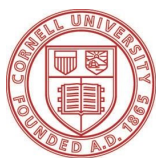


# The High Road Runs Through the City

Cornell ILR Summer Fellowships

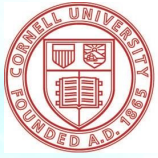
Buffalo, NY | Summer 2014



Cornell University  
ILR School







Cornell University  
ILR School



*I was a long time coming  
I'll be a long time gone  
you've got your whole life to do something  
and that's not very long  
so why don't you give me a call  
when you're willing to fight  
for what you think is real  
for what you think is right*

*"Willing To Fight"*  
Ani DiFranco









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# Welcome to the High Road...

The High Road Runs Through the City summer fellowships give ILR students a unique opportunity to explore the rich variety of creative organizations and enterprises that are transforming Greater Buffalo from rust belt to a new, green, high road economy.

Since 2009, 85 ILR students have been awarded fellowships in applied research, active learning and service in community-based economic development in Buffalo. Every year is unique as the High Road is a journey through current events, new development projects, evolving challenges, and everyday innovation and change. Students' projects are coordinated through the Partnership for the Public Good (PPG), a community-based think tank with a growing number of over 160 richly networked partners, each of which is eligible to apply for a High Road Fellow. Students work at their individual placements from Monday through Thursday and then participate as a group in Friday activities including speakers, tours and interactive discussions on some of the most pressing economic and community development issues in the region.

High Roaders, as the student fellows have come to be called, explore the city through the lens of the public good. Their work and study reveal the linkages between the worlds of policy and practice, the profit and nonprofit sectors of the economy, and academia and the "real" world. They meet with public officials, testify in public hearings, write for online publications, speak with the press, participate in civic events and live democracy in action.

The High Road thrives on collaboration, and we are grateful for support from Dean Harry C. Katz , ILR faculty and staff, and for assistance from Cornell's Center for Community Engaged Learning and Research.



2009 Fellows



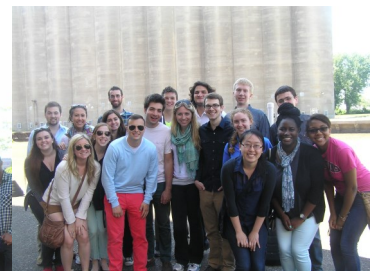
2010 Fellows



2011 Fellows




2012 Fellows



2013 Fellows





*“ILR speaks often about its community, but it wasn’t until now that I could really understand what the school meant:  
a group of students all stumbling towards the same goal with the same core values and beliefs and heart.*

*I remember struggling in the beginning of the summer with my career dreams and aspirations.*

*I wanted to be a poet, an artist living off of the beauty in the world, a traveler and visitor of beautiful countries and  
places, an inspiration to students and to readers, an owner of a café-gallery-bookstore-wine bar.*

*Being an unconventional ILRie, I was caught between doing what I should do (doing what most other ILR students did)  
and doing what I wanted to.*

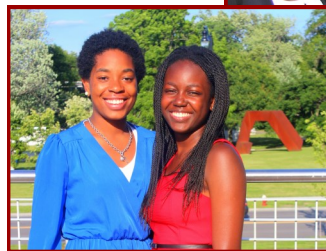
*I started my summer firmly thinking that those dreams would be pushed to the side, held in the back of mind until  
further notice, until I could find a job to fund such living.*

*When I mentioned this to the fellows, I heard a resounding: ‘Just do it.’ Don’t stop yourself. Do what you love. “*

Subin Chung ‘15, 2014 High Road Fellow

## 2014 High Road Fellows





AMBER ASPINALL '17

*"Amber is a rock star. She is created a report that we have wanted to complete for a while, however with a small staff it's hard to go to far above and beyond our responsibilities. This report will inject a human element to our work and that is important to our story."*

Jeff Conrad, Western New York Regional Director for CEO

## Center for Employment Opportunities

170 Franklin Street- Suite 701

Buffalo, New York 14202

716.842.6320 Ext. 501

[www.ceoworks.org](http://www.ceoworks.org)



For more than 30 years, the Center for Employment Opportunities' goal has been to provide immediate, comprehensive and effective employment services for men and women returning from incarceration. CEO offers comprehensive employment services exclusively for people with criminal records. CEO's model is based on a highly structured program of life skill education, short-term paid transitional employment, full-time job placement and post-placement services.

### Amber's Work Highlights:

- Compiled a report that assesses the impact of CEO programming on the lives of its clients in Buffalo including statistics, stories of participants, and records of CEO clients' accomplishments in employment and life transitions.
- Helped teach orientation classes to new CEO clients about the CEO model as well as a two weekly classes focused specifically on interviewing skills. One was targeted at older CEO participants while one focused on the needs of youth, ages 18-24.
- Coached individual CEO clients by conducting mock-interviews and assisting with resume preparation.

*"From a young age I have always wanted to be an attorney. My work at CEO confirmed my desire to attend law school and fight for young, minority, low-income citizens who too often are the make-up of disenfranchised groups. My placement at CEO exceeded my expectations. Not only did I get to put together a report, I also got the chance to job develop directly with participants."*

from Amber's program evaluation



## WNY Law Center

237 Main Street, Suite 1130  
Buffalo, NY 14203  
716.855.0203  
www.wnyc.net



The WNY Law Center is a nonprofit legal services organization of legal professionals representing low-income people in a full range of civil matters. They engage in direct representation of homeowners facing foreclosure as well as in fair lending advocacy and education. They also maintain the Online Resource Center with the Empire Justice Center.

### Alex's Work Highlights:

- Conducted qualitative and quantitative research for a project addressing the foreclosure process for homeowners that analyzed the effectiveness of settlement conferences in preventing foreclosures. This work will help formulate the Law Center's policy advocacy going forward.
- Attended settlement conferences and spoke with Law Center clients, judges, court personnel and legislators about the effectiveness of the settlement conference process.
- Staffed and helped coordinate a program for a local coalition promoting a city-wide ordinance that would require local banks to improve certain lending practices and make those practices more transparent.

