



Students explore alternative energy sources as they build circuits, a hand crank generator, and mini solar grids and wind turbines.

THE POSSIBLE ZONE ANNUAL REPORT

JULY 1, 2025-JUNE 30, 2026

Message from Our CEO Bridgette Gray



It's my pleasure to share *The Possible Zone 2026 Annual Report*. Serving as CEO since early May, I have witnessed the deep, impactful work undertaken by our team, partners, and, of course, our students. I am honored, inspired, and energized.

I'm proud to share some of the accomplishments from the past 12 months at The Possible Zone. Our team officially rolled out LaunchLabs – dynamic career-connected learning programs in which students not only explore in-demand industries such as Healthcare and Construction, Infrastructure & Energy, but also build both durable and technical skills that leverage their future pathways. Bolstered by collaborations with industry leaders, the implementation of this next-generation programming demonstrates how nimble and skilled our team is. With a vision for our mission to advance economic equity, we're prioritizing the creation and delivery of experiential education opportunities that help prepare young people for enduring careers.

I'm excited to share that we also completed the first phase of our expansion strategy by designing and delivering our inaugural Career & Technical Education (CTE) course in partnership with Lawrence High School, the second-largest high school in Massachusetts. Along with after-school LaunchLabs, this school-day Health Assisting course provides students with classroom learning, problem-solving, and real-world practical experiences so that they not only build credentials that will benefit their own lives, but will also benefit their communities.

We are expanding these offerings in Lawrence this fall while also rolling out experiential programming in Lowell High School. We'll soon launch the same in Brockton High School – the largest high school in the state. As we work closely with school leadership and key stakeholders in these cities to carefully plan CTE and after-school programming aligned with these communities' priorities, we are confident in what's to come. With the commitment of partners and funders, our ecosystem approach and proven programming will create invaluable opportunities for so many young people.

Our Boston headquarters will serve as the Innovation Hub for our expansion strategies, program research and development, and the continued education of hundreds of

Boston students annually, as they pursue postsecondary pathways linked to high-growth industries.

I want to thank co-founders Becky and Mark Levin for their generosity, passion, and commitment to a more just world. They gathered other committed changemakers in 2009 to conceptualize a program that would support young people in gaining access to the opportunities around them. Their method for achieving this goal was to help youth develop a sense of agency over their lives, confidence in their ability to strive and succeed, and the entrepreneurial spirit and skills that would ensure their success in any future career path. In 2011, this idea became what we were then known as – The Possible Project. Becky and Mark's leadership and remarkable commitment have made all our work possible. I am grateful for their continued dedication and service on our Board of Directors, chaired by Mark; for the Board and team they have assembled; and for the strategic vision they've so thoughtfully developed.

As we move through this – The Possible Zone's 15th Anniversary year – we are reflecting thoughtfully on our past as we set our eyes on 2030. We have ambitious goals ahead of us, as outlined in this report. Over Fiscal Year 2027, we'll be making key decisions and investing thoughtfully to move us closer to these goals and our ultimate objective: to positively impact the lives of thousands more young people through innovative career-connected education and targeted pathways created in collaboration with industry partners.

I look forward to working with our Board of Directors, our amazing team, our dedicated partners and funders, our enthusiastic students, and you. Together, we envision a world where young people shape their own futures.

Thank you.

Best,

A handwritten signature of Bridgette Gray in black ink.

[Bridgette Gray, CEO](#)





FOUNDING (2009-2011)

PLANNING & ITERATION

THE POSSIBLE PROJECT OPENS
IN CAMBRIDGE (MARCH 2011)

LAUNCHING (2012-2015)

CAMBRIDGE

DEVELOPING (2016-2020)

CAMBRIDGE

BOSTON

AUGMENTING (2021-2025)

THE POSSIBLE PROJECT BECOMES
THE POSSIBLE ZONE

BOSTON (INNOVATION CENTER OPENS MARCH 2022)
LAWRENCE

ACCELERATING (2026+)

2,400+ STUDENTS SERVED TO DATE

BOSTON (HEADQUARTERS, R&D, OPERATIONS, PROGRAMMING)
LAWRENCE | BROCKTON | LOWELL

TPZ.2030

BY FALL 2030, WE ARE:

- A validated program with evidence from large-scale controlled studies
- Serving 5,000 high school students and 500 alumni annually
- Fueled by a financially sustainable business model
- Recognized by our team as an exceptional place to work and learn
- Shaping national conversation and policy about how career-connected and personalized learning expand economic mobility for young people



Fifteen years ago, when Becky and Mark Levin met with a small group of us who became the founding leadership of this organization, we leveraged our collective insights, networks, and resources to help to bridge the opportunity divide in greater Boston.

