

Saskia Epstein:

Welcome to PNC C-Speak: The Language of Executives. I'm Saskia Epstein, Senior Vice President of Community Affairs at PNC Bank in New England, alongside my co-host, Carolyn Jones, Market President and Publisher of the Boston Business Journal.

Carolyn Jones:

Thanks, Saskia. It's great to be with you on PNC C-Speak. Each podcast features local executives talking about relevant and timely business topics and sharing insights on their leadership journey and observations on the Boston community.

Saskia Epstein:

We are here today with Robert Lewis, Jr., Nicholas President and CEO of the Boys & Girls Club of Boston, and recently named Power 50 Movement Maker by the Boston Business Journal. Welcome, Robert.

Robert Lewis Jr.:

Thank you. Thank you. Great to be with you, Saskia and Carolyn, this morning.

Carolyn Jones:

Great to have you here. It's always fun to talk with you, for sure, and we look forward to learning more about you and your really incredible leadership journey today, but I think as we start, I wonder if you can just help our listeners get to know the Boys & Girls Club and its mission and scope a little bit more.

Robert Lewis Jr.:

I'm so excited. It was about a week ago that I celebrated my two years as the Nicholas President and CEO of the Boys & Girls Clubs. In a big way, it's so surreal too to think of it was probably about 52 years ago when I was a member of the Boys & Girls Clubs of Salesian in East Boston, and to think of this institution that I was part of 52 years later to be the leader of an institution. We have eight clubs throughout the city of Boston in Chelsea, five of our clubs are in the Roxbury, Dorchester, Mattapan area, a club in Charlestown, as well as in South Boston and in Chelsea.

Our whole goal is how are we going to have the greatest impact on the young folks in the communities that we serve, and we do it through a variety of ways. We just have gone through our strategic planning process. I'll give you a quick heads up of where we're going with the clubs. The clubs were established in 1893, and it's important for folks to know in 1981 is when the clubs actually start allowing girls. So I'd like to say, in a big way, it's only been recent that it's the Boys & Girls Clubs. For many years, it was just the Boys Clubs. So much of our focus moving forward is we're going to be really looking at how are we actually preparing our young folks, and it's really about readiness.

We're going to be taking on three main pillars, one being academics and how are we going to be focusing on writing, how are we going to be focusing on math, and how are we going to be really just focusing on those aspects for our young folks and reading and so forth. We're going to be leveraging our clubs and partnering with experts in the field because what we've realized is that a young African American in our state are reading at a 30% third grade level, and if you're young and Latino, it's at a 20% grade level. So we're going to take a major focus on academics, reading, writing, and math is a big part of our work.

Us being in this great economy in Boston, we're going to really be focusing on ... We have over 4,000 members. So when our Boston economy is thinking about jobs, a big part of what we're going to be focusing too is on skills, skill building, skill readiness, preparing our young folks for internships and preparing our young folks for jobs, and we're going to do it on a few levels through a program we

currently have ready to work, but that's going to be a fundamental to our whole team strategy. All of our teams throughout all of our clubs are really going to be focusing on ready to work and skill building as we're moving forward.

The other big pillar for us is really going to be mental health. How are we going to take on the mental, social, emotional well-being of our young folks, and how are we going to really look at, again, how we partner with institutions to provide those resources? On top of that, we're going to continue to take on the swimming, the athletic, the culinary arts. We provide 200,000 meals for our young folks on an annual basis.

So we want to be that place that if teens are saying, "We want to be successful in life," we want the Boys & Girls Clubs to be the place that our teens are excited about. So I'm excited about the history of our clubs. I'm excited about all the great work that we've done over the years, but I'm really excited about our focus moving forward, again, around academics, workforce readiness, and health and wellness. So that's the clubs moving forward.

Saskia Epstein:

Serving young people has always been your passion. As long as I've known you, it is what you live and breathe for. Talk to us a little bit about that career path and the journey that led you to the Boys & Girls Club. Prior to joining BGCB, you launched and led the base in 2013, which I'm familiar with, but would love to introduce to our listeners. Prior to that, you also were an incredible leader in our city with roles at City Year, the Boston Centers for Youth and Families, the Boston Foundation, and many more roles. Talk about that journey with us.

