in local politics in Los Angeles.

Plenary and Session Panelists (continued)



Gary Painter

Director of Graduate Programs in Public Policy, and Director of Research, Lusk Center for Real Estate, Sol Price School of Public Policy, University of Southern California

Gary Painter is a Professor in the Sol Price School of Public Policy at the University of Southern California. He also serves as the Director of Research at the Lusk Center for Real Estate and Director of Graduate Programs in Public Policy. He has published over 35 articles and numerous other publications in top journals such as the *Review of Economics and Statistics*, *Journal of Urban Economics*, *Urban Studies*, *Journal of Human Resources*, *Journal of Policy Analysis and Management*, *Real Estate Economics*, *Journal of Real Estate Finance and Economics*, and *Regional Science and Urban Economics*. Professor Painter's research interests focus on housing, urban economics, and education policy. He is among the world's foremost experts on how changing demographics impact U.S. housing markets. Recent work has focused on how immigrants are integrating into housing markets across the U.S., the role of the economic cycle on household formation, and how older households make housing tenure decisions as they age. Other recent work has studied immigrant integration issues in spatial labor markets and in education. He has served as a consultant for the National Association of Realtors, Pacific Economics Group, Andrew Davidson Co., Fannie Mae, Grant Thornton LLP, Burr Consulting, and the Research Institute for Housing America.



Manuel Pastor

Professor of Sociology and American Studies and Ethnicity and Director, Program for Environmental and Regional Equity (PERE), University of Southern California

As director of PERE, Manuel Pastor's research in recent years has focused on the economic, environmental and social conditions facing low-income urban communities in the U.S. A frequent speaker on issues of demographic change, economic inequality, and community empowerment, Pastor has also written extensively, publishing among other books, *Uncommon Common Ground: Race and America's Future* with Angela Glover Blackwell and Stewart Kwoh, and *Regions That Work: How Cities and Suburbs Can Grow Together* with Peter Dreier, Eugene Grigsby, and Marta Lopez-Garza. Prior to his time with USC, he served as founding director of the Center for Justice, Tolerance, and Community at the University of California, Santa Cruz. He is also a member of the Building Resilient Regions research network sponsored by the MacArthur Foundation. He holds a PhD in economics from the University of Massachusetts, Amherst, and has received fellowships from the Danforth, Guggenheim, and Kellogg foundations.

Peter H. Pennekamp

Senior Research Fellow, Philanthropy Northwest

Peter H. Pennekamp is a Senior Research Fellow with, and a Senior Advisor to, the Giving Practice of Philanthropy Northwest. In his role with PNW he serves as a fellow with the Community Democracy Workshop, which deepens understanding of the effectiveness of people when working in community and of philanthropic practice when working with them. He was guest editor of the National Civic Review edition on resident voice, and his paper, with Anne Focke, *Philanthropy and the Regeneration of Community Democracy* was published by the Kettering Foundation in January 2013. Pennekamp recently became Emeritus Executive Director of the Humboldt Area Foundation and has worked broadly in both private and public philanthropy as a trustee or as a grant, strategy, organizational development or policy advisor. A partial list includes the Bush Foundation, The California Endowment, Morris Graves Foundation, and CFLeads, The USC Center on Philanthropy and Public Policy, Internews Network, Corporation for Public

Broadcasting, Ford Foundation, and The Rockefeller Foundation. He is a current associate of the Kettering Foundation. Prior to this he worked in the arts and in radio with senior positions at the National Endowment for the Arts and at National Public Radio.



Rip Rapson

President and CEO, The Kresge Foundation

Rip Rapson, an attorney and an expert in urban policy, is president and CEO of The Kresge Foundation, a \$3 billion national, private foundation based in metropolitan Detroit. Rapson came to Kresge in 2006 and led it through a multiyear transition to expand and recalibrate its grantmaking. Strategically focused programs emerged: arts and culture, education, environment, health, human services, and community development in Detroit. Each seeks to expand opportunities in America's cities so that vulnerable people can lead self-determined lives and join the economic mainstream. Rapson put into practice the use of multiple funding methods, including operating support, project support, and program-related investments which allow Kresge to use its capital in ways that extend beyond traditional grantmaking. In 2013, the Board of Trustees approved 316 awards totaling \$122 million; \$144 million was paid out to grantees over the course of the year. In addition, Kresge's Social Investment Practice made commitments totaling \$16 million in 2013.