We all knew – and still know – that talent and potential are distributed equally among America's youth, but opportunity and the dynamic learning experiences that help youth thrive are not. This is why The Possible Zone exists.

Here, teens imagine all that is possible. As CEOs of their own lives, they find insights in failures, gaining confidence to achieve; and they set clear aspirations, confident in their paths – these are the roots of entrepreneurial spirit.

-Maria Mossaides, TPZ Board Member
Former Child Advocate, Commonwealth of Massachusetts

TPZ BOARD OF DIRECTORS

Brian Aquart
Cynthia Harmon
Kyle Hartung
Imtiyaz Hossain
Alumni Representative
J.D. LaRock
Becky Ruhmann Levin
Co-founder
Mark Levin
Co-founder & Chair
Kevin McCaskill
Maria Mossaides
Susan Penta
Treasurer
Peter Prodromou
Laurence Reid
Steven Singer
Clerk
Robert Tepper

TPZ Programming

Program Pillars

Over the course of the year, The Possible Zone (TPZ) offered interconnected learning experiences to help high school students build the mindsets, technical and durable skills, and networks needed to thrive in future careers. These competency-based experiences included:

INDUSTRY-EMBEDDED LAUNCHLABS

Designed and delivered to spark passions, introduce career opportunities, and build entrepreneurial spirit alongside durable and technical skills; aligned with in-demand career industries such as Healthcare; Construction, Infrastructure and Energy; Technology; and Advanced Manufacturing.

CAREER & TECHNICAL EDUCATION (CTE)

Designed and delivered with local industry to expand both boundaries and experiential learning through school- and community-based opportunities, while embedding essential, durable skill development education.

EARLY COLLEGE CREDIT

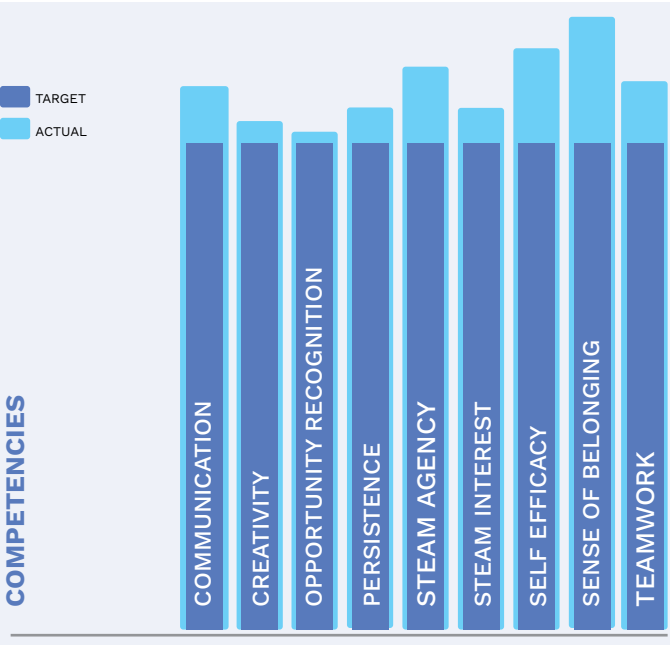
Designed and delivered in partnership with school districts and higher education, to create supportive and accessible college credit earning for high school students.

WORK-BASED LEARNING

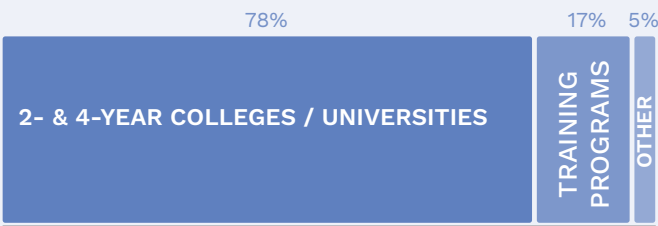
Developed and delivered to offer real-world experience, internships, credentials, and professional networks that turn "potential" into "economic mobility."

