

**A BRAIN GAIN BEST PRACTICE:
YOUNG PROFESSIONALS OF MILWAUKEE SUCCESS STORY
FROM 0 – 2,600 IN 26 MONTHS**

**Wisconsin Economic Summit IV
White Paper**

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SUMMARY

The need to attract and retain diverse young talent, to identify and grow emerging leaders and to engage young talent in issues facing the region has risen as a community-wide priority and strategy. Understanding these needs, the Metropolitan Milwaukee Association of Commerce started and continues to support Young Professionals of Milwaukee (YPM) – an organization dedicated to engaging the breadth of the region’s talent mix in shaping and showcasing a Greater Milwaukee more attractive to diverse young talent. An infusion of fresh perspectives and energy to that end is clearly seen as a requirement to keeping the region competitive.

YPM spent its first years concentrating on “showcasing” Milwaukee while developing strategic initiatives to place its members in a position to “shape” a Greater Milwaukee. Efforts moving forward create the capacity to identify, groom and engage a larger pool of diverse young leaders who seek opportunities to:

1. Collaborate and co-create with those making things happen around the community;
2. Self-organize to impact in ways unique to their generation(s); and
3. Grow professionally and personally through their experience.

That will result in:

1. A unique “proposition of influence” to young talent, locally and nationally, choosing to make Greater Milwaukee home and differentiating the metro area from its competitors;
2. An infusion of fresh energy, perspectives and new ideas into existing challenges and opportunities; and
3. A larger pool of emerging leaders to serve the community in to the future.

Since launching in August of 2001, YPM has gone from 0 to 2,600 members in 26 months representing over 300 businesses and non-profit organizations and continues to experience a monthly membership growth rate of 5%. The growth is directly attributed to the readiness of the community and its young professionals to influence this place they call home, Greater Milwaukee and the infrastructure, provided by YPM, to do so.

To follow is an accounting of YPM’s formation, strategy and impact in a concerted, collaborative effort to deliver on its purpose and member expectations.

WHY DOES YPM EXIST?

History. Metropolitan Milwaukee Association of Commerce (MMAC) serves as an advocate for metropolitan businesses to encourage business development, capital investment and job creation. Representing over 2,000 businesses and non-profit organizations, MMAC leadership is recognized for ensuring the long-term viability of the region and greater prosperity for its residents.

Understanding the region's challenge to attract and retain young diverse talent, MMAC started and continues to support Young Professionals of Milwaukee (YPM). Since launching in August of 2001, YPM has gone from 0 to 2,600 members in 26 months representing over 300 businesses and non-profit organizations and continues to experience a monthly membership growth rate of 5%.

To form YPM, MMAC worked collaboratively with GE Medical Systems – who initially approached the MMAC on the idea of a community-wide young professionals network – and other original Founding Corporate Members (FCM), including Carson Pirie Scott; Direct Supply; HNTB, Harley-Davidson; Johnson Controls; Journal Communications; Michael Best & Friedrich; Miller Brewing; Northwestern Mutual; Reinhart, Boerner, Van Deuren; Sensient Technologies; OnMilwaukee.com; Wisconsin Energy; as well as the City of Milwaukee. Additional FCM include Marshall & Ilsley; Marquette University; Robert W. Baird; Strong; The Business Journal; and United Government Services.

The Challenge. The trends and statistics underscore the challenge facing the region, and the country.

- By the year 2006, two workers will leave the workforce for every one entering as those turning 65 outpace those turning 18.
- By the year 2008, it is estimated there will be a shortage of 10 million workers across all employment categories. Some area employers are reporting they will lose half their workforce in the next five years to retirement.
- By the year 2010, an estimated 70% of the incoming workforce will be women and minorities.

Couple these trends with:

- Metro Milwaukee ranks as the 43rd most integrated region.
- Metro Milwaukee ranks below the national average for women and minorities in management and below the median for minority owned businesses.
- Metro Milwaukee ranks last for the graduation rate of African American students at 44%.
- Wisconsin ranks below the national average of persons with 4-year degrees:
 - Minnesota - 31.2%
 - Illinois - 27.1%
 - Wisconsin - 23.8%
 - US Average - 26.0%
- WI has experienced a decline in per capita personal income. In 1969, WI was at 101% of U.S. average. In 1999 we were at 96% as compared to Minnesota at 108% and Illinois at 109%.

WHAT WE ARE.

Purpose. Mission. Expectations. Vision.

Purpose YPM exists to...	Mission YPM will....	Expectations:	Tangible Image We are....
To engage the breadth of the region's talent mix in shaping and showcasing a Greater Milwaukee more attractive to diverse young talent.	<p>Jazz. Get members "jazzed" about metro Milwaukee by showcasing the coolest people, places and urban developments.</p> <p>Mix. Grow a diverse network that reflects the community's mix of professions, cultures and lifestyles, while helping members do the same.</p> <p>Connect. Help shape a Greater Milwaukee by connecting members to the hottest issues, developments, and the people and organizations making things happen.</p> <p>Contribute. Give members opportunities to contribute their voice, ideas, time and resources to help shape a Greater Milwaukee.</p>	<p>Young Professional</p> <ol style="list-style-type: none"> 1. Build a diverse professional and social network 2. Learn more about Greater Milwaukee 3. Grow with and through community leadership 4. Get involved in YPM <p>Corporate</p> <ol style="list-style-type: none"> 5. Aid recruitment and retention efforts <p>Community</p> <ol style="list-style-type: none"> 6. Identify young leaders interested in serving the community 	YPM is the reason young talent decides to make Milwaukee home

WHAT WE ARE NOT.

Think of YPM as...

A group with a serious purpose that is having a lot of fun
 A leadership growth avenue for active members
 Enabling each member to "do"
 Promoting our Mosaic Partners

Rather than...

A social club or lead exchange group
 A group that offers training or development programs
 YPM, the entity as the "doer"
 A general marketing vehicle for those targeting the YPM membership demographic

WHO ARE WE?

Membership Description. Mostly in their 20s and 30s, YPM members are described as diverse, creative, energized and wired. Members represent the breadth of the region's talent mix, including engineers, attorneys, entrepreneurs, artists, musicians, public servants, teachers and nurses. Members share ambitions to grow, succeed and influence the place they call home, the Greater Milwaukee region.

