

**ART OF SOCIAL CHANGE:
CHILD WELFARE, EDUCATION & JUVENILE JUSTICE**

**Professor Elizabeth Bartholet
Lecturer on Law Jessica Budnitz**

Fall 2010

Course Information, Syllabus and Schedule

COURSE INFORMATION

Course Materials

Bartholet, *NOBODY'S CHILDREN: Abuse and Neglect, Foster Drift, and the Adoption Alternative* (Beacon Press 1999) [hereafter *Nobody's Children*] will serve as the course text together with additional course materials in weekly assignment packets which will be available prior to each class through the Copy Center (in the basement of Pound Hall) as well as through the course website. Before each session, students should also read the relevant speaker biographies, which are posted on the CAP website (<http://www.law.harvard.edu/programs/about/cap/art-of-change/index.html>) and included in the assignment packets. Further details will be provided at our first class and by email throughout the year.

Administrative Details

Professor Elizabeth Bartholet

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Course Website

To access the course website, log into MyHLS (<http://myhls.law.harvard.edu>): choose “login” in the upper left-hand corner and enter your HUID and PIN. Go to the “My Courses” box and click on *Art of Social Change: Child Welfare, Education, & Juvenile Justice*. If you have questions, need training, or cannot access the course website, please **contact the ITS Student Helpdesk** (617-495-9576), which is located in the basement of Hauser Hall, Rm 030.

Cross-registrants will automatically gain access to the course website, once they drop off their completed Cross-Registration Petition with the HLS Registrar’s Office (in Pound Hall, Rm 300). CAP will add **auditors** to the course website.

For further information about cross-registration procedures, visit:

<http://www.law.harvard.edu/programs/about/cap/cap-courses/crossregistrants.10.html>

Course Requirements

Course requirements consist of brief questions and reaction papers related to the readings and class presentations, turned in weekly.

The course will meet weekly for 2 hour sessions during the Fall term. Practitioners, activists, and community members who are working on issues related to the session topics are invited to join the class and may participate in class discussion. Following each session, all are invited to a brief reception where students will have the opportunity to talk informally with the speakers and invited guests. Additionally, students will be allowed to sign up for one post-reception dinner during the year providing an additional opportunity to interact with the speakers, guests, and CAP faculty.¹ Instructions for signing up for dinners will be emailed to all students at the beginning of the semester.

Session Questions: For your assigned dates, students should submit a brief question (or questions) for the upcoming speakers along with a short comment on why the question is significant. The questions and accompanying comments should be **NO MORE than ½ a page (single-spaced)**. **Include your name and the session date at the top of your submission.**

To submit your assignment, first save your question/comment as a Word file² on your computer with the title “name_monthdate_questions.” For example, if your last name is “Jones,” title the file for your first submission “jones_sept9_questions.”

Then, log into the course website. Click on the “Assignment Dropbox” tab on the left-hand menu column. Next, click on the relevant dropbox folder in the middle of your screen (e.g., the box for this submission is labeled “Sept. 9 – Questions”). Click the Upload file link. Browse your computer’s file system for the document you want to upload. In the “Title” field of the Dropbox menu, name your assignment “Last Name – Date – Questions.” For example, if your last name is Jones, enter the following title “Jones – Sept. 9 – Questions.”

You should upload your assignment by **NOON (12 PM) the Wednesday before the Thursday session**. After NOON (12 PM) the dropbox will disappear from your screen, so you won’t be able to upload your submission. **IMPORTANT NOTE: If your questions are LATE for any session, you should upload them to the dropbox labeled “Late Submissions – Questions.”**

Session Reaction Papers: In lieu of the session questions, a few times during the semester, students will be assigned to draft a brief reaction paper. This paper should give a brief analysis of the substance of the session, based on both materials and presentations, and then give your own reactions, including *e.g.*, your views on disputed issues, your thoughts *re* interesting connections with themes and issues from other sessions. Reaction papers should be **2 - 3 double-spaced pages**. Be sure to **include your name and the session date on the top of your submission.**

¹ Depending on course enrollment, not all students may be able to attend a dinner. Dinners will be filled on a first-come, first-serve basis.