Robert Lewis Jr.:

When I start to really think about my journey, one of the things that has been as consistent to when I was young, Saskia, I grew up during a time of busing, when busing happened in Boston in the '70s, but the difference for me is I grew up in East Boston. I wasn't bused in, so I was living in the neighborhood. In 1976, May of 1976 at the age of 16, I was firebombed, and I was firebombed at my home by one of my best friends during this time, and that firebombing changed my life. One, I moved out of East Boston, and what I found out from at that time, my friend, he was surrounded by others that said, "Are you one of them? Are you one of us?" and he was White. So there were about eight families in 1976 in East Boston that were firebombed out during busing.

So everyone tells the story about kids being bused to neighborhoods. No one tells the story about us that grew up in those neighborhoods that were actually dealing with issues of racism. At the age of 16, I said something and I swore, I did not know what it meant, I said, "For the rest of my life, I'm going to do work that's about bringing people together, about bringing communities together," because we should never go through a time like we did during busing, which I felt was the worst of our city, not the best of our city. Something that was supposed to focus on quality education, equity in education became about race. Those factors at that time wasn't as important except we knew that young Black and Latino kids weren't getting the same quality of education, which when you look at the data today is pretty consistent.

My world was I wanted to do this work, and I was blessed at a very young age that I had a chance to have a person like a Jack Forge out of East Boston, Mel King, Gloria and Ray Hammond in my life and who mentored me about community engagement. In all of these institutions that you have mentioned, Saskia, are all about building the capacity of young people in community.

My start was in Inquilinos Boricuas en Acción, IBA, when I was 22 years old as their first program director, so this idea of doing community work, organizing and youth work, which at the age of 22 taught me about organizing. I did that in high school during the time of busing, but this work was that, and I realized what are the most important elements of change was going to occur with young people. Our

whole goal is, how do you provide the tools and how do you provide the resources, the access and opportunities for young folks?

That took me from IBA to, at that point, the Youth Entrepreneurial Development Project, to doing gang work at that time with Mayor Flynn on community centers to City Year, to NCCJ, back to BCY, up to where I am today. I think my journey has been all of these opportunities were getting me ready for this is probably is the biggest thing I've ever done in my career in terms of the number of people, the number of clubs and others, but my goal and vision has never changed, about focusing on young people, how do you bring diverse sectors of people together, and how are we invested in change, which in the long run has a greater impact on communities.

So to be honest, it is a blessing for me, and it's really interesting, and I really mean this, how people talk about work. I feel this has been a calling in my life. So someone asked me a few months ago, "So Robert, when you're not working, what do you do?" and I said, "Besides coaching, I love being at community meetings," because community meetings are talking about change. How can we step up? How can we address issues that are facing our communities? There's nothing greater for me than not just leading the Boys & Girls Club, but also being a kid from this city and being able to have an impact in the same community that I still live in.

My whole journey has been about, it's about righteousness, it's about equity, it's about justice, and all of those things were even before we started talking about social justice and things of that nature. So it is a blessing, all of that leading to where I am today.

Saskia Epstein:

You've raised multiple generations of young people in the city. I feel like both your career and your personal passion and engagement has touched so many organizations and lives, but you've also raised a whole generation of nonprofit leaders, and a lot of us have been both intertwined and affected by your leadership and career path. I'm really curious, we feel like perhaps maybe we know your work and are familiar with certainly your professional work. I'm curious, for you, what has been most meaningful in terms of the markers of that journey and accomplishments? What are the things that you're most proud of?

Robert Lewis Jr.:

Wow, that's a great question and something that I've been thinking about recently. It's because others have raised it with me is when I look across this city, Saskia, and I look at leaders that are in positions of running nonprofits or in significant roles in our city, last count it was sort of like CEOs, executive directors, COOs, it's like 35 people that have either worked with me or worked for me that are in these positions of leadership.

When I start thinking about institutions that are up and off the ground that I was either part of helping to launch, and what I love about that is a lot of people don't know I was part of launching certain organizations, which is really the most important thing. It was Mothers for Justice and Equality. I started that program as part of StreetSafe, and I convinced Mona Lisa Smith to leave her job to do that.

I was one of the first advocates and supporters of when we started thinking about InnerCity Weightlifting or Makeeba McCreary, New Commonwealth Fund was one of my young people. Amari was one of my young people. Natanja Craig Oquendo was one of my folks, Saskia, you and Steve. When I started thinking of [inaudible 00:11:57] and so many folks, and I look at Natanja who's at the Boston Women's Fund, she was in my youth program when she was six, and to see people evolve. So that makes me proud because what I feel is that folks took the journey of not just if it's a nonprofit at a business sector like you're in, but you've never lost your appetite for equity. You never have lost the appetite for community change.