STUDENT OUTCOMES

During the 2025-2026 Academic Year, students at The Possible Zone (TPZ) met or exceeded target competency thresholds based on proficiency, with statistically significant growth among several. Research identifies these competencies as being in high demand by employers, essential for career success, and as foundational essentials for economic mobility. Additionally, all seniors graduated with clear post-secondary plans, supported by the TPZ Pathways Team.



CLASS OF 2026 POST-SECONDARY PLANS



When I joined The Possible Zone I was very timid and scared – I wasn't as confident in myself. But then, being in group activities, meeting new people, getting the support from the staff really opened my horizons. I feel like the team bonding in the program – and through the courses that they taught – really helped me become the person I am right now.

The Possible Zone changed my high school experience because I just became more eager to learn new things.

J'Khia Bullock, TPZ Alumna (Class of 2024)
UMass Amherst Undergraduate and Member, TPZ Alumni Council

Students' First Steps towards Careers of the Future

When we talked about Careers of the Future over the past year, we focused on in-demand, enduring careers in industries such as Healthcare; Construction, Infrastructure and Energy; Technology; and Advanced Manufacturing. Here are two snapshots of the nearly two dozen unique programs we offered between July 1, 2025-June 20, 2026.

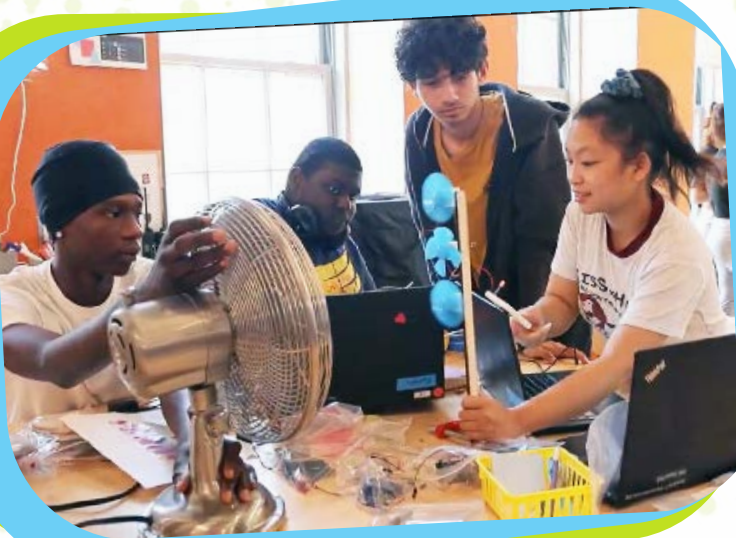
Green Construction Lab

The Green Construction Lab was one of the new Deep Dives The Possible Zone (TPZ) offered this past spring, designed and delivered in collaboration with Tremco Rising Stars Program. Students explored how green construction, energy efficiency, and sustainable design are transforming the built environment. Through hands-on activities and design challenges such as building an insulated model "ice box," they learned how materials, systems, and technologies reduce environmental impact while improving how buildings perform. They even managed their budgets, which included paying fines if they violated safety regulations. Students who participated qualified to enroll in a pre-apprenticeship program in Glazing or HERS Energy Systems with TREMCO Rising Stars following graduation; two of our seniors accepted this opportunity.

It was a great experience for our students and TPZ Educators Tori Saia and David Landinez Cumplido



to work with David Hutchinson, Colleen Andrews, and others from the Tremco Rising Stars team; Alisha Soslow Harrington from Browning the Green Space; and Joe DeVeau from Madison Park Vocational Technical High School (pictured above working with TPZ students in the Fab Lab at our Boston headquarters).



Clean Energy Deep Dive

Building off our inaugural Clean Energy Deep Dive supported by National Grid the prior year, The Possible Zone (TPZ) offered a second class at the beginning of our 2025-2026 academic year. This two-week immersive lab offered students the opportunity to learn about Energy and what makes it "clean" as they explored energy sources and their own energy production.

Throughout the program, students learned how to build simple circuits and hand-crank generators to charge their cell phones – a clean but inefficient way to power up the devices. In teams, they also explored wind and water power – building small turbines and measuring the electricity produced.

Taught by Educators Grace Klein-Lee and Jeff Branson, the teams also built and tested a grid using solar panels and a charging circuit, measuring the amount of energy that their solar array produces. During the final activity, the students built a small electric vehicle before presenting their projects to TPZ staff, industry partners, and family who attended the learning showcase.