*"In light of all that needs to be done, I have encountered optimism and interest among members of the community. Organizations and community members truly care about fixing problems in the community; it is telling about Buffalo that so many organizations are giving input about their ideas for the city."*

from Alex's journal

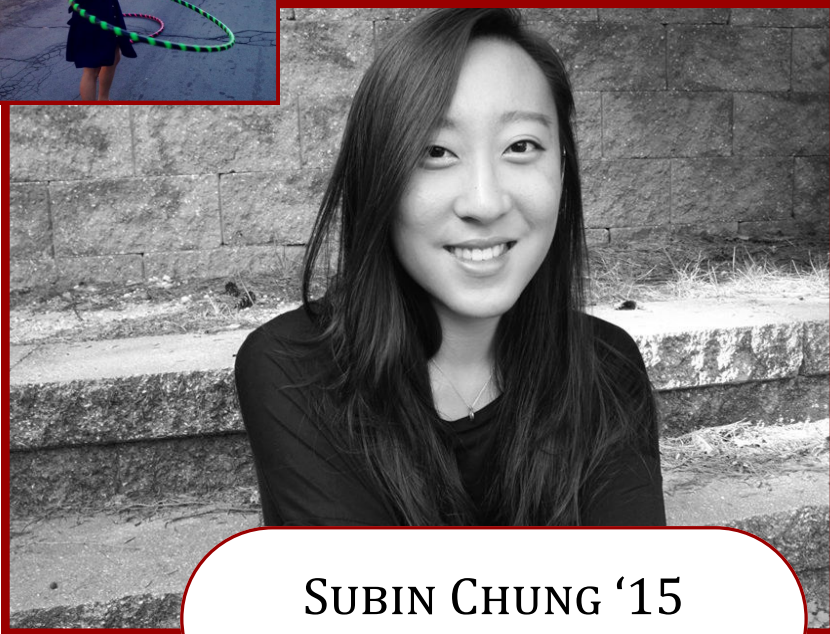


ALEXANDER CHAKRIN '17

*"Alex was a real pleasure to have at the Law Center. He was always looking to learn more about the foreclosure process. He was a keen observer and did an excellent job at appropriately using testimonials and client voices to illustrate the data he produced."*

Kate Lockhart, Western New York Law Center Paralegal





SUBIN CHUNG '15

*"Subin was a High Road leader this summer. She took every opportunity to explore her adopted home for the summer and is a great ambassador for the program. Her work on language access advocacy is achieving real progress. Subin's contributions to the fellowship and to PPG are lasting."*

Megan Connelly, Partnership for the Public Good Director of Policy Advancement

## Partnership for the Public Good

237 Main Street, Suite 1200

Buffalo, NY 14203

716.852.4191

[www.ppgbuffalo.org](http://www.ppgbuffalo.org)



The Partnership for the Public Good is a "think and do tank" providing action-oriented research, policy development and advocacy support to over 160 partner organizations who share a community oriented vision of a revitalized Greater Buffalo. PPG promotes civic involvement so citizens and the nonprofit community have stronger voices in public policy and are better able to promote the public good.

### Subin's Work Highlights:

- Staffed a collaborative advocacy group working to craft and implement Limited English Proficiency plans for the City and County to improve language access to government services for Buffalo's growing immigrant and refugee population.
- Created cultural fact sheets for five of the most prevalent refugee groups that have resettled in the region.
- Created marketing and program materials for PPG's annual fundraiser, Shakespearean Idol, including selecting passages for contestants to perform and writing up blurbs to provide the audience context for each performance.

*"It isn't the affirmation of my dreams that makes me call my colleagues a community. It is the fact that they turned those words of encouragement into tangible steps. We visited museums and art galleries, stopped by small non-profits that worked with artists, took time to reflect on our dreams and what we could do to turn them into reality."*

from Subin's blog post



## Partnership for the Public Good

237 Main Street, Suite 1200  
Buffalo, NY 14203  
716.852.4191  
www.ppgbuffalo.org



The Partnership for the Public Good is a “think and do tank” providing action-oriented research, policy development and advocacy support to over 160 partner organizations who share a community oriented vision of a revitalized Greater Buffalo. PPG promotes civic involvement so citizens and the nonprofit community have stronger voices in public policy and are better able to promote the public good.

### Allison's Work Highlights:

- Assisted with compliance and monitoring efforts for the City's Living Wage Commission. Compiled a report on the state of the living wage in Buffalo. The report details successes of the ordinance and areas for improvement by reviewing contracts under compliance and the impact on individual workers. Conducted interviews with workers and employers to gather testimonials about the effect of the ordinance.
- Revised Buffalo Brief fact sheets on employment and poverty data in Buffalo.
- Created a directory of former High Roaders to enable better tracking and networking for the fellowship.

*“One of the most valuable things from this program is the range of Cornellians I've become friends with who I otherwise would never have met. We're all very different, and likely wouldn't have crossed paths or connected in our day to day at school, but living here, talking about the issues we're passionate about, despite seeing everyone go a little crazy from heat and sleep deprivation, has been amazing.”*

from Allison's reflection journal



ALLISON CONSIDINE '17

*“Having Allison as a Summer Fellow this year made PPG a better organization. She was an enthusiastic presence and her efforts significantly increased the capacity of the Living Wage Commission. We are excited to see her work continued as we build a network of engaged High Road alumni.”*

Megan Connelly, PPG and Living Wage Commission Co-chair





MICHAEL GAHLON '16

*"Every year we are impressed by the quality of the ILR students we receive. Mike is certainly no exception and has been a tremendous help in all aspects of our operation."*

Mike Galligano, Executive Director of Buffalo CarShare

## Buffalo CarShare

14 Allen Street  
Buffalo, NY 14202  
716.898.0850  
[www.buffalocarshare.org](http://www.buffalocarshare.org)



Buffalo CarShare provides affordable, community-based car sharing services that benefit the environment through practical innovation in urban transportation, providing fuel-efficient vehicles from ten hub locations throughout the city. A nonprofit organization, Buffalo CarShare has a growing and diverse membership and has partnered with the Buffalo Niagara Medical Campus to expand transportation options especially for low-income residents.

### Mike's Work Highlights:

- Developed a communications strategy and procedural recommendations for expansion of the car sharing industry to better serve elderly and disabled communities.
- Crafted suggestions to implement and improve CarShare's marketing and outreach techniques to further expand membership among different populations, including the elderly and disabled communities.
- Initiated partnerships with service providers and peer organizations to collaborate on potential grant funding for CarShare's expansion of services to better serve the elderly and disabled populations.