² If you do not regularly use Word, contact Margo Strucker (CAP Program Assistant) at mstrucker@law.harvard.edu and she will work with you to find an alternate word processing program which is compatible with the course website.

To submit your assignment, first save your reaction paper as a Word file on your computer with the title “name_monthdate_reaction.” For example, if your last name is “Adams,” title your file for your first submission “adams_sept9_reaction.”

Then, log into the course website. Click on the “Assignment Dropbox” tab on the left-hand menu column. Next, click on the relevant dropbox folder (e.g., the box for the first reaction submission is labeled “Sept. 9 – Reaction”). Click the Upload file link. Browse your computer’s file system for the document you want to upload. In the “Title” field of the Dropbox, name your assignment “Last Name – Date – Reaction.” For example, if your last name is Adams, enter the following title “Adams – Sept. 9 – Reaction.”

You should upload your reaction paper **by 9 AM on the Tuesday following the workshop session.** After 9 AM, the dropbox will disappear from your screen, so you won’t be able to upload your submission. **IMPORTANT NOTE: If your reaction paper is LATE for any session, you should upload it to the dropbox labeled “Late Submissions – Reactions.”**

Assignment Dates:

For the First Session:

There is no *written* assignment for the first session (9/2). However we expect all students to read very carefully the materials assigned for the first session, as they are critical to themes which will be presented throughout the course. We expect you to weave in your reactions to the ideas presented in the first assignment in your submissions later in the term.

For All Subsequent Sessions:

We have divided reaction paper assignments based on the first letter of your last name. **For the weeks you are assigned reaction papers, you do NOT have to submit questions/comments before class.** In other words, for each class (except the first class on 9/2), you will submit ONE written assignment – either questions/comments OR a reaction paper.

<u>Last Names Beginning With:</u>	<u>Reaction Paper Assignment:</u>		
A-F	9/9	10/14	11/11
G-L	9/16	10/21	11/18
M-S	9/30	10/28	12/2
T-Z	10/7	11/4	12/2

Each student will submit a total of 8 questions/comments and 3 reaction papers over the course of the semester. For example, a student with the last name “Adams” will submit reaction papers for these classes: 9/9, 10/14, and 11/11. S/he will submit questions for the remaining sessions: 9/16, 9/30, 10/7, 10/21, 10/28, 11/4, 11/18, 12/2. ***IMPORTANT NOTE: For all students assigned to do reaction papers for the Sept. 16 class:** We have extended the deadline for submissions. The papers are due at 9:00 AM on Tues, Sept. 28 (instead of Tues., Sept. 21, which is during fly-out week when the Law School is not in session for second- and third-year students).

Example:

For example, if your last name is “Adams,” your assignment for the Sept. 9 class is to write a reaction paper after class. By Tuesday, Sept. 14 at 9 AM, you should upload a document labeled “adams_sept9_reaction” to the dropbox labeled “Sept. 9 – Reaction.” Your assignment for the Sept. 16 class is to write questions/comments before class. By Wed, Sept. 15 at noon, you should upload a document labeled “adams_sept16_questions” to the dropbox labeled “Sept. 16 – Questions.”

Dropbox Problems:

If you have a problem accessing the dropbox (on rare occasions, the MyHLS system breaks down), simply EMAIL your assignment to Jessica at jbudnitz@law.harvard.edu with the relevant explanation.

Grading: Grades will be based primarily on your reaction papers. You will receive limited feedback on these reaction papers throughout the term. As for your questions/comments, before each session, we will provide that week’s speaker(s) a sense for the type of questions/comments you and your classmates have submitted. Each week we will be checking to ensure assignments were submitted; your grade will be adversely affected if you do not submit assignments by the deadline without a valid excuse.