James A. Riccio

Director, Low-Wage Workers and Communities Policy Area, MDRC

James Riccio specializes in evaluations of programs to improve labor market and quality-of-life outcomes for low-income populations. Currently he is directing a randomized trial testing a conditional cash transfer CCT program in New York City (Opportunity NYC-Family Rewards) and is overseeing a related evaluation of work incentives and a Family Self-Sufficiency program for New York City recipients of Section 8 Housing Choice Vouchers. He leads an MDRC team that, with other partners, is testing five antipoverty initiatives supported by the federal Social Innovation Fund. He is a principal adviser on MDRC's study of a MacArthur Foundation community change initiative in Chicago (the New Communities Program). Previously, he led evaluations of an employment advancement program in Britain and Jobs-Plus, an employment intervention in public housing. He holds a PhD in sociology from Princeton University.



Norman B. Rice

Trustee, Casey Family Programs

Norman B. Rice was appointed to the Casey Family Programs Board of Trustees in June 2012. He retired in 2014 as the president and CEO of The Seattle Foundation, one of the nation's largest community foundations. He also is former president and chief executive officer of the Federal Home Loan Bank of Seattle. From 1990 to 1997, Rice served two terms as mayor of Seattle. He holds degrees in communications and public administration from the University of Washington and honorary doctorates from Cornish College of the Arts, Seattle University, University of Puget Sound and Whitman College.



Lisa Richter
Principal, Avivar Capital

Lisa Richter is a principal of Avivar Capital, an impact fund syndicator, asset manager and investment advisory firm focused on developing coordinated Community Development Families of Funds, managing those assets on behalf of clients and providing impact investment advisory services.

Avivar's network of consultants have managed impact investment portfolios within foundations, community development financial institutions, equity funds, and banks. Previously, Richter co-founded and led GPS Capital Partners, a national consultancy that assists foundations and other institutions to design and execute impact investing strategy. She authored or co-authored the *Grantmakers In Health Guide to Impact Investing*, *Equity Advancing Equity* and a guide to rural sustainable impact investing, and contributed chapters to Mission Investors Exchange's field guide to impact investing and *New Frontiers in Philanthropy*. Richter is a scholar-in-residence at the Federal Reserve Bank of San Francisco and senior fellow with The Philanthropic Initiative. She holds a BA and an MBA from the University of Chicago.



Michael Rubinger
President & CEO, LISC

Michael Rubinger has been the President and Chief Executive Officer of Local Initiatives Support Corporation (LISC) since 1999. Prior to joining LISC, he was the Executive Vice President of the Pew Charitable Trusts, one of the largest private foundations in the country. Rubinger has more than forty years' experience in the housing and economic

development fields. He worked for the City of New York as Assistant Commissioner of Employment and Training and was also responsible for planning and implementing various housing and employment-related national demonstration projects for the Manpower Demonstration Research Corporation, a non-profit policy research corporation. Earlier in his career, he helped to administer the Ford Foundation's community and economic development initiatives. He is a graduate of Brown University and the Fletcher School of Law & Diplomacy at Tufts.



Dixon Slingerland
Executive Director, Youth Policy Institute

Since 1996, Dixon Slingerland has directed YPI as it has grown to an annual budget of \$47 million. Slingerland leads more than 1,200 staff serving over 100,000 youth and adults each year at 125 program sites in Los Angeles. YPI is the only agency in the nation to have been awarded all three White House signature neighborhood revitalization

initiatives—Promise Neighborhoods, Choice Neighborhoods, and Byrne Criminal Justice Innovation. YPI partnered with the City of Los Angeles to secure a Promise Zone designation for L.A., one of only three cities in the nation, announced by President Obama at the White House in January 2014. This designation has led to over \$53 million in new federal grants for Los Angeles. YPI operates four schools of its own and partners with more than 90. YPI is the only agency in L.A. that directly operates both charter and district schools. Other key YPI programs include Full-Service Community Schools, GEAR UP, 83 public computer centers, FamilySource, YouthSource, and WorkSource Centers, afterschool programs at sixty-six school sites, gang prevention, college preparation, fitness and nutrition, the Families Save program in partnership with Citi, AmeriCorps, YouthBuild, Assets for Independence, case management and mental health, citizenship, summer youth employment, and tutoring. He is a graduate of Stanford University.



