



2016 High Road Record

High Road Fellowships

Buffalo, NY

“I don’t have a PhD in economics, but I do have a PhD in Buffalomics, and that’s the remarkable privilege of growing up here. The town in which we look after each other, we believe in shared prosperity, we believe in the rising tide should float all boats, we believe that ZIP Codes should not determine destiny.”

United States Secretary of Labor Thomas E. Perez



CONTENTS

Knowledge for the Public Good: Cornell in Buffalo	4
What is the High Road	5
Fellow Profiles	
Julia Allen, <i>The Foundry</i>	7
Grace Bogdanove, <i>WNY Area Labor Federation AFL-CIO</i>	8
Jenna Boland, <i>WNY Law Center</i>	9
Rachel Chen, <i>Young Audiences of WNY</i>	10
Jaylexia Clark, <i>Learning Disabilities Association of WNY</i>	11
Elizabeth Easter, <i>Center for Employment Opportunities</i>	12
Angie Estevez Prada, <i>Open Buffalo</i>	13
Meaghan Gee, <i>Say Yes Buffalo</i>	14
Andrew Grais, <i>John R. Oishei Foundation</i>	15
Skye Hart, <i>Partnership for the Public Good</i>	16
Winnie Ho, <i>Buffalo Center for Arts and Technology</i>	17
Samir Jain, <i>ACCESS of WNY</i>	18
Lillian Kahris, <i>Buffalo Arts Studio</i>	19
Victoria Neenan, <i>PUSH Buffalo</i>	20
Zachary Perkins, <i>WEDI Buffalo</i>	21
Heather Ross, <i>Massachusetts Avenue Project</i>	22
Paul Russell, <i>Partnership for the Public Good</i>	23
Hal Schwimmer, <i>Bak USA</i>	24
Harry Trabue, <i>Legal Aid Bureau of Buffalo</i>	25
Betzabel Vazquez, <i>Literacy NY Buffalo-Niagara, Inc.</i>	26
Community Engagement	27
Organizational Directory	28
Fellowship Fridays and Forums	30
City of Buffalo Opportunity Pledge	32
Academic Links to Engaged Learning	33
Faculty and Staff	34
High Road Advisory Committee and PPG Board	35

KNOWLEDGE FOR THE PUBLIC GOOD: CORNELL IN BUFFALO

In my work as an elected official—Council Member, State Senator, now Mayor of the City of Buffalo—I’ve worked with the Cornell ILR on a whole range of different issues, whether it’s living wage, whether it’s talking about paid family leave, whether it is negotiating community benefits agreements or first source agreements, the work has been very impactful.

Certainly socio-economic issues are critically important, particularly important in Buffalo. We are seeing prosperity rising in this community. Since 2012 over 5.5 billion dollars of economic projects have broken ground in the city of Buffalo and over the next several years more than 12,000 new jobs will be created in this community.

I’ve focused as Mayor on building a city of opportunity for all people, making sure that all segments and all sections of our community, Buffalo and Western New York, are included in the rising prosperity, so having the Cornell ILR to help with those socio-economic issues and issues of inclusion, diversity, and equity are critically important.

Mayor Byron W. Brown
City of Buffalo
31 March 2016

Mayor Brown acknowledged the impact of Cornell ILR at its 70th Anniversary Celebration and the Grand Opening of Cornell in Buffalo, echoing the appreciation expressed by many other civic, business, union, community, and university leaders who shared in the gala events.

Buffalo is home to Cornell ILR’s first extension office, established in 1946. Approaching seven decades advancing progress at work, ILR in Buffalo exemplifies the University’s land-grant mission, linking cutting-edge research and education with real world practice. This sound foundation supports new Buffalo-Cornell initiatives for promoting knowledge with a public purpose and for the greater good.

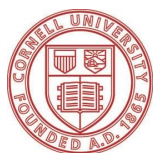
2016 marked the opening of the new **Cornell in Buffalo** offices, expanding the University’s founding commitment to “**knowledge with a public purpose**” with renewed investment in Greater Buffalo and expanded collaboration within land-grant extension and public service.

Cornell in Buffalo brings innovative partners together in an office complex designed for the future. The ILR School, Worker Institute, High Road Fellowships, Partnership for the Public Good (PPG) and Cornell Cooperative Extension have co-located to create a co-laboratory that facilitates the interchange of applied knowledge and resources between Cornell and the Buffalo community.