The thing that I'm most proudest of is sometimes when a message of what this city is and when you travel around the country, people always ask me, "Black people live in Boston? Robert, how's it feel to be Black

in Boston?" I'm so proud when I look and I see folks in leadership and some folks that were former city counselors that were my kids, right? So that makes me proud.

The thing I say what makes me proudest is how did I provide hopefully an opportunity for their greatness to shine, not about that, "Robert did this." It's about taking advantage of these opportunities for folks to shine and be bold enough to be able to step up and step out. So those are the things that motivate me, and I get inspired from there or when I look at what will happen with the stories at the clubs or when I look at the number of young folks, even when I was at the base.

I tell this story. When I first started, I asked a couple of questions. I asked, how many folks know somebody who's been shot and killed? Every hand went up. How many folks here have gone to a funeral? Every hand went up. How many folks know somebody personally who's graduated college? No hands. How many folks have either walked on a college campus or know where an admissions office is? No hands. Five years later, I asked the same question for kids at base. How many folks know someone who's shot and killed? No hands. How many folks have been on a funeral? No hands. How many folks know someone's who's graduated? All hands went up because they knew somebody from the base, and how many folks have walked across the college campus? All hands went up.

So part of this is about access, opportunities and how are we shifting this narrative from a deficit terminology of our kids and community to understanding the power of that our young folks are actually talent and assets. So those are the things that inspire my soul and heart and make me so proud.

Carolyn Jones:

Yeah. Robert, your imprint on this city is amazing and it continues, and the fact that lots of people are in positions and no one knows that your connection with them just shows your influence, but also your humility. So let's talk about the base for a minute because it's really an important organization in this community and, of course, now is run by an incredible leader who you know very well. Talk about what inspired you. You've just mentioned a little bit about the beginnings, but talk about what inspired you to start it and the impact that it's had on our city and our young people and continues to have.

Robert Lewis Jr.:

The interesting thing that what folks will know about the base, but what they don't know is in 1978, I was 18 years old. I was coming from working out, getting ready to go to college. I was going to play football. Three young people in Via Victoria stopped me and said, "We're starting a baseball team," they were 12 years old, "and we need a coach. Would you coach?" I'm thinking, "Okay. I'm going to coach. Sure." So I coached in that summer of 1978.

Carolyn, what happened in the summer of '79 and '80 was I decided I was going to continue to do baseball. I was coaching, but we went from Via Victoria to coaching kids in Cathedral Housing Development, Tent City, and Castle Square. So I had four subsidized housing developments that I was coaching kids in baseball. I didn't know anything except these kids loved the sport, and I continued to do that for years. I was blessed over the years to have at that point Castaneda Partners, to have honestly Saskia and the foundation being named later, who invested in the Astros, our team at that time.

In 2012 when I was at the Boston Foundation, the Boston Foundation produced a poverty report. In the poverty report, if you're a young Black or Latino boy, you were negative on every social determinant that got measured. It's part of TBS poverty report in 2012. So I read the poverty report, and I'm sitting there and I'm thinking, "In the summertime, I have this baseball teams called the Astros, and I have like four to five teams, so somewhere of 100 kids that here I am coaching in the summer." When I'm reading the data, I'm saying, "Those are my kids." If Black and Brown kids are failing in every social determinant that got measured as part of TBS poverty report.

Carolyn, here's a true story. I walked into Paul Grogan's office and I resigned. I had no job, had no money, no space, and I just resigned. Paul, bless his soul, said, "Would you stay another month?" which

made sense. I went on a journey, and I'll be honest, I reached out to Saskia, I reached out to people and says, "If you invest in me, I will build an organization that will shift the narrative and use sports in the same way that kids work on a field, and I will apply that off the field into the classroom, into workforce readiness."

What we did is we wanted to build a set of champions, champions on the field and off the field. What a lot of people currently didn't know, in 2010, we were the first Inner City team in America that won the United States Baseball Championship, and the foundation would be named later, got us. We got one of those bus tours, and they did the bus tour of us all over the city, and we didn't know the bus tour ended up in Fenway and they put us on the field before a Red Sox game. So we knew our kids could compete, but we needed to get our kids ready to compete in the classroom, and we needed them to get the skills to compete in the workforce.