Ralph Smith
Senior Vice President,
The Annie E. Casey Foundation

Ralph R. Smith, Senior Vice President of the Annie E. Casey Foundation, is the Managing Director of the Campaign for Grade-Level Reading, (www.gradelevelreading.net) a nationwide effort to reverse the unacceptably high rates of low-income children in the United States not

reading proficiently by the end of third grade. Smith was a member of the Law Faculty at the University of Pennsylvania for two decades teaching Corporations and Securities Law and Education Law and Policy. During those two decades, he also served as Special Counsel, Chief of Staff, Chief Operating Officer and Transition Director for the Philadelphia School District and as Senior Advisor to Philadelphia's Mayor. Smith led the School District teams that designed and implemented the district's landmark Voluntary Desegregation Plan, negotiated some of the nation's first education reform driven teacher contracts, and developed Children Achieving—a district-wide blueprint supported by the Annenberg Challenge. He received his undergraduate degree from Loyola University of Los Angeles, a JD from the University of California and served as a teaching fellow and LLM/SJD candidate at Harvard. He serves as one of this initiative's National Advisors.



Scot T. Spencer
Associate Director for Advocacy
and Influence, The Annie E. Casey Foundation

As Associate Director for Advocacy and Influence for The Annie E. Casey Foundation, Scot T. Spencer supports a portfolio of work to advance place-based policies, practices and strategies which aim to afford greater opportunities for children, families and communities to succeed. He also coordinates

a portfolio of local advocacy work in support of Casey's hometown efforts in Baltimore. From 2002 to 2010, Spencer was Manager of Baltimore Relations at Casey where the Foundation's work has been focused on the East Baltimore revitalization effort to strengthen community and economic development in an historic working class neighborhood. Spencer's previous experiences include work in environmental advocacy, community development, architectural practice and university relations in Baltimore and upstate New York. He currently chairs the board of Smart Growth America and co-chairs the Baltimore regional Sustainable Communities Initiative steering committee and serves on a number of other boards and commissions. He holds a Bachelors in Architecture and a Masters in Urban and Environmental Studies from Rensselaer Polytechnic Institute.

Plenary and Session Panelists (continued)

Luke Tate

Senior Policy Advisor, Urban Affairs, Justice & Opportunity,
White House Domestic Policy Council

Luke Tate serves as Senior Policy Advisor on the Urban Affairs, Justice, and Opportunity team at the White House Domestic Policy Council. Tate works primarily on urban policy, economic mobility, homelessness, housing, nutrition assistance, and Promise Zones, including leading the White House Neighborhood Revitalization Initiative and the Rental Policy Working Group. He previously served at HUD as Senior Advisor for Urban Policy, and as Special Assistant to the U.S. Secretary of Housing and Urban Development. At HUD he helped develop Choice Neighborhoods, a revitalization tool for high-poverty neighborhoods, and the Partnership for Sustainable Communities, to help regions meet their housing, transportation, environmental, and economic goals. Tate was a member of the Presidential Transition team. Prior to joining the Obama Administration, he worked on community policy in the Office of the Governor of Arizona. He grew up in central Phoenix, Arizona and is a graduate of Harvard University.



Margery Turner

Senior Vice President for Program Planning
and Management, The Urban Institute

As Senior Vice President for Program Planning and Management at the Urban Institute, Margery Turner leads efforts to frame and conduct a forward-looking agenda of policy research. An expert on urban policy, she has focused on issues of residential location, racial and ethnic discrimination and its contribution

to neighborhood segregation and inequality, and the role of housing policies in promoting residential mobility and location choice. From 1993-1996, she served as Deputy Assistant Secretary for Research at HUD, focusing HUD's research agenda on the problems of racial discrimination, concentrated poverty, and economic opportunity in America's metropolitan areas. A graduate of The George Washington University and Cornell University, she serves as one of this initiative's National Advisors.