PPG was incubated by Cornell ILR in 2007 in line with the University’s land-grant mission. PPG’s mission is to build a more just, sustainable, and culturally vibrant community through action-oriented research, policy development, and citizen engagement

Thanks to Assembly Member Sean Ryan, ILR received \$250,000 of public capital toward the build-out of the new space, designed specifically for our needs. Sam Hoyt, regional president of Empire State Development Corporation, provided vital backing for the project, working with Market Arcade developer, Nick Sinatra, who understood and underwrote the venture’s public service purpose. As Interim Provost, Harry Katz assured three years of rent support from the University. The John R. Oishei Foundation granted \$25,000 for advanced video technology. Throughout, the Cornell Club of Greater Buffalo and area alums made invaluable contributions and provided critical support, and the forward thinking of ILR Dean Kevin Hallock made the center a reality.

Cornell ^{IN} BUFFALO



Cornell University
ILR School



WHAT IS THE HIGH ROAD...

High Road Fellowships give Cornell students a unique opportunity to explore the rich variety of creative organizations and enterprises in the social sector that are transforming Greater Buffalo into a new, innovative, high road economy.

Since 2009, **125 Cornell students** have been awarded fellowships in **engaged research, applied 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 240 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**.





2016 HIGH ROAD FELLOWS

We believe in the High Road values:

Democracy and civic engagement;

Equity and shared prosperity;

Inclusion and diversity; and

Sustainability and stewardship.

We are the next generation and we choose to take the High Road.

The High Road Oath, delivered by the Hon. Amy Martoche ILR '92



JULIA ALLEN '19
ILR SCHOOL
BINGHAMTON, NY



The Foundry

Work Highlights:

- Actively engaged in researching, planning and implementing an outreach campaign to understand how to better connect with the immediate neighborhood around the organization's location.
- Created a database of the local community to determine which homes were occupied and whether or not owner-occupied and identify additional assets.
- Canvassed the neighborhood to find out economic needs of the people and suggestions for programming at the Foundry.
- Created an outline of recommendations for potential future programming.
- Utilized the woodworking classes to build a Cornhole board for a fundraiser.



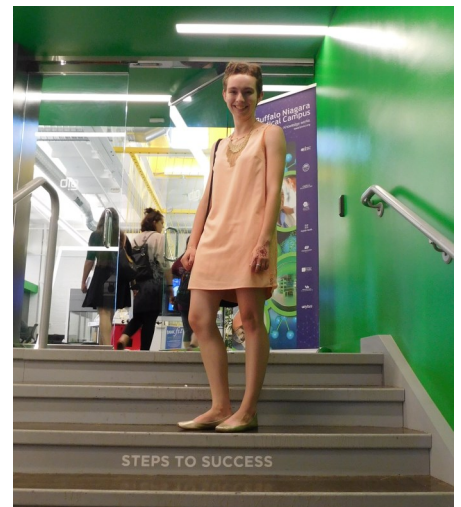
"Buffalo was a wonderful learning city. It introduced me to basic navigation and using public transit. I learned to love the subway, and the conversations I would have with people while waiting for our trains. It introduced me to the trends of segregation and gentrification that occur in almost every metro area. I enjoyed hearing about other fellows' work, and sharing victories and trials. Shared struggles are always one of the best ways to learn and bond."

I took the High Road...

To learn more about community development and how business, the arts and food can contribute to development. My goals were to meet people who work in the nonprofit, public and private sector—especially Cornell alumni.

"Julia provided incredibly valuable outreach for us this summer. She's worked to find out if people in our targeted neighborhood have ever heard of The Foundry and invited them to come participate. She worked with young people from the Mayor's Summer Youth to accomplish this. This helps us understand our outreach and how we might need to switch tactics and offer more/ different opportunities that would interest community members."

Megan McNally, Executive Director
The Foundry





GRACE BOGDANOVE '19
ILR SCHOOL
ITHACA, NY

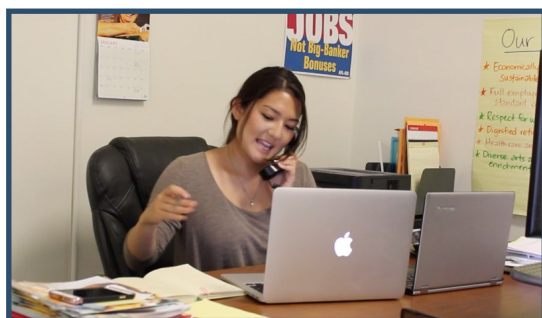


WNY Area Labor Federation AFL-CIO

Work Highlights:

- Contacted all WNY union affiliates to learn more about their composition and history; then compiled an updated directory for the ALF to use with current contact information and bios for each affiliate.
- Enhanced the organization's communications capacity including the creation of a new website and creating content for the website's blog and "labor news" segments.
- Assisted with preparing and executing several events such as "Interview Day" with local candidates for elected office and the annual Labor Day Parade and Picnic.
- Observed collective bargaining negotiations, decertification hearings, and arbitrations.