A member-wide survey conducted in August 2003 establishes baseline measures for:

(For details see <http://yvm.mmac.org/about/PDFs/YPM%20Mbr%20Survey%20Aug03%20Summary.pdf>)

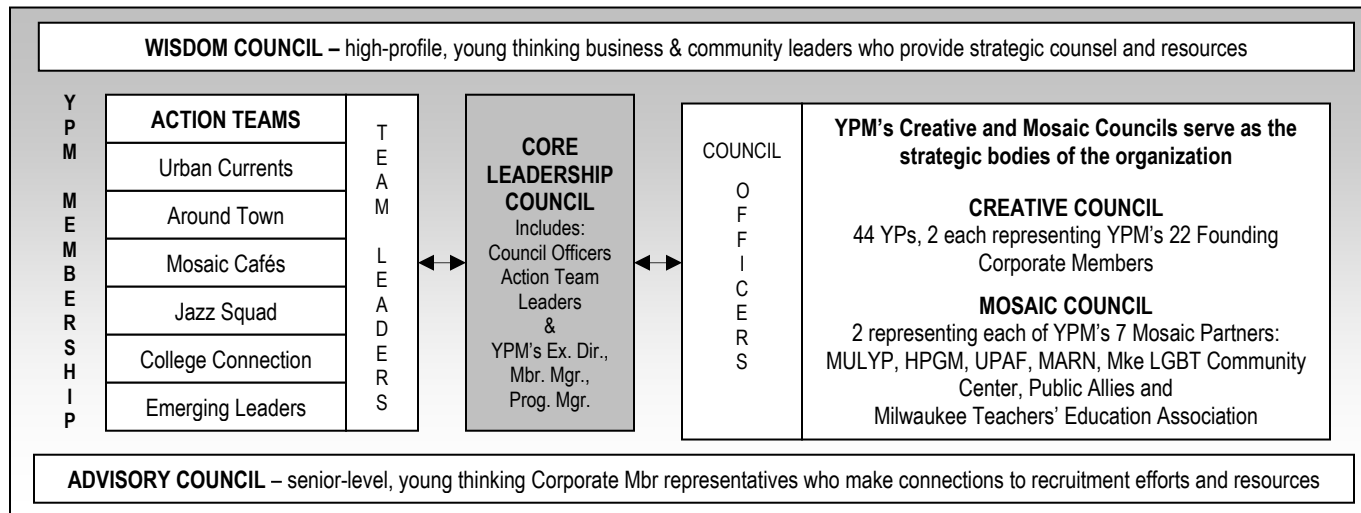
- **Membership Mix.** 67% fall between 21-30 years of age. 54% are single. 17% are expecting or have children. 85% are white / 9% African American / 6% Hispanic. 34% Democrat / 32% Republican. Span 12 employer categories ranging from arts and education to financial and professional services. 56% are employed by companies with more than 1,000 employees. 69% work 40-50 hours per week. 48% earn between \$35K and \$60K per year. 92% hold a bachelor's degree or higher.
- **Early Brain Gain Indicators (Impact Measures).** 48% graduated from a metro area college or university. 53% are from outside the metro area. 32% expect to stay in Milwaukee for more than 10 years. 41% own homes with 38% looking to own within the next 2-5 years. Respondents rated their perception of Milwaukee at 3.74 on a scale of one (poor perception) and five (excellent perception). And when asked what effect YPM has had on improving their perception of Milwaukee, members gave a score of 2.76 on a scale of one (low effect) and five (great effect).

Target Membership. A service of the MMAC, YPM targets young talent, ages 21-39, employed by any of the MMAC 2,000 member companies located in the Milwaukee, Waukesha, Ozaukee and Washington counties. To include young professionals

not employed by a MMAC company, special considerations are offered to charitable organizations, business start-ups and key organizations who expand YPM's reach into the region's talent mix including artists, musicians and teachers.

WHERE ARE WE NOW?

Organizational Infrastructure. (See <http://ypm.mmac.org/about/Leadership/YPMLeadership.jsp> for detailed descriptions.) YPM currently operates with the equivalent of 31/3 employees: executive director (FT); membership manager (FT); program manager (FT-hiring); administrative assistant (1/3PT). This staff oversees the strategic direction, organizational fitness, daily operations, and operation of its five Guiding Councils and six Action Teams.



Performance and Impact Measures. (YPM's fiscal year runs from July 1 – June 30)

	'03-'04 Fiscal YTD	'02-'03 Fiscal	'01-'02 Fiscal
MEMBERSHIP	2,582 Mbrs – 310 Co.	2,214 Mbrs. – 266 Co.	1,144 Mbrs. – 156 Co.
No. Mbs Corp vs. Individual	2,143 Corp. – 439 Ind.	1,803 Corp. – 408 Ind.	931 Corp. – 213 Ind.
No. Corporate Member Co.	36	36	24
No. of Ind Mbr Co. or Org.	274	229	132
Membership Growth Rate	5%	8%	8%
Membership Renewal	TBD	100% Corp – 71% Ind	NA
EVENT ATTENDANCE	1,083	4,329	1,967
No. Events Held	4	24	11
MBR PERCEPTION OF MKE	3.74 (scale 1=poor, 5=excellent)	N/A	N/A
YPM IMPACT ON PERCEPTION	2.76 (scale 1=low, 5=great)	N/A	N/A
IMPRESSIONS IN PRESS	7	36	14
YPM VOLUNTEERS	139 Volunteers – 43 Talent Reserves	136	66

Ongoing Events.

Events	Description	Organized by:
Urban Currents	6-8 gatherings held each year designed to get members up-front-and-personal with urban developments and current affairs	Urban Currents Action Team
Around Town	Monthly social gatherings held at the coolest clubs, showcasing Milwaukee's nightlife, held 2 nd Thursday of month, September – May	Around Town Action Team
Mosaic Cafés	2-4 cafes are held each year, designed to get a large diverse group to come out and hang out together while discussing an issue of importance to our "living diversity"	Mosaic Café Action Team
Big Bang	3-4 big name events, including YPM Annual August Birthday Bash	YPM Staff & Creative Council

Accomplishments to Date.

YPM's spent its first years creating the organization, from its volunteer infrastructure, to its staffing, its funding needs and sources, to an array of core genre of events to showcase Milwaukee. Year two's work prepares the organization to shape a Greater Milwaukee, developing a strategy and services to meet the expectations of young professionals, corporations and the community, while fulfilling the organization's purpose. Throughout that time members were regularly surveyed and their comments/feedback gathered at café events. The resulting list of accomplishments includes:

- Successfully launched YPM Around Town, YPM Urban Currents and our Café Mosaic Series with all achieving brand recognition in the community.
- Doubled membership, event attendance and volunteer involvement in year two.
- Established key membership partners in YPM's Mosaic Council.
- YPM website was totally redesigned.
- YPM had 36 accounted-for hits in the press compared to 16 in year one.
- A Corporate Member Launch Kit was produced, which includes utilizing YPM's Jazz Squad to do in-house presentations featuring its Brag Skit.
- Formed its Wisdom Council.
- Announced and is developing several new strategic initiatives:
 1. City of Interns
 2. YPM Service Circuit
 3. YPM ELSO Invite
 4. YPM Creative Co-Ops
 5. Retention and Recruitability Index
- Action Team/Talent Reserve volunteer infrastructure was put in place including Operating Guidelines and Action Plans to support YPM strategic initiatives.
- Appointment of two YPs to each of MMAC's five Blueprint Teams.
- A Performance & Strategic Scorecard was introduced.