Jennifer Vanica

Partner, VanicaCummings

In 2011, Jennifer relaunched VanicaCummings—a non-profit strengthening and community change consulting team focused on comprehensive, integrated neighborhood revitalization—after 20 years at the Jacobs Family Foundation. Prior to this, Vanica developed the concept and strategic plan that led to the launching of the Jacobs Center for

Neighborhood Innovation, which she went on to lead, working alongside the more than 3,000 community residents to transform blighted, abandoned industrial sites. As President & CEO of the Jacobs Center, Vanica created a network of mission-related, non- and for-profit companies with a cross-disciplinary team that covered everything from community mobilization to social enterprise and commercial development, and was instrumental in launching one of the nation's leading neighborhood revitalization projects, The Village at Market Creek. In 1999, Jennifer co-chaired the start-up phase of the San Diego Grantmakers, San Diego's regional association of grantmakers, after which, she organized a cross-disciplinary funders collaborative, the San Diego Neighborhood Funders. She is currently a Senior Fellow at the Aspen Institute's Roundtable for Community Change and a Research Affiliate of the Community Innovators Lab at the Department of Urban Studies and Planning, at MIT. She is a graduate of Wittenberg University.



Gladys Washington

Program Director,
Mary Reynolds Babcock Foundation

Gladys Washington is the Program Director of the Mary Reynolds Babcock Foundation, a family foundation in Winston-Salem, North Carolina. The Babcock Foundation's mission is to help people and places across the Southeastern United States move out of poverty and achieve greater social and

economic justice. The Foundation supports organizations and networks that work in low-wealth communities that are poised to expand their scale of impact and that also work across race, ethnic, economic, and political differences to build just and caring communities. Washington works with Babcock applicants and grantees working across the region and in the Gulf Coast and Delta regions. She has directed the Foundation's programs in grassroots leadership development and community problem solving. Before coming to the Babcock Foundation, she was a Program Officer for the Community Foundation Serving Coastal South Carolina (now Coastal Community Foundation of South Carolina) in Charleston.



Dalila Wilson-Scott

Managing Director, Global Philanthropy and
President of the JPMorgan Chase Foundation

Dalila Wilson-Scott is Managing Director of Global Philanthropy at JPMorgan Chase & Co., a global leader in corporate philanthropy with \$210 million annually invested in communities and nonprofit organizations across 40 countries and spanning six continents. Wilson-Scott has been with the

firm for over fourteen years and brings over eight years of leadership and participation on firm-wide strategic initiatives, community partnerships, and civic engagement. She holds an MBA in Finance and Management from New York University's Leonard N. Stern School of Business and a BA in Economics from NYU's College of Arts and Science.



Kim Zeuli

Senior Vice President and Director of Research
and Advisory Practice, Initiative for a Competitive
Inner City (ICIC)

Kim Zeuli is the Senior Vice President and Director of the Research and Advisory Practice at ICIC. Zeuli defines and implements ICIC's research agenda that explores economic development issues in U.S. inner cities. She also directs the advisory

services practice that works with clients across the U.S. She received her PhD in Applied Economics from the University of Minnesota and has over 15-years of experience researching and advising on economic development issues. She has published dozens of academic and professional articles and is co-editor of the book *Revitalizing American Cities* (2013), which explores the historical, regional, and political factors that have allowed some industrial cities to regain their footing in a changing economy. Prior to joining ICIC, she was Vice President and Community Development Officer for the Federal Reserve Bank of Richmond, VA. She has also held academic positions at the College of William and Mary, the University of Wisconsin-Madison, and the University of Kentucky.

About the Centers



The Center on Philanthropy and Public Policy promotes more effective philanthropy and strengthens the nonprofit sector through research that informs philanthropic decision making and public policy to advance community problem solving. Using California and the West as a laboratory, The Center conducts research on philanthropy, volunteerism, and the role of the nonprofit sector in America's communities.

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USC Price

Sol Price School of Public Policy
Sol Price Center for Social Innovation

The USC Sol Price Center for Social Innovation promotes the exploration and understanding of how to create sustainable, holistic vitality in low-income, urban communities. The Center develops initiatives, leaders, and scholars to advance novel solutions with a particular eye toward creating large-scale change efforts in places and populations.

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