"The High Road Fellowship has helped me learn that Buffalo's labor movement is incredibly active and interconnected. My daily interactions with other fellows showed me how diverse community-based organizations are, yet how intertwined their organizational missions are."



I took the High Road...

As an active social justice and human rights advocate, I saw the High Road as an opportunity to not only learn more about the social sector and gain valuable experience in the labor movement, but to dedicate myself to fully immersing in Buffalo's diverse community and make the city's transition effective and progressive. I also gained understanding into how the ALF fits into the greater Buffalo community and the gaps that can be bridged.

"Grace was an excellent fellow for us. She fit right into our work and as part of our team. Grace exceeded all expectations and through her work she served thousands, literally."

Richard Lipsitz, President
 Western New York Area Labor Federation, AFL-CIO



JENNA BOLAND '18
ILR SCHOOL
SYRACUSE, NY



Western New York Law Center

Work Highlights:

- Researched and wrote a report with policy recommendations to the City of Buffalo on how it can track vacancies so as to contain the problems caused by abandoned properties in their neighborhoods.
- Created a PowerPoint presentation for public education about the dangers of vacant properties showing increased rates of fire and crime, lower property values and the costs and benefits of a vacant and abandoned property registry.
- Traveled to other upstate cities to meet with housing advocates and elected officials to push for collective statewide action and legislation regarding vacancy issues.



"As far as Buffalo goes, I learned a lot about a mid-sized city that is trying to come back from losing half its population. I really grew to love the city. For my career path I am looking more into economics and policy work. Service learning is very important - I do service work on campus - and I think this program just reinforced that."

I took the High Road...

I really liked the idea of a partnership of nonprofits working towards a common goal. Prior to Cornell, I spent a year in Buffalo and knew how vibrant and exciting it can be. I think my placement showed a different type of nonprofit that is highly needed. I pushed myself professionally, too.

"Jenna was bright and hard working. Jenna wrote a report that we are in the process of finalizing. We will be releasing the report in the next few weeks. This report will be very valuable for our advocacy efforts in creating a vacant property registry for the City of Buffalo."

Kate Lockhart, Paralegal
Western New York Law Center



Jenna with NYS Assembly Members Pamela Hunter and Michael Kearns, champions of statewide legislation on abandoned properties.



RACHEL CHEN '18
ILR SCHOOL
CLEVELAND, OH



Young Audiences of WNY

Work Highlights:

- Lead workshops for the ArtWorks apprentices (ages 14-21) focusing on aspects of economic development such as job readiness and college prep skills.
- Developed a PowerPoint presentation regarding the role of community arts education in economic development through creative placemaking strategies.
- Assisted with coordinating and executing public programming on Buffalo's waterfront at Canalside that featured interactive performances and hands-on workshops that emphasized the diverse history and culture of Buffalo.

"This summer I learned what it means to be part of a community. From a work perspective, I was amazed by the collaborations between organizations in the social sector. The community atmosphere of helping each other out in Buffalo was enlightening to see and to be a part of. Throughout the summer, I furthered my interest in education. My experience in Buffalo has now spurred my interest in getting involved in my hometown. I want to learn and participate in the communities of Cleveland and Ithaca as much as I can."

I took the High Road...

I have always been service-oriented, which attracted me to the High Road Fellowships. What excited me about this program is that it takes the meaning of service a step further. It is not just volunteering one's time to an organization, but a mutual growth of exploration and community involvement.



"Rachel had wonderful ideas and was able to contribute to Art-Works, the students she served, the team she served with, and the organization as a whole. Rachel directly impacted 20 Art-Works apprentices as well as 299 public programming participants through her assistance at Canalside. Her service at Young Audiences extended beyond the service population—she also served the staff and teaching artists."

