

MASSACHUSETTS CANDIDATE
PIPELINE MAPPING REPORT:
Candidate Recruitment
and Training Programs for
People of Color and Women
in Massachusetts

Bates Consulting • January 2008

*This research was commissioned by the
Partnership for Democracy and Education*



TABLE OF CONTENTS

OVERVIEW	3
Purpose	3
Methodology	3
Summary & Context	4-8
EXISTING PROGRAMS	9
Emerge Massachusetts	9
Initiative for Diversity in Civic Leadership	9-10
Massachusetts Women’s Political Caucus	10-11
¿Oiste?	11
EMERGING PROGRAMS	12
Massachusetts Democratic Party: Education and Training Initiative	12
Northeast Action	12
Progressive Majority	12-13
ACADEMIC PROGRAMS	14
From Harvard Square to the Oval Office:	
Harvard Women and Public Policy Program	14
Program for Women in Politics and Public Policy:	
University of Massachusetts	14-15
The Center for Leadership and Public Life: Northeastern University	15-16
SUPPORTING PROGRAMS AND ORGANIZATIONS	17
ANALYSIS AND FUTURE IMPLICATIONS	18-19
CONCLUSION	20
Acknowledgments	21
APPENDICES	22-26

OVERVIEW

Purpose

The purpose of Massachusetts Candidate Pipeline Mapping Report is to document nonprofit programs in Massachusetts that recruit and train people of color and women in the state to seek elected and appointed office. This report provides a comprehensive overview of each of these programs and analyzes their key features, differentiators and contributions. The information contained in this report may be used as a resource by aspiring candidates, potential donors, political officials, and supportive nonprofits to cultivate and support new and diverse public leadership in Massachusetts. This report goes more in depth into the various programs, whereas prior research has largely been cursory and used to inform practitioners in the stages of early program development.

Massachusetts Candidate Pipeline Mapping Report was sponsored by the Partnership for Democracy and Education and funded by Maria Jobin-Leeds and Greg Jobin-Leeds. The mission of the Partnership for Democracy and Education is to inspire and assist traditionally excluded people to participate and succeed at municipal, state and federal levels of government in elected office so they may better represent the least powerful, promoting policies around excellent education, adequate healthcare, affordable housing, sustainable economies and equal opportunity. This report supports the critical work of the Partnership to build the pipeline of public leaders that will represent those communities most overlooked by traditional leaders and politicians.

While it seems straightforward to seek a representative parity for people of color and women in our governmental structure, achieving it requires insight and action that recognizes the subtle and not-so-subtle barriers that have so far caused a lack of parity. Traditionally under-represented groups face systemic barriers to equal participation. The purpose of this report is to identify, support and expand the programs seeking to specifically address these challenges. At the same time, we are continuing to learn more about what these barriers are and how to overcome them. Some are social patterns that mean these groups have less access to social networks for money, mentoring

or support within the political leadership culture of our society. Additionally, opportunities for leadership have traditionally been more accessible for those with higher socio-economic status often because of unconscious assumptions about who has pre-existing leadership skills.

While we deepen our specific understandings of barriers, we know that programs that will successfully increase participation by women and people of color must bring a conscious focus on what the barriers are and how to support emerging leaders to overcome them. We have therefore looked specifically for programs that bring that consciousness; we have tried to include in each program description our perception of whether they address specifically the development of progressive women and/or people of color leaders for our future government. We know leaders are made not just born. We are encouraging you to join us in supporting the making of more diverse leadership which will enrich the future for all of us.

Massachusetts Candidate Pipeline Mapping Report examines organizations that have formal, institutionalized programs and curriculum targeted to people of color and women who are considering seeking public office. If the program did not explicitly focus on this constituency, or if it did not have a clear infrastructure and identity, we did not discuss their work in this report. The report does not examine programs that focus on developing leadership outside of the political sphere such as general youth or community leadership development programs. It also does not review programs focused on general civic leadership such as public policy advocacy, voting, and other critical aspects of political leadership. Some of these programs are listed in the appendices.

This report also has a particular bias which the author wishes to make explicit. The programs surveyed are mostly based in Boston, and therefore this analysis may be Boston centric. The author did attempt to learn about non-Boston based organizations in Massachusetts, however, most of the programs discussed in this report, were still regarded as the primary entities engaged in this work.

The report does not examine conservative or Republican Party initiatives since the Partnership for Democracy and Education supports progressive programs and initiatives.

This document should be modified for different audiences. If this document will be disseminated broadly, it should be continually updated and reviewed for accuracy by staff of the programs mentioned because many of these programs are new and evolving, and other programs may come onto the scene.

Methodology

Bates Consulting engaged in a series of ten interviews with key leaders in Massachusetts and other relevant parties who could comment on the status of programs serving people of color and women in the field of candidate recruitment and training.

These individuals included:

- Nicole Carter, Assistant Director, Harvard Women and Public Policy Program
- Carol Hardy Fanta, Executive Director, UMASS Program for Women in Politics and Public Policy
- Georgia Hollister Isman, Director, Mass Alliance
- State Representative Jay Kaufman, Director, Northeastern University Center for Leadership and Public Life
- Jesse Mermell, Executive Director, Massachusetts Women's Political Caucus
- Stacey Monahan, Executive Director and Gloribell Mota, Director of Education and Training, Massachusetts Democratic Party: Education and Training Initiative
- Giovanna Negretti, Executive Director, ¿Oíste?
- Marya Stark, Executive Director, Emerge America
- Gloria Totten, Executive Director, Progressive Majority
- Cynthia Ward, Executive Director, Northeast Action

Bates Consulting also reviewed websites, reports and/or promotional materials for various programs and organizations with candidate training missions to gain additional insight into existing and emerging programs in Massachusetts supporting people of color and female candidates.

Summary

Massachusetts Candidate Pipeline Mapping Report was written by Bates Consulting and sponsored by the Partnership for Democracy and Education. Its purpose is to document nonprofit programs in Massachusetts that recruit and train people of color and women in the state to seek elected and appointed office. The report provides a comprehensive overview of each of these programs, and analyzes their key features, differentiators and contributions. Massachusetts like the rest of the country is moving towards a plurality of people of color and continues to have more than half of its population as women. The state's political representation still lags far behind. The nonprofit community working in partnership with elected and appointed officials, donors, and local community based organizations have a tremendous opportunity to turn the tide.