*"I don't know if I'll ever go into the non-profit sector but this summer confirmed that the type of career I have I want to be varied. I don't want to just be sitting at a desk all day but I want to be out doing things and out talking to people. Making people collaborate and advancing the organizations goals. The program was great. It was a packed summer, but an awesome one, and I learned a lot."*

from Mike's program evaluation



## Learning Disabilities Assoc. of WNY

2555 Elmwood Avenue  
Kenmore, NY 14217  
716.874.7200  
www.ldaofwny.org



The Learning Disabilities Association of WNY is a parent and client led, professionally managed organization that assists individuals in gaining as much independence as their abilities allow. LDA provides an array of supports to individuals with learning disabilities, neurological impairments and other such disabilities. LDA programming includes service coordination

### Jonathan's Work Highlights:

- Recruited and engaged potential employers to attend LDA's WNY Business Mingle, a networking luncheon to educate local business owners, managers and HR staff on the benefits on hiring individuals with learning disabilities.
- Tracked and recorded newly acquired employer connections to build relations over the summer and for future use by LDA of WNY.
- Compiled and contacted a list of federal contractors in Western New York who are actively seeking to hire individuals with disabilities in order to comply with a new executive order issued earlier this year that federal contractors must ensure that at least seven percent of their workforce consisting of workers with disabilities.

*"My work as a Fellow at the Learning Disabilities Association has been one of the most educational experiences I have ever engaged in. I am able to directly interact with the individuals that our vocational staff works with on regular basis, and am exposed to a diverse array of material at work. I was able to participate in several executive management meetings and contribute a great deal to the development of LDA's future programming and events."*

from Jonathan's reflection journal



JONATHAN GOLDSTEIN '17

*"Jonathan is a tremendous asset to us. He brings so much knowledge to the table during meetings and discussions, and is continuously showing eagerness to learn more. He has assisted greatly in educating our staff about recent executive orders relating to our industry and formulated a corresponding educational presentation to share with the community."*

Parrish Gibbons, Director of Community Outreach for LDA of WNY



CORBEN GREEN '15

"Corben brought great energy and intelligence to his work with PUSH Buffalo this summer. His work to organize and analyze the community planning work that PUSH has undertaken in 2014 has been a great help to our efforts to engage residents in critical decisions about the development of their community."

Jenifer Kaminsky, Buffalo Neighborhood Stabilization Company Housing Director

## PUSH Buffalo

271 Grant Street  
Buffalo, NY 14213  
716.882.5327  
[www.pushbuffalo.org](http://www.pushbuffalo.org)



PUSH Buffalo is a local membership-based community organization fighting to make affordable housing a reality on Buffalo's West Side. Push works to mobilize residents to create strong neighborhoods with quality, affordable housing, expand local hiring opportunities and to advance economic justice in Buffalo.

## Corben's Work Highlights:

- Canvassed neighborhoods to engage community members on their visions regarding a vacant school reuse project on Buffalo's West side. Compiled and analyzed responses to find trends and common interest among responses.
- Presented these findings to the greater community at a public meeting and educated attendees about the public's role and rights throughout this development process.
- Supported campaigns regarding expansion of a local park and a responsible banking ordinance for the City of Buffalo.

*"I have been impressed with the organization I am working for, People United for Sustainable Housing, and their commitment to listening to the community they're serving. One does not have to spend very long working with PUSH to understand that the most important consideration in their decision making process is the wants and desires of the people. In discussing Buffalo's West Side with PUSH staffers, one thing that immediately becomes clear is their great optimism and deep commitment to improving the neighborhood."*

from Corben's reflection journal



## Massachusetts Avenue Project

271 Grant Street  
Buffalo, NY 14213  
716.882.5327  
www.mass-ave.org



The Massachusetts Avenue Project nurtures the growth of a diverse, equitable community food system to promote local economic opportunities, access to affordable and nutritious food, and social-change education. MAP hosts the Growing Green Program, a youth development and urban agriculture program about increasing healthy food access.

### Kristen's Work Highlights:

- Mentored teens with MAP's Growing Green youth-based entrepreneurial education program. Created and assisted with teaching lesson plans on civic engagement and leadership for the youth that MAP serves.
- Coordinated events to promote healthy lifestyle and eating habits among youth participating in the MAP summer program.
- Organized and represented MAP at meetings for the Growing Working Group for the WNY Environmental Alliance which works to strengthen and support the role of food and agriculture in the community by securing vacant urban land for farming and community gardening, while educating the broader community on these issues.

*"Through my opportunity, I am able to experience work that I love every day in a workspace that encourages creativity, team building, and camaraderie. The culture is all-inclusive, fun, and I've learned the value of making work personal. The ILR program allowed me to apply organizational behavior concepts and management skills to my lessons and responsibilities, giving me more autonomy in my activities. My High Road experience will be one that I will never forget."*

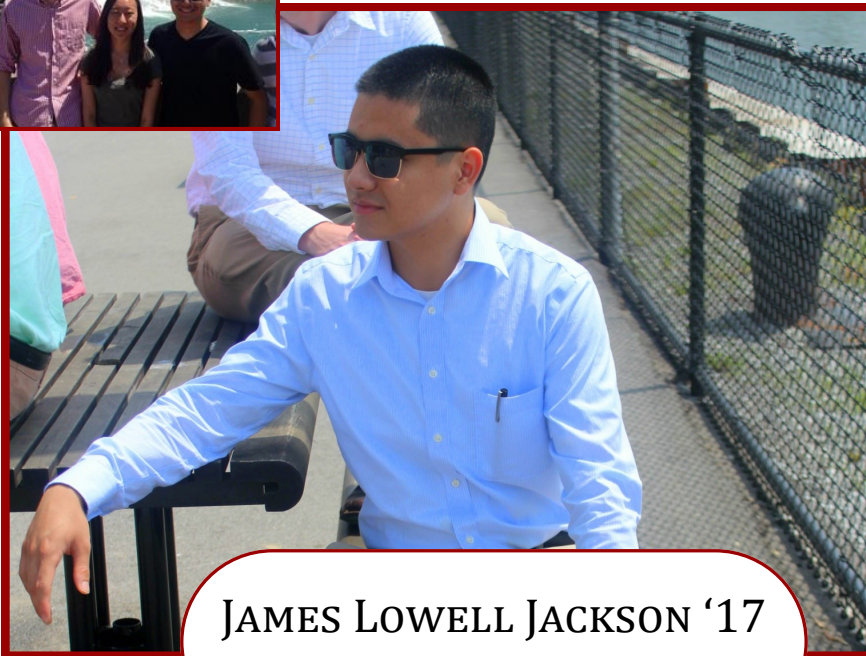
from Kristen's blog post



KRISTEN GREEN '17

*"Kristen has an amazingly high energy level. The youth in our program really connected with her. The energy she brought was matched her intelligence and thoughtfulness to develop and implement an interactive citizenship curriculum for her project. All the feedback has been incredibly positive."*

Rebekah Williams, Youth Education Director at Massachusetts Avenue Project



JAMES LOWELL JACKSON '17

*"The work Lowell has completed has helped extend ASI's capacity by filling in where needed and advancing several projects including the economic impact study, making huge strides in the preparation and planning of our first large-scale fundraiser, taking initiative and advancement with the Arts Access program, among others. Honestly, his work has been instrumental for us."*

Jennifer Swan, Associate Director for ASI of WNY

## Arts Services Initiative of WNY

95 Perry Street, Suite 402

Buffalo, NY 14213

716.846.8270

[www.asiwny.org](http://www.asiwny.org)



Arts Services Initiative of WNY fosters capacity building, collaboration, and advocacy efforts, for the region's cultural center, an integral part of the community. ASI works closely with the Greater Buffalo Cultural Alliance and New York Council on the Arts, and provides a broad range of services to the arts community.