Naomi Pabon-Figueroa , Director of Programs
 Young Audiences of Western New York



JAYLEXIA CLARK '19
ILR SCHOOL
TAMPA, FL

Learning Disabilities Association of WNY



LEARNING DISABILITIES ASSOCIATION
OF WESTERN NEW YORK

Work Highlights:

- Served as a member of the Educational Advocacy Department, assisting parents and families in the urban school district with issues related to special education rights and responsibilities.
- Assisted in designing workshops for mini-conferences targeted at providing parents and guardians with information on how to navigate the special education system, obtain accommodations for their child, learn their rights and responsibilities.
- Created toolkits for students to assist with self-advocacy within the special education system. These toolkits cover the rights and resources the students have in the public education system as well as exercises to encourage critical thinking to help the students aspire to their own goals and aspirations.

"I learned a lot about the political, economic, and social goals of the city through the various panels. I learned about mobilizing and organization from my supervisor. I also learned a lot about the impact non-profits can have on the community. I loved the fact that we all lived together and that we were allowed to plan trips/activities together. I also enjoyed learning from other people."

I took the High Road...

I decided to participate in the High Road because I wanted to learn how to become a more impactful citizen in the communities I live in. Furthermore I wanted to learn about career opportunities in the public service sector. My individual goal was to create a sustainable platform that individuals who have a disability in Buffalo can use to advocate for themselves.

"Jaylexia is a team player; she is courageous, bright, intelligent, a self-starter, and very ambitious. One of her best characteristics, and something that really affected me this summer, is her hope. The disabilities field is a field in which one could easily become lost in the day-to-day work, frustrations (at the micro and macro levels), and overall stress of working hard to improve the quality of life for folks with disabilities. Jaylexia never lost sight of her passion and the hope she has for the future of people who live in any sort of oppression. She truly believes things will get better and has dedicated her life to working for the better – whatever that means, in whatever arena she decides. She is an amazing young woman and was definitely an asset to our organization."

Phylicia Brown, Educational Advocate
Learning Disabilities Association of Western New York



ELIZABETH EASTER '18
ILR SCHOOL
WILLIAMSVILLE, NY



Center for Employment Opportunities

Work Highlights:

- Analyzed the demographics of CEO participants, previously incarcerated individuals, compared to the general Buffalo population through Census data.
- Used CEO's Salesforce database to analyze and compile a profile of CEO participants.
- Created an interactive mapping tool showing the geographic breakdown of CEO participants in the Buffalo area by zip code.
- Compiled the findings into a report detailing information such as placement rates, wages earned, and parole violations among the geographic locations of CEO participants. The report also included analysis that measured retention rates and job placements for CEO participants.

"Even though I've lived in Buffalo my whole life, I've learned more about its struggles, and how to implement change in an equitable manner. I've also learned that I most likely want to pursue a career in public policy, and that Buffalo's non-profit sector is expansive and offered me a really valuable learning experience."

14204

South Ellicott, Perry, Willert Park, Medical Park

CEO Data**	
Race Breakdown	Percentage of Legal Arrested - New Charge
Black or African American = 87.27%	5.42%
White = 7.27%	Average Days at Job 115.79
American Indian/Alaskan Native = 1.82%	Average Starting Wage (USD) \$9.51
Some other race = 3.64%	Participants with GED or higher 63.16%
Overall Number of People Served in Zip Code 55	Participants That Have Hit 90 Day Milestone 52.78%
Average Age at Enrollment 29.84	Transitional Work Wages Earned \$27,367
Job Placements 49.09%	Private Sector Wages Earned \$240,931
Number of Legal Arrested - VOP 6	Total Wages Earned \$278,298
Percentage of Legal Arrested - VOP 10.90%	
Number of Legal Arrested - New Charge 3	