There are four nonprofit formal training and development programs for women and people of color in Massachusetts: Emerge Massachusetts, the Initiative for Diversity in Civic Leadership, the Massachusetts Women's Political Caucus, and ¿Oíste?. There are three emerging programs that have great potential for offering additional resources to underrepresented candidates: the Democratic Training Initiative, Northeast Action and the Progressive Majority; and three academic programs that are tailored to develop the campaign and leadership skills of underrepresented candidates: Harvard's "From Harvard Square to the Oval Office" program, UMass Boston's "the Program for Women in Politics and Public Policy", and Northeastern's "the Center for Leadership and Public Life." There are also many supporting programs and organizations throughout the state that have a reputation for supporting people of color and female candidates at various stages in their political development. Some of these programs are listed in the appendices.

The majority of the programs are fairly new, and most are non-partisan. There are more resources for women as evidenced by the number of grassroots and academic programs focused on female candidates. Almost all of the programs have very similar program components and curriculum. At their core, most programs are training programs. The curriculum is fairly standard across the spectrum with variation being an overlay of gender, racial, cultural, or partisan analysis. Many of these

programs have networking sessions, and mentoring and alumni opportunities to expose participants to people who can provide resources to their campaign and ongoing support for making the decision to seek public office. All are fairly rigorous, but some are more time intensive than others. Trainings last from one weekend to seven months. Most programs charge for their work. All have paid staff. The biggest gap in these programs is that most do not have the resources or energy to focus on municipal positions. Also, none of the current programs have initiatives to retain women and people of color in government once they are elected and appointed.

There is great potential for collaboration between these groups. Given that most of these programs are new or emerging, it could be very important for them to collaborate and share best practices, and harness their differentiators to serve more people. They could also make cross-referrals and hold joint networking sessions and events. Together, they represent a powerful force in diversifying the political leadership in Massachusetts.

Most of these programs have lean budgets and staff. They could expand their work, and serve more people if more donors entered the field of funding these initiatives.

Thanks to these programs, there are far more opportunities than ever for people of color and women to find support for how to run an effective campaign, get elected and appointed into office. With support from these programs and donors who have the foresight, commitment and courage to fund them, Massachusetts will become known as the state that broke down the barriers of a Commonwealth steeped in tradition and created parity in political representation for all.

CONTEXT

Massachusetts like the rest of the country is moving towards a plurality of people of color and continues to have more than half of its population as women. The state's political representation still lags far behind. The nonprofit community working in partnership with elected and appointed officials, donors, and local community based organizations have a tremendous opportunity to turn the tide.

Governmental Representation To-Date

Unless otherwise mentioned, the following statistics come from two reports produced by the Center for Women in Politics and Public Policy at the University of Massachusetts Boston, 2007: *A Benchmark Report on Diversity in State and Local Government, and Facts About Women in Politics in New England*.

Representation by People of Color

People of color are now 20 % of the population in the state officially, although some statisticians believe this is an underestimate because inner-city populations are harder to count and because of the influx of immigrants of color. In 2000, the official percentage was 15.5 %. The present official figures show the demographic is increasing: 7.9 % Latino/a; 6.9 % Black/African American; 4.8 % Asian; 1.3 % "two or more races"; and 0.3 % American Indian. The current non-Hispanic white population in Massachusetts is 80.3 %.

The lack of representation of people of color in state legislative seats is very striking. At the state legislative level, 3 % of state legislators are Black and 1.5 % is Latino. There are no Asian or Native American state legislators.¹

A significant racial barrier was broken in Massachusetts with the 2006 election of our first African American governor, Deval Patrick. He is the nation's second Black governor.

The most recent research available for state executive appointed positions by race was done before the Patrick administration's first round of appointments. This research yielded the following distribution by race of the 163 top positions, 11 % are held by people of color (8.6 % African American), (1.8 % Latino/a), and (.6 % Asian); these figures for Latinos/as had not improved since an earlier 2002 study.

The Patrick administration reported about 19 %, or 83, of managerial positions hired in its first ten months were people of color compared with 8 %, or 25, in the comparable period of the Romney administration².

While clearly a significant increase, the overall gain requires further assessment.

Of the ten municipalities in Eastern Massachusetts communities³ with the highest percentages of people of color in general, 41.3 % are people of color. In these communities 9.1 % of elected officials are people of color (17 of 186 officials); 1 of 7 mayors is a person of color; 10 elected officials are African American, 6 are Latino/a and one is Asian.

In terms of appointed municipal officials in these ten communities, just 15.5 % are people of color; 6.7 % Black/African American; 4.9 % are Latino/a; 2.5 % are Asian, 1.3 % are other people of color. Significant in terms of appointed positions, however, is that both Somerville and Boston have essentially achieved parity in terms of percentages of people of color in their populations and their appointments.

Representation by Women

Women presently comprise 51.8 % of the population in Massachusetts. While the first woman elected to the state legislature came on the heels of the Massachusetts ratification of the 19th amendment to the constitution giving women the right to vote, only a quarter of the seats in the state legislature were held by women by 2006; this is roughly the same percentage held for the previous ten years. Likewise, in 1924 the first woman was elected to one of the higher seats in the state as the first woman US Representative, however, until very recently only one Congressional or statewide office has been held by a woman at a time.⁴ It was not until the final years of the last century that women in the Massachusetts Legislature were allowed to meet with the Speaker wearing anything but a skirt, and 2007 welcomed the first woman voted by her peers as President of the Senate.

As part of the MassGAP initiative working on the increased appointment of women in the executive branch, there will be ongoing tracking of women's appointments to the highest level of government. In 2002, only 30% of high-level appointed positions were held by women⁴. Most recent figures released the end of 2007 show a mixed picture with initial gains at the beginning of the four year Romney administration, being lost by its end in 2006.⁵

The first nine months of the Patrick administration brought gains up to 33.6% of senior women appointments slightly beyond the initial Romney years; these include two first-time secretarial appointments as Secretaries of Administration and Finance and of Labor and Workforce Development. Change is somewhat hampered by how many positions are actually open to appointment by a new administration. In addition, gains have to be monitored during the administration to secure gains: otherwise they may be lost because more men are appointed when positions are vacated by women than women are appointed when positions are vacated by men, or because of loss of commitment typical later in an administration.⁵

Barriers to Women and People of Color Candidates

Massachusetts Candidate Pipeline Mapping Report is focused on helping all of us concerned with representative parity in our government to gain insights and develop suitable actions to change the subtle and not-so-subtle barriers that face traditionally under-represented groups when they seek equal participation in the electoral process. We want to identify, support and expand the programs seeking to specifically address these barriers. As more people of color and women run and win, we will learn more about these barriers and the systemic reforms that can help overcome them.

We know that most people of color and women have fewer economic resources, less access to the existing networks of government and electoral players, fewer informal experiences of the electoral system - its inner workings and culture. They are likely to need to overcome ingrained stereotypes of what is assumed to be "leadership" in our society, attack campaigns, physical threats to their safety, and internal fears and frustrations of operating in a male and white dominated sphere and culture.