### Lowell's Work Highlights:

- Analyzed two separate studies done on the economic impact of nonprofit arts and cultural organizations by comparing differences in their methodology and data collection, noting similarities, and crafting suggestions for further research.
- Designed outreach to promote ASI's program, Arts Access, which gives Supplemental Nutrition Assistance Program (SNAP) recipients free tickets to arts and cultural venues throughout the region. Mapped the frequency of venues that were attended as well as the geography of people who utilized the service to enhance future offerings of the program.
- Helped plan and run ASI's inaugural Spark Awards, which recognized local artists and also served as a fundraiser for the organization.

*"Up to now, I never really thought of the nonprofit sector as an economically viable career option for me. However, looking past finances, I now have a greater sense of how this type of work is internally satisfying. I became very invested in Arts Access and enjoyed all my work with that program. I can easily see myself working on something similar in the future. High Roads has shown me another option that I now can more seriously consider."*

from Lowell's program evaluation



## Open Buffalo Innovation Lab

237 Main Street, Suite 1200  
Buffalo, NY 14203  
716.852.4191  
www.openbuffalo.org



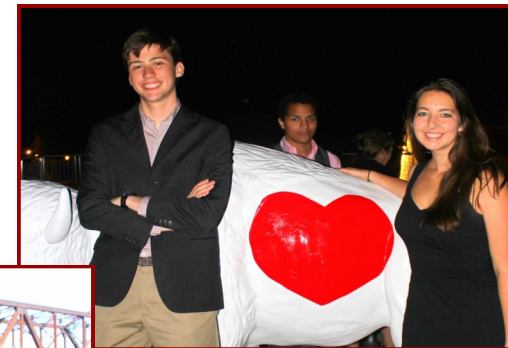
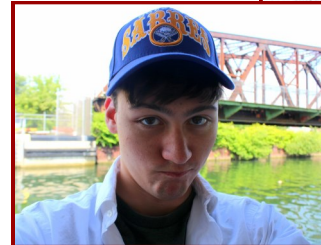
Open Buffalo is a civic initiative to make major, long term improvements in justice and equity; it is an unprecedented collaboration among a diverse group of partners; and it is one of three projects in the nation chosen for the Open Places Initiative of the Open Society Foundations

### Marc's Work Highlights:

- Researched and wrote a policy brief on the New York Power Authority's effectiveness as New York State's public power authority and one of its principal economic development agencies.
- Created a directory of community-engaged scholars at local colleges and universities to better connect community organizations and academics in collaboration on pressing issues in the local region.
- Produced Buffalo Brief fact sheets presenting local data about issues of education and housing.

*"Through this experience I can see what working in the field of economic development policy is like. It can be a struggle to confirm my hypotheses or find flaws in the current systems, but I enjoy the work over all because I know that my work will inform other community-minded individuals in their own projects. Economic development helps all of society if done right, in the high road economic development model for example, and it gives my work meaning. I'm excited for what comes next."*

from Marc's blog post



MARC MASSON '17

*"Marc was a great addition to the Open Buffalo Innovation Lab this summer. A bright and personable student, he produced very thoughtful briefs on data pertaining to education and housing locally. He also continued his work post-fellowship on a research directory which is highly valuable to our initiative."*

Sam Magavern, Open Buffalo Innovation Lab Director



JESSICA MORRIS '15

*"Jessica has an incredibly sophisticated skill set for analysis. She did a fantastic job with her research and even taught us a few things. She was a great asset to the Law Center over the summer."*

Kate Lockhart, Western New York Law Center Paralegal

## WNY Law Center

237 Main Street, Suite 1130  
Buffalo, NY 14203  
716.855.0203  
www.wnyc.net



The WNY Law Center is a nonprofit legal services organization of legal professionals representing low-income people in a full range of civil matters. They engage in direct representation of homeowners facing foreclosure as well as in fair lending advocacy and education.

### Jessica's Work Highlights:

- Compiled and analyzed data for a project addressing the foreclosure process for homeowners that evaluated the effectiveness of settlement conferences in preventing foreclosures.
- Determined relationship between attending settlement conferences and likelihood of avoiding foreclosure. Drafted findings into a report to show how the foreclosure settlement conference process helps protect people in WNY who are in jeopardy of losing their homes.

*"The nature of this work is interesting because the individual cases have stories behind them, and finding the information to determine what happened is like solving a puzzle. There is a clear qualitative component to this work, which is different than many other data analysis projects I have worked on in the past. Considering mortgage foreclosure rates in Erie County are among the highest in the state, I find this work as practical as it is eye opening."*

from Jessica's blog post



## WNY Council on Occupational Safety and Health Worker Center

2495 Main Street, Suite 438  
Buffalo, NY 14214  
716.833.5416  
www.wnycosh.org



WNYCOSH is a nonprofit membership organization established in 1979 by labor unions, labor educators, and health professionals, to provide educational and technical assistance to workers on occupational safety and health. It coordinates the new Worker Center in Buffalo, founded to address the needs of immigrant/refugee workers, unemployed or underemployed youth, and low-wage workers in many sectors.

### Lelenia's Work Highlights:

- Coordinated community education programs on issues of wage theft. Researched examples of wage theft in temporary employment agencies and crafted a communications and outreach strategy to address this problem. Drafted a comprehensive letter to employers that explained the law and an informational flyer for employees explaining their rights.
- Taught workers' rights training covering wages and hours, health and safety, and discrimination. Tailored presentations to different audiences such as immigrants and refugees.
- Traveled to Albany to rally in support of a higher statewide minimum wage and met with elected officials on this issue.