Communication: Throughout the semester, CAP will send you important information about the course, including when the upcoming week’s Assignment Packet is available, via email. All sent emails can be found in the “Student Resources” folder and “View Email” sub-folder of the course website. **All students who ADD the course after the first class should review the messages in the “Emailbag.”**

If you wish to meet with the CAP Faculty: For Elizabeth Bartholet, email her directly to schedule appointments as she keeps her own calendar. For Jessica, it is best to call or email her beforehand to schedule a specific time to meet, even if you wish to meet during her office hours; that will ensure she is available and not meeting with another student during the same slot. Since CAP Program Assistant Margo Strucker sits in two locations, you should call or email her before coming by her office.

SYLLABUS AND SCHEDULE

Class 1 (Sept. 2): Course Overview

Reading:

- Course Information, Syllabus, and Schedule for Fall Classes
- *Nobody's Children*, Intro, pp. 1-8, 22-29, 33-55

Speaker:

- **Elizabeth Bartholet**, Prof. of Law and Faculty Director, Child Advocacy Program

Attendance is ESSENTIAL for all enrolled in or interested in adding the course.

Class 2 (Sept. 9): Drug-Exposed Newborns & Family Drug Treatment Courts

Reading:

- *Nobody's Children*, pp. 67-81, 207-32
- Assignment Packet #2

Guest Speaker:

- **Penny Clodfelter**, Program Manager, Family and Juvenile Drug Court, Jackson County in Kansas City, Missouri

Response Panel:

- **Ivana Culic**, MD, Associate Director, Special Care Nursery, Beverly Hospital; Attending Neonatologist, Beverly Hospital and Children's Hospital Boston; Instructor in Pediatrics, Harvard Medical School
- **David Deakin**, Assistant District Attorney and Chief of the Family Protection & Sexual Assault Bureau, Suffolk County District Attorney's Office

Substance abuse is a major factor in the child maltreatment problem, with the overwhelming majority of parents who abuse and neglect their children involved in the abuse of illegal drugs or alcohol or both. Many children are born drug-affected, and then sent home to parents who are unable to parent adequately due to their substance abuse problem, putting the children at severe ongoing risk. Many of these children are later removed to foster care, after having suffered maltreatment. They then often spend years waiting for permanency, given the difficulty their parents have in addressing the substance abuse and other problems that interfere with appropriate parenting, and the child welfare system's reluctance to terminate parental rights and move them on to adoption. New laws and programs have had limited effectiveness in dealing with the intersection between substance abuse and child maltreatment, and policy makers are deeply divided about the appropriate directions for reform.

Penny Clodfelter heads a unique program which makes use of the promising family drug treatment model, and includes newborns as well as older children. It has had relatively high rates of success, compared to other programs, in removing children from high-risk situations, in helping parents achieve rehabilitation and reunification with their children, and in moving children who cannot be reunified on to adoption. Ivana Culic has had extensive experience as a neonatologist with infants born drug-affected, and is familiar with their needs and with the risks

they face in terms of future development, as well as with MA child welfare policies and programs related to such infants. Assistant District Attorney David Deakin will provide his insights into the problem of drug-exposed newborns and the family drug treatment model from his perspective as head of Suffolk County's Family Protection & Sexual Assault Bureau (which includes the Child Protection Unit).

Class 3 (Sept. 16): Representing Abused and Neglected Children: Holding Attorneys Accountable

Reading:

- Assignment Packet #3

Guest Speaker:

- **Erik S. Pitchal**, Assistant Clinical Professor of Law and Founder of the Child Advocacy Clinic, Suffolk University Law School

Response Panel:

- **Andrew Hoffman**, Attorney-In-Charge of Boston Office, Child and Family Law Division, Committee for Public Counsel Services
- **Sally Padden**, First Justice, Essex County Juvenile Court

Each state in America has a child welfare agency charged with ensuring the safety and well-being of children. As a backdrop for this session, Professor Pitchal will provide an overview of the child welfare system. He will describe how a child travels through the system, as well as how and when that child might interact with the courts.