Partnership Spotlight



HARVARD
MEDICAL SCHOOL

MEDscience
Program

Launching Healthcare Career & Technical Education

EXPANDING OUR REACH, EXPANDING IMPACT WITH EDUCATION & INDUSTRY PARTNERS

The Possible Zone (TPZ) is proud to share that we are partnering with Lawrence High School (LHS), the second largest public high school in Massachusetts, to offer students real-world, career-connected learning opportunities. At the beginning of this academic year, TPZ launched a school-day Health Assisting course at LHS. In addition to classroom activities, students rolled up

their sleeves and learned directly from healthcare professionals, including those at Harvard Medical School MEDscience Simulation Lab. By embedding competency development and practical experiences into the course design and delivery,

TPZ is able to strengthen traditional school-based Career & Technical Education experiences.

“This interconnected, comprehensive program aligns with my vision that every student graduates with evidence of future-ready skills and mindsets they’ve cultivated, a network that knows and values them, and a clear bridge to postsecondary pathways and careers that advance economic mobility,” said LHS Principal Victor Caraballo-Anderson.



100%

**OF PARTNER RESPONDENTS REPORTED
IN A RECENT SURVEY THAT:**

Partnering with TPZ has been a benefit to their organization

They would recommend partnering with TPZ to other organizations

They would partner with TPZ again

Meeting both a school’s and community’s needs through dynamic learning experiences is how TPZ can help equip young people for successful futures. Students earn professional certification upon successfully completing the Health Assisting course. Those who take part in the after-school experiential programming explore industry-specific skill-building while strengthening their networks and earning a stipend for their participation.

“The Possible Zone and HMS MEDscience share deeply aligned missions and visions. By working in collaboration, we can more effectively address the achievement gap, the opportunity gap, and the inspiration gap, ultimately inspiring the next generation of diverse scientists,” said Julie Joyal, Founding Executive Director of HMS MEDscience.

The Health Assisting Course was developed by TPZ with consultants who have expertise in career and technical education (CTE) and health care, and in close consultation with industry partners, to look and feel very different from a traditional CTE class. [Read more>](#)

I’ve been in education for 37 years and this is probably one of the most valuable partnerships that a school could ever have.

I really don’t think folks understand the magnitude of the impact that TPZ has had on the communities that they serve. And I’m so proud to be a part of the organization. Job well done.

Kevin McCaskill, Principal, Brockton High School
Member of the TPZ Board of Directors



Careers of the Future Industry Council

The Possible Zone (TPZ) proudly launched our inaugural Careers of the Future (CoF) Industry Council earlier this year. The Council's expertise, analysis of trend forecasting, and network activations will ensure that TPZ offers the best programming that will equip students with the in-demand skills and launch them on enduring pathways.

Our CoF strategy aligns with workforce trends to guide the organization as we aim to create strong post-secondary opportunities for students in high-growth industries

so that students are prepared to achieve economic mobility.

We are grateful for these key collaborators who make up our CoF Industry Council:

HEALTHCARE:

- Brian Aquart, Vice President, Workforce & Community Education, Northwell Health, TPZ Board Member
- Julie Joyal, Founding Executive Director, Harvard Medical School MEDscience

TECHNOLOGY:

- Marta McAlister, Director Gemini for Education, Google
- Hilah Barbot, Head of Strategic Partnerships, Playlab

CONSTRUCTION, INFRASTRUCTURE & ENERGY:

- Jennifer Applebaum, Managing Director of Workforce Development, Massachusetts Clean Energy Center
- Alex Colonna Organizer, IUPAT District Council 35

ADVANCED MANUFACTURING:

- Meghan Abella Bowen, Senior Manager, Manufacturing Workforce Initiatives, Massachusetts Technology Collaborative

Career of the Future Spotlight: Healthcare Pathways

Employment in healthcare occupations is projected to grow much faster than the average for all occupations leading up to 2034. (U.S. Bureau of Labor Statistics)

CAREER & TECHNICAL EDUCATION (CTE):

Health Assisting CTE Course

- Experiential school day course rooted in standards
- Integration of TPZ's signature competencies
- Delivered year-round at Lawrence H.S. and through Harvard Medical School's MEDscience Simulation Lab and field exploration

LAUNCHLABS INCLUDED:

How to Build a Care Bot

- Electronics, coding, and Human-Robot Interaction exploration
- Building of soft robots that are approachable, expressive, and comforting to people in clinical settings

Harvard MEDscience Partnership Lab

- Skills training on life-saving trauma care
- Exploration of ways to make emergency medical training in neighborhoods more accessible and effective

Cooking For Humanity

- Exploration of culturally responsive, therapeutic cooking
- Utilizing food as medicine to improve health outcomes in communities
- Assessing access to nutritious food by neighborhood



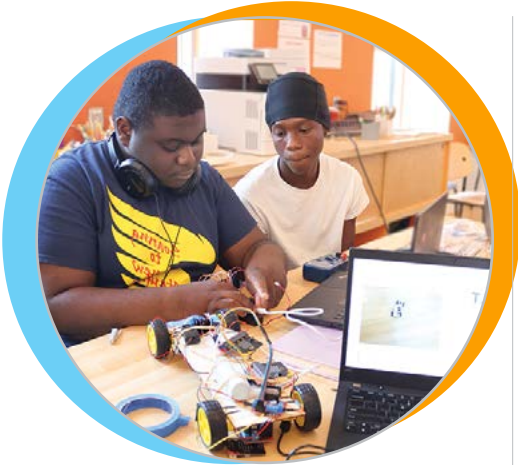
Since I was not born here and my parents were not raised here, I had no knowledge about applying to colleges – the different things that were required. I didn't know you had to turn in the FAFSA and other profiles, depending on the university. TPZ basically guided me through the whole process.

Without TPZ I wouldn't even be going to college. I wouldn't be able to have applied for financial aid. I wouldn't have been able to explore different universities. I wouldn't be able to find the college I did.

Bryamna Rodriguez, TPZ Alumnus (Class of 2026)
Northeastern University Undergraduate



TPZ Insights: Read, comment, and share!



Empowering Students to Redesign a Sustainable Future

“When a young person builds a wind turbine, programs a lighting system to respond to motion and voice commands, or investigates where a structure is losing heat, they are doing more than completing a project,” Alisha Collins, Senior Director of STEAM & Innovation, wrote the Insights blog. “They are learning to see the world as something that can be designed, and therefore something they have the agency to redesign... that mindset matters because the future of our planet will be shaped not only by what young people know, but by whether they see themselves as capable of re-imagining and rebuilding the systems that sustain it.” [Read more>](#)

Driven by Curiosity: You Should Turn Students into Detectives. Here's How

“In this age of AI and rapid technological advancement, we might wonder: How can we best position our students for careers of the future? Designing inductive learning experiences that invite them to observe, question, and construct understanding individually and collaboratively – not just turn to AI for answers – offers a promising pathway,” Meg Riordan, Ph.D., Chief Learning Officer, shared recently in an *Education Week* column focused on inductive learning. [Read more in Education Week>](#)

Empowering the Next Generation: Leveraging AI for Global Health Impact

“In an era where technology and healthcare are more intertwined than ever, preparing students to navigate the complexities of Artificial Intelligence (AI) within the greater healthcare landscape is paramount,” Raven Tukes, Senior Vice President of Partnerships, shared on the NAF blog. Last fall, high school students took part in an immersive program, TPZ offered in partnership with NAF and KnoPro. “Artificial Intelligence for Global Health Challenge” enabled students in TPZ’s Boston headquarters to move from theoretical concepts to physical prototypes, focusing on a central, powerful question: How can we use AI to save lives and improve health outcomes around the world? [Read more on the NAF blog>](#)

Beyond the Transcript: Why the Future Demands a New Learner Record

Young people understand that the future requires applied, hands-on mastery. The challenge is that our systems for recording that mastery haven’t caught up,” Timothy Nystrand, Senior Director of Learning Systems, shares on the TPZ Insights blog. Because traditional transcripts don’t capture that progression, we’re building a dynamic learner record grounded in 1) What students do; 2) What students say; and 3) What educators see? [Read more>](#)

Internships That Matter: 5 Practices That Turn Experience into Opportunity

“High school internships are often positioned as one of the most powerful bridges between learning and work,” Meg Riordan, Chief Learning Officer, shared on the Insights blog.