Some of the resources and skills that people of color and women need to run and to run effectively include the following:

Access to Networks, Money and People

- A supportive job or income to give the candidate a strong personal economic foundation to run
- Decent pay for public office service
- Networks of donors and other connections to money
- More people of color, women and their supporters engaged in elections and committed to voting
- Networks of people with leisure time
- Someone to offer to manage their campaign
- Campaign advisors who are experienced in electoral politics, with insider and outsider analysis skills and awareness, and sensitivity to the unique experiences faced by people of color and women running for office

Peer Validation and Relationships

- To be asked by multiple people who have confidence in them to run
- To be joined by other colleagues who also want to run for office

Race and Gender Specific Supports

- Political and emotional strategizing for handling racism and sexism (different standards, stereotypes, epithets, threats to safety)
- Family balance strategies to help a candidate have time to support her family, while pursuing public office
- Strategizing about personal histories that may present special challenges (debts that might become public, single parenthood, etc.).
- Support around self-presentation and appearance in circles of power, while maintaining integrity and a sense of personal and cultural style

Personal and Community Support

- Personal supports that others might be able to pay for (volunteers to take care of children and family, help with household tasks, or to provide safe, affordable and reliable transportation to political events)
- Family and friends by their side (who may bring informal experience of how to support the person who will be the candidate)

Credibility

- Help researching policy issues and responding in ways that are viewed as smart and legitimate policy positions
- Building candidates' own self-confidence and belief in themselves as policy experts and viable candidates

Technical Know How

- Nuts and bolts education on how to run and win a campaign.

These represent some of the resources that candidates who are women or people of color may need. We know leaders are made not just born. We encourage you to join us in supporting the programs that are making leaders and addressing the unique needs faced by diverse leadership who will enrich the future for all of us.

¹ Summary analysis provided by MassVOTE, Boston, Massachusetts.

² Wangness, Lisa. 2007. "Patrick hiring diverse group to fill leadership positions." Boston Globe, Nov. 28.

³ Somerville, Boston, Cambridge, Framingham, Malden, Chelsea, Everett, Quincy, Lynn, Randolph.

⁴ Massachusetts Women's Political Caucus, Mass Gap Project Study, 2002.

⁵ Center for Women in Politics & Public Policy and the Massachusetts Government appointments Project (MassGAP); Women of Talent: a Benchmark Report on Gender and Government Appointments in Massachusetts 2002-2007

EXISTING PROGRAMS

Appendix A provides at-a-glance comparison of existing programs

Emerge Massachusetts

Founded in 2007 by a group of Democratic women in Massachusetts, *Emerge Massachusetts* is a political leadership training program that identifies, educates, and inspires Democratic women to pursue a career in politics at the local and state level in Massachusetts. *Emerge Massachusetts* is one of seven state affiliates of *Emerge America*⁴, the umbrella organization which provides resources and technical assistance to the affiliates. *Emerge* is an explicitly partisan program that targets women Democrats who are interested in running or those who may already have run at the local and state level. They do not place a heavy emphasis on appointed positions; however, program participants are exposed to networks and information that may lead to appointment opportunities.

The inaugural class of *Emerge Massachusetts* will start in January 2008. Approximately 20 women will meet one weekend day per month (usually a Saturday) for seven months and participate in trainings on a variety of topics with a gender lens including Public Speaking, Fundraising, Campaign Strategy, Field Operations, Labor & Endorsements, Networking, Media Skills and Messaging, Democratic Party Operations, and Ethics in Politics. The curriculum may not cover public policy development, policy issues, or leadership training. The training gives nuts and bolts campaign training to Democratic women. The fee to participate in the program is \$350. Partial and full financial assistance is offered for those who cannot afford the fee.

The program will provide networking sessions for the participants, and will offer an alumni and mentoring component for networking and guidance on political strategy. If they decide to expand to follow their national model, they will also provide campaign teams to offer campaign technical assistance to their graduates who decide to run.

Emerge America boasts that in their affiliates over 60 % of *Emerge* alumnae hold public office, an additional 15 % of *Emerge* alumnae are running for office in 2007-2008, and 46 % of *Emerge* alumnae are women of color. *Emerge Massachusetts* has one Executive Director, a board of directors, and an advisory board. Their year one budget is \$110,000. They have full funding for the first year of operations, and partial funding for year two and three from Barbara Lee. *Emerge Massachusetts* will be a 501c/4.

The core strength and differentiator of the *Emerge* program is that it is the only partisan program that targets women. It has a very clear and focused mission to elect Democratic female candidates. The organization is also funded and supported by women with wide and deep political connections and networks on a state and national level. Exposure to these women may give program participants access to opportunities and networks to make a successful run for office.

Although the program is Democratic, it does not necessarily consider itself a progressive organization. There is no litmus test to determine if participants represent the party or progressive politics. And while *Emerge* has an explicit focus on women, it is unclear if it will address the unique challenges faced by women of color.

Initiative for Diversity in Civic Leadership

Founded in 2007, the Initiative for Diversity in Civic Leadership (IDCL) is a non-partisan program that provides education and training opportunities to enable individuals from diverse political backgrounds in the Greater Boston area to successfully run for elective office, manage and run political campaigns, and serve in all levels of government. IDCL specifically supports people of color of all ethnic backgrounds to seek elected and appointed office and staff campaigns at the local, state and federal levels. The IDCL is a collaboration between *Oiste?*, MassVOTE, and Suffolk University which *Oiste?* Leads. IDCL is its own separate program although it is housed out of *Oiste?*'s office.

⁴*Emerge* has seven affiliates in the states of Arizona, California, Maine, Massachusetts, Nevada (SS), New Mexico (SS), and Wisconsin (SS).
SS = swing state.

IDCL runs a sixteen week culturally relevant program with sessions once per week on weekday evenings on topics such as leadership, policy development, political branding, race and public policy, campaign strategy, fundraising and budgeting, government regulations, public finance and management, campaign finance law, and ethics in government. The program provides networking sessions and mentors for participants. The program is free for all participants.

The inaugural class of IDCL started in April of 2007, and a second class has been chosen for January 2008. In the first class, four graduates were appointed into Governor Patrick's Administration, one person ran for state representative, and ten graduates are considering making a run in 2009.

The IDCL is supported by a program manager, an administrative assistant, a small percentage of the OÍSTE? executive director's position, a small number of consultants, and a group of advisors. The IDCL is funded primarily by private foundations. The budget for the IDCL is \$275,000, with expected growth to \$375,000. IDCL is organized under OÍste?'s 501 c/3 organization.