So we built an institution that sports was going to be a narrative, that was going to shift the trajectory of young Black and Brown kids, and at that time it was boys because, again, that data that came out of the poverty report said every one of these young folks were negative. I felt if we actually applied those same values of principle of preparation, practice, and performance, which were three core values for us in sports, in the classroom, and we built this with partnerships. We built this with other leaders.

We had colleges that partnered with us. We've raised close to \$50 million over the period of time for scholarships, sending more Black and Brown kids to college, sending them to college, getting them jobs, getting our supporters that provided internships. It was just incredible. What I wanted to do then is if we could do this, how can we hope to help influence sports in general in urban, mostly urban Boston, but hopefully around the country by doing this?

Then we started the first Urban Baseball Classic, which, again, I'm not just trying to throw like we threw a crazy idea out to this guy, Theo Epstein, and says, "Can we bring Inner City teams together?" He says, "Let's do it in Chicago." We actually did it in Chicago first with a Boston and Chicago team, and then the following year, we started getting teams from Detroit, East LA, St. Louis, kids from all over the country coming to Boston not just for baseball. We hosted them at a college campus, and we had college tours, college visits, work fairs, job fairs, but we wanted to shift the narrative.

So my son, Stefan Lewis, has continued to build that, but I believe you can use sports, you can use arts, you can use dance, you can use these passion points that kids love and shift that narrative to ensure we're providing young folks with access to other opportunities.

What ended up happening, we traveled. Carolyn, do you know what it felt like for kids to be on a plane for the first time in their life, for kids to be in a city for the first time in their life going around the country? So that was it. So much, again, of that is taking that from the base and bringing that and continue to build off this great work that the clubs have done for years.

Carolyn Jones:

Yeah, it's really an amazing concept.

Saskia Epstein:

Robert, many founders find it very difficult to step away from an organization that they have built, but you're so clearly married to the mission, and the Boys & Girls Club provides you with an extraordinary platform to continue that work. So that's really exciting. The last couple of years, both in the transition and also in our society at large, has been very challenging. Coming out of COVID and an awakening about racial and social justice issues, those dynamics have affected a lot of leaders in the way that we think and lead and navigate through these challenges. Talk to us a little bit about how you have been personally influenced and perhaps those things have shifted your perspective and outlook.

Robert Lewis Jr.:

It has in so many ways from very personal to professional. I was impacted. I caught COVID, and it was on my birthday, March 22nd of 2020, not feeling well and going into the hospital thinking I might've had a cold or I was going to get a prescription and get sent home. I tell folks three moments, three things happened within a matter of 10 minutes that I feel like at that time had a direct impact those 10 minutes today. One, when they said, "We're going to need to admit you," it was like, "Okay." Then the second question or the second statement was, "Who's your proxy?" and I was like, "What do you need a proxy for?" Then the third thing, which was the hardest thing, I think, for the doctor or nurse, so all of a sudden they're holding my hand and I'm thinking, "What the hell is going on here?" and they asked, "If something was to happen to you, do you give us permission to revive you?" I was an emotional wreck. I remember saying, "I want my mother. I want my mom. I want my mom. I need my mom," and they said, "Let's call her," and my mom has passed, but I was just in a place.

So what they did is they sedated me, and then I woke up, which I thought was the next day, and I woke up 14 days later and being on a ventilator. I woke up like, I say this in a funny way, people were in my room, but they were in spacesuits. Now remember, I got sedated with people wearing a mask and I woke up with spacesuits, and then I was in the hospital recovering for close to a month. Then you get out and there's issues. To me, there was a racial reckoning happening before George Floyd, but we just didn't talk about it, and then getting out and recovering and so much was happening.

Saskia, it was hard for me. I could call people because I couldn't go out and rally because I couldn't stand for longer than 10 minutes. I could not stand. I didn't have the strength and the breath. So what I could do is I could ride around, and I was riding around rallies and just beeping my horn. What was happening at that time was then I was getting phone calls from people and funders and others like, "Robert, what should we do? What should we thinking?" and then all of a sudden I'm thinking like, "Whoa, for one of the first time my Blackness matters," because all of a sudden you're reading and seeing folks, "We support the Black Lives Matter movement," or, "We're stepping up and making significant investments in diversity." So all of a sudden there was this movement taking place.