LELENIA MOUTRAY '15

*"This summer gave me a completely new perception of Buffalo. We learned right away that it faces challenges such as racial segregation, poverty, and a large immigrant population. However, I also learned that it is a developing city, with up-and-coming cultural, artistic, and business centers. This summer definitely helped frame my career choices. I found out that I love teaching adults and raising awareness surrounding important laws, which I would never have explored if not for this experience. Now I think that I may pursue it professionally."*

from Lelenia's program evaluation

*"Lelenia was a total delight to have at WNYCOSH with the Worker Center. She is incredibly efficient and totally engaged in her work. She has challenged herself and those around her by presenting her own ideas and questions to hone each project or event to the highest level of professionalism."*

Liz Smith, Project Organizer for the WNYCOSH Worker Center



DAMIAN O'SULLIVAN '17

*"More than anything, Damian struck us as professional and mature beyond his years- he accepted his assignment with carefully prepared questions and a thoroughness that we hadn't expected from a Freshman undergrad. Damian's finished project was nothing-less than publishable, graduate-level work! We are utilizing his findings in grant requests and presentations, and could not have hoped for something so applicable and of such high quality!"*

Eve Wilson, Employment Specialist with the International Institute of Buffalo

## International Institute of Buffalo

864 Delaware Avenue  
Buffalo, NY 14209  
716.883.1900  
www.iibuff.org



International Institute of Buffalo  
*Western New Yorkers Embracing the World*

Since 1918, the International Institute of Buffalo has assisted immigrants, refugees, and others who face linguistic and cultural barriers to become self-sufficient, active members of our community. Today, the Institute serves as a dynamic international center, providing critical services to refugees and immigrants and promoting global understanding and connections in Western New York.

### Damian's Work Highlights:

- Conducted an analysis to quantitatively demonstrate the effects of refugees on the local economy.
- Reached out to over 200 refugees that found work through the Institute's employment program in 2013 to examine the specific effects of the International Institute's programs. Other research methods involved pouring through both electronic and handwritten documents, interviews with limited English speakers, and primary research into tax filings and secondary research from across the globe.
- Taught ESL classes and basic skills to clients of the International Institute.

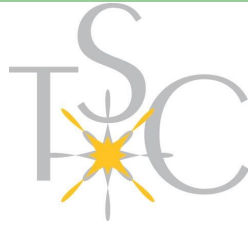
*"The High Road Fellowship is a program well suited to an ILR education and provides us with opportunity to contribute to a nonprofit organization that we select because it has meaning to us. The exposure to the economic development efforts of the city too has proven to be a positive experience."*

*from Damian's blog post*



The Service Collaborative of WNY  
Good Neighbors Federal Credit Union

2188 Seneca street  
Buffalo, NY 14210  
716.418.8500  
www.tscwny.org



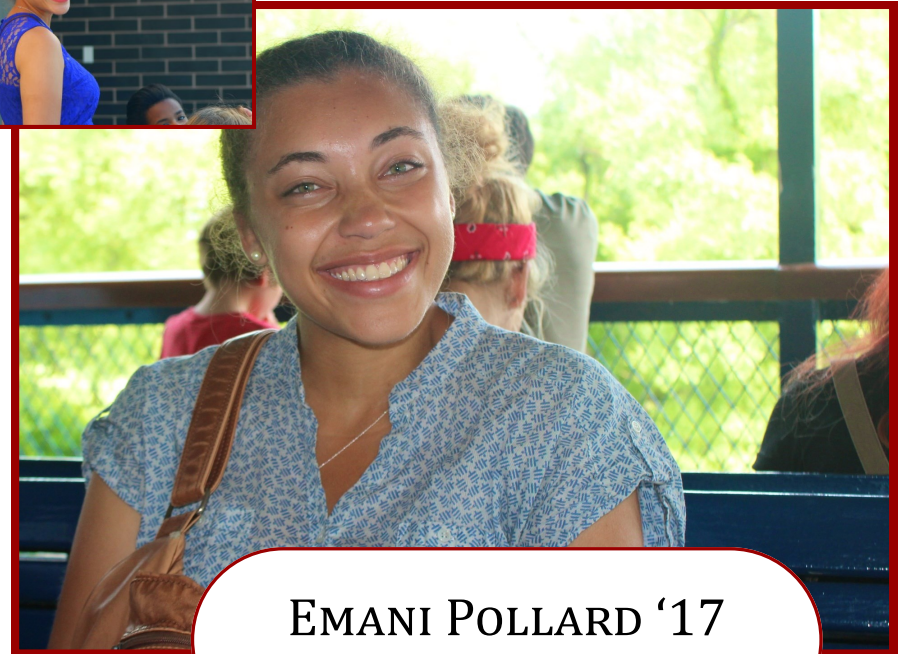
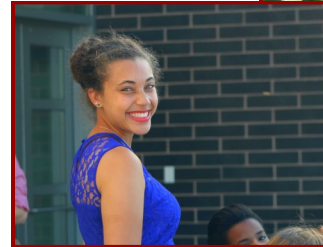
The Service Collaborative of Western New York (TSCWNY) creates opportunities for all individuals to serve their communities, challenging them to turn their ideals into action and their passion into positive change. As an independent non-profit organization, TSCWNY has been recognized as a community leader with the capacity to identify/address community needs through direct service.

Emani's Work Highlights:

- Conducted outreach by canvassing neighborhoods and attending festivals and public events to survey and organize low-income community members to form the membership base for a low-income credit union, Good Neighbors Federal Credit Union (GNFCU).
- Represented GNFCU at meetings to raise awareness of the initiative as well as the community need it seeks to address—the lack of affordable community banking on Buffalo's West Side
- Created and ran social media campaigns to raise awareness about the credit union and market responsible personal finance practices.

*"I'm impressed at the optimism people seem to have when it comes to the revitalization of Buffalo. Then again, if you look around there is no reason not to be optimistic. There are cranes downtown. The city is being rebuilt. These things make revitalization tangible; they swell the sense of community. I've found that there is a strong sense of community in Buffalo."*

from Emani's reflection journal



EMANI POLLARD '17

*"We are very appreciative of Emani's contributions, both to TSCWNY and especially to GNFCU. Her work has been integral to broadening the base and support for the GNFCU. Emani's passion for social justice is clearly evident in her work and it has been a pleasure to have her work with us this summer."*

Steve Deisig, Director of VISTA and Opportunity Corps for TSCWNY



BREANNA ROSS '17

*"We highly value Breanna's contributions. Breanna is a fresh set of eyes to how we are handling human resources policies and procedures and is willing to share her thoughts with me after meetings or when reviewing policies."*

Greg Altman, Director of Finance & Operations at HSCS

Health Sciences Charter School and CWA  
1140 Ellicott Street  
Buffalo, NY 14209  
716.402.1872  
[www.healthsciencescharterschool.org](http://www.healthsciencescharterschool.org)



The Health Sciences Charter School is the only school-to-work charter high school in New York focused on providing traditionally underserved students with real world work experience, state of the art technology and specialized curriculum to prepare them for careers in the health care industry. The school was created by progressive labor leaders representing health care workers and employers in the local health industry.