The IDCL stands out as a very unique program. It is the only program that recruits and trains people of color from a variety of ethnic backgrounds to seek elected and appointed office. IDCL has an innovative and comprehensive curriculum. Typically most programs focus on the nuts and bolts of campaigning. IDCL not only focuses on campaign mechanics, but also leadership and policy development skills. The curriculum has a racial and cultural lens which other programs do not offer except OÍste?'s own campaign training program. The program also reaches out to grassroots and community leaders, going beyond the traditional base of people who normally seek out resources to obtain public office. The program is free which eliminates barriers to the program application process. Given the large number of women of color that IDCL served in its first year and hopefully will continue to do so, it will be interesting to see how they may incorporate more specific challenges and learnings for women running for office and the men who support them.

Massachusetts Women's Political Caucus

Founded in 1971, The Massachusetts Women's Political Caucus (MWPC) is a multi-partisan organization; its purpose is to maximize the participation of women of all ages in the political process and to increase the number of women appointed and elected to public office and public policy positions in the state. MWPC recruits, trains, endorses and supports pro-choice women candidates for elected and appointed offices at all levels of government regardless of party affiliation. MWPC is one of twenty plus chapters of the umbrella organization, the National Women's Political Caucus.

MWPC holds weekend trainings across the state on campaign skills and leadership. These trainings feature workshops on fundraising, media, field strategy and operations, organization building, technology, messaging, public speaking and campaign finance laws. In the future, MWPC will also be developing training tracks for campaign staff and volunteers. They charge for their training programs (\$100 per program) but scholarships are offered. MWPC does not track or publish their statistics on success rates with candidates.

The MWPC is the lead sponsor of MassGAP, a program to increase the number of women appointed to high-level positions in state government. The goal of the MassGAP project is to be a resource to the Executive Administration by providing the resumes of qualified women to the administration. The MWPC continues to meet with state officials to monitor open positions and maintain statistics regarding the appointment of women.

The MWPC also has a Political Action Committee which endorses and supports qualified pro-choice women candidates. The PAC provides support to candidates running for legislative and statewide offices. Selected races for local office are also included in the endorsement process. Candidates answer a questionnaire and then are screened for an interview with the Political Action Committee Board. Endorsed candidates receive access to MWPC lists, a press release, technical support and financial contributions.

MWPC have two staff, a board of directors, and an advisory board. The organizational budget is \$220,000. Unlike many of the other programs, they receive considerable support from corporate sponsors and event income. MWPC has a 501 c/3, 501 c/4, and a PAC. Unlike the other programs, MWPC trains all women regardless of party. They are also the only program with an issue litmus test, and that endorses candidates. Women served by their programs and endorsed by the organization must be pro-choice. Additionally, MWPC is the only organization that has an extensive and formal appointments program.

MWPC offers ongoing networking and signature events to raise the visibility of elected women and candidates. They are also unique among women's organizations in general because they proactively embrace and welcome male involvement as trainers, donors, and members. MWPC is also the oldest organization among the programs. Although the MWPC has extensive programming, due to limited funding, the organization finds it challenging to hold trainings in every area of the state they would like to, and to recruit and support women seeking positions on the municipal level.

The MWPC has brought an explicitly women-focused perspective to their trainings since their inception but they are aware that they have typically attracted women with more socio-economic privilege. They are now explicitly focusing on diversifying their participation, particularly around race, ethnicity, age, and geography. In 2007, they did a panel at Morgan Memorial with women of color. They are also organizing constituency specific events. They have held one for Asian women and they are planning a Latina event next. Their conscious development of a more explicit focus in their trainings around race and age is worth watching.

In addition, while MWPC has a more explicit focus on progressive women, they don't track the success rates of their graduates. This means they lose opportunities not only to evaluate the impact of their work, but also to learn potential sources of improvement and opportunities to link up graduates to assist each other as peers.

¿Oíste?

Founded in 1999, the mission of ¿Oíste? is to promote the principles and practice of democracy and to advance the political, social and economic standing of Latinos and Latinas in Massachusetts. ¿Oíste? seeks to reach these goals by impacting public policy through leadership development, civic and issue training, electoral reform and voter mobilization.

¿Oíste? provides customized and regional campaign trainings for Latino individuals and organizations on how to run for office and manage a political campaign. ¿Oíste?'s curriculum has similar content to the Initiative for Diversity in Civic Leadership program, but excludes modules on leadership and public policy development, and focuses on the unique issues facing Latinos. ¿Oíste? offers both 501 c/3 and 501 c/4 training. The 501 c/3 non-partisan training is offered to individuals and groups without regard to party affiliation or party interests. The 501 c/4 training is offered to candidates and their campaign staff to prepare them for running an effective campaign. These sessions are designed to meet the needs of the requesting community. Therefore sessions are customized and may be one day, one weekend, or in some cases as long as five weeks for five evenings. The cost of the programs is free.

Staffed primarily by the Executive Director of ¿Oíste?, much of the trainings are provided by volunteer experts who lead various components supplemented by paid consultants. The budget of the program varies widely by year because it is provided on request by campaigns or organizations of various sizes: from \$10,000 to \$25,000 per year. The demand should increase in coming years as more Latinos run for office. In seven years, ¿Oíste? can boast 197 graduates. As the program focuses on candidates who want to run and people interested in working on such campaigns, although they have not collated specific figures – almost all graduates either ran or worked in the campaigns of candidates who were running.

Given ¿Oíste?'s unique focus and strength of developing Latino leadership, ¿Oíste?'s role in increasing Latino participation is critical. We are aware as well of the importance of Latina leadership, and look forward to a more explicit development in ¿Oíste?'s unique lens on the strengths brought and challenges faced by Latinas taking leadership in our political system.

EMERGING PROGRAMS

Appendix B provides at-a-glance comparison of emerging programs

Massachusetts Democratic Party: Education and Training Initiative

In the past, the Massachusetts Democratic party has organized weekend campaign institutes in Worcester up to two times per year for Democratic candidates to learn about campaign basics. In the past, these institutes were very useful to some candidates, but they were not widely publicized and were cost-prohibitive for others. For this reason, the party would like to start a new initiative to reach out to grassroots women, people of color and other underrepresented groups to provide accessible campaign and political training.

The party has identified a critical gap in the campaign training field – cultivating and training grassroots leaders for municipal positions. Rather than re-invent the wheel, they are exploring the possibility of building a pipeline of diverse political leadership by focusing on people that have never run for office and municipal points of entry. The training would be offered to post-primary Democratic candidates.