Since children cannot advocate effectively for their own interests, most agree that they should be assigned strong advocates who can. Reports indicate, however, that abused and neglected children receive inadequate representation. Why don't abused and neglected children have zealous advocates? Why is the quality of lawyering for children arguably so poor? Why aren't children's voices being heard when critical decisions are being made about their lives? How can we hold attorneys for children accountable?

Prof. Pitchal will respond to these concerns. Last year, he evaluated the state of Nebraska's system for providing lawyers for children and will report on those findings. Additionally, Prof. Pitchal will discuss his work on impact litigation cases on behalf of abused and neglected children with a goal being increased accountability in the system to protect children.

Justice Padden, who heads the Juvenile Court System in Essex County (which includes juvenile courts in Salem, Lawrence, Lynn, and Newburyport, Massachusetts), will respond to Prof. Pitchal, remarking on the quality of lawyering for children from her perspective as a judge. Andrew Hoffman heads the Boston Office of the agency in Massachusetts which provides lawyers for children in abuse and neglect cases. Andrew will share his views on the quality of legal services for children as an advocate representing parents and children in abuse and neglect proceedings in our courts every day.

Class 4 (Sept. 30): Race to the Top: An Insider's View on Obama's Contest to Reform Education in America

Reading:

- Assignment Packet #4

Guest Speaker:

- **John King**, Senior Deputy Commissioner for P-12 Education, New York State Department of Education; Founder and Former Co-Director, Roxbury Preparatory Charter School

Response Panel:

- **John Connolly**, Boston City Councilor At-Large
- **Richard Weissbourd**, Lecturer in Education, Harvard University John F. Kennedy School of Government and Harvard Graduate School of Education

It has been suggested that Obama's "Race to the Top" contest has the potential to unearth public education as we know it, with the impact overshadowing health care reform. The \$4.3 billion dollar federal grant program is designed to encourage education reforms at the state and local level. No one knows more about the program than John King, who has been responsible for New York State's application for Race to the Top funds. In late August 2010, it was announced that New York captured a significant portion of these funds. In an effort to make themselves a competitive contender for the money, the New York state legislature and the teachers' unions agreed to increase the number of charter schools, as well as tie teacher evaluations to standardized test scores.

King will provide an insider's perspective on the contest, as well as his broader vision on efforts to close the achievement gap. After college, King founded and directed Roxbury Prep, a charter school nationally recognized for achieving "outstanding" results with students of color from disadvantaged inner-city neighborhoods in Boston, with its students outperforming students from Boston's affluent suburbs. Before his current role with the New York State Department of Education, King served as a Managing Director of Uncommon Schools, a non-profit charter management organization in New York and New Jersey. He also attended law school and was awarded an Ed.D. in Educational Administrative Practice from Teachers College. King's background – as founder of Roxbury Prep, as a law school graduate with an EdD in Education, as a director of Uncommon Schools, and now as New York Deputy Commissioner for P-12 Education – gives him a unique insight into the promise of education reform.

The young Boston City Councilor John Connolly, Acting Chair of the Education Committee, has made education reform a key priority of his tenure. After graduating from college, Connolly taught "at-risk" students in New York City and then taught at a charter school in Boston. He also went to law school and was a practicing attorney. Connolly will react to King's remarks, describing his education priorities for Boston.

Richard Weissbourd, a Lecturer on Education and a child and family psychologist, has done significant work at the intersection of research and education policy. He has advised on the

city, state, and federal levels on family policy and school reform. He will discuss his views on the “Race to the Top” contest and his priorities for education reform.

Class 5 (Oct. 7): "Family Affair" Film Screening

Reading:

- *Nobody's Children*, 59-67, 81-110

Guest Speaker:

- **Chico David Colvard**, Director, “Family Affair”

Most filmmakers film others. Chico Colvard turned the camera on himself and his family to create what the *Boston Globe* called “one of the most psychologically complex movies ever made.”