WHERE ARE WE GOING?

To support, track and communicate YPM's strategies and actions a strategic scorecard was developed and is posted on the YPM website at <http://ypm.mmac.org/about/YPMStrategy.jsp> and is updated monthly.

STRATEGIES & ACTIONS	Organized by:	Begin Work	¼	½	¾	Target Completion
1. Platform for Growth – The more YPs we can identify and direct into community service and emerging leadership roles the more likely they will stay in Milwaukee and the greater impact YPM can have on the community.						
a. Service Circuit Program – Each year 175 YPs are selected to go through an 8-month program in which they will be introduced to 36 team projects presented by 12 select charitable organizations	Emerging Leaders Action Team	March 2003				Launch September 2004
b. ELSO Invite – An on-line posting of Emerging Leader Service Opportunities offered by charitable organizations	"	August 2003				Launch November 2004
c. Mentor Movement – Providing online resources that encourage YPs to serve as mentors to youth in the community	"	Fall 2003				Winter 2003
2. Platform for Impact – The only way to involve as many YPs as possible in YPM is to create the means for members to self-organize, exploring and addressing community and urban developments and issues. The more YPs that are involved the greater impact YPM can have.						
a. YPM Creative Co-Ops – Members self-organize around issues important to them to learn more, and how to have impact. What is learned and accomplished is fed back to the membership for all to benefit via an online network of information	Mosaic Council	Winter 2003				Spring/Summer 2004

3. Project: Red Carpet – If YPs don't make "friends" outside their workplace within 3-6 months upon their arrival to a new city the more likely they are to leave, so YPM is rolling out the red carpet for YPs new to YPM and the community.						
a. Brag Bookings – YPM's road show about the organization, used in Corporate Launches and community presentations	Jazz Squad Action Team	Spring 2003				Done
c. Brag Camp – Regularly scheduled "new member orientation" for new members to get familiar with each other, YPM and MKE	"	Fall 2003				December 2003
d. Event Sidekicks –YPM's Jazz Agents who are available to meet with new members prior to an event to help jump-start their networking	"	Fall 2003				
4. City of Interns Initiative – To entice graduates to stay, YPM will position Milwaukee as the "City of Interns" working with businesses and higher ED institutions to connect students to internship opportunities and to develop a summer intern experience to remember.						
a. Summer Intern Experience – A summer intern experience, including special events and suggested resources to market YPM/MKE	College Connection Action Team	Summer 2003				Summer 2004
b. MMAC's Internship Advantage Website – A website designed to promote intern opportunities and a "Milwaukee/YPM" experience	"	Winter 2003				Summer 2004
5. Project: YPM Impact Measures – YPM success is contingent on having impact, so work is underway to establish key indicators.						
a. Recruitability & Retention Index – Create and administer an index that YPM member companies can assess ease in recruiting to the region	"	Fall 2003				2004
b. Baseline Impact – Conduct a series of member surveys to establish and benchmark key impact measures, ie: Perception of Milwaukee, # of Members Voting, # of Members Mentoring, etc.	Core Council	Summer 2003				Fall/Winter 2003

* See Council and Action Team descriptions and their action plans at <http://ypm.mmac.org/about/Leadership/YPMLeadership.jsp> .

WHO WE INFLUENCE.

When forming YPM, staff benchmarked young professionals groups across the country, focusing on groups in Pittsburgh, more specifically, PUMP (<http://www.pump.org>) Since forming, YPM has served as a model and has provided support for the forming of Young Professionals of Racine (<http://www.ypracine.org>), Green Bay Young Professionals (<http://www.ypnetwork.com>), PULSE out of the Fox Cities (no website available) and is currently working with Madison to start a YP group. YPM plans to convene all groups in August 2004 at their 3rd Annual Birthday Bash.

In addition, YPM is playing a strategic role in MMAC's Blueprint for Economic Prosperity, members are actively involved in the Greater Milwaukee Committee's strategic planning efforts and YPM is mentioned several times in The Spirit of Milwaukee's strategic plan.

HOW WE EMERGED.

January 2001

- GE young professionals, Upayan Sen Gupta and Prashanth Holenarsipur present the idea of YPM to MMAC Board.

March 2001

- Invitations are sent out to CEOs of MMAC's largest corporations to attend a meeting on March 22 to test interest in the idea of YPM. Companies sending representatives include: Arthur Andersen; Aurora Healthcare; MGIC; Michael Best & Friedrich; Carson Pirie Scott & Co.; Northwestern Mutual; Direct Supply; Robert W. Baird & Co.; GE Medical; Godfrey & Kahn; Johnson Controls; Journal Communications.

Invite excerpt...

“By connecting high-potential young professionals to each other and to the community, we will ultimately help the region to better attract and retain talent.”

- Meeting outcomes include:
 1. Confirmed interest in moving the program forward
 2. A desire for YPM to be a more inclusive and diverse group rather than exclusive
 3. A 25-35 years of age target range
 4. Expected YPM would host 8-10 events per year
 5. The need to develop a marketing piece to “sell” the idea to companies and their young professionals

April 2001

- *Journal Sentinel* headline reads, “Young Professionals Seek to Build Ties Here” and reports on the forming of YPM. (See: <http://ypm.mmac.org/about/PDFs/jsonline%20YP%20build%20ties.pdf>)

May 2001

- A second meeting is held to move the program forward. Invitations are again sent to MMAC’s largest member companies conveying, “Because of the expressed interest in YPM we believe it appropriate to proceed with creating an Advisory Council whose purpose is to bring the concept of YPM to fruition. We anticipate senior representation on the council will continue through start-up at which time the Council will then emerge into a core group of select young professionals who will provide the strategic direction and leadership for YPM. We also ask you to invite a young professional to join you. Someone who you think will represent your company’s interests well on the Advisory Council and will be a strong contributor to the long-term success of YPM.” Criteria are identified as:

1. Age 35 or younger
2. Employed in a professional capacity
3. Track record of demonstrating leadership qualities
4. Interest in meeting fellow professionals from metro companies
5. Interest in learning more about the area's business, civic and cultural communities
6. Interest in serving as a volunteer in a leadership capacity

- Meeting outcomes include:
 1. Advisory Council is formed with young and young thinking representatives
 2. Code of Conduct: YPM discourages the solicitation of goods, products, services, promotional and employment opportunities to its members
 3. MMAC dedicates staff to YPM in an executive director, membership manager, program services manager and a part-time administrative assistant
 4. First YPM marketing piece, Fast Forward - Fast Track is presented
 5. Event fees are expected to range form \$0-\$20
 6. Membership fees and benefits agreed on are:

CODE OF CONDUCT

YPM discourages the solicitation of goods, products, services or promotional and employment opportunities.

