

O'Bryant School pipeline to LMA employment

Creating a gateway to student success, one New York-based preparatory program is celebrating its upcoming launch in Boston.

Mayor Thomas M. Menino joined leaders from the John D. O'Bryant School of Mathematics and Science in Roxbury and the institutions of the Longwood Medical and Academic Area (LMA) to speak with parents and students about the Gateway to the LMA. The program will begin in the fall.

"This program offers Boston's students a chance to develop skills that will lead to a successful career in one of the region's most powerful industries – health and science," said Mayor Thomas M. Menino. "We have the best students in the world and they deserve opportunities to learn at the best academic institutions and hospitals in the world – many of which are located just a few miles from the O'Bryant School."

LMA Gateway scholars will benefit from a rigorous college preparatory curriculum, intensive academic support from a small learning community and comprehensive career and

See **GATEWAY** Page 3

Above, Mayor Thomas M. Menino celebrates the launch of the Gateway to the LMA program with students at the John D. O'Bryant School. Below, from left, Kate Walsh, chief operating officer, and Gary Gottlieb, president, Brigham and Women's Hospital, with Boston superintendent of schools Michael G. Contompasis.



It's the right thing ...

For the last three years, MASCO and its members have worked to find an educational development program where LMA institutions could participate together.

This program would need to address shortages in scientific and technical positions now and in the future. In addition to requiring an educated local workforce, the LMA institutions want to help improve matriculation rates for inner city high school students.

Dr. Howard Hiatt of Brigham and Women's Hospital introduced us to the Gateway program in New York City. It had been tested and successful for over a decade with its students graduating to college in the sciences and becoming doctors, some serving in the LMA. The O'Bryant School in Roxbury had already been identified as a potential pilot program in Boston by the Gateway Board. For results-oriented scientists in the institutions here, an evidence-based program with proven results that could provide a pipeline to jobs from the surrounding neighborhoods to the LMA was and is an exciting opportunity.

With a study produced under the direction of Sarah Hamilton, MASCO vice president for area planning, we learned that the LMA institutions already currently offer over 200 adult and youth training, workforce, and educational programs with over 27,000 individuals served annually. Nearly 16,000 youths, over 2,300 adults and 8,700 incumbent workers are served.

The Gateway to the LMA Program, however, gives the academic and medical centers the opportunity to mentor students for four years. Beginning in Grade 9, and working closely with the school and its curriculum, the colleges, hospitals, and research institutions will tutor and mentor students and introduce them to the wonders of science and medicine. The institutions will offer work experiences in the upper grades. One of the strengths of the program is its simplicity: longer hours, week-ends, summers, and hard work. This program described on page one offers a chance to young people. It supports an excellent school with fine leadership, while allowing institutions here the opportunity to offer an intense experience over an extended period of time, where results are quantifiable. It works for everybody involved. It is also the right thing to do.



From left, Boston School Committee members Helen Dàjer and Marchelle Raynor, O'Bryant School Headmaster Joel Stembridge and MASCO president Marilyn Swartz-Lloyd at the Gateway launch.



Above, O'Bryant student with Brigham and Women's associate director of volunteers Sheila Bailey. Right, Inez Stewart, vice president of human resources, Children's Hospital Boston, and Lisa Zankman, senior vice president of human resources, Beth Israel Deaconess Medical Center.

Marilyn
Marilyn Swartz-Lloyd
President and CEO



At the Gateway to the LMA launch



Above, Jennifer Wu, Gateway to the LMA director, O'Bryant School, and Mayor Thomas M. Menino. Left, Darlene Gabeau, M.D., Ph.D., a New York Gateway graduate, addresses parents and students.



Above, Kuei-wu Tsai, provost, Wentworth Institute of Technology, and Professor Sally Dias, Emmanuel College. Right, Zorica Pantic, president, Wentworth Institute of Technology, Jackie Jenkins-Scott, president, Wheelock College, and Kay Sloan, president, MassArt.



O'Bryant School pipeline to LMA employment

GATEWAY: from Page 1

college guidance. They will also gain integrated, meaningful learning experiences and leadership opportunities with LMA institutions, including internships, mentoring and enrichment programs.

"On behalf of my colleagues in the LMA – nearly 20 hospitals and colleges that are among the best in their field – we are so delighted to be partnering with the O'Bryant School," said Dr. Gary Gottlieb, President of Brigham & Women's Hospital. "We know that the young people are the nurses, doctors and researchers of tomorrow. We look forward to welcoming them to our institutions and helping them develop the skills to have successful careers in healthcare and related industries."

"The opportunities provided by this program will help our students get a head start in exploring some fascinating careers, building skills to succeed in college and developing relationships with mentors who can help them achieve their goals," said Joel Stembbridge, headmaster

of the O'Bryant School.