U.S. Census Data*

Poverty Rate (Overall Zip Code)
32.43%
Mean Unemployed (Overall Zip Code)
18.01%



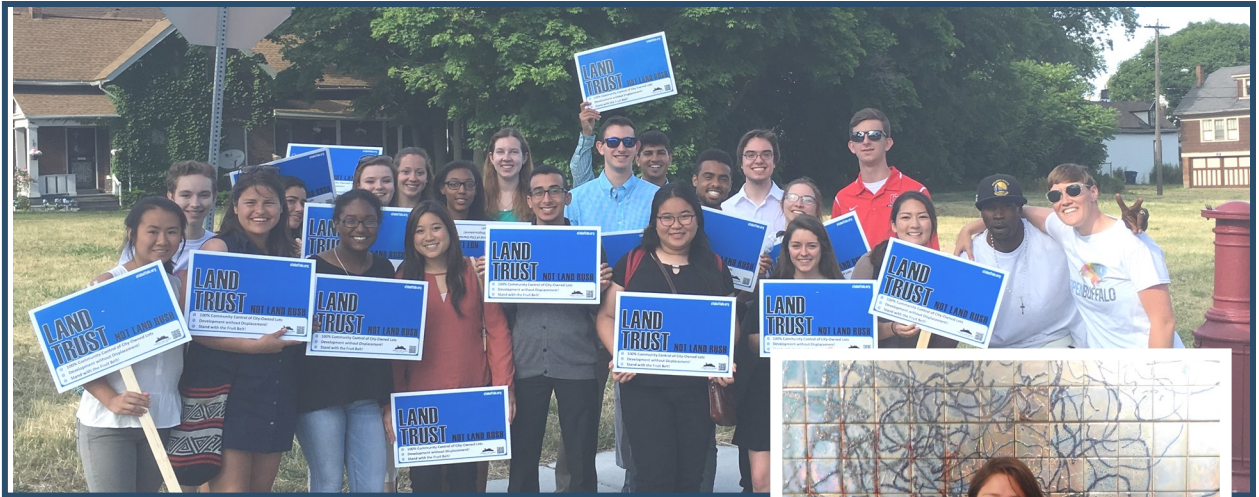
*www.usa.gov **CEO's salesforce.com

I took the High Road...

I decided to participate in the Fellowship program because I heard great things about it and because it's located here in my hometown. I also have aspirations to go to law school and knew there were direct ties to legal partnerships that I could explore while still being able to branch out before choosing that path.

"We are so thankful and proud of the work Liz Easter did while here at CEO. Liz's work has been referenced in grants and in statewide reports. The Cornell High Road Program is an exceptional opportunity for organizations to work with our future leaders in our community"

Jeff Conrad, Erie County Director
Center for Employment Opportunities



ANGIE ESTEVEZ PRADA '17
ILR SCHOOL
SANFORD, NC



Open Buffalo

Work Highlights:

- Worked with the Emerging Leaders program and the Community First Alliance which are core areas of Open Buffalo's issue campaign and civic capacity work.
- Created outreach documents and implemented a recruiting strategy to ensure a diverse pool of applicants for the Emerging Leaders program and mentors as well.
- Developed evaluation tools for both participants and mentors in the Emerging Leaders program to gauge satisfaction and opportunities for improvement.
- Actively supported the Community First Alliance which is seeking a community benefit agreement for the development of the Buffalo Niagara Medical Campus.
- Participated in direct actions and community engagement around winning a community land trust for vacant and abandoned properties around the Medical Campus.

I took the High Road...

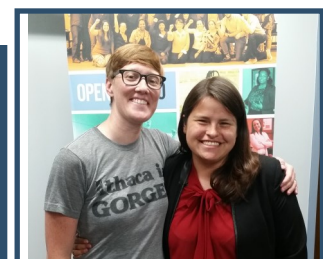
Since coming to Cornell I have worked to make a difference and push the boundaries of my comfort zone. I thought it was not so at the start, but Cornell had become my comfort zone and security blanket. I used this program to explore what it means to make a difference in the "real world", and learned about navigating an office environment and if graduate school is the right direction for me.

"I have supervised High Road Fellows for years, and every year I am more impressed with this program. The students, and especially Angie, always produce high caliber work with thoughtful analysis that can be applied to work being done on the ground immediately."

Harper Bishop, Economic & Climate Justice Coordinator
Open Buffalo



"This summer I learned quite a bit about Buffalo. I had no prior knowledge about the city so through the pre course and hands on experience, I was able to make it my temporary home. I learned about the impact of 'silver bullet' industries, and the importance of a diverse economy. I learned about the threat of gentrification, and efforts to deter it. I learned about how a city can be so diverse, and yet so segregated. As for my own career, I learned that the social sector is definitely an area of interest to me, and that I would love to continue to work in it post graduation. Working in a community based organization helped me prepare myself for my future career because the skills learned at my organization are skills that can be applied almost anywhere."





MEAGHAN GEE '19
ILR SCHOOL
MANALAPAN, NJ

Say Yes Buffalo



Work Highlights:

- Helped plan and participated in a number of youth-focused events during the summer including: Juneteenth, Say Yes Scholar Kick Off (a 2-day conference for Say Yes scholars who are rising college freshmen with workshops and presentations) and the Say Yes Major Donor/Student Ambassador Reception.
- Supported the organization's development work this summer.
- Researched and made recommendations about traditional sources of revenue (grants/donors/foundations) while also assisting in the execution of non-traditional fundraising efforts, i.e. utilizing social media, and smaller fundraising activities such as partnering with a local ice cream shop for a profit sharing event.