*FOUNDING CORPORATE MEMBERSHIP (FIRST 20) - \$3,000	**INDIVIDUAL MEMBER - \$150
<ul style="list-style-type: none"> ▪ Unlimited individual memberships for your young professionals ▪ Participation of student interns at YPM Summer Events ▪ Two young professionals to represent your company on YPM's Creative Council (added in July) ▪ One senior-level professional on YPM's Advisory Council ▪ Company logo and hotlink on website ▪ Ongoing recognition as a Founding Corporate Member on YPM's materials and website (benefit provided with a continued membership) ▪ Reduced member event fees ▪ Opportunities to serve in a volunteer capacity 	<ul style="list-style-type: none"> ▪ Reduced member event fees ▪ Opportunity to serve YPM in a volunteer capacity ▪ Company/organization name on YPM website <p>*Targeting to secure 20 FCM to sufficiently support MMAC's staffing of the service.</p> <p>**November 2001, individual membership fee is reduced to \$50.</p>

6. Kick-off, by way of an event, is scheduled for August 8.
7. All member communication is done via email and through the website.

June 2001

- Membership campaign begins announcing YPM Kick-off Event featuring Ron Leiber, “young” senior writer from *Fast Company Magazine*. Invitations to attend and join YPM were sent to MMAC Board Members and member companies with more than 350 employees.
- First Corporate Members to join are Carson Pirie Scott; Direct Supply; GE Medical; Johnson Controls; Journal Communications; Michael, Best & Friedrich; Miller Brewing; Northwestern Mutual; and Reinhart, Boerner & Van Deuren.

July 2001

- The Creative Council is formed, comprised of two young professionals from each of the Founding Corporate Members (FCM). Upayan Sen Gupta and Prashanth Holenarsipur of GE Medical are selected to serve as co-chairs.
- The Advisory Council will remain in place, comprised of one senior-level professional from each of the FCM.
- Enters OnMilwaukee.com as a Founding Corporate Member and a strategic media sponsor that fuels a viral marketing campaign.
- YPM website launches (housed within MMAC’s site) <http://www.ypm.mmac.org>.
- OnMilwaukee.com posts “Networking Group Targets Younger Professionals.” (See <http://ypm.mmac.org/about/PDFs/onmke%20New%20YPM.pdf>)

August 8, 2001 – OFFICIAL YPM LAUNCH

- KICK-OFF, held at The Todd Wehr Theater in the Marcus Center for the Performing Arts, attracts nearly 500 young professionals. The evening features Ron Leiber of *Fast Company Magazine*.
- *Journal Sentinel* headline reads, “Project Calls for Skill.” (See <http://ypm.mmac.org/about/PDFs/jsonline%20skillcall.pdf>)
- OnMilwaukee.com posts, “YPM Kicks Off in Style.” (See <http://ypm.mmac.org/about/PDFs/onmke%20kick%20off.pdf>)

September 2001

- MEMBERSHIP: 373 – COMPANIES: 13 Founding Corporate, 45 Individual
- First member email goes out reinforcing YPM’s purpose to connect young professionals to each other and to metro Milwaukee for the purpose of improving the community’s ability to attract and retain talent.
- YPM gives MMAC Board of Directors an update.
- Letter sent to MMAC members titled “MMAC Addressing Brain Drain.”
- EVENT: “Meet the Press” held at Lakefront Brewery, attracts nearly 200. (Note: held 2 days after 9/11)

November 2001

- MEMBERSHIP: 484 – COMPANIES: 15 Founding Corporate, 45 Individual
- Individual membership fee of \$150/year is reduced to \$50/year based on small business/non-profit feedback.
- YPM forms membership partnership with Milwaukee Urban League Young Professionals (MULYP).
- YPM staff meets with young professionals from Racine looking to start group.
- Succession of YPM’s leadership is discussed at Creative Council meeting.
- EVENT: “Mission Impossible” held at Milwaukee Public Museum – Discovery World, attracts 200 to see IMAX “Shackleton’s Antarctic Adventure,” and members are introduced to the “café” format. (See <http://www.theworldcafe.com>.)
- CONTRIBUTION: Café question of “What inspires you to do your best work,” generates top ten list shared with business community.

January 2002

- MEMBERSHIP: 633 – COMPANIES: 17 Founding Corporate, 66 Individual
- Jeff Sherman of OnMilwaukee is named President of YPM’s Creative Council; Laura Wake of Department of City Development – President Elect; Upayan Sen Gupta, GE Medical – Past President; Jackie Valent, Direct Supply – Council Liaison; Carl Hebron, Northwestern Mutual – Vice President.
- Creative Council Operating Guidelines are introduced.
- JAZZ, MIX, CONNECT, CONTRIBUTE emerge as way to capture YPM’s mission.

WHAT INSPIRES YOUNG PROFESSIONALS TO GIVE THEIR BEST WORK?

1. Positive Work Environment
2. Recognition
3. A Challenge
4. Professional Development (tied)
4. Compensation (tied)
5. Fear of Failure
6. Making a Difference
7. Goal Setting
8. Competition
9. Helping Others
10. Co-Workers

- EVENT: “Hot Jobs – Cool Communities” held at the Milwaukee Repertory Theater attracts nearly 300 to hear Rebecca Ryan present her report highlighting Milwaukee’s 10th place ranking. Ryan issues challenge to “show-up, reach-out and dig-in.” Everyone moves over to the Safe House for mingling and drinks afterward.
- OnMilwaukee.com posts, “Milwaukee’s Young Professionals Urged to Dig In.”
(See <http://ypm.mmac.org/about/PDFs/onmke%20Digin.pdf>)

February 2002

- YPM Creative Council embarks on strategic planning.
- Young Professionals of Racine launches, see <http://www.ypracine.org>.
- EVENT: “Time Out” with Buck’s Coach George Karl, held at the Milwaukee Athletic Club, attracts nearly 300. Karl encourages members to share their vision for Milwaukee.
- CONTRIBUTION: Members are asked why they joined YPM: #1 Networking; #2 Get to know Milwaukee; #3 Get Involved in YPM & Community; #4 Grow professionally.
- OnMilwaukee.com posts, “Taking a Time Out with Coach Karl.”
(See <http://ypm.mmac.org/about/PDFs/onmke%20george%20karl.pdf>)

MEMBERS JOIN TO:

- 1. Network with peers**
- 2. Get to know Milwaukee**
- 3. Get involved in YPM and the community**
- 4. Grow Professionally**

March 2002

- MEMBERSHIP: 866 – COMPANIES: 21 Founding Corporate, 104 Individual
- Strategic planning continues. Future state envisioned. Strategic actions brainstormed.
- EVENT: “Café CEO” held at the Grain Exchange Building, attracts 30 area business and community leaders and nearly 250 young professionals who come out to discuss “What businesses should be doing more of, better or differently to attract and retain talent?”
- CONTRIBUTION: Café CEO Summary includes 400 ideas for businesses to use in their attraction and retention efforts, see <http://ypm.mmac.org/about/PDFs/cafeceosummary.pdf>.
- EVENT: “Special Sessions” are launched to introduce YPM’s most active members to current urban developments. First session held at Hotel Metro, attracts 60 members who come out to learn about the proposed Downtown Connector.
- CONTRIBUTION: A participant survey shows young professionals would use the proposed tram system.
- *City Lifestyles* magazine features story on “Facing the Future.”