The Gateway to the LMA program is the first outside of New York. The Gateway Institute for Pre-College Education, which currently operates programs at 14 sites in New York City, offers a unique combination of a four-year college preparatory curriculum and hands-on exploration in science-based careers to prepare students for success in top-tier university programs. Since its inception in 1986, more than 3,000 graduates have enrolled in four-year colleges and gained access to rewarding careers in medicine and other science-related fields.

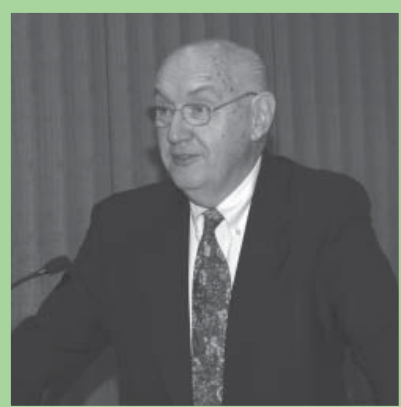
New York's Gateway will provide educational and programming expertise, teacher professional development and networking opportunities to LMA Gateway staff and students.

The Massachusetts Legislature authorized \$1.5 million over four years to support the program.

At its 2006 annual meeting, MASCO voted in a new associate member, welcomed new board members and discussed valuable energy cost savings with its guest speaker.



Chair of Operating Services Committee Arthur Mombourquette, VP of Operations at Brigham and Women's Hospital, reports on the year's activities.



Chairman of the Board Rudman Ham opens the Annual Meeting.

Associate membership: Harvard Vanguard

Harvard Vanguard Medical Associates, a non-profit multi-specialty physician group providing comprehensive healthcare services to approximately 350,000 people in the greater Boston community, was voted by the Board to join MASCO as an associate member.

The criteria for MASCO associate membership was approved in 2005 to allow eligibility to profit-making companies and other not-for-profit organizations falling outside of the membership bylaws. To qualify, for-profit institutions must fall within the geographic service area of MASCO, which is bounded by the Fenway and Riverway and adjacent to the

Mission Hill neighborhood. Not-for-profit institutions outside of this area must be near to the LMA boundaries, able to align with the interests and mission of MASCO, serve the community and enhance the synergy among member institutions.

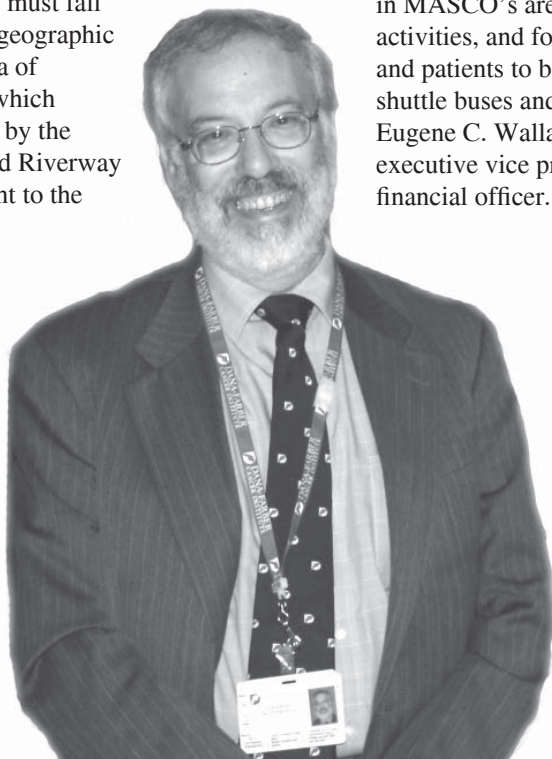
While associate members are non-voting members of the organization, they have access to many of the same services and benefits as full members, such as commuter incentives, transportation services, area-wide planning discussions, construction coordination activities, emergency-preparedness programs and networking opportunities.

"We joined MASCO for the opportunity for our Kenmore practice to participate in MASCO's area-wide planning activities, and for our employees and patients to benefit from the shuttle buses and other services," said Eugene C. Wallace, Harvard Vanguard executive vice president and chief financial officer.

Harvard Vanguard is an affiliate of Harvard Medical School. Its doctors are known as leaders in improving clinical quality and in involving patients in their own healthcare, which they have been doing since their practice was founded in 1969.

New faces

Leah Camhi is serving as interim executive director at Temple Israel. Recognized locally for her eight years of leadership work as executive director of the Boston Living Center – a community resource center for people living with HIV/AIDS – she successfully grew the center into an 1,800-member multi-service organization with 15 partner agencies. In addition to extensive management



From left, MASCO at large Board member Stephen Koster, Esq., Dana Faber Cancer Institute Trustee, and annual meeting speaker Phil Giudice, Senior Vice President of EnerNOC of Boston.

experience in administration, strategic planning, organizational development, facility management and capital campaigns, Camhi brings with her a wealth of nonprofit experience as a designer and manager of education programs and social justice issues. She holds a bachelor's degree from the University of Nevada Las Vegas and a master's from Oklahoma City University.