"I learned a lot about the state of Buffalo's public school system as well as how it affects the economy. I very much enjoyed the community engaged service learning aspect because I could see the direct results and implications of my organization's work. My interactions with other fellows helped make the experience livelier. We went on trips together and explored the city in groups."



I took the High Road...

I wanted to explore a new city and make a lasting difference in the community. I am interested in working on issues related to the education field and the High Road presented some great opportunities to do that through its partners. My goals included technical skill building, such as data analysis and publicity strategies, along with learning more about the social sector structure in Buffalo and how this network impacts the community. I learned about the individual impact of Say Yes, as well as with regards to educational outcomes and community building.

"Meaghan was an excellent asset to my department and the entire Say Yes team. She performed at a high level, took initiative, asked questions if she needed direction, was always eager to pitch in regardless of the project – with a smile. Meaghan assisted with the Say Yes Scholar Kick Off (100 students), the summer camp (2,000 students) and independently organized a fundraiser in support of the Scholarship, as well as submitted a grant application."

Emily Wyckoff, Development Director
 Say Yes Buffalo



ANDREW GRAIS '19
ILR SCHOOL
LINDENHURST, NY



The John R. Oishei Foundation

Work Highlights:

- As part of the Foundation's Philanthropic Support department, collaborated with the High Road Fellow at ACCESS of WNY to provide customized support by creating protocols, frameworks and systems of implementation for components of strategic plan.
- This collaboration resulted in the creation of three manuals for ACCESS's capacity building: Financial Manual, Employee Handbook, and a Board Governance Manual.
- Worked with the Foundation's Communications Director to write a blog about his experience over the course of the summer.
- Met with the Foundation's Chief Financial Officer to learn about finance in the nonprofit sector and financial sustainability.

I took the High Road...

I have always been dedicated to public service and hope to continue that in a new, unique environment. I wanted to become a Fellow at the Oishei Foundation to learn more about the finance in the nonprofit sector.



"The knowledge and personal growth gained through the High Road Fellowship is indispensable. The opportunity to be entirely immersed in the Buffalo community truly opened my eyes to the potential of grassroots economic development. I was able to gain a deep, Buffalonian perspective by living in a multicultural neighborhood in the West Side, touring local institutions, taking public transportation, and hearing from prominent community leaders and political officials. I now understand what it means to be 'Talking Proud' in Buffalo. In addition, through my work with The John R. Oishei Foundation and ACCESS of WNY, my eyes opened to the nonprofit sector."

"Andrew was a superb partner in our capacity-building work with ACCESS WNY! I so appreciated his work ethic, insight, and keen observations over the course of the summer; he and Samir made lasting contributions to our work on behalf of NFP organizations."

Karen Spaulding, Vice President Philanthropic Support
The John R. Oishei Foundation





SKYE HART '18
URBAN AND REGIONAL STUDIES
BATON ROUGE, LA



Partnership for the Public Good

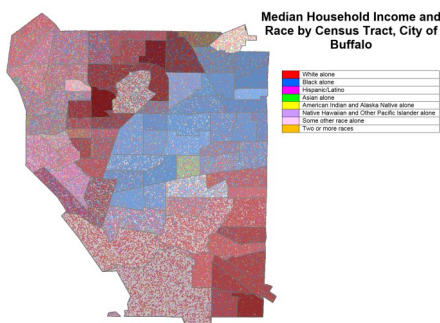
Work Highlights:

- Wrote a report chronicling the process to plan and create PUSH Buffalo's Green Development Zone on Buffalo's West Side: an internationally recognized example of how green housing, energy, and food production can rebuild a blighted neighborhood. The report will be a valuable asset in winning state and local policies that would enable green development zones to be replicated throughout the city, region, and state.
- Represented PPG at a working group focused on passing and implementing inclusionary zoning as part of the City's new planning code.
- Updated Buffalo Brief publications that provide a snapshot of information about Buffalo demographics with regard to environment and health.

"I've learned that a city with a lot of problems can make progress when people work together, which is something I heard many times at many events. Not all of Buffalo's problems are the results of a not-so-distant past: for example, we learned about the consequences of UB's Medical Campus. Essentially, I learned that we need to work together to fix the problems from the past and prevent future problems. I learned about my personal career path by learning how the type of organization I would like to work for works. This summer hit the point home that it is hard to do good work without engaging the community."

I took the High Road...