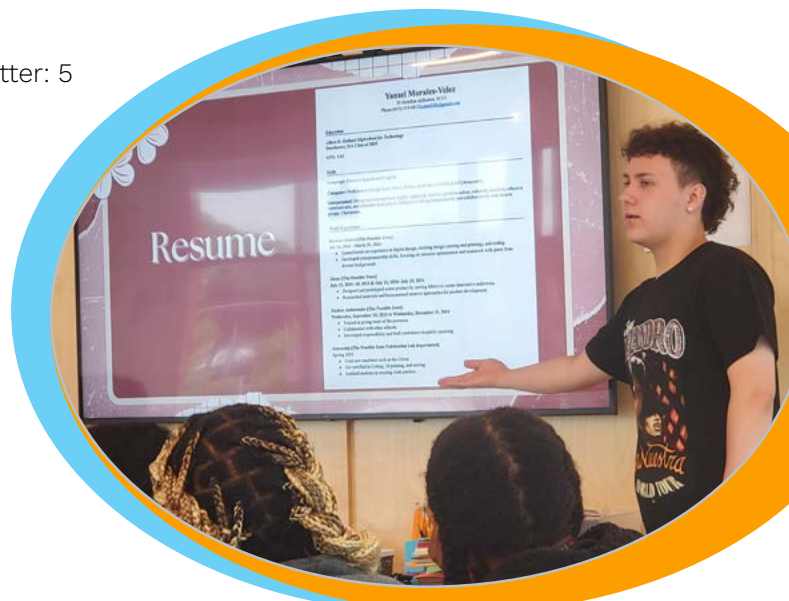
“They frequently emerge in school redesign efforts as a promising opportunity to expose young people to careers and durable skill building. And yet, for most students, they remain out of reach.

“Today, while nearly 80% of high school students say they want an internship, only about 5% actually have one. That gap is not just a missed opportunity, it’s a system failure. It matters because the research is clear: internships are an effective way for young people to build the skills, networks, and direction that shape their futures.” [Read the five Internship practices that matter>](#)

More on the TPZ Insights blog:

- Why STEAM Agency Matters: It’s a Rapidly Changing World
- Beyond the Build: Five Robotic Practices that Connect Students to Purpose, Partners, and Possibility
- Social Capital: Who You Know Matters
- Designing Futures: Robotics and Pathways to Careers of the Future
- Hands-on Making and Creating Helps Students Discover Who They Are

[Read more>](#)



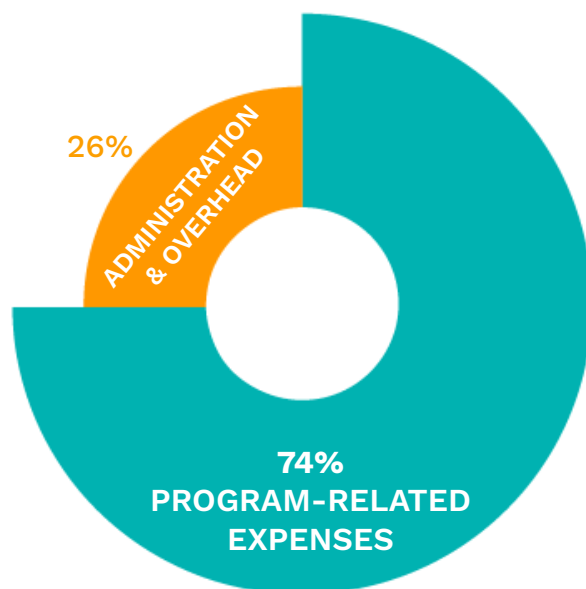
TPZ Funding

Recent Funding Partners

Since The Possible Zone's (TPZ) founding in 2011, all programs have been tuition-free for our students. Young people participating in our out-of-school-time courses also receive stipends, on-site meals, project supplies, access to state-of-the-art technology and professional-level tools, individualized college and career counseling, wrap-around support, and high quality instruction.

Transformational gifts from seed investors made our first decade of meaningful work possible. Now halfway through our second decade, TPZ continues to diversify our portfolio through a contributed revenue structure. We are grateful for the generous funding from individuals, public agencies, private foundations, and corporations.

TPZ Expenditures: FY2026



Funders helped sustain and grow our work between July 1, 2025–June 30, 2026, with gifts supporting career-connected learning, early college credit programming, work-based learning opportunities, scaling initiatives, and more.