Bridgitt Evans, Winsor School trustee and assistant treasurer, also serves as a trustee and finance committee member of several other local educational and cultural non-profit organizations, including the MATCH School, the Fessenden School and the Institute of Contemporary Art. Previously, she worked in the real-estate development and investment industry and was a portfolio manager and investment advisor with Aldrich, Eastman & Waltch. She was also a regional development partner with Rouse & Associates. Evans is a graduate of Miami University of Ohio and Harvard Business School.

Guest speaker highlights energy cost savings

Senior Vice President of EnerNOC Phil Giudice was the guest speaker at MASCO's annual meeting. His Boston-based company develops programs to decrease energy costs by reducing energy consumption.

"MASCO member institutions have a unique opportunity with respect to energy strategies because they have a long-time horizon for implementation," said Giudice.

Giudice predicted that it may take 30 to 40 years for the Northeast region to transition from high-priced energy sources, such as natural gas and oil, to less expensive options such as renewable energy and nuclear power. He advised the MASCO board members to take a portfolio approach to energy investments, use demand-response systems to reduce electrical loads and develop creative strategies for the future.

He also explained it is possible for institutions with high-energy requirements, such as hospitals, to decrease energy costs by reducing non-essential lighting and employing back-up generators at designated times.

MASCO MEMBER INSTITUTIONS AND BOARD OF DIRECTORS

MASCO

Rudman J. Ham, Chairman*
Marilyn Swartz-Lloyd, President (ex officio)*

BETH ISRAEL DEACONESS MEDICAL CENTER

Paul F. Levy, President & Chief Executive Officer*
Foster Aborn, Trustee

BRIGHAM AND WOMEN'S HOSPITAL

Gary Gottlieb, M.D., MBA, President
Kathleen E. Walsh, Executive Vice President & Chief Operating Officer*

THE CENTER FOR BLOOD RESEARCH

John C. Baldwin, M.D., President
& Chief Executive Officer

CHILDREN'S HOSPITAL BOSTON

James Mandell, M.D., President
& Chief Executive Officer
Sandra L. Fenwick, Chief Operating Officer*

DANA-FARBER CANCER INSTITUTE

Edward J. Benz, Jr., M.D., President
Janet E. Porter, Ph.D., Executive Vice President & Chief Operating Officer *

EMMANUEL COLLEGE

Sister Janet Eisner, SND, President*
James Roosevelt, Jr., Esq., Trustee

HARVARD UNIVERSITY

Joseph B. Martin, M.D., Ph.D., Dean of Faculty, Harvard Medical School
Cynthia L. Walker, Executive Dean for Administration, Harvard Medical School*

ISABELLA STEWART GARDNER MUSEUM

Anne Hawley, Norma Jean Calderwood Director
Peter M. Bryant, Chief Operating Officer

JOSLIN DIABETES CENTER

C. Ronald Kahn, M.D., President
Roger A. Levine, Chief Financial Officer

JUDGE BAKER CHILDREN'S CENTER

John R. Weisz, Ph.D., President
Thomas W. Cornu, Trustee

MASSACHUSETTS COLLEGE OF ART

Katherine Sloan, Ph.D., President*

MASSACHUSETTS COLLEGE OF PHARMACY AND HEALTH SCIENCES

Charles F. Monahan, Jr., President
Paul Stanzler, Esq., Trustee

MASSACHUSETTS DEPARTMENT OF MENTAL HEALTH

Elizabeth Childs, M.D., Commissioner

SIMMONS COLLEGE

Susan C. Scrimshaw, Ph.D., President
Douglas Smith-Petersen, Trustee

TEMPLE ISRAEL

Brad Gerratt, President
Leah Camhi, Interim Executive Director

WENTWORTH INSTITUTE OF TECHNOLOGY

Zorica Pantic, Ph.D., President

WHEELLOCK COLLEGE

Jackie Jenkins-Scott, President
Edward H. Ladd, Trustee

THE WINSOR SCHOOL

Rachel Stettler, Director
Bridgitt Evans, Trustee

MEMBERS AT LARGE

Stephen P. Koster, Esq.
Marvin G. Schorr, Ph.D., Chair Emeritus
Thomas E. Vautin
James H. Walsh III

* MASCO Executive Committee Members

MASCO ASSOCIATE MEMBERS

Merck Research Laboratories
Harvard Vanguard Medical Associates

FINANCE COMMITTEE

Dorothy Puhly, Dana-Farber Cancer Institute, Chair
David Kirshner, Children's Hospital Boston, Vice Chair