### Breanna's Work Highlights:

- Conducted a comprehensive research project on labor policies and best practices in human resources nationally to assist the leaders of the Health Science Charter School in cultivating an elite work environment for the school.
- Developed Board Policy recommendations and supporting administrative procedures to implement these best practices with the school.

*"My work experience definitely enhanced my researching and writing skills as well as gave me my first opportunity to work on policy writing. I also developed some soft skills like people skills and networking and what its like to work in an office setting. The High Roads experience as a whole really opened me up to thinking about a career in social justice and community based work. At my internship I also got the chance to talk with many HR professionals who gave me great insights into that field. Overall the fellowship was a great experience that help me grow and think about my future in a more informed way."*

from Breanna's program evaluation



## University at Buffalo Liberty Partnership

3435 Main Street, Bldg. 21  
Diefendorf Annex, Rm. 1  
Buffalo, NY 14214  
716.829.5678  
[www.ublibertypartnerships.org](http://www.ublibertypartnerships.org)



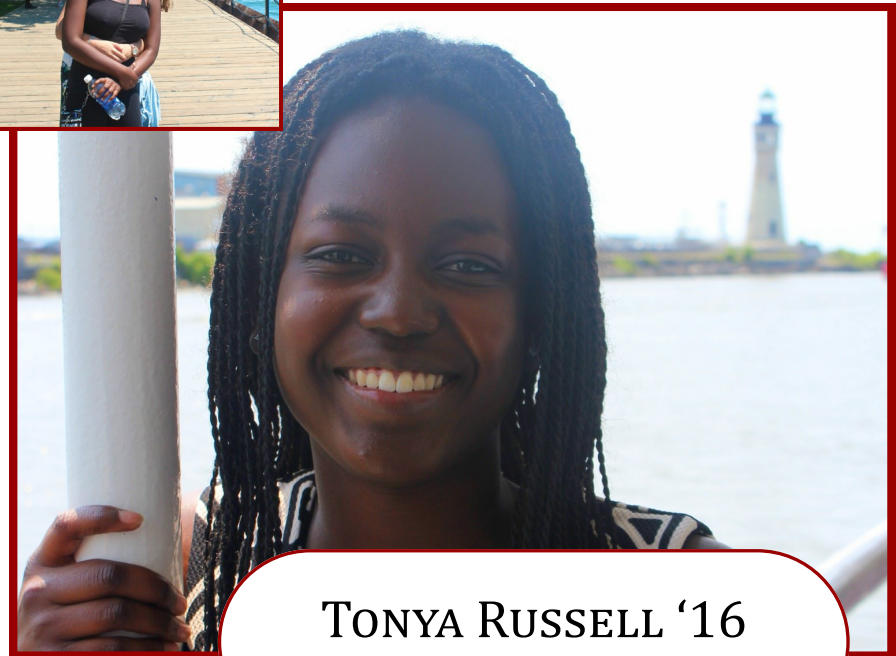
The Liberty Partnerships Program (LPP) is a college access and workforce development program serving students annually in rural, urban, and suburban areas of New York State. Locally, LPP serves students within the Buffalo Public School District who are at risk for dropping out of school. LPP provides these students with mentoring, tutoring, and college readiness activities. LPP also works in collaboration with the Buffalo Employment Training Center to provide high school students paid internships during a Workforce Development Summer Program.

### Tonya's Work Highlights:

- Crafted a survey and conducted outreach to assess the impact that Liberty Partnership has on its program participants.
- Helped design a curriculum to teach youth soft skills, such as interview skills, proper etiquette, computer skills and professional writing.
- Worked to initiate partnerships with local businesses in hopes they will agree to hire those youth that successfully complete program.

*"I think that after participating in the fellowship that I might consider getting to know the non-profit world a bit more. All of the people I interacted with are very passionate about their work and they have inspired me to find something that I am passionate about and work toward it as well. If anything they have given me hope that it is possible to make a good living and love your job at the same time."*

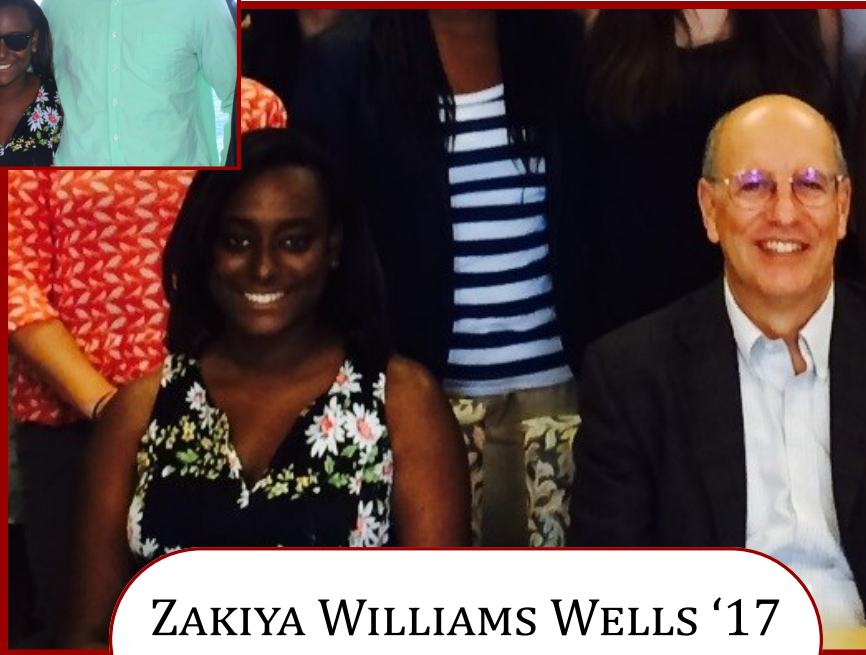
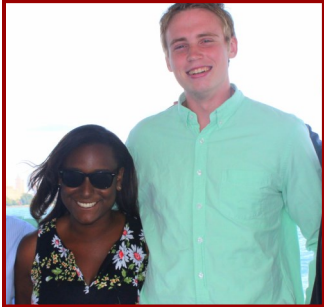
from Tonya's program evaluation