April 2002

- MEMBERSHIP: 998 – COMPANIES: 22 Founding Corporate, 114 Individual
- Founding Corporate Member Option closed at 22 including: Carson Pirie Scott; City of Milwaukee; Covenant Healthcare; Direct Supply; GE Medical Systems; HNTB Corp; Harley-Davidson; Johnson Controls; Journal Communications; Marquette University; Marshall & Ilsley; Michael, Best & Friedrich; Miller Brewing Co.; Northwestern Mutual; OnMilwaukee.com; Reinhart, Boerner & Van Deuren; Robert W. Baird; Sensient Technologies; Strong; The Business Journal; United Government Services; We Energies.
- 8 Month Review “1,000 Members” piece to announce strategies and celebrate growth of membership is sent to CEOs of YPM members and MMAC member companies.
- Strategies developing include:
 1. Jazz: Continue events that highlight the best Milwaukee has to offer
 2. Mix: Pursue additional member partnerships like MULYP; hold feedback session with CEO Diversity Task Force
 3. Connect: Infuse networking into all services; Create an “ambassadors” program; Work with businesses and colleges to encourage students to make Milwaukee home; Initiative to ID community service opportunity and leadership
 4. Contributions: Continue to survey members to contribute YPM voice and ideas to aid retention and recruitment efforts; re-work website to provide greater value to members and ease for staff updates, and create a YPM launch kit
- EVENT: “Milwaukee Moxie” held at We Energies, a working session attended by over 100 to create an ad to market Milwaukee to young talent across the country.

FOUNDING CORPORATE MEMBERS

Carson Pirie Scott & Co.
City of Milwaukee
Covenant Healthcare
Direct Supply Inc.
GE Medical Systems
HNTB Corp.
Harley-Davidson, Inc.
Johnson Controls
Journal Communications
Marshall & Ilsley Corp.
Marquette University
Michael Best & Friedrich LLP
Miller Brewing Co.
Northwestern Mutual
OnMilwaukee.com
Reinhart, Boerner & Van Deuren
Robert W. Baird & Co.
Sensient Technologies Corp.
Strong
The Business Journal
United Government Services
We Energies

May 2002

- MEMBERSHIP: 1,062 – COMPANIES: 22 Founding Corporate, 121 Individual
- Members learn they can come to expect receiving a weekly email newsletter to keep them abreast of everything YPM.
- EVENT: “Cultural Expansion” held at the Milwaukee Art Museum attracts nearly 200 members who come out to learn about the economic impact of visual arts in the community and its importance to retaining “cool” community status, as well as viewing a documentary video on Milwaukee’s visual arts scene.
- EVENT: Special Session held at Caroline’s Jazz Club attracts 80 young professionals to come out and learn about the development of the Menomonee Valley.

June 2002

- MEMBERSHIP: 1,144 – COMPANIES: 24 Corporate, 132 Individual
- YPM CONNECTOR is born, YPM’s weekly email newsletter featuring event notices, opportunities to get involved and connections to community developments that reinforce YPM’s purpose. True to the “code of conduct,” the Connector will not feature events at-large around the community, but will direct those calls/requests to OnMilwaukee.com’s calendar of events.
- EVENT: “Cabaret Extravaganza,” co-hosted by United Performing Arts Fund – the largest in the country, attracts over 200 members who come out to learn about the economic impact of performing arts, the importance of art to retaining “cool” community status, and share in a sampling of performances by UPAF member groups. Held at the Cabot Theatre in the Broadway Theatre Complex.
- CONTRIBUTION: 51 student interns employed by YPM Corporate Members join YPs at Cabaret event. In addition, interns participate in a survey to capture information on what they look for in a city and to gage their perception of Milwaukee. Access to a young professional network ranks fourth. 43 respond yes to whether they are considering staying in Milwaukee upon graduation.

July 2002

- EVENT: “Extra Innings” featuring MMAC’s tailgate party and Brewer Game attracts 175.

August 2002 – One Year Anniversary

- MEMBERSHIP: 1,292 – COMPANIES: 24 Corporate, 140 Individual
- EVENT: “One Year Birthday Bash” featuring Richard Florida, author of *Rise of the Creative Class*, held at The Repertory Theatre attracts nearly 400.
- YPM’s volunteer teams and their responsibilities are given a face at Birthday Bash:
 1. YPM Project Volunteer – making a unique YPM difference.
 2. YPM Around Town – Monthly showcasing of our hottest clubs.
 3. YPM College Connection – Helping student interns make the Milwaukee choice.
 4. YPM Jazz Squad – YPM’s most informed and jazzed members speaking on YPM’s behalf.
 5. YPM Project Mentor – Fostering professional growth through mentoring.
- CONTRIBUTION: Milwaukee Moxie ad debuts at Bash with slogan “We Choose Milwaukee.” Ad is run in *Business Journal*, *Vital Magazine* and is positioned in the Milwaukee Relocation Handbook. It is available on YPM’s website for employers to print and include in recruiting packages. (See <http://ypm.mmac.org/about/BGresources.jsp>)

STUDENT INTERN SURVEY TOP 10 CONSIDERATIONS:

1. **Breadth of alternative employment opportunities**
2. **Availability of continuing education**
3. **Cost of living**
4. **Access to network of young professionals**
5. **Parks and green space**
6. **Diversity of community**
7. **Access to recreational activities or leagues**
8. **Night Scene**
9. **Proximity to family**
10. **Public transportation**



- *Business Journal* headline reads, “YPM Making Mark in Only One Year.”
(See <http://ypm.mmac.org/about/PDFs/bizjournal%20YPM%201yr.pdf>)

September 2002

- MEMBERSHIP: 1,386 – COMPANIES: 29 Corporate, 164 Individual
- YPM’s program services manager departs staff for fulltime employment. YPM will run the next year with a 2 1/3 staff.
- YPM’s Mosaic Council is formed whose role is to engage the breadth of the region’s talent mix in efforts to attract and retain diverse talent as defined as profession, culture and lifestyle. A series of “Mosaic Cafes” are scheduled to foster the council’s fundamental strategy to get members out “living diversity.”
- **EVENT:** Around Town, YPM’s purely social outlet launches at Trocedaro’s attracting 200 to a “Get Out and Vote” party. Around Town is scheduled to showcase metro Milwaukee’s night scene by featuring hot spots around the community the second Thursday of the month, September – May, no fee, no registration required.
- *Milwaukee Magazine* runs cover story, “Faces of the Future.”
(See <http://ypm.mmac.org/about/PDFs/mkemagazine%20Faces.pdf>)