Roger Deshaies, Brigham and Women's Hospital
Steven Fischer, Beth Israel Deaconess Medical Center

Rudman J. Ham, MASCO Chair
Roger A. Levine, Joslin Diabetes Center
Marvin G. Schorr, Ph.D., MASCO Chair Emeritus
Marilyn Swartz-Lloyd, MASCO President (ex-officio)
James H. Walsh III, At Large

OPERATING SERVICES COMMITTEE

Arthur Mombourquette, Brigham and Women's Hospital, Chair

Joanne Marqusee, Beth Israel Deaconess Medical Center

Henry Tomasuolo, Children's Hospital Boston

Richard Shea, Dana-Farber Cancer Institute

Sister Anne Donovan, Emmanuel College

Richard Mills, Harvard Medical School

Paul Riccardi, Harvard School of Public Health

John Clark, Harvard Vanguard

Peter Bryant, Isabella Stewart Gardner Museum

Robert Calway, Joslin Diabetes Center

Kevin Hepner, Judge Baker Children's Center

Marilyn Swartz-Lloyd, MASCO (ex-officio)

Richard Aronowitz, Mass College of Art

George Humphrey, Mass College of Pharmacy

Bill Concannon, Simmons College

Leah Camhi, Temple Israel

Ted Cronin, The CBR Institute for Biomedical Research

John Heinstadt, Wentworth Institute of Technology

Roy Schifilliti, Wheelock College

Joseph Guccione, The Winsor School

BOARD OF DIRECTORS, MASCO SERVICES, INC.

Marilyn Swartz-Lloyd, MASCO, Chair (ex-officio)

Rudman J. Ham, MASCO Chair

Janet E. Porter, Ph.D., Dana-Farber Cancer Institute

Michael Epstein, M.D., Beth Israel Deaconess Medical Center



Boston's Mammography Van has provided more than 14,000 mammograms for 9,000 women in and around Boston.

Boston's Mammography Van offers annual screenings to LMA employees

Since its launching in 2002, Boston's Mammography Van has provided more than 14,000 mammograms to 9,000 women in and around Boston. A joint venture between **Dana-Farber Cancer Institute** and the City of Boston, the screenings are performed by skilled, licensed technologists and films are interpreted by Dana-Farber radiologists.

This spring, convenient and quick annual screenings will be available to LMA employees and MASCO members on:

- Tuesday, May 29 – Joslin Diabetes Center, Longwood Avenue parking lot
- Thursday, June 21 – Children's Hospital, Blackfan Circle, across from the Karp building

Pre-registration is required and all forms of insurance are accepted. Appointments are available from 7 a.m. to 3:30 p.m. Please contact Boston's Mammography Van for more information or to schedule an appointment at (617) 632-1974 or Karen_Ruderman@dfci.harvard.edu.

Boston students explore health careers at the Mass. College of Pharmacy and Health Sciences

This winter, 15 African-American and Latino students from Boston public high schools participated in a unique and challenging career awareness and college preparation program at **Massachusetts College of Pharmacy and Health Sciences**. Entitled **Creando Futuros (Creating Futures)**, the program offers students the opportunity to explore health careers and to discuss them first-hand with MCPHS faculty, staff, alumni and students.

At the conclusion of the 8-week session, the high school students presented their individual and small group projects at a day-long conference attended by their parents and siblings. At the December 2 event, students presented research on various health specialties, explained their designs for neighborhood health centers and investigated family health histories. Students completing the program received a Certificate of Achievement from special guest Nina King, a member of the MCPHS Board of Trustees. King praised the students for their accomplishments and encouraged them to "keep your eyes on the prize."

Beth Israel Deaconess Medical Center hosts 9th annual Healthy Work/Healthy Home event

Beth Israel Deaconess Medical Center hosted its ninth annual Healthy Work/Healthy Home event on April 24, starting with a breakfast roundtable at 9 a.m. The annual event showcases BIDMC initiatives to recycle, conserve energy and reduce mercury pollution.

BIDMC Community Relations Director Jane Matlaw said Healthy Work/Healthy Home encourages staff to take environmental action in their daily lives. "Whether it is recycling paper, turning off our computers and lights when we leave our work spaces for awhile, or using environmentally safer products, we are making a difference – both for the environment and our pocketbooks," Matlaw said.

Healthy Work/Healthy Home is a collaboration that includes MASCO, the Environmental Protection Agency/New England, the Boston Public Health Commission, Save-That-Stuff, Triumvirate Environmental and the Bowdoin Street Health Center.