The trainings may be based on the Emerge Massachusetts model of one weekend session per month for seven months with topics such as messaging, fundraising, and "get out the vote" efforts. These sessions would be held regionally across the state. It is unclear what the cost of the program would be. They have hired a statewide education and training director who would build relationships with grassroots organizations to identify training needs, produce people to run, and develop curriculum for Democratic training programs such as the municipal leadership program. They are also seeking to develop a new paid internship program that would encourage a diverse population to pursue public service. The interns would receive training, mentors, and access to networking events. Candidates for the internships would need to be registered Democrats or unenrolled voters.

These initiatives could fill the critical void of municipal leadership in the candidate recruitment and training field, and bring party resources to new and emerging leadership from non-traditional communities. To the extent to which

they can address the additional challenges faced by underrepresented constituencies, these initiatives would also position the party as a more inclusive and inventive organization.

Northeast Action

Northeast Action is the regional support center for a network of action organizations and coalitions in the six New England states and New York State. Founded in 1984 and based primarily in Boston, Northeast Action has a staff of five and offices in Massachusetts and Connecticut. Northeast Action works with its affiliates and other groups on strategic direction and policy development, technical support and staff and leadership training. They assist in drawing new activists, especially from communities that traditionally have been underrepresented in the political system – as well as political activists, community organizers, and progressive elected officials – into movements for progressive social change.

Northeast Action staff has designed curriculum modules and provided speakers and trainers for various candidate development programs including the Initiative for Diversity in Civic Leadership. They are looking to build a cadre of racially diverse trainers through a train-the-trainer model who can deliver a curriculum in their targeted states that would promote the election of people of color and other underrepresented groups into political office. They are launching focus groups with community leaders and potential candidates of color to build and refine their curriculum.

Progressive Majority

Progressive Majority (PM), a national organization based in Washington, DC is considering the prospect of opening a satellite office in Massachusetts to provide training and support to people of color seeking elected office. Founded in 2004, the stated mission of PM is to elect progressive champions. PM accomplishes this by identifying and recruiting progressive leaders to run for office; coaching and supporting their candidacies by providing strategic message, campaign, and technical support; prioritizing the recruitment and election of candidates of color; and bringing new people into

the political process at all levels. PM has eight state programs, most of which are located in swing states⁴. PM may bring a smaller, scaled down version of its model to Massachusetts and other states. They are calling this model a “satellite model.”

PM would provide one-on-one consulting and training to individuals, particularly people of color, interested in running for local and statewide office. PM does not provide assistance to individuals running for federal office. The Massachusetts satellite office would provide a small number of staff for the specific purpose of recruiting people of color in a small number of counties to run and win local elections.

These staff would act as senior advisors and consultants to the candidates, providing them with up to ten hours of free support in the areas of targeting, campaign planning, fundraising and budget, database management, technology, messaging, debate and media preparation, staff management, endorsement strategy, and public speaking.

PM takes credit for flipping four states and 15 local governments into Democratic majorities, electing 208 new candidates into office, cultivating another 460 people who are ready to run, and influencing Democrats to view progressive Democrats as viable candidates. PM has a budget of close to \$6.5 million, with fully staffed state programs coming in at around \$400,000. The satellite office budget would be approximately \$220,000 in its first year. PM is organized as a 527 organization and a PAC on some state levels.

PM positions itself as a unique player in the field by claiming it picks up where other programs leave off. Many candidate development programs provide generalized training to groups of people, while PM provides one-on-one customized technical support to people serious and ready to run for office. This is a unique feature among the programs reviewed in this report. With its stated focus in coming to Massachusetts on progressive people of color, PM is in a unique position to provide support for these candidates; we look forward to hopefully additional awareness of the situations facing women of color.

⁴ Progressive Majority has eight state programs: Arizona, California, Colorado (SS), Ohio (SS), Pennsylvania (SS), Washington, Minnesota (SS), and Wisconsin (SS). SS = swing state.

ACADEMIC PROGRAMS

Appendix A provides at-a-glance comparison of existing programs

From Harvard Square to the Oval Office: Harvard Women and Public Policy Program

From Harvard Square to the Oval Office is an initiative of the Women and Public Policy Program (WAPP) at Harvard University that provides a select group of Harvard graduate level students with training and support to ascend in the electoral process at the local, state and national levels. WAPP was founded in 1997 by a faculty member and Swanee Hunt. The initiative was started in 2003.

Non-credit academic programming runs for one academic year, starting each fall and finishing each spring. Students meet one to two times per month to participate in skills-training sessions with leading campaign strategists, fundraisers and organizers on topics such as leadership, campaign strategy, communication and public speaking, fundraising, endorsements, party politics, constituency and group mobilization, field organization, and media.

The program boasts “Behind-closed-doors” mentoring sessions with leading figures in American political life providing a unique opportunity for women to obtain invaluable guidance for their political futures. Over the summer, women have the option to augment their in-class learning with a summer internship, providing practical experience navigating electoral politics and preparing students for the opportunities and challenges of running and holding elected office. Students connect with elected officials, campaign professionals, and Harvard Kennedy School alumni at networking events throughout the year.

Upon completion of the programmatic components of the initiative, students are encouraged to remain active in the Oval Office network through the ensuing years. There is no tuition fee for the program beyond the tuition students are already paying at Harvard. The program serves approximately fifty women per year; they have had 133 graduates to date. They have had one woman run; she was elected to city council in California

in 2006. There have been no government appointments of graduates as of this report.

From Harvard Square to the Oval Office is a nonpartisan initiative in collaboration with the Institute of Politics and is made possible through the generous support of the Barbara Lee Family Foundation, Joanne Egerman, Agnes Gund and the Beatrice Koretsky Bleicher Memorial Endowment Fund. The program is run by the Programming Director as one of her responsibilities, a full time staff assistant and usually one staff intern. It runs on a budget of \$60,000 annually, with funding for their intern secured separately.

The program exposes women to the extensive and prestigious networks of the Harvard community. For that reason, it may have some of the most exclusive ties to people in the national and international political community. However, it is only limited to Harvard students, so it does not offer these networks to women not attending Harvard, without significant formal education, these connections, nor with a conscious focus on the situation of women of color.

Program for Women in Politics and Public Policy: University of Massachusetts

Founded as a part-time program in 1971 at Boston College, it became the full-time Program for Women in Politics and Public Policy at the University of Massachusetts in 1992. It is a one year graduate certificate program that prepares women to serve at all levels of government, take on leadership roles in non-profit organizations, hold elected office, and pursue advanced degrees, most frequently in law and public policy. The program is located within the Department of Public Policy and Public Affairs at the John W. McCormack Graduate School of Policy Studies and is administered by UMass Boston’s Division of Corporate, Distance, and Continuing Education.