It was an interesting one for me because some of the same things people were talking about, it showed the disparities in healthcare, it showed all those things. These were things that when I was a kid my mom was fighting for, so this wasn't new. What I also realized, it was a moment, and I really mean this. I kept saying to myself, "Robert, you're not on the ventilator. You got off this thing. It's because you have another opportunity. It's not your time. It wasn't your time."

So I think there were a lot going on, and I think the things that we could address even more at that time and, again, a lot of things that we're continuing to address now with the clubs was around health and wellness, was around access and opportunities, was around talent development for the current workforce, and how do we engage, again, from our staff, our board and families in the discussions of the inequities, but not just the discussions, what can we do as an institution and play our role in part to take that on.

I just think that we as a city and a city of our size, we could be better and greater, and I really believe this. I think we could be a model of success in addressing these issues for other urban cities in America like Boston Kid. We have the resources, the wealth, the intellect, the institutions to do that. Our next thing is, do we have the will and the guts to really stand up and take this on front and center?

Carolyn Jones:

Yeah, that's so true. The next question just builds on what you're talking about because that's about community and about people and businesses also coming together. Right now, there's a lot of change underfoot in the city, in the region, things that have impacted our economy. So just from a bigger picture view, what are you optimistic about and what worries you about Boston, its economy, and its future from a business standpoint and then a partnership standpoint?

Robert Lewis Jr.:

What I think is optimistic for me is the business community is the one sharing. We need a skilled and educated workforce. We need it. We need it. We're worried about losing jobs. So what I have seen for one of the first times, the big thing we would always talk in Boston is that we hope to do a better job retaining students that came here for college because we were relying on that for jobs. It's one of the first times that people are walking in Roxbury, Dorchester and Mattapan and they're saying, "We need talent. We need your talent. We have entry level positions that others may not be interested in. We have the willingness and the ability to train folks."

So I think for one of the first times I've seen that our community, and in particular our young people who have been here, are seen as an asset and a talent pipeline for our business, where, again, years ago it was like hoping just to retain the college students that came here.

So I'm optimistic about that and I'm optimistic on a very selfish and at the Boys & Girls Club because we have over 5,000 young folks we serve. We can help fill that gap. We have the young folks, so there's a big role we can help fill the gap. A concern I have that I think about all the time is, will our young folks be able to earn a living so that they can continue to live in a community that raised them? I'm not even talking about homeownership, I'm just talking about rent. So it's a big concern I have. Housing, affordable housing is real. We're seeing the number of families moving out. We're seeing the number of our own staff that are now moving out of the city because they can't afford to live here.

So that is a huge concern, and I say this and I say this from a point of, again, experience of living in the South End. If we don't provide the skills for our young folks for jobs that are going to pay them significantly more, will Roxbury, Dorchester, Mattapan look like the South End and Brookline?

Carolyn Jones:

Great question. So to follow up on that then, what's your advice or what's your call to action to your peers and the folks in the business community?

Robert Lewis Jr.:

There's a few things that really resonates with me. One is it's important for these companies to really, again, take a look at their pipeline, and even from an HR perspective, what are their critical needs? So I at the Boys & Girls Club or the slew of youth serving organizations in the city, we don't know specifically. I mean, with some of our board members, we get this, but what are the skills that you're going to be looking for for the next five to 10 years? What are those jobs that we need to start preparing kids for the next five to 10 years, and how do we leverage the business community if it's the Chamber of Commerce and so many others to partner with the youth sector, the schools and others in terms of developing, training, integrating, sharing with us what are the skills that we need to prepare our young folks for, those hard skills on top of we understand the importance of soft skills, and then what are those industries?

We can't beat the life science capital of the world, but our young folks that are two miles away in Roxbury have no idea what the hell's happening in life science. So some of it is information, some of it is awareness, and some of it is how are we stepping out of Boston? Think of this for a second. Literally two miles between Back Bay and Roxbury, there's a 23-year life expectancy gap. Two miles. So then if there's this life expectancy gap, I will guarantee you there's a knowledge gap between folks.

So when I start thinking to folks, now, do I think we're going to be able to close this racial wealth gap? I'm not sure. Can at least we have a role in helping to close a gap in terms of investing in our talent, in our cities, ensuring that they're getting the skills and the resources and access to the jobs and opportunities? The private sector fundamentally has to play a role in the health and wellbeing, the education of our communities, and our communities needs to see our business community as a resource and asset as well.