At 10 years old, Chico Colvard accidentally shot his older sister in the leg. This seemingly random act sparked a chain reaction that exposed secrets, which ultimately shattered his family. Thirty years later, Colvard breaks the veil of secrecy and silence again. As he bravely visits his relatives, what unfolds is a dramatic film that reveals the legacy of abuse and the nature of forgiveness. The film attempts to understand how children reconcile being the victims of abuse at their parents’ hands with their continued longing for love and family. The film raises fundamental questions about inter-generational violence and abuse, the legacy of Jim Crow, the meaning of family, resiliency, and ultimately survival.

The first film acquired by Oprah Winfrey for her new cable channel, “Family Affair” has received critical acclaim. For the film trailer, visit: http://www.c-linefilms.com/c_linefilms.html

The filmmaker, Chico Colvard, will be available after the screening to discuss the film, as well as his work more generally on race, law, media, and social change.

Class 6 (Oct. 14): Children Dying While Incarcerated: A Reason for Hope

Reading:

- Assignment Packet #6

Guest Speaker:

- **Bryan Stevenson**, Executive Director, Equal Justice Initiative

Response Panel:

- **Naoka Carey**, Juvenile Justice Policy Advocate, Youth Advocacy Department
- **Lael Chester**, Executive Director, Citizens for Juvenile Justice

Founder and director of the Equal Justice Initiative (EJI), Bryan Stevenson has long championed the unpopular cause of protecting the rights of indigent defendants and prisoners. In recent years, EJI has focused its attention on the plight of children in adult prison. In the wake of the 2004 *Roper v. Simmons* Supreme Court decision (forbidding the death penalty for youthful offenders) many advocacy organizations like EJI have been focused on challenging

“LWOP” – life without parole for juveniles. Over 2,200 children across the nation have been given LWOP sentences, dooming them to die in prison.

But there is a reason for hope. The 2010 *Graham v. Florida* Supreme Court decision, which outlawed LWOP sentences for juveniles for non-homicide offenses, is considered a huge success by many advocates. Stevenson will describe his work on the LWOP issue, and explain that although *Graham* is a “victory,” the struggle is not finished as there must be responsible follow-up. Stevenson will address issues such as providing counsel for the juveniles currently serving LWOP sentences for non-murder offenses. Stevenson will discuss the strategies EJI is employing to effectuate change for this vulnerable, yet overlooked, segment of the population.

Stevenson has won numerous awards in recognition of his effectiveness as a social change agent and his tireless efforts on behalf of the disenfranchised, including the MacArthur Foundation “Genius” Award and the ACLU's National Medal of Liberty.

Local advocates will respond to Stevenson describing LWOP for juveniles here in Massachusetts, noting that the situation here is among the worst in the country. They will explain their reform strategy and the difficulties they face finding allies and moving their progressive agenda forward.

Class 7 (Oct. 21): Challenging Massachusetts' Child Welfare System: Is Litigation the Right Path?

Reading:

- *Nobody's Children*, pp. 176-204
- Assignment Packet #7

Guest Speaker:

- **Marcia Lowry**, Executive Director, Children's Rights Inc.

Response Panel:

- **Representative from** Massachusetts Department of Children and Families
- **Marylou Sudders**, President and Chief Executive Officer, Massachusetts Society for the Prevention of Cruelty to Children

Children's Rights, Inc., founded by Marcia Lowry, is known as the preeminent public interest law firm using impact litigation to challenge child welfare systems across the nation. Lowry will describe the strengths and limitations of litigation as a strategy for achieving systemic reform in our child welfare system. In April 2010, Children's Rights filed a lawsuit here in Massachusetts, citing our state as having one of the nation's highest rates of abuse and neglect of children in foster care. The lawsuit aims to achieve reform on behalf of the 8,500 abused and neglected children statewide.