TONYA RUSSELL '16

*"Tonya's work is extremely valuable, as it will inform programming for Liberty students in the upcoming school year and beyond. Her outreach efforts to Liberty alumni have been invaluable in assessing the impact our programming has had on former participants. She is also meeting with local stakeholder to discuss workforce development, employer needs, training models and making a strategic effort to align our programming with the needs of local employers."*

Lauren Imbriano-Undercoffer, Liberty Partnership



ZAKIYA WILLIAMS WELLS '17

*"Zakiya was the first student we've had who developed multimedia as an advocacy tool. She was a sponge and really took advantage of every learning opportunity over the summer. Her passion for this work is unmistakable."*

Liz Smith, Project Organizer for the WNYCOSH Worker Center

## WNY Council on Occupational Safety and Health Worker Center

2495 Main Street, Suite 438  
Buffalo, NY 14214  
716.833.5416  
[www.wnycosh.org](http://www.wnycosh.org)



WNYCOSH is a nonprofit membership organization established in 1979 by labor unions, labor educators, and health professionals, to provide educational and technical assistance to workers on occupational safety and health. It coordinates the new Worker Center in Buffalo, founded to address the needs of immigrant/refugee workers, unemployed or underemployed youth, and low-wage workers in many sectors.

### Zakiya's Work Highlights:

- Supported a campaign to reach, assist and empower workers in the temporary and low-wage workforce. Participated in rallies and actions to raise awareness of workers' rights issues. Performed organizing duties and created targeted materials.
- Created a video on wage theft to educate the general public about the issue and to be used as a training tool for advocates, employers and employees.

*"I have thoroughly enjoyed High Road. It was exhausting at times but the work I feel really and truly impacted the people around me. Although this impact is fairly micro in scale, in sum the effects will always be macro. The more people we educate, the more information we disseminate into these communities, the more we will see communities empowered to change their situations, the more we can combat the structures in place and seek out healthy and fulfilling lives in whatever form that may manifest."*

from Zakiya's reflection journal



## International Institute of Buffalo

864 Delaware Avenue  
Buffalo, NY 14209  
716.883.1900  
www.iibuff.org



International Institute of Buffalo  
*Western New Yorkers Embracing the World*

Since 1918, the International Institute of Buffalo has assisted immigrants, refugees, and others who face linguistic and cultural barriers to become self-sufficient, active members of our community. Today, the Institute serves as a dynamic international center, providing critical services to refugees and immigrants and promoting global understanding and connections in WNY.

### Josh's Work Highlights:

- Evaluated the effect of the Institute's Friends and Mentorship program in easing clients' transitions to the WNY community. Interviewed past participants and compared the initiative among national best practices.
- Developed a comprehensive plan for an enhanced mentorship program for refugees and immigrants in Buffalo. Made recommendations and researched funding opportunities as well.
- Taught ESL classes and basic skills to clients of the International Institute.

*"There is a meaning to work that I do not think exists in the same way in private sector positions. I thought that I wanted to work with nonprofit or nongovernmental organizations after graduating but I did not have any nonprofit experience before this summer. This summer at IIB has reinforced that desire; I expect to work at nonprofit in the future."*

from Josh's blog post



JOSHUA YEH '16

*"Joshua was a bundle of energy and a force to be reckoned with! His main assignment to create a business plan/ strategy for a Professional Immigrant Mentoring program in was completed with half his session to go- a clear testimony of his motivation, organizational skills, and intelligence. He jumped into other office duties with equal vigor, from helping non-English speaking clients learn the bus to their new job, to helping us remodel our client database. Ultimately, Josh was a great addition to our team and his assistance invaluable."*

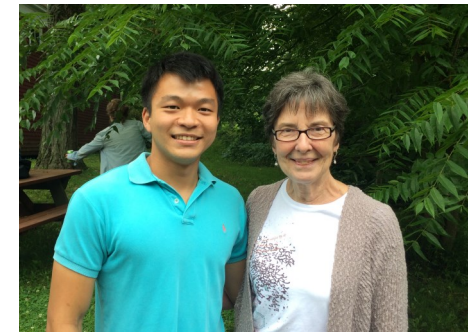
Eve Wilson, Employment Specialist with the International Institute of Buffalo

## Faculty and Staff Profiles

### **Lou Jean Fleron**

*High Road Fellowship Director*

Now ILR emeritus, Lou Jean directs the High Road program. A Cornell ILR Extension faculty member since 1977, her research and teaching areas are public economic policy, industry and community development, and labor management relations. She served as director of ILR Western Region and is the author of studies on regional economic development, including *Champions @ Work: Employment, Workplace Practices and Labor-Management Relations in Western New York*, and *Buffalo Child Care Means Business*. Prior to working at ILR, she taught political science at SUNY Buffalo and the University of Kentucky. Lou Jean was chair of Buffalo Living Wage Commission from 2003 to 2010 and is currently co-director of the Partnership for the Public Good.



### **Megan Connelly**

*High Road Fellowship Associate Director*

Megan serves a dual role as Associate Director for the High Road Fellowship Program as well as Director of Policy Advancement for the Partnership for the Public Good. Admitted to practice in New York, Megan is a graduate of the University at Buffalo Law School. She previously worked at Neighborhood Legal Services on the Homeless Task Force in Buffalo, at the Youth Justice Project in South Bend, Indiana, and for the University at Buffalo's Office of Civic Engagement and the Regional Institute. She believes that her own service experiences as an undergraduate at the University of Notre Dame helped to shape her values, interests and ultimately, her career path and she likes to provide similar transformative opportunities for students to engage with and learn from the community.



### **Sam Magavern**

*Adjunct Faculty, Cornell ILR*

Sam is adjunct faculty of Cornell ILR, also teaches at the University at Buffalo Law School. He joined the clinical law faculty in 2007 after a year as compliance coordinator for the City of Buffalo Living Wage Commission. His classes focus on the policy aspects of affordable housing and community economic development and offer students experience in action-oriented research and policy advocacy. He practiced for twelve years with the Legal Aid Society of Minneapolis, specializing in housing litigation, community legal education, and public policy advocacy. Sam is currently co-director of the Partnership for the Public Good. He grew up in Buffalo and graduated from Harvard College and UCLA Law School. When not teaching, he writes fiction, non-fiction, and poetry.



### **Ron Applegate**

*Lecturer, Cornell ILR*

An economic and labor historian, Ron (pictured, top left) is a lecturer at Cornell ILR in the Department of Labor Relations, Law and History. Previously, he devoted two decades to community and labor organizing. He also coordinated community-based economic development programs for Over-the-Rhine Housing Network in Cincinnati, Ohio and Coalition for a Better Acre in Lowell, Massachusetts. His current teaching and research on the history of U.S. political economy focuses on collective action to increase public control over economic development.