This summer I gained real world planning experience. I learned how to make a difference in multicultural, underserved areas –a setting in which I hope to work in the future. I really love the work that PUSH does and learning how they operate. One day, I hope I can make a difference in a similar setting.



"Skye completed a remarkably ambitious project this summer drafting a major report on the innovative Green Development Zone on Buffalo's west side. In addition she provided valuable research on inclusionary zoning and other topics. Skye's work represented an impressive synthesis of community planning expertise, interviewing skills, research, writing and analysis."

Sam Magavern, Co-Director
 Partnership for the Public Good



WINNIE HO '19
ARTS AND SCIENCES
SYOSSET, NY



Buffalo Center for Arts and Technology

Work Highlights:

- Contributed to several BCAT projects - worked as part of the Youth Staff Team and as an additional Academic Support for the Adult Health Sciences Classes.
- Served as a tutor for adult students in the Pharmacy Technician Class.
- Created a scholarship manual targeted towards the unique needs of BCAT students who do not have an abundance of resources (guidance counselors, SAT classes, etc). The scholarship manual includes instructions, tips, and advice, as well as scholarships that present the lowest barriers of entry.

I took the High Road...

To do something impactful and to make a difference. I was excited about the independence of the opportunity and learning more about nonprofits. I learned about BCAT and how to collaborate on implementing changes to make the organization more successful. I gained understanding of how education systems function and how to overcome the inequality of opportunities that exist. There were a number of us working in education, so it was interesting to see what collaborations were fostered.

"I learned how complex and connected non-profit and social sector work can be, as well as how powerful the networks of organizations together can help boost economic development in Buffalo. I learned that all problems that Buffalo currently faces are multi-faceted and that just because the idea sounds good, doesn't mean it's being done right (ie. Solar City). I had never had much exposure to policy or policymakers so this was an excellent introduction! The Fellows were amazing and contributed much to my experience. I learned a lot from their ideas and perspectives and am truly grateful that High Road has drawn such a diverse and enthusiastic crowd."

"BCAT so enjoyed hosting our Cornell High Road Fellow Winnie. Her enthusiasm for our mission, as well as her ability to jump right in to being an integral part of our summer youth programming was one of the very special reasons that BCAT had its best summer yet. Winnie not only participated fully in the Youth Program Team, she used the medical knowledge she is learning at Cornell to aid our instructors and students in the Adult Workforce Development Medical Coding and Pharmacy Technician programs."

Stacey Watson, Chief Operations Officer
Buffalo Center for Arts and Technology



SAMIR JAIN '19
ILR SCHOOL
BATAVIA, NY

Access of WNY



Work Highlights:

- In a partnership with the Fellow from the John R. Oishei Foundation, focused on the organization's strategic plan: specifically, policy development, board governance, and capacity building planning.
- Met with consultants and professionals with expertise in organizational development to gather their input on work products and processes.
- This collaboration resulted in the creation of three manuals for ACCESS's capacity building: Financial Manual, Employee Handbook, and a Board Governance Manual.
- Presented work to both the Oishei Foundation and ACCESS of WNY's boards.
- Assisted with outreach in the Arab-American community in WNY.

"I think my interaction with the other fellows was one of the most important facets of my experience this summer. We constantly questioned each other, held each other accountable to what we were learning, and pushed each other to think deeper. Through these discussions, we brought up issues that broadened my horizons, and we had conversations that weren't just pertinent to Buffalo, but to Ithaca, and the world beyond."

I took the High Road...

In addition to being close to home, the High Road offered the opportunity to work with a dynamic organization that assists immigrants and betters the community. Upon hearing this opportunity I was excited and intrigued to work with such diverse people—especially with immigration being such a pressing issue right now.



"Samir was a perfect match for our organization. He impacted the entire organization by helping strengthen our board through technical assistance and creating foundational documents. He added immense capacity to our organization."

Gamileh Jamil, Executive Director
 Access of WNY



LILLIAN KAHRIS '19
ILR SCHOOL
BUFFALO, NY

Buffalo Arts Studio



Work Highlights:

- Conducted independent research to help BAS maximize its public art program as an economic vehicle. The research focused on public arts programs that successfully promote economic revitalization in Buffalo and other rust belt cities.
- Created a report with suggestions for how communities can utilize the arts as a tool of economic and cultural revitalization.
- Worked with the BAS staff, community activists and artists to develop a plan of action based on this report.
- Supported daily operations of the gallery including managing exhibits, tours, administrative support and communications.