A representative from the Massachusetts Department of Children and Families (the state child welfare agency) will provide his perspective on the usefulness of litigation as a tool for reform from his perspective as a defendant in the lawsuit. Marylou Sudders will provide remarks from

her perspective as head of the well-known organization dedicated to preventing child abuse and neglect.

Class 8 (Oct. 28): The Prostitution of Children: The Hidden Problem & A Model Prevention and Intervention Program

Reading:

- Assignment Packet #8

Guest Speakers:

- **Tamar Birkhead**, Assistant Professor of Law, University of North Carolina at Chapel Hill School of Law
- **Lisa Goldblatt Grace**, Program Director, My Life My Choice
- **Ann Wilkinson**, My Life My Choice

Research shows the average age of entry into prostitution is between eleven and fourteen. Prof. Birkhead's forthcoming article on "The Youngest Profession" will serve as the basis for her talk. She will describe the problem of childhood prostitution, providing an overview of the *status quo* and the number of children involved. She will address the range of ways states have addressed the problem, with some states using interventions and rehabilitation strategies instead of the traditional punitive approach of prosecution and incarceration. She will explore the inconsistencies in the approaches between US domestic and international policy related to sexually exploited children. Finally, she will propose her own strategies for reform.

There are almost no programs specifically aimed at serving children involved in prostitution. One model program is based here in Boston: My Life, My Choice. The director of the program, Lisa Goldblatt Grace, will describe MLMC's unique curriculum focused on preventing commercial sexual exploitation among youth, a curriculum being employed at agencies across the country. Drawing on her personal experience with sexual exploitation, MLPC staff member Ann Wilkinson will explain how children get pulled into prostitution and how MLPC uses mentors and group counseling to support youth. Finally MLPC will describe its involvement in the "SEEN" Coalition (Support to End Exploitation Now), where law enforcement, child protective services, medical providers, and district attorneys work together to protect sexually exploited children and develop a plan aimed at safety and recovery, instead of punishment.

Class 9 (Nov. 4): Beyond Juvenile Incarceration: Creating Better, Cheaper Solutions for Youth

Reading:

- Assignment Packet #9

Guest Speakers:

- **Bart Lubow**, Director, Juvenile Justice Strategy Group, The Annie E. Casey Foundation
- **Tim Decker**, Director, Missouri Division of Youth Services

Historically, juvenile and criminal justice policy has focused on expensive, punitive approaches to treating offenders. Numerous reports have highlighted horrific conditions for incarcerated

children, documenting abuse by guards, lack of medical treatment, low-quality or non-existent educational opportunities, lack of nutritious food and clothing, and generally unhealthy living conditions. While ostensibly focused on rehabilitation, these large-scale incarceration facilities are arguably warehousing children.

In contrast, Missouri has developed small, child-centered residential facilities for child offenders. The facilities aim to treat children humanely and with dignity. Rather than ragged uniforms, youth are allowed to wear their own clothing; rather than cage-like rooms and barbed wire, facilities are decorated with students' art work and home-like furniture; rather than putting children in physical restraints, individualized attention and counseling are provided to youth. Typical recidivism rates for court-involved youth are between 50 and 70 percent. Reports indicate that of the youth released from Missouri's juvenile justice system in 2005, only eight percent were incarcerated three years later, demonstrating a remarkable reduction in reoffending. The Director of the Missouri juvenile justice agency Tim Decker will describe his state's model program, a program which is being replicated across the country.

One foundation in particular, the Annie E. Casey Foundation, has leveraged its position and grant-making ability to shape juvenile justice policy and practice. Director of the Juvenile Justice Strategy Group Bart Lubow will provide a backdrop for the session by explaining how historically money has been invested in costly, yet ineffective, punitive measures for youth. He will further describe effective prevention and intervention programs his foundation has funded, including the "Juvenile Detention Alternatives Initiative," which aims to reduce unnecessary confinement of youth while also ensuring youth who must be confined live in safe and humane conditions.