## Fellowship Fridays & Forums

The city of Buffalo is an ideal living laboratory. It is home to the very first ILR extension office, which opened in 1946. Buffalo is a culturally rich city with vast experiences to offer such as museums, historic architecture, theater, music, festivals, food, and sporting events. Every Friday the students as a group are immersed in the city life of Buffalo, with neighborhood walking tours, field trips and cultural experiences; meetings with guest experts and civic leaders; and sharing their week-in-review project experiences and research.

### Friday, June 6

#### What the New Urbanism is Missing: Hidden Assets and the High Price of Inequality

A Vision for Buffalo's Economic Future

Rev. Darius Pridgen, *Buffalo Common Council President*

Dottie Gallagher-Cohen, *President and CEO of the Buffalo Niagara Partnership*

Walking Tour of African American Heritage Corridor and East Side

George Arthur, *Michigan Street Historic Preservation Corporation*

Walking Tour of Buffalo Niagara Medical Campus

June 8 and 9

**Richard Kiely, Cornell University**  
Director of Engaged Learning + Research

### Friday, June 13

#### Jobs and Workers: An Industrial Strength Opportunity

Panel: **Worker Centers: Organizing Communities at the Edge of the Dream**

Peter DeJesus, *WNY Area Labor Federation*

Erin Hatton, *Professor of Sociology, UB*

Liz Smith, *WNY Worker Center*

Eve Williams, *International Institute of Buffalo*

Buffalo Briefs: An Historical Perspective of the WNY Labor Movement

Lou Jean Fleron, *Cornell ILR*

Tour of Silo City

### Friday, June 20

#### New Directions for Economic Development

Innovation and Entrepreneurism

Jack McGowan, *Insyte Consulting and WNY Venture Association/Buffalo Angels*

Paul Tesluk, *Professor of Organizational Behavior, UB School of Management*

Larkinville/Filling Station with Howard Zemsky, *Regional Economic Development Council*

Tour: City Hall

Meet with Brendan Mehaffy, *Executive Director, City of Buffalo Office of Strategic Planning*

**Friday, June 27**

**City Life and the Metro Economy**

*The Arts and Economic Development*

Rahwa Ghirmatzion, *Ujima Theatre*

Mike LoCurto, *Buffalo Common Council*

Jax DeLuca, *Squeaky Wheel*

*The Public Art Works Initiative of the Albright-Knox Art Gallery*

Monica Angle and Aaron Ott, *Erie County & Albright-Knox Public Arts Project*

Dr. Joe Lin-Hill, *Deputy Director, Albright-Knox Art Gallery*

Tours:

Albright Knox Art Gallery

Darwin Martin House



**Friday, July 4**

*Optional Group Holiday Celebrations*

**Friday, July 11**

**Empowered Neighborhoods**

Change at the Grassroots: Enterprises, Employment, Sustainability

Franchelle Hart, *Executive Director, Open Buffalo*

Richard Lipsitz, *President, WNY Area Labor Federation*

West Side Bazaar with Professor Gary Welborn, *Buffalo State College*

Block by Block Neighborhood Redevelopment: the Citizens Model

Green Development Zone Tour



**Thursday, July 17**  
**Shakespearean Idol**

**Friday, July 18**

**Charting a Course: Higher Education and Higher Careers**

Program in review with Harry Katz, *Dean, Cornell ILR School*

*The Regional Labor Market and Job Polarization*

Richard Deitz, *Senior Economist for the Federal Reserve Bank of New York*

Lunch with the **High Road Advisory Committee**

Narrated Sightseeing Cruise on the Miss Buffalo



**Wednesday, July 23**

**Picnic in Eden**

**Friday, July 25**

**Final Presentations**





Corben presents his findings at the PUSH monthly meeting



Emani bringing GNFCU to the airwaves



Fellows with George Scott of the Colored Musicians Club



Fellows meeting with Howard Zemsky, co-chair of the Regional Economic Development Council



Fellows at Silo City



Group work on Fridays includes participatory discussions with local experts.

# On the High Road...



*We spend all this time,  
Wondering who exactly is they  
Who exactly am I*

*Resisting arbitrary power  
Believing we'll win if we try*

*Smiling at all these Cranes in the Sky  
Living in a fallen city  
Hoping all boats will still rise*

*Seeing collaboration as power to uncover the lies  
We have the privilege to strive  
To ensure that our fellow man can still thrive*

*So we stay here, play here, work here*

*Because we want to end the fear*

*Spread the information  
So our message is clear*

*Someone once told me about the golden rule  
That you should do unto others  
As you would have them do unto you  
But I've also learned those with the gold make the rules*

*Those with the gold don't realize that it isn't resources that  
give them power*

*The ones with the all the control*

*Are all of those who can't live in a tower*

*Yet, their voices go unheard  
While the fact of their impoverishment, their enslavement  
Becomes increasingly absurd*

*It's their fault they don't succeed  
They aren't smart enough to know what to do*

*The lazy are many while the hardworking are  
few*

*Creating more mouths to feed  
More sheep for the slaughter  
With no shepherd to lead  
Never considering that enough frightened  
sheep  
Can still stampede*

*Can demand their right to be human  
Their right to be free*

*So we riot, we rally  
We yell, fight, and scream  
To reframe the narrative*

*To achieve what seems like a fantastical  
dream*

*Just to prove this isn't some nefarious  
scheme*

*To rob anyone of their will  
But to ensure everyone has a fighting shot,  
even still*

*His name was Angel  
And he had no idea  
That he had been robbed of  
A thousand dollars in back wages  
While on the job*

*He really wasn't going to do anything about  
it*

*He would have, let it slide*

*But, he could have used a thousand dollars  
Maybe to help put the world on his side*

*Angel is not alone  
In getting robbed blind  
By indifferent employers  
With no qualms committing such a crime*

*That's why we're here  
At least in theory  
To help keep these people in check  
To remind them that their workers matter  
Even if they might look like a dreg*

*We must co-operate  
To fight our invisible oppressors*

*We must show solidarity  
To stop our violent aggressors*

*We must declare that we will no longer be  
slaves  
That we want participate in this unequal trade*

*We know our worth*

*We know our struggle  
We know our pain*

*We know our capacity*

*our power,*

*We know our names*

*This story of revival and triumph  
Isn't just about cranes in the sky  
It's about believing in our humanity  
And it will begin with*

*U.N.I.T.Y.*

*Zakiya Williams-Wells '17*