For more information, contact Jane Matlaw at 617-667-7320 or jmatlaw@bidmc.harvard.edu



Creando Futuros students were excited about the opportunity to explore health careers at the Massachusetts College of Pharmacy and Health Sciences.



From left, State Rep. Marie St. Fleur, UMass Boston Chancellor Dr. Michael Collins, President and CEO of Children's Hospital Boston Dr. James Mandell, and parent Elizabeth Bostic, at the Opening Doors for Children and Youth with Disabilities and Special Health Care Needs launch event.

Children's Hospital receives grant to help children and youth with disabilities

Children's Hospital Boston received a \$4 million grant from the U.S. Department of Education to fund a five-year project called "Opening Doors for Children and Youth with Disabilities and Special Health Care Needs: A Rehabilitation Research & Training Center" – the first such center in the nation. The project will research educational, recreational and early health screening strategies to improve the lives of all children and youth with disabilities and medical conditions. The research projects will include the needs of all families and address the needs of Boston's diverse communities. Key collaborators include: the Massachusetts Consortium for Children with Special Health Care Needs, the Parent Advocacy Coalition for Education Rights (Minnesota) and the YMCA of Greater Boston.

Children's Hospital partners with MSPCC and HCFA for major state mental health reform

An estimated 100,000 Massachusetts children and adolescents do not receive the mental health care services they need. To address this significant public health challenge, **Children's Hospital Boston** joined with the Massachusetts Society for the Prevention of Cruelty to Children (MSPCC) and Health Care for All (HCFA) to launch a long-term campaign to advocate for major reform of the state's mental health care system. The campaign kicked off with a press conference at the State House and the release of a report with recommendations for change. The report, "Children's Mental Health in the Commonwealth: The Time is Now," co-authored by MSPCC and Children's, is online at www.childrenshospital.org/newsroom.

MSPCC and Children's are collaborating with HCFA's Children's Health Access Coalition, which is driving the campaign to advocate for the report's recommendations. Legislation was filed in January to substantially expand children's access to mental health services and reform the state's mental health care system for children.

Simmons College Receives National Community Service Honor

Simmons College recently received a major honor for its exemplary record of community service: the Scott/Ross Center for Community Service was named to the President's Honor Roll of Community Service Programs.

The President's Higher Education Community Service Honor Roll recognizes institutions of higher education that encourage "meaningful, relevant and exemplary" student community service efforts.

Selection was determined by data collected by Campus Compact, a national coalition of college and university presidents dedicated to promoting community service, civic engagement, and service-learning. Criteria included the level of student participation in service activities relative to the size of the school and the level of efforts, innovation and effectiveness of the service projects offered by the college.

Wentworth helps provide basic internet services to Mission Hill businesses

Wentworth Institute of Technology, in partnership with Boston (and Mission Hill) Main Streets, is working to deploy the first phase of a neighborhood wireless internet network. This network will provide basic internet services to the southern/central end of businesses on Tremont Street and portions of the Mission Hill community on a pilot basis. In the pilot phase, this will reach about half the Mission Main development. The wireless network will also feature a community portal website designed by Wentworth students to provide users with information and dynamic content driven by Mission Hill constituents. After the network is launched and tested in early 2007, Wentworth will work with Main Streets and other community groups to discuss future expansion and/or integration into the Boston Wireless Internet Initiative.

Brown bag lunch series

The Medical Area Federal Credit Union offered a "Brown Bag" lunchtime financial series, held at MASCO's 375 Longwood Avenue office on the following topics:

- Money Management Basics
- Understanding Your Credit Report
- What You Need to Know About Financing or Refinancing Your Home

For more information on future sessions, call Paula Kerwin at 617-525-6782, or email pgkerwin@partners.org.



Projected 10,000 new jobs in 10 years is right on target

In its 2003 State of the LMA report, MASCO projected an increase of 10,000 new jobs in 10 years. Today, the LMA is keeping pace with that prediction. Employment numbers have increased from 37,000 jobs to more than 40,000. Boston residents are 35 percent of the total.

Construction is well underway for the Carl J. and Ruth Shapiro Cardiovascular Center at **Brigham and Women's Hospital**. The 350,000-square-foot center, scheduled to open in May 2008, will be the new home to one of the world's leading teams of cardiovascular experts and will offer patients the latest procedures and technologies.

Children's Hospital's proposed Institutional Master Plan will add two stories of clinical space to its existing building, as well as a new patient care center. The clinical capacity will expand with an additional 136,000 square feet of new space. Expansion of the main building is scheduled to start in 2008, and construction of the patient care center is expected to start in 2013.

The new **Center for Life Science Boston** is scheduled to open in 2008 on the former site of the Judge Baker Children's Center

at 3 Blackfan Circle. The 575,000-square-foot lab building, owned by BioMed Realty Trust, is pre-leased to Beth Israel Deaconess Medical Center, Children's Hospital, Dana-Farber Cancer Institute and CBR Institute for Biomedical Research.