The program offers a unique combination of graduate-level academic work for credit in policy studies, analytical and research skills, and carefully supervised professional field work in addition to advising, counseling, and professional development services.

The program begins in September and runs through May with two evening classes per week, internships and special, periodic colloquia and trainings.

Students take four courses as a cohort and engage in internships that combine the theory and practice of public policy analysis and research. The program's academic focus is on the study of governmental structures and political processes, the effects of public policies on women, and the roles women have played in politics, policy formulation and implementation. The role of gender in politics and policy-making is central to the program's design, goals, and curriculum. While not explicit in their materials, it is our experience that the leadership of the Center pays attention to issues of race and ethnicity and specifically supports women leaders of color; we look forward to perhaps a greater highlighting of this critical aspect of development of women leaders. The six courses include core seminars, public policy research methods, and the internship. Students spend 250 hours over two semesters as interns in the offices of members of Congress or state senators and representatives; in state or local agencies, non-profit or advocacy organizations; or at prestigious research institutes.

Women study with faculty who are nationally recognized scholars and researchers in the fields of gender, politics, and public policy. In addition to hearing from guest experts, students have priority access to on-and off- campus resources including:

- Intensive advising about internship placements, research interests, and professional goals.
- Special guest lectures, colloquia, and networking events of the Center for Women in Politics and Public Policy such as the Women's Research Forum, Law Careers for Women, and Mentoring for Women.
- Opportunities to connect with faculty, researchers, and other students at the McCormack Graduate School's Master's and PhD programs in policy studies.
- The Women in Politics and Public Policy Library - with information resources as well as meeting space and computers.
- Financial assistance through the Betty Taymor Scholarship Fund.
- The admissions fee is \$6,400. Scholarships and financial aid are available.

- The Women in Politics and Public Policy Program has graduated 650 women since its inception.

The Graduate Program is run as part of the Center for Women in Politics and Public Policy and therefore benefits from the corresponding strong research and general education attractions of the Center. It is part of the responsibilities of the Center's full-time director, has its own associate director, one Full-Time Equivalent administrator, interns and work-study students (on average 2 such positions in each session) and a less-than-half time alumnae coordinator whose position is now expanding beyond simple communication functions to include more alumnae support functions. The present annual budget is in the range of \$200,000 to \$250,000 per year.

In addition, a few years ago the Center structured and sought funding for a strong outreach component to recruit women to run for office called the Coalition to Recruit and Elect Women (CREW). This was put on hold before it obtained sufficient funding because of new roles taken on by the MWPC as part of its MassGAP initiative. The Center is waiting to see if its CREW initiative might still have a role in getting women to run for office not completely addressed elsewhere.

The Center for Leadership and Public Life: Northeastern University

Founded in 2006 by state Representative Jay Kaufman, The Center for Leadership and Public Life at Northeastern University serves public servants, aspiring public servants, and all those active in our communities and committed to local issues and community-level engagement. Self-described as a "thoughtful action" rather than a "think tank", the Center is a resource for those eager to enhance leadership skills and be a powerful catalyst for meaningful and positive change. The Center reaches out to all aspiring and current public servants with a commitment to constituencies underrepresented in the political process. This new center is sponsoring a two-day workshop for community leaders and public servants in Ashland, Massachusetts that will be held for the first time in the fall of 2007. The curriculum is heavily concentrated on leadership in the public sector. The exercises and discussions explore the roadblocks to effective leadership and the differences between both authority and leadership and technical and adaptive challenges.

The Center is targeting experienced and diverse leaders committed to serving the public sector including public servants, would-be public servants, and those active in and committed to their communities. The workshop fee is \$495.

The leadership program will have strong progressive underpinnings since Representative Kaufman is a progressive leader and Democrat in the state legislature. This program is likely to expand in the future, providing different offerings for public leaders. We hope it will include a specific focus on leadership of women and people of color – a commitment we know its director brings. The Program is run by the Center Director with special instructors and coaches hired as needed. Present budget is projected at \$250,000 per year.

SUPPORTING PROGRAMS AND ORGANIZATIONS

There are a number of supporting programs and organizations throughout the state that have a reputation for recruiting their membership to run for office, endorsing progressive candidates, or providing candidates with volunteer staff for operations and strategic campaign advice. These groups do not have formal and institutionalized candidate recruitment and training programs for people of color and women so they generally work with candidates only once they have declared. However, they provide vital support and direction to progressive candidates in general, with people of color and women often targeted for additional resources. These organizations include: New Majority; Mass Alliance; Mass NOW; Massachusetts League of women Voters; NARAL Pro-Choice Massachusetts; Neighbor to Neighbor (Please see Appendix C).

Not specifically listed are groups that traditionally support their members if they run for office; for instance, many unions provide their active members with general leadership skills and training and then provide direct campaign support if they run for office. Unions with higher numbers of members of color and women may play a significant role with such candidate members in the coming years.

ANALYSIS AND FUTURE IMPLICATIONS

What do these programs tell us about the state of resources available to potential candidates and appointees, specifically women and people of color? What do these programs have in common, and where do they differ? Are there any obvious gaps in programming or support? What opportunities for collaboration are there between the programs? Why should donors support these programs? These questions will be examined in a brief analysis provided below.

A Growing Field

Overall, there are more resources than ever for female and people of color candidates running for office, particularly in the Greater Boston area. There are four nonprofit formal training and development programs for women and people of color in Massachusetts: Emerge Massachusetts, the Initiative for Diversity in Civic Leadership, the Massachusetts Women's Political Caucus, and *¿Oíste?*. There are three emerging programs that have great potential for offering additional resources to underrepresented candidates: the Democratic Education and Training Initiative, Northeast Action and the Progressive Majority; and three academic programs that are tailored to develop the campaign and leadership skills of underrepresented candidates: Harvard's "From Harvard Square to the Oval Office" program, UMass Boston's "Program for Women in Politics and Public Policy," and Northeastern's "Center for Leadership and Public Life."

A Relatively New Field

The majority of the programs are fairly new. Most of them were formed between 1999-2007. The oldest programs are women's programs: the Massachusetts Women's Political Caucus (1971) and the UMASS Program for Women in Politics and Public Policy (1971). Some programs are incubating as this report goes to print. There are very few formal partisan programs with the exception of the Democratic Emerge Massachusetts and the Democratic Party's Campaign Institute.

A Women's Field

There are more resources for women as evidenced by the number of grassroots and academic programs focused on female candidates. Many of the women's programs are making a concerted effort to recruit women of color into their programs. In other states, Emerge has approximately 46% women of color in their programs. Women's programs are no longer just white women's programs. The programs for people of color have women of color participants as well. Even though this report makes the distinction between programs serving women, and those serving people of color, the distinction may be misleading because women of color are actually served by both types of programs.