Individual Leadership Donors (\$5,000+) included:

Amy Axelrod and Lou Tartaglia
Joshua and Amy Boger/Boger Family Foundation
Thomas Croswell and Lisa Kelly-Croswell
Deborah Dunsire and Michael Hall/Jireh Foundation
Robert Kamen and Trudi Veldman
David Kaufman and Nicole Kahn
Adam Koppel and Brenda Haynes
John and Christine Maraganore
Jigar and Kinnary Raythatha
Laurence Reid and Caroline Donnelly
Jeffrey Saunders and Maxine Rojas-Saunders
John and Susan Simon
SMB Foundation
Robert Tepper
Belinda Termeer

Generous Institutional Funding Partners this past year included:

Beam Therapeutics
BLICK Art Materials
Blueprint Medicines
BNY Mellon
Boston Red Sox Foundation
BridgeBio Pharma, Inc.
Brilliant Labs
Britebound (formerly American Student Assistance/ASA)
Choate, Hall & Stewart LLP
Citizens
City of Boston Office of Workforce Development
Commonwealth of Massachusetts
Converse
DCU for Kids
Dee and King Webster Fund for Greater Lawrence
ECMC Foundation
EdVestors
Goldman, Sachs & Co.
Hamilton Company Charitable Foundation
Massachusetts Life Sciences Center
Philanthropy Massachusetts
Rosenberg Ebin Family Foundation
SharkNinja
The Food Project
The Stevens Foundations
TJX Foundation
U.S. Department of Education
Welch & Forbes LLC

THANK YOU

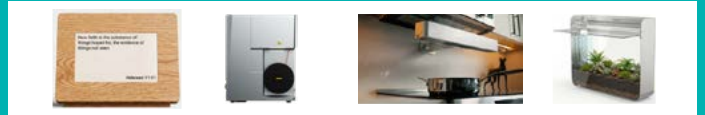
Ventures Launch Incubator

As the initial revenue-generating arm of The Possible Zone (TPZ), Ventures Launch is a consumer product incubator that develops TPZ alumni and other young adult associates from the community to step into the role of co-founders. In this half-year program, each Founding Associate researches, ideates, and brings to life one new consumer product in a competitive, collaborative sprint to reach \$1,000,000 in sales.

VENTURES' ACHIEVEMENTS TO DATE:

- Graduated 15 Founding Associates in 3 cohorts
- Launched a stage-gate process to de-risk new products before full-scale investment
- Bible Clock grossed \$2MM in its first 12 months; V2 launched with new Bible versions and features
- LOOP secured over 4,000 depositors to date and was selected to pitch at the Summer '26 Boston Innovation Night at the Museum of Science (MOS)

- Zuri completed engineering updates, with product set to begin shipping in early '27
- Terrix voted Audience Choice Winner at the Spring '26 Boston Innovation Night at the MOS
- 4 products in incubation with planned '27 launches in the 3D printing, lighting, home goods, and pet spaces
- Secured financial and human capital for the annual Hackathon corporate sponsorships, including volunteer support during the event



Learn more about Ventures Launch products as they move from incubation to market:

tinyurl.com/TPZventuresLaunch

TPZ Founders Recognized

Congratulations to Becky Ruhmann Levin and Mark Levin, Co-Founders of The Possible Zone, for being named recipients of the 2026 Embracing the Legacy Award from RFK Community Alliance. The award is given to those whose actions carry forward the values of the late Senator Kennedy. Becky and Mark were recognized for having lived these values, not only through their generosity, but through the way they've chosen to engage directly in the lives of young people. By founding and leading The Possible Zone, RFK Community Alliance acknowledged that Becky and Mark opened doors for students to discover their own strengths, turn ideas into possibilities, and find confidence in their voices. The Levins' work embodies hope, equity, and opportunity in the truest sense.



We have a lot of tools and machines that you don't get to see anywhere else, and if you're into making stuff with your hands this is a really good place. You can actually build stuff.

When you need to make 25 different iterations to make a project work, you really need to have some level of imagination and also mental stamina. And you can see the process and you can get hyped when you do it.

Miguel Hilario, TPZ Alumnus (Class of 2026)
Boston University Undergraduate

**With your partnership and support,
students are realizing our vision – a
world where young people shape
their own futures.**

Thank you.

- ▶ [STAY CONNECTED](#)
- ▶ [PARTNER WITH US](#)
- ▶ [SUPPORT OUR STUDENTS](#)



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