So the BBJ, you do a great job of highlighting businesses and nonprofit partners. I'll be honest, thank you because you also highlight the power of great nonprofits to the business community as well. So I just think we need to continue to build off of that. I think the more we do that, then Boston will not just say, "We're the innovator, we're the leader, we're the first, we're this, that," and somebody in the room chooses life science, health, sports, this, that, and the other, how about if we add another to that list like, "We're the innovator, the first, the leader of youth's success"? I want to add that to the list.

So I don't know how, but collectively, we're all responsible for the success of all of our young people. So we here at the Boys & Girls Club, we're here. We're developing that talent. We're looking to partner with this business community to be able to serve them and to serve their talent pipeline as well.

Carolyn Jones:

That's great. We're lucky to have you there, for sure.

Robert Lewis Jr.:

Thank you.

Saskia Epstein:

Great call to action, Robert. We like to close always with some rapid fire questions. So off the top of your head, what is something that's on your bucket list?

Robert Lewis Jr.:

I'm a closeted harmonica player, and I'd love one day just to get up in some bar with somebody performing and just jam.

Saskia Epstein:

I guess this is related. How do you relax maybe other than playing harmonica or coaching baseball and going to community meetings?

Robert Lewis Jr.:

I think for me really is coaching. It is one of the greatest things to just be out on a field with young people in the heart of a community, and it fills my soul. I've never taken a job since 1978 that would affect and impact me coaching, and I wouldn't take a job if it impacted my coaching.

Saskia Epstein:

Incredible, the dedication. Robert, what's something people don't know about you?

Robert Lewis Jr.:

I think a few things. I think people would be surprised. The first sport I ever played was ice hockey. In 1970, '71, there was an all Black ice hockey team from Maverick Street Housing Projects. We competed in local tournaments here in Massachusetts and we won. We had a chance to play a series of games in Montreal, Canada. So ice hockey was the first sport I ever played. Back in the day, everyone talks about like the Disney kids today. Back in the day I grew up, there was a program called Boomtown with Rex Traylor. I was a Boomtown kid back in the day.

Saskia Epstein:

This one is going to be maybe a tough one for you to answer, but we want to give it a try. Who's a Boston leader or maybe an organization that's on your watch list?

Robert Lewis Jr.:

There's a bunch, but two that really jump out at me is Amari in the Embrace because just I think the ongoing conversation, and what I love is it's one of those institutions for everybody. I'm also inspired by Makeeba in the New Commonwealth fund, this idea of not just what Makeeba is doing, but this idea that there was always a question, where's the Black community when it comes to philanthropy? I used to hear this from even White philanthropists, "Why aren't Black folks investing in communities?" So now, there is something in place and not just them, the Asian American Fund, Latino Fund, and all that, but I'm inspired by them two, and I'm inspired because they're two young leaders that in a weird way got their sea legs here in Boston and now they're stepping up in a prominent role, helping to lead and facilitate our city.

Saskia Epstein:

Finally, a wish for Boston.

Robert Lewis Jr.:

That Boston will take on the role, and as it recognizes itself as the best, a leader, a global city, let's be that for young people as well. That is a wish that I actually hope that one day would be a reality.

Saskia Epstein:

Thank you so much. That wraps up another episode. Thank you so much for joining us, Robert, and for sharing your insights.

Robert Lewis Jr.:

Thank you, Saskia and Carolyn. This was a lot of fun. I want to leave with thanking you both for your leadership, for all you do in this city, Saskia, for your support of so many organizations. I say to both of you what I love and appreciate about you both. The biggest thing is you show up, you show up, and you come back. Sometimes people will show up once and then they don't, but you show up and you show up in communities that people may not think and believe that you would show up to.

So as somebody who loves and cares deeply about our communities, it's that, and if I can just say last thing, I want to be part of shifting this narrative, the national perception of what Boston looks like. If you put our young people together and our staff together and you look at them, that is the Boston I want to live in is diverse in so many venues. I want Boston be known around its inclusion, its acceptance, and its diversity as a strength and an asset to all we do in every sector throughout our city.

Saskia Epstein:

Robert, thank you again. I'm Saskia Epstein.

Carolyn Jones:

And I'm Carolyn Jones, and this is PNC C-Speak: The Language of Executives. Our guest today was Robert Lewis, Jr., Nicholas President and CEO, Boys & Girls Club of Boston.

Saskia Epstein:

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