Program Similarities and Differences

Almost all of the programs have very similar components and curriculum. At their core, most programs are training programs. The trainings take place in mostly group settings with a cohort of individuals on the nuts and bolts of campaigning. The curriculum is fairly standard across the spectrum except that the program may overlay a gender, racial, cultural, or partisan analysis. The programs also bring in different speakers and expertise. The only program which does not operate in the traditional training model is the Progressive Majority (PM). PM offers one-on-one customized coaching and consulting to candidates and their staff.

Many of these programs also have networking sessions, and mentoring and alumni opportunities to expose participants to people who can provide resources to their campaign and ongoing support for making the decision to seek public office. The academic programs are most successful at providing these opportunities. They are able to adopt the traditional higher education alumni model to their programs, and they have larger networks and physical space.

All of the programs are fairly rigorous, but some are more time intensive than others. Trainings last from one weekend to seven months. This range of time commitment is helpful because not every candidate can make a long-term commitment to programs, and potential candidates have different schedules depending on their work and family commitments.

Most programs charge for their work except for the Initiative for Diversity in Civic Leadership. Communities of color face some of the most serious economic barriers. Therefore a free program may make it easier for a potential candidate of color to apply to the program. On the other hand, programs that charge a fee believe they are minimizing the cost barrier by providing and advertising financial aid and scholarships. They are able to use the fee to subsidize their program, and offset costs. All of the programs have paid staff. Almost all of the lead staff of the core programs are women.

Gaps

The biggest gap in these programs is that most programs do not have the resources or energy to focus on municipal positions. The Democratic Party is interested in developing a program that will build a pipeline of underrepresented people into municipal positions. The UMass Program for Women in Politics and Public Policy has done some excellent research on the lack of women and people of color at the municipal level. Another gap is that none of these programs have initiatives to retain women and people of color in government once they are elected and appointed. The Progressive Majority is attempting to incubate a concept for retention that could be critical to the strategy of preserving a diverse political field in the future.

Finally, while some programs have recruitment strategies, all programs need more very intensive, pro-active recruitment strategies; this is necessary to provide the focus to reach those with potential who may never have considered running in order for Massachusetts to achieve representative parity in a reasonable time frame.

Opportunities for Collaborations

There is great potential for collaboration between these groups. These programs do not view themselves as competitors because they understand that there is a tremendous amount of work to be done at all levels to increase representation of women and people of color in government. Currently these programs do not meet on a formal basis to share learnings. Given that most of these programs are new or emerging, it could be very important for these groups to collaborate and share best practices, and harness their differentiators to serve more people. They could also make cross-referrals and hold joint networking sessions and events. Together, they represent a powerful force in diversifying the political base in Massachusetts.

Opportunities for Donors

Most of these programs have lean budgets and staff. They could expand their work and serve more people if more donors entered into the field of funding these initiatives. These programs are largely funded by individual donors, and a number of them are funded by private foundations and corporations, particularly the non-partisan programs.

Many Massachusetts donors have been very generous in supporting these programs, while others prefer to spend most of their dollars outside of the state in swing state territory. However, all the groups agree that it would be a worthwhile investment for funders to support local programs as they build strong, diverse and vital leadership for Massachusetts in the public and nonprofit sector.

States across the country are looking to Massachusetts as a model for political leadership and diverse leadership because of the array of new and old candidate development programs in the state for people of color and women. Some of the future leaders out of these programs will run for national office, and many of them will be critical players, volunteers, and advisors on campaigns across the country. Groups have also noted that Massachusetts has the greatest opportunity to make inroads with progressive leadership. Although most Massachusetts public officials are Democrats, many of them are not progressive. Some of the existing and emerging programs believe they can produce more progressive leadership at the local, state, and national levels.

CONCLUSION

There are far more opportunities than ever for people of color and women to find support for how to run an effective campaign, and get elected and appointed into office. These programs are tailored to the needs of an underrepresented constituency that requires unique support, and yet has the power to win, lead and change the way politics is carried out in the state. People of color and women are a growing force in progressive politics that are poised to make a profound difference in shaping our communities and democracy. With support from these programs and donors who have the foresight, commitment and courage to fund them, Massachusetts will become known as the state that broke down the barriers of a Commonwealth steeped in tradition, and created parity in political representation for all.

ACKNOWLEDGMENTS

We would like to thank the many organizations and political leaders who offered their time and expertise to this project. Massachusetts Candidate Pipeline Mapping Report would not have been possible without the contributions of Grace Ross and Lisa Portscher, who assisted with the research and provided editing and creative support. We offer special thanks to Maria Jobin-Leeds of the Partnership for Democracy and Education for her continued support to people of color and women in politics, philanthropy, and the nonprofit community. And to the hundreds and thousands of people of color and women who have the courage to lead as political figures, we dedicate this report to you and all the people who support you.



Bates Consulting
15 Grew Hill Road
Boston, MA 02131
www.batesconsulting.com

APPENDICES

- A. Existing and Academic Programs for People of Color and Women
- B. Emerging Programs for People of Color and Women
- C. Index of Programs with Contact Information

Appendix A
Existing and Academic Programs for
People of Color and Women

	PEOPLE OF COLOR PROGRAMS		WOMEN PROGRAMS		ACADEMIC PROGRAMS		
	Initiative for Diversity in Civic Leadership	¿Oiste?	Emerge	Massachusetts Women's Political Caucus	Harvard Square to the Oval Office: Harvard University	The Center for Leadership and Public Life: Northeastern University	Program for Women in Politics and Public Policy: UMASS Boston
<i>Founding Date</i>	2007	1999	2007	1971	2003	2006 with public programming in Fall 2007	Pilot in 1968 Founded in 1971 as part-time program, full time in 1992
<i>Partisanship</i>	Non-Partisan	Non-Partisan	Democratic	Non-Partisan	Non-Partisan	Non-Partisan	Non-Partisan
<i>Target Constituency</i>	People of Color	Latinos	Democratic Women	Women	Harvard Graduate Women	Open to all current and aspiring public servants and community activists	Women
<i>Geographic Focus</i>	Greater Boston area	Statewide	Statewide	Statewide	National	National	Statewide
<i>Level of Government</i>	All levels	All levels	Local and state	All levels	All levels	All levels	All levels
<i>Type of Position</i>	Elected and appointed	Elected primarily	Elected	Elected and appointed	Elected primarily	All positions	All positions
<i>Number of Graduates</i>	28	197	None to date-new program	No data collected	Goal of 50 per year; 133 to-date	None to date-new program	650 since inception
<i>Success Rate</i>	First class: four graduates appointed into Governor Patrick Administration, one ran for state representative, and ten graduates are considering running in 2009.	Almost all graduates either ran for office or worked in the campaigns of candidates who were running.	None to date-new program	No data collected	One woman elected to city council in California in 2006; no appointments to date to their knowledge.	None to date-new program	Data not provided.
<i>Form of Organization</i>	501 c/3	501 c/3 and 501 c/4	501 c/4	501 c/3, 501 c/4 and PAC	Academic	Academic	Academic
<i>Budget</i>	\$275-375K per year	\$10 to 25K per year (<i>varies</i>)	\$110K per year	\$220K per year	\$60K per year; internship funding separate	\$250K per year	\$200-250K per year