A new, state-of-the-art building for patient care and clinical research at **Dana-Farber Cancer Institute** is slated for completion in 2011. The Center for Cancer Care will create a new front entrance and will rise 13 stories on the corner of Brookline Avenue and Jimmy Fund Way. The building will feature expanded clinical research, patient care and support areas, a new cafeteria and pharmacy, conference rooms, clinical offices and underground parking. Bridges on the third floor will connect the center with the Smith Research building, Brigham and Women's Hospital and Children's Hospital.

Dana-Farber also celebrated the opening of its new administrative space in the Boston Marine Industrial Park in January. Renovations to the Harbor Campus are expected to finish in 2008, boosting the development of a biotechnology corridor along the waterfront.



Left, rendering of the future Brigham and Women's Shapiro Center and walkway.



Rendering of the Center for Life Science Boston.

SERVING**MEMBERS**

Keeping the pests away

Beth Israel Deaconess Medical Center representatives approached MASCO's Director of Collaborative Services John Healey to search for the most efficient and effective pest control contract and to gather support of neighboring institutions.

"We turned to MASCO because we believed this particular contract lent itself to a neighborhood approach and that MASCO could best leverage the volume of its members," said Joe Sheil, director of contracting at Beth Israel Deaconess.

"One of our managers worked closely and collaboratively with John Healey to draft the RFP and specifications throughout the entire process," added Sheil. "John did an excellent job of

facilitating that process and negotiating a strong contract."

The preferred vendor is Modern Pest Control & Exterminating Inc., from Brunswick, Maine. The current list of member participants includes Beth Israel Deaconess, Dana-Farber Cancer Institute, Judge Baker Children's Center, MASCO and Temple Israel. Several other institutions are evaluating the new contract.

In addition to pest control, MASCO is able to negotiate special contracts for its members in key areas, including telephone, travel, office supplies, print production and courier services.



Recycling made easier for MASCO members

With the number of renovation and construction projects at MASCO member institutions, disposing of debris and surplus medical supplies, equipment and furnishings is a priority.

The Institution Recycling Network (IRN) assists MASCO members in managing and recycling waste. MASCO member institutions benefit from the IRN's services, including pick-up and management of partial or full truckloads of debris or surplus property; full-service cleanouts of storage or warehouse space; move-outs of hospital rooms, wings or floors, and medical suites; and comprehensive documentation of all materials disposed of or recycled.

Asphalt, brick, concrete, furniture and furnishings, suspended ceilings, lighting and fixtures, wiring, plumbing, doors and windows, framing and cardboard, among others, can all be reused, recycled or donated to a number of U.S. and international relief

organizations with whom the IRN has an established relationship.

"Construction and demolition debris recycling is such a huge field," said IRN President Dana Draper. "Combining our resources and efforts will provide enormous environmental and community benefits and will be much more cost effective for the institutions."

Employees at member institutions should reference MASCO to receive a reduced membership fee and off-hour pick-ups. For more information, contact John Healey, MASCO director of collaborative services, at jhealey@masco.harvard.edu.

The IRN is a cooperative recycling organization that works with colleges and universities, hospitals and other institutions to improve the performance and economics of their recycling programs. The group has worked with more than 125 schools and hospitals throughout New England.

MASCO helps members 'Expedite' travel plans

In the world of online travel discounts and self-booking options, MASCO urges its member institutions to take advantage of one-stop shopping.

Through a contract with Expedia, the world's leading online travel company, MASCO members can self-book flights, auto rentals and hotels at a charge of \$6.50. That fee is \$3-\$5 less than other self-booking tools, and \$35-\$40 less than charges by traditional travel agencies. All corporate

contracts and discounts are available, allowing the traveler to shop for the best deals on a single Web site.

"Ex marks the spot, with Expedia," said Daniel Fournier, buyer-procurement services and travel manager at Dana-Farber Cancer Institute. "They offer excellent prices, excellent customer service and excellent savings. Not having to use a purchase order and easy-to-use online access are two of the best-selling features for our employees."

Expedia, founded in 1994, empowers business and leisure travelers with the tools and information they need to easily research, plan, book, and experience travel. Around the world, consumers used Web sites in the Expedia family to book more than 37 million rooms nightly in the past year.

Members interested in finding out if their institution has an account established can contact John Healey at (617)632-2877 or their purchasing office.





Children's Hospital research fellow Kazuo Kitahori works during an ESL class.

ESL classes open doors to health-care jobs

For some, updating a resume or reading a hospital newsletter may be just an everyday, routine task. But for many residents living within the LMA community who do not speak English well, those routine tasks are preventing them from promotions within the health care industry.