October 2002:

- MEMBERSHIP: 1,488 – COMPANIES: 31 Corporate, 180 Individual
- MMAC releases Blueprint for Economic Prosperity, emphasizing a commitment to grow and support Young Professionals of Milwaukee.
- YPM receives Downtown Cheerleader Award from the Milwaukee Downtown Business Improvement District #21.
- **EVENT:** Café Mosaic 1, held at Turner Hall, attracts 350 young and young thinking to discuss metro Milwaukee’s reputation of being a segregated city. Six cafés are slated for the Café Mosaic Series.
- **CONTRIBUTION:** Mosaic Council debuts their 20-minute man-on-the-street “Milwaukee Mosaic” video highlighting people’s perception on Milwaukee being a segregated city. For copies see: <http://ypm.mmac.org/about/BGresources.jsp>.
- **CONTRIBUTION:** Over 1,000 comments were logged at Café to be summarized at end of Series.
- **CONTRIBUTION:** The Mosaic Challenge to get out and “live diversity” is conveyed to participants when asked, “Whom do you have over for dinner on a Saturday night?”
- **EVENT:** Special Session, “Live, Work & Play,” held at the Plankinton Building attracts nearly 200 to hear results of Kahler Slater’s study on the downtown renaissance.
- **EVENT:** Special Session held at The Lodge attracts 60 members to come out and learn about the demolition and plans for the Park East Freeway spur.
- **EVENT:** YPM Around Town held at Onyx attracts over 200.
- OnMilwaukee.com posts, “Designer Shows YPM How to Live, Work, Play.”
(See <http://ypm.mmac.org/about/PDFs/onmilwaukee%20YPM%20designer.pdf>)
- OnMilwaukee.com posts, “YPM Examines Milwaukee Mosaic.”
(See <http://ypm.mmac.org/about/PDFs/onmilwaukee%20mosaic%201.pdf>)
- *Journal Sentinel* headline reads, “Young Professionals Group Seeks Say in City’s Future.”
(See <http://ypm.mmac.org/about/PDFs/jsonline%20YP%27s%20cityfuture.pdf>)
- Fox 6 News, Perry’s People provide coverage of Café Mosaic 1.
- *Journal Sentinel* headline reads, “Diversify Your Social Life.”
(See <http://ypm.mmac.org/about/PDFs/jsonline%20Diversify%20your%20social%20life.pdf>)

November 2002

- President and Executive Director travel to Green Bay to provide information on starting a young professionals group.
- Young Professionals from Fox Cities come to YPM event to gain insights on starting own group.
- **EVENT:** “A Sure Bet” held at Potawatomi Bingo Casino attracts 150 who receive financial planning advice presented by Strong, M&I, Northwestern Mutual and Robert W. Baird.
- **EVENT:** YPM Around Town gathers over 200 at the Dragon Lounge.
- *Business Journal* headline reads, “New Leadership Efforts Show Change in Air.”
(See <http://ypm.mmac.org/about/PDFs/bizjournal%20Change%20is%20in%20the%20air.pdf>)

MOSAIC COUNCIL PARTNERS



**Hispanic Professionals of
Greater Milwaukee**

**Milwaukee Urban League
Young Professionals**

**Milwaukee Artist
Resource Network**

Milwaukee LGBT Center

Public Allies

**United Performing Arts
Fund**

**Milwaukee Teachers’
Education Assoc.**

December 2002

- MEMBERSHIP: 1,617 – COMPANIES: 32 Corporate, 196 Individual
- YPM introduces 10-Step Corporate Launch Kit.
- YPM begins Phase II of website.
- EVENT: YPM co-hosts “Leadership Café” with Marquette University – College of Professional Studies, and Richard Teerlink, retired Chairman and CEO of Harley-Davidson. 150 selected young emerging leaders are invited to share their views on work environments that attract talent.
- EVENT: YPM Around Town gathers 200 at The Palms, toy drive and photo ops with St. Nick generate goods and dollars for the Ronald McDonald house.
- CONTRIBUTION: Hundreds of comments logged at the Leadership café will be synthesized to determine next steps.
- *Business Journal* provides one-page advertorial, “Making Milwaukee a Talent Magnet.”
(See <http://ypm.mmac.org/about/PDFs/talent%20magnet.pdf>)
- *Business Journal* headline reads, “Young Employees Want Bosses who Listen.”
(See <http://ypm.mmac.org/about/PDFs/bizjournalBosseswholisten.pdf>)

January 2003

- MEMBERSHIP: 1,427 – COMPANIES: 36 Corporate, 207 Individual
- Mosaic Strategy released emphasizing “living diversity.” (See <http://ypm.mmac.org/about/PDFs/YPMMosaicStrategy.pdf>)
- YPM Wisdom Council forms with intent to connect YP enthusiasm and ingenuity with wisdom and resources of the community.
- Fox Cities launch PULSE, their young professionals group (no website available.)
- EVENT: YPM Around Town gathers 250 at El Babalu, salsa lessons included.
- *Business Journal* headline reads, “Working to Be Part of the Solution.”
(See <http://ypm.mmac.org/about/PDFs/bizjournal%20Part%20of%20the%20solution.pdf>)

February 2003

- YPM expands target membership age to 39, up from 35 and invites young thinking to join group.
- EVENT: Café Mosaic 2 held at United Community Center attracts 200 who brave a snow storm to discuss “living diversity at home, work and play.” Café co-hosted by YPM Mosaic Council Partners.
- CONTRIBUTION: Mosaic Challenge is launched with coffee coupons making it easy for participants to get out and have a cup of coffee with someone “different.”
- CONTRIBUTION: An additional 1,000 comments are logged at café.
- EVENT: “Hotel Milwaukee” held at Cabot Theatre attracts 125 as audience members for the taping of the locally-produced radio variety show.
- EVENT: YPM Around Town gathers 200 at Mantra Lounge.
- *City Lifestyles* cover story, “A Sharper Image.”

March 2003

- MEMBERSHIP: 1,492 – COMPANIES: 36 Corporate, 220 Individual
- CODE OF COMMITMENT is developed: “As a YPM Volunteer I commit myself to being fully present in person, or electronically, providing my service, spirit and skills to advance the objectives of my team. I commit to making meetings, responding to emails, making deadlines or goals, and if unable, will communicate with my team leader requesting advice of my continued involvement.”
- MMAC announces that two YPs will be appointed to each of its five Blueprint Teams.
- Staff, officers and representatives from Project Volunteer team meet to discuss influx of calls from charitable organizations looking for YP involvement ranging from marketing fundraisers, to efforts to bolster membership, to requests for board recommendations, to all types of volunteering avenues.
- PULSE CHECK INITIATED. Advisory Council engages in YPM Pulse Check to determine health of YPM’s infrastructure and strategy. All agree that additional staffing is required, and recommend a fine-tuning of purpose statement to help guide strategic focus.