Class 10 (Nov. 11): Impact of the Economy on Child Homelessness

Reading:

- Assignment Packet #10

Guest Speakers:

- **Mark Edwards**, OpportunityNation, a campaign of Be the Change, Inc.
- **Paul Epstein**, Social Worker, Brookline High School; Co-Founder, "Foundation to Be Named Later"
- **Sue Heilman**, Former CEO, Horizons for Homeless Children

One out of every 50 children goes to sleep homeless. How can this happen in America? Sue Heilman, who served for over 18 years at Horizons for Homeless Children in Massachusetts, will answer this question, providing a historical context for childhood homelessness in the US. She will discuss the problem nationally as well as here in Massachusetts. She will highlight how the economy has impacted child homelessness.

Horizons leads the way in building partnerships with the private sector and government; the organization effectively engages volunteers and secures foundation funding. A significant part of Horizons' success has been its effective communication strategy. Mark Edwards has been involved in Horizons from the beginning, spearheading their communications efforts. Horizons materials appear in the subway, on National Public Radio, and even at Whole Foods. For an

example of a video piece Horizons created for television and the web, see:
<http://www.horizonsforhomelesschildren.org/Newsroom.asp>.

Prominent Bostonian Paul Epstein co-founded “The Foundation to Be Named Later” with his twin brother, Theo Epstein (General Manager of the Boston Red Sox). Epstein will describe how he uses his position and the foundation he created to highlight children’s causes, including organizations like Horizons. In addition to his foundation work, Epstein is a social worker at Brookline High.

Class 11 (Nov. 18): Social Enterprises for Children: Creating, Growing, and Evaluating

Reading:

- Assignment Packet #11

Guest Speakers:

- **Eric Dawson**, President, Peace First
- **Theresa Ellis**, Founder and Co-CEO, Common Impact

Social entrepreneur Eric Dawson will describe his innovative work at Peace First. Founded in response to the sky-rocketing youth homicide rates in the early 1990s, the project views children as problem-solvers, rather than witnesses or victims of their surroundings. Dawson will describe the Peace First model but will focus his remarks on social enterprises more generally, providing insights into creating successful organizations. He will also describe the challenges around growing an organization – determining when and how to replicate – referencing his own decision to slowly grow Peace First in its early years rather than quickly scaling up. Additionally, Dawson will highlight the importance of program evaluation and the surrounding complexities. Finally, Dawson will provide an insider’s perspective on the advantages and pitfalls of leveraging celebrities and corporations to support social justice causes. Among its list of supporters, volunteers, and funders, Peace First counts: Quincy and Rashida Jones, America Ferrera, Orlando Bloom, Matt Damon, Darryl “DMC” McDaniels of Run DMC, Aerosmith band members, COACH, HardRock, Bicardi, and more.

In 2000, Theresa Ellis founded Common Impact which partners high-potential local non-profits with for-profit companies. Through Common Impact, professionals from the private banking, consulting, marketing, technology, and HR fields donate their time to assist non-profits struggling to overcome business challenges. Ellis is an expert on corporate social responsibility and building cross-sector partnerships. She will explain how and why she founded Common Impact, and the organization’s model of channeling untapped resources to benefit community-based organizations.

Class 12 (Dec. 2): Reforming NYC’s Schools: Challenging the *Status Quo*

Reading:

- Assignment Packet #12

Guest Speaker:

- **Joel Klein**, Chancellor, New York City Schools

Heralded by New York City Mayor Michael Bloomberg as “a true leader who never shies away from tough and sometimes controversial decisions that are necessary to implement change,” Chancellor Joel Klein oversees the largest public school system in the country. Appointed in 2002, Klein has worked to execute his multi-layered reform agenda which includes: expanding small schools and charter schools, providing academic supports for struggling students, giving principals greater control over their schools, instituting greater accountability in the system. Klein will describe his vision for change, explaining the successes and frustrations he has faced as Chancellor.