Collaborative efforts

In efforts to open the doors and provide more workforce development opportunities, Dana-Farber Cancer Institute, Joslin Diabetes Center, Beth Israel Deaconess Medical Center, Children's Hospital and the CBR Institute for Bio-medical Research are providing workers with skills they need to become English proficient.

Through the training department at Dana-Farber, the institutions offer English as a Second Language (ESL) classes that cover basic writing and comprehension, presentation skills, cross-cultural information and computer-based and Internet programs. The classes are tailored toward teaching the specific vocabulary and skills necessary for health care careers.

"The goal of the ESL program is to provide participants with the opportunity and tools to improve their English skills, to function comfortably and successfully both in the workplace and in their personal lives," said Brynn Manning, human resources coordinator at Joslin Diabetes Center. "An ESL workplace program is designed to provide students with as much workplace language learning experience as possible."

Training in hospital procedures and personal life skills

The program offers three terms a year, each running for 11 weeks. Every week, participants attend a two-hour class and a one-hour language lab. Participants also attend mandatory training offered at the hospitals, including fire safety and security, infection control, lab safety, and human resources and benefits information. Material used in class is adapted from training material and presented in simplified English.

Additional materials are given to students to cover policies and procedures specific to each institution. Participants study grammar through work-related texts such as hospital newsletters, e-mails and announcements and learn specific medical terms. To develop skills needed for lab meetings, workshops and conferences, students are also required to give presentations in class.

The road to better service

The road to better customer service begins in Ken Austin's driver's seat. Austin, a Dorchester resident, is one of about 75 MASCO bus drivers navigating the Longwood Medical and Academic Area each day. He is also one driver recently recognized for his first-class efforts.

The MASCO driver appreciation program, which began in December, runs on a bi-monthly basis. One driver from each of the seven routes is recognized for his/her outstanding service and presented with a MASCO transportation hat and a \$50 gift certificate to local retail and dining establishments.

Drivers are judged based on the level of courteousness towards riders and the appearance and cleanliness of their buses. To qualify, the drivers must not have received a complaint in two months. The program pushes employees to strive towards better customer service.

For Austin, who currently drives the Wentworth route, dedication to service is an innate quality.

"Customer service is something you can express, but you really can't teach," he said. "It has to be inside you, and you have to enjoy what you're doing. If you have a good disposition, a big smile on your face, that makes all the difference."

The key to his success is also based on recognizing the responsibilities and demands of his job.

Fellow honoree Richard Merrill, a senior driver, agreed. "You have to put your passengers at ease and make them feel comfortable riding with you," Merrill said.

Celina Joyce, division manager for Emergency Medicine at Children's Hospital, frequently sees Merrill on the M6 evening shuttle back to Chestnut Hill. She commended Merrill for his commitment to the personal safety of his passengers, offering door-to-door service from the bus to her parked car.

"As a woman coming back to a dark parking lot at night, it's something I very much appreciate," said Joyce.

The remaining drivers (and their routes) honored in February included Maximo Mazanett (Ruggles), Jean Ronald Felix (JFK), Yves Voltaire (M2), Gerpis Guerrero (Fenway) and Gerraro Gaston (Crosstown).

In efforts to continually offer the best service possible, MASCO urges commuters to give their feedback, detailing what they like and how they think services can be improved. Passengers can also nominate a deserving driver by calling the customer service hotline at: (617) 632-2800 or emailing feedback@masco.harvard.edu.



Kenny Austin is a driver on the Wentworth route.

FINANCIAL RESULTS FOR FISCAL YEAR 2006

MASCO ended the year with an increase in unrestricted net assets of \$2.4 million.

Revenues: FY2006 Revenues increased by \$1.6 million over FY2005. The largest increase in revenues was a result of additional offsite parking spaces in the Fenway area and at Centre Street. Transportation revenue increased due to contractual increases and additional service. Parking revenues also increased at the Servicer Garage and the 375 Longwood Avenue Garage, primarily due to transient revenues.

FY06 was the 6th consecutive year that MASCO waived the Area Planning assessment fee, saving the members approximately \$740,000.

Expenses: Operating expenses totaled \$26.9 million in FY2006, an increase over FY2005. The primary reason for the increase was professional and contract services related to costs associated with additional parking locations and increased transportation costs. Professional and contract services make up 50% of the total operating expenses.

Investment income increased by \$115,000. MASCO's debt coverage ratio was 1.7 times.

Cash and Investments/Assets and Liabilities: MASCO ended the year with a current ratio of 1.26. Current assets decreased from the previous year end due to cash that was invested in mutual funds in the long term investment category as directed by the Finance Committee. Capital expenditures totaled \$457,000 including funds for leasehold improvements at the Servicer Garage and capital projects at the 375 Longwood Avenue office. Long-term investments increased by \$2.6 million.