1. Upon recommendation of the Advisory Council, a tighter purpose statement is drafted: To grow and support a young professionals' network that engages the breadth of the region's talent mix in shaping a Greater Milwaukee more attractive to diverse young talent.
2. Creative Council goes through Pulse Check applying numerical weights to strength of current actions/services to purpose and member expectations.
3. Pulse check continues with Core Council results in: addition of "showcasing" to purpose statement; YPM Project Mentor and Volunteer merge to form Emerging Leaders Action Team; and all teams have role statements redefined, action items identified and receive instructions to develop action plans.
4. In response to the Pulse Check, Wisdom Council advises a grant be submitted to raise funds for new services to meet emerging expectations and staffing needs.

YPM PURPOSE:

To engage the breadth of the region's talent mix in shaping and showcasing a Greater Milwaukee more attractive to diverse young talent.

- Special Sessions take on new image of URBAN CURRENTS and an Action Team is formed to plan sessions on urban developments and current affairs and to keep members informed.
- EVENT: Urban Currents, held at Off Broadway Theater attracts 100 who come out to learn more about the proposed Public Market.
- EVENT: YPM Around Town gathers 200 at Stout Bros. Public House.

April 2003

- MEMBERSHIP: 2,004 – COMPANIES: 33 Corporate, 234 Individual
- YPM's Core Council meets to hone YPM message in preparation for May Big Talk event. Updates are given by each action team with distinction being made between YPM's current/ongoing events and new strategic initiatives.
- Action Teams begin meeting with vice president to develop action plans and discuss impact measure.
- Grant Proposal Project takes shape as "A Platform for Growth and Impact." Project to build capacity for members to:
 1. co-create with those making things happen around community;
 2. self-organize to impact in ways unique to their generation;
 3. grow professionally and personally through the experience.
- Officers and executive director are selected to travel to TN to help craft the Memphis Manifesto – a movement that defines what cities/communities need to do to attract the creative class. (See <http://www.memphismanifesto.com>)
- EVENT: Café Mosaic 3 held at Milwaukee Art Museum attracts 450, including 50 business and community leaders, to discuss our tendency to hire and promote people who are like us and its effect on metro Milwaukee rising above the national average for women and minorities in management. The event co-hosts include YPM Mosaic Partners, MMAC's Board of Directors, Greater Milwaukee Committee and the CEO Diversity Task Force.
- EVENT: YPM co-hosts a gallery night gathering planned by its Mosaic Partner, Milwaukee Artist Resource Network held in Rubin's Garage.
- YPM is invited to post an article on Commonsense.org based out of St. Louis. (See <http://ypm.mmac.org/about/PDFs/CommonSpace.pdf>)

May 2003

- YPM introduces its Performance Scorecard, a two-page summary that encapsulates what YPM is, volunteer bodies and their responsibilities, impact and performance measures, and strategic initiatives and their respective timelines of progress and completion.
- YPM Jazz Squad introduces its Brag Skit, a 20-minute YPM overview with a Saturday Night Live newscast delivery style.
- YPM website re-launches.
- YPM denotes special membership consideration for charitable organizations and start-up businesses. (See <http://ypm.mmac.org/about/Membership/YPMmembership.jsp>)
- EVENT: "Big Talk Big Picture," held at the Milwaukee Athletic Club attracts over 200 members who come out to get a good overview of what YPM is and where it is going. A talk-back facilitates member feedback which includes:
 1. "Have Impact" were comments made in reference to wanting YPM to "do" more to impact the community.
 2. "Cliques" were comments directed at "exclusive feel" of the Creative Council.
 3. "Getting Involved" were comments expressing the desire to get more involved in YPM.
 4. "Marketing" were comments suggesting YPM wider market itself.

- EVENT: YPM Around Town wraps up its wildly successful debut season (2nd Thursday, Sept-May) at La Fuente with over 200 in attendance. Season total attendance is nearly 1,800.
- OnMilwaukee.com posts, "YPM Examine Women and Minorities in Management." (See <http://ypm.mmac.org/about/PDFs/OMCwomen&minorities.pdf>)

June 2003

- MEMBERSHIP: 2,211 – COMPANIES: 36 Corporate, 229 Individual
- Membership Renewal reveals 100% of all corporate members and 71% of individual members have renewed. Of the 29% of individuals not renewing, 23% moved out of the region, 23% discontinued membership and the remaining 54% have experienced an undefined loss of communication.
- Responding to member Talk-Back, "How to get involved in YPM," becomes an electronic process. All Action Teams post what they do, when they meet and their action plans on website. Those interested in volunteering can logon and sign-up as a Talent Reserve.
- Team Guidelines offer protocol for Action Team Leaders to communicate team updates, posting of action plans on website, communication with Talent Reserves and suggested term limits.
- EVENT: Urban Currents panel discussion on transportation attracts 80 members who come out to learn about the various plans for public transportation that are being debated and pursued such as the Marquette Exchange expansion.
- EVENT: Café Mosaic 4 held at the Marcus Center for the Performing Arts, attracts 300 members and 50 professionals from the arts and entertainment scene in Milwaukee. The topic of discussion is, "If art imitates life how does the success of Milwaukee's A&E scene translate into the success of the community?" Co-hosted with Mosaic Partners.
- CONTRIBUTION: Nearly 1,000 comments logged are captured for further analysis.

MEMBERSHIP RENEWAL RATE

- **100% of all corporate members and 71% of individual members renew**
- **Of the 29% of individuals not renewing:
–23% moved out of the region,
– 23% discontinued membership, and the remaining
–54% have experienced an undefined loss of communication**

July 2003

- Green Bay's young professionals' group launches see <http://www.yppnetwork.com>.
- CONTRIBUTION: Jazz Squad takes the Brag Skit on the road for the first time to help launch Kohl's Corporate Membership. The skit is now a resource available to all corporate members and the community-at-large to learn more about YPM.
- CONTRIBUTION: YPM places trendy ad in Info-Milwaukee booklet and encourages businesses to give out to student interns at no charge.
- CONTRIBUTION: YPM conducts member survey to baseline membership demographics and impact measures.