A. Existing Massachusetts Programs (continued)

	PEOPLE OF COLOR PROGRAMS		WOMEN PROGRAMS		ACADEMIC PROGRAMS		
	Initiative for Diversity in Civic Leadership	¿Oíste?	Emerge	Massachusetts Women's Political Caucus	Harvard Square to the Oval Office: Harvard University	The Center for Leadership and Public Life: Northeastern University	Program for Women in Politics and Public Policy: UMASS Boston
<i>Program Structure</i>	Program manager, administrative assistant, small % of executive director's position, some consulting support, and advisory group.	Executive director, many volunteer expert trainers, a few paid consultants.	Executive director, board of directors, advisory board.	2 staff, board of directors, advisory board.	Program Director (part of her job), full-time staff assistant, average of one intern.	Center Director with outside instructors and coaches.	Center Director, Associate director (part of her job), 1FTE administrator, interns & work study (2 average), alumni coordinator (> 1/2 time)
<i>Program Cost</i>	Free	Free	\$350 Partial and full financial assistance available	\$100 per program Scholarships available	Included in Harvard tuition fee; no additional cost	\$495	\$6,400 Scholarships and financial aid available
<i>Total hours/ Time format</i>	Once per week on a weekday evening for 16 weeks	Customized; one day, weekend, and 5 weeks for 5 evenings	One Saturday per month for 7 months	Weekend trainings	Students meet 1-2 times per month	Two day workshop	One-year graduate certificate program in the evenings
<i>Program Components</i>	Training Networking Mentoring Alumni Group	Training Networking Consulting	Training Networking Mentoring Alumni Group	Workshops Networking Mass GAP appointments program	Training Networking Mentoring Internships Alumni Group	Training	Academic courses Networking Mentoring Internships Alumni Group
<i>Campaign Support</i>	No	Yes	Some	Yes	Informal networking	No	Informal networking
<i>Program Curriculum</i>	Trainings with a racial and cultural lens on leadership, policy development, political branding, race and public policy, campaign strategy, fundraising and budgeting, government regulations, public finance and management, campaign finance law, and ethics in government.	Similar to Initiative for Diversity in Civic Leadership except excludes modules on leadership and public policy development, with a focus on Latinos.	Trainings with a gender lens on public speaking, fundraising, campaign strategy, field operations, labor & endorsement, networking, media skills and messaging, Democratic party operations, and ethics in politics.	Workshops with gender lens on fundraising, media, field strategy and operations, organization building, technology, messaging, public speaking and campaign finance laws.	Trainings on leadership, campaign strategy, communication and public speaking, fundraising, endorsements, party policies, constituency and group mobilization, field organization, and media.	Workshops on public leadership with focus on authority and leadership, technical and adaptive challenges.	Academic study of governmental structures and political processes, the effects of public policies on women, and the roles women have played in politics, policy formulation and implementation. The role of gender is central to the program's design, goals and curriculum.

B. Emerging Massachusetts Programs for People of Color and Women

Emerging Programs	Massachusetts Democratic Party: Education and Training Initiative	Northeast Action	Progressive Majority
Founding Target Date	N/A	2008	Possibly 2008
Partisanship	Democratic Party	Non-Partisan	Non-Partisan
Target Constituency	TBD	People of Color/ under-represented groups	People of Color
Geographic Focus	Massachusetts	Massachusetts	Massachusetts
Level of Government	Municipal (Additional TBD)	All Levels	Municipal/State
Type of Position	TBD	Elected	Elected
Number of Graduates	N/A	N/A	N/A
Success Rate	N/A	N/A	N/A
Form of Organization	Political Party	501(c)3	Section 527 and PAC
Budget	N/A	N/A	N/A
Program Structure	Education & Training Director/paid internships	Train-the-Trainer Candidate Development Programs	TBD
Program Cost	N/A	N/A	TBD
Total hours/Time format	TBD	N/A	TBD
Program Components	TBD	TBD	Campaign and technical support
Program Curriculum	TBD	N/A	N/A

C. Index of Programs with Contact Information

Existing and Emerging Organizations	Name of Contact	Web	Phone
Emerge Massachusetts	Caprice Taylor Mendez	www.emergema.org	857-719-1749
Harvard's John F. Kennedy School - The Women Public Policy Program	Nicole Carter & Kerry Conley	www.ksg.harvard.edu/wapp/index.html	617-496-6973
Initiative for Diversity in Civic Leadership	Giovanna Negretti	www.oiste.net	617-426-6633
Massachusetts Democratic Party	Stacey Monahan Gloribell Mota	www.massdems.org	617-776-2676
Massachusetts Women's Political Caucus	Jesse Mermell	www.mwpc.org	617-451-9294
Northeast Action	Cynthia Ward	www.neaction.org	617-541-0500
Northeastern University-Center for Leadership and Public Life	Representative Jay Kaufman or Cathy Evans	www.spcs.neu.edu/ce/leadershipcenter	617-373-2400 781-238-8470
¿OÍSTE?	Giovanna Negretti	www.oiste.net	617-426-6633
Progressive Majority	Gloria Totten	www.progressivemajority.org	202-408-8603
University of Massachusetts Boston-Center for Women in Politics & Public Policy	Carol Hardy-Fanta	www.mccormack.umb.edu/cwppp/btaymorfund.jpp	617-287-5541
Supporting Organizations			
New Majority	David Ortiz	www.thenewmajority.org	617-422-0588
Mass Alliance	Georgia Hollister Isman	www.massalliance.org	617-722-4320
Mass NOW	Terri Febo	www.massnow.org	617-254-9130
Massachusetts League of Women Voters	Kelly Marcimo	www.lwvma.org	617-523-2999
NARAL Pro-choice Massachusetts	Kelly O'Bryan	www.prochoicemass.org	617-556-8800
Neighbor to Neighbor	Carl Nilsson	www.n2nma.org	617-723-6866