The information above was summarized from MASCO's audited financial statements for the fiscal years ending July 1, 2006 and July 2, 2005. For a complete copy of MASCO's audited financial statements, call 617-632-2862.

Consolidated Statements of Operations			2006	2005
<i>(in thousands)</i>				
Net revenue			\$28,679	\$27,093
Operating expenses			26,855	25,763
Income from operations			1,824	1,330
Other income:				
Investment income			479	569
Unrealized gain on investments			111	(94)
Income before income taxes			2,414	1,805
Benefit (provision) for income taxes			(52)	19
Increase in unrestricted net assets			\$2,362	\$1,824
Consolidated Balance Sheets			2006	2005
<i>(in thousands)</i>				
Assets				
Current assets			\$7,178	\$7,610
Investments:				
Restricted			2,919	2,829
Debt service reserve fund			2,917	2,852
Unrestricted			4,731	2,327
Other			5,000	4,968
Other assets			695	752
Property and Equipment - net			18,338	19,028
Total assets			\$41,778	\$40,366
Liabilities and net assets				
Current liabilities			\$5,714	\$5,172
Long-term debt			16,975	18,535
Other liabilities			672	694
Net assets:				
Unrestricted			15,498	13,136
Temporarily Restricted for area planning			2,919	2,829
Total liabilities and net assets			\$41,778	\$40,366

COF: 10 years and going strong

A decade ago, the Colleges of the Fenway formed, uniting six neighboring colleges in an expanded network of opportunity. Today, the consortium is celebrating 10 years of achievements in adding value to student academic and social life, investing in new services and containing the costs of higher education.

Members of the consortium – Emmanuel College, Massachusetts College of Art, Massachusetts College of Pharmacy and Health Sciences, Simmons College, Wentworth Institute of Technology and Wheelock College – gathered at Simmons College to honor founding and current presidents, faculty and staff members

of each institution.

“Colleges of the Fenway is proud to be celebrating its 10th anniversary of enriching academic and social opportunities for students, faculty and staff across the institutions and finding innovative means of sharing resources,” said COF Executive Director Claire Ramsbottom. “Over the past decade the faculty, staff and students of the colleges have proven that with hard-work, collaboration can bring many rewards and opportunities.”

COF is committed to providing a combined 10,000+ undergraduate students with the enhanced academic programs, cutting-edge technology and increased social and networking opportunities that each college

could not offer individually.

“The COF has enabled all of us, as small colleges, to achieve higher visibility nationally, as well as locally, and has made the Fenway a major higher education district in the City of Boston,” said Massachusetts College of Art President Katherine Sloan, also president of the COF.

Since April 2006, the COF received \$1.1 million for the Course Management System, launched the Fenway Card and started the COF Dance Initiative and COF Performing Arts minor. In March, students joined together for the Boston Immersion Alternative Spring Break, which focused on youth empowerment in Roxbury and Mission Hill.



From left, Marilyn Swartz-Lloyd, president and CEO of MASCO; Susan Scrimshaw, president of Simmons College; Sister Janet Eisner, SND, president of Emmanuel College; Rudman Ham, MASCO chair; Kay Sloan, president of Massachusetts College of Art; Zorica Pantic, president of Wentworth Institute of Technology; and Jackie Jenkins-Scott, president of Wheelock College. Not pictured: Charles Monahan Jr., president of Massachusetts College of Pharmacy and Health Sciences, and Claire Ramsbottom, executive director of Colleges of the Fenway.

MASCO | NOW

MASCO / 375 Longwood Avenue / Boston, MA 02215

Non-Profit org.
U.S. Postage
PAID
Stoughton, MA
Permit No. 160

Medical Academic and Scientific Community Organization, Inc. (MASCO) a tax-exempt Massachusetts charitable corporation established in 1972, works with its tax-exempt member institutions and others to assist the City of Boston and serve the general public by developing commuting alternatives to reduce traffic congestion, and providing area planning, to improve the accessibility and attractiveness of the Longwood Medical and Academic Area in Boston. MASCO's wholly owned taxable subsidiary, MASCO Services, Inc. (MSI), provides telecommunications and collaborative services that complement the tax-exempt services of MASCO. Although they operate separately, MASCO and MSI are referred to for convenience in this publication as "MASCO". For more information on MASCO and its services, call 617-632-2310 or visit MASCO online at www.masco.org

Writers:
Meaghan Casey and Caitlin Bowler,
Grant Communications

Designer:
Amanda Weber, Grant Communications

Printer:
MASCO Printing

Photos:
Fay Photo, Meaghan Casey, Bob Howard,
Reba Saldanha and MASCO.