IMPACT MEASURES

- **Respondents rated their perception of Milwaukee at 3.74 on a scale of one (poor perception) and five (excellent perception.)**
- **When asked what effect YPM has had on improving their perception of Milwaukee, members gave a score of 2.76 on a scale of one (low affect) and five (great affect).**

(See <http://ypm.mmac.org/about/PDFs/YPM%20Mbr%20Survey%20Aug03%20Summary.pdf>)

August 2003

- MEMBERSHIP: 2,333 – COMPANIES: 35 Corporate, 221 Individual
- YPM turns two, doubling membership, event attendance, volunteer involvement and hits in the press.
- New officers announced: Laura Wake, City of Milwaukee – President; Shary Tran, Johnson Controls – President Elect; Carl Hebron, Northwestern Mutual – VP; Jackie Valent, Direct Supply – Council Liaison; Jeff Sherman, OnMilwaukee.com – Past President.
- YPM announces its plans for new services including Service Circuit Program, ELSO Invite and Create Co-Op initiative. (See <http://ypm.mmac.org/about/YPMservices.jsp#ServiceCircuitServ>)
- YPM Mosaic Partner, Hispanic Professionals of Greater Milwaukee formally launches.
- YPM Mosaic Council invites school teachers to join in planning of Café Mosaic 5 to have an educational theme.
- EVENT: YPM Around Town jump starts by debuting Twisted Fork with proceeds going to Big Brothers Big Sisters.

- EVENT: YPM's 2nd Annual Birthday Bash attracts 350 to come out to the Todd Wehr Theater to hear from social entrepreneur, Bill Strickland, who receives a standing ovation for his efforts to improve education for inner city students.
- EVENT: YPM co-hosts mayoral forum planned by Milwaukee Urban League Young Professionals, at Heartlove Place.
- *Business Journal* headline reads, "Young Professionals' New Wave of Volunteerism."
(See <http://ypm.mmac.org/about/PDFs/Bizjournal%20YPPVolunteerism.pdf>)

September 2003

- MEMBERSHIP: 2,450 – COMPANIES: 36 Corporate, 245 Individual
- YPM's Core Council convenes to find synergy and understanding in YPM's whirlwind of strategic activity to share with clarity to team members.
- YPM seeks and gains staff funding via Corporate Member sponsorship drive.
- YPM posts position for a new Communications/Event Manager.
- Responding to May Talk-Back, beginning in October, Creative Council opens Action Team Updates portion of monthly meeting to members-at-large.
- YPM Mosaic Council invites Milwaukee Teachers' Education Association to join council as a Mosaic Partner.
- EVENT: YPM Around Town gathers over 250 at SWANK.
- *Journal Sentinel* headline reads, "Young Professionals Join Together to Make Their Mark."
(See <http://ypm.mmac.org/about/PDFs/JSOnline%20YPPsMakeTheirMark.pdf>)

October 2003

- MEMBERSHIP: 2,582 – COMPANIES: 36 Corporate, 274 Individual
- YPM presents its success story at Wisconsin's IV Economic Summit
- EVENT: YPM Around Town fills Coast with 250+ young professionals.
- EVENT: Café Mosaic 5, held at Rockwell Automation, attracts 300 young professionals and 50 school teachers who turn out to discuss "How we can enhance and support the K-12 educational experience to ensure the success of our youth and Greater Milwaukee."
- CONTRIBUTION: YPM announces UW-Milwaukee's IDEAL Institute for Diversity will take on synthesizing the over 6,000 comments anticipated from the Mosaic series of six cafes.
- CONTRIBUTION: Mosaic Café 5 ups Mosaic Challenge, encouraging participants and members to get out and mentor a student. Representatives from the Boys & Girls Club, Big Brothers Big Sisters, Junior Achievement, Let's Read Milwaukee, Milwaukee Mentor and the Milwaukee Partnership Academy are invited and links will be posted on YPM's website.

SPONSORSHIP SUPPORT.

Fiscal 2002-2003

Financial Sponsors:

Northwestern Mutual - Café Mosaic Series, major website sponsor
 We Energies - major website sponsor, 1st Annual Birthday Bash
 Johnson Controls Inc. - Café Mosaic 1 & 2
 Michael Best & Friedrich - Café Mosaic 3 & 4
 Robert W. Baird & Co. - 1st Annual Birthday Bash, Café Mosaic 3
 Marshall & Ilsley Corp. - A Sure Bet, Café Mosaic 3
 Miller Brewing Co. - Café Mosaic 4
 GE Medical Systems - 1st Annual Birthday Bash
 Carson Pirie Scott & Co. - website
 Strong - A Sure Bet

In-kind Sponsors:

Karl's Event Rental - Café Mosaic Series
 Stone Creek Coffee - Café Mosaic Series
 Studio Gear - Café Mosaic Series
 Milwaukee Art Museum - Café Mosaic 3

Media Sponsors:

The Business Journal
 OnMilwaukee.com

Fiscal 2003-2004**Financial Sponsors:**

Harley-Davidson Inc. – 2nd Annual Birthday Bash
 Helen Bader Foundation – 2nd Annual Birthday Bash
 Johnson Controls – Café Mosaic 6
 Marshall & Ilsley – Café Mosaic 6
 Northwestern Mutual – Café Mosaic Series
 Robert W. Baird & Co. – 2nd Annual Birthday Bash
 We Energies – Café Mosaic 6

In-kind Sponsors:

Hotel Metro – 2nd Annual Birthday Bash
 Holzhauer Signs – Café Mosaic 5
 Karl's Event Rental – Café Mosaic Series
 Midwest Express Airlines – 2nd Annual Birthday Bash
 Rockwell Automation – Café Mosaic 5
 Sprecher Brewing – Café Mosaic 5

Media Sponsors:

The Business Journal
 OnMilwaukee.com

BIOGRAPHY.

Shelley Jurewicz is executive director of Young Professionals of Milwaukee (YPM), a service of the Metropolitan Milwaukee Association of Commerce (MMAC). YPM is dedicated to engaging the breadth of the region's talent mix in shaping and showcasing a Greater Milwaukee more attractive to diverse young talent. With her leadership, the organization was launched in August of 2001 and has since attracted over 2,500 members representing nearly 300 businesses and non-profit organizations. Utilizing her community building, organizational development and strategic planning skills, the group has effectively coalesced the efforts of nearly 150 volunteers serving on YPM's five leadership councils and six action teams to address and meet strategic goals and initiatives.

Jurewicz joined the MMAC in 1993 and served as executive director of its Business Performance Network for 9 years. She meets regularly with leaders from business, government and education, along with emerging young professionals, creating the opportunities necessary to build the region's collective capacity to attract and retain talent. She received her Bachelor in Science degree from the University of Wisconsin, River Falls. Jurewicz serves on Milwaukee Women's Inc. Steering Committee and has served on the City of Milwaukee's Ethic Board.

She can be reached at sjurewicz@mmac.org or by calling 414.287.4143. For more information about YPM logon to <http://www.ypm.mmac.org>. MMAC/YPM is located at 756 N. Milwaukee St., Milwaukee, WI 53202.