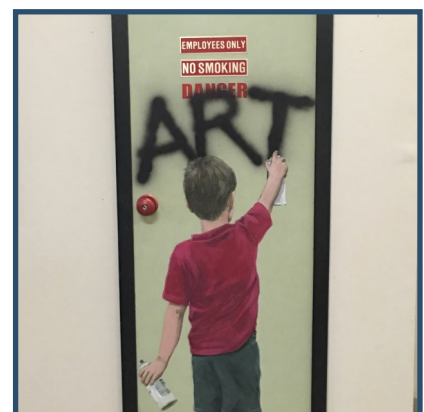
I took the High Road...

I love Buffalo and wanted to contribute to its development and be a part of this transitional period for the city. Similarly, I wanted to gain experience working at a social sector organization to help me make decisions about my career path. I was excited to engage more deeply and make meaningful contributions with my city.

"I learned a lot about smaller organizations in Buffalo that are doing great things. Being from Buffalo I knew a lot about PUSH, MAP, CEJ etc., but I didn't know anything about smaller ones such as Buffalo Arts Studio, or Young Audiences. I learned that there are so many opportunities for service learning, and it's inspired me to continue community engaged service learning when I return to campus in the fall. I'm connected to Cornell's Public Service Center in a different capacity, but now I feel more inclined to connect with the greater Ithaca community in a more meaningful way."

"Lilly was professional, organized, thorough, and took initiative. Her final research project reflected these qualities. Buffalo Arts Studio is utilizing her findings for two programs, a youth public art workforce training program for next summer and an arts program for incarcerated youth. Lilly also excelled in the hands-on component of this fellowship by supporting with exhibit installation and deinstallation, data entry, event management, and communications."

Shirley Verrico, Curator
 Buffalo Arts Studio





VICTORIA NEENAN '18 URBAN AND REGIONAL STUDIES QUINCY, MA

PUSH Buffalo



Work Highlights:

- Conducted in-depth research on various aspects of inclusionary zoning such as its socio-economic objectives, availability of affordable units in Buffalo, policies adopted in cities similar to Buffalo, the legal feasibility of inclusionary zoning, and a list of city-specific recommendations.
- Produced a white paper on the need for affordable housing in Buffalo, the role of inclusionary zoning can play, as well as specific policy recommendations and future strategies that will help in the adoption and implementation of this initiative.
- Assisted with planning, outreach and document preparation for PUSH's annual Community Congress.

"Seeing knowledge gaps exposed in a community meeting gave context to issues discussed in the most recent planning class I took, which analyzed the role of the planner in varying contexts. I feel that most planners who work in the community development sphere are called not only to be planning technicians – such as real estate developers, landscape planners, or land trust managers – but also educators. Through the fellows it was nice to talk to people who get equally excited about inclusionary zoning and can also engage in a critical conversation about development and role that planners, policy, and private interests have in the evolution of a city."

I took the High Road...

I wanted to be fully immersed in an urban community that is grounded in creating a more equitable living environment for all residents. In PUSH, I was drawn to their focus of leveraging sustainability as a tool to help low-income residents, their deep roots in their targeted neighborhoods, and the commitment to empowering residents that that underlies all their major programs.



"Victoria's work will directly be used to create new policy for the City of Buffalo regarding inclusionary zoning through the Green Code process. Victoria was an asset to our working group and added immense capacity with her skills and strong interest in affordable housing and interest in community planning."

Jen Kaminsky, Director of Planning & Community Development
Buffalo Neighborhood Stabilization Co.



ZACHARY PERKINS '18
ILR SCHOOL
HAMBURG, NY

WEDI Buffalo



Work Highlights:

- Assisted with launching the West Side Bazaar's food cart to complement the restaurants' retail location. Expanded markets and represented the Bazaar with the cart at a number of events throughout the summer.
- Created an annual report template model for the organization.
- Streamlined fundraising systems and pipelines.
- Served on West Side Bazaar's Expansion Committee and Marketing Committee
- Updated over six months of economic development meetings into an online database.

"I learned a great deal about Buffalo this summer. I was able to see how much diversity the city has, the good and bad changes that are being made. Overall, I was more submersed in the city than ever before. Through service learning, I experienced that there is a lot of work to be done by a multitude of organizations to create systematic change. The work at these organizations is very important for the lives of disadvantaged groups."

I took the High Road...

I decided to participate in the Fellowship program because I saw it as a once in a lifetime opportunity to immerse myself in the city of Buffalo in a way I never thought I could have. I wanted to help improve the daily lives of individuals that are lacking opportunities while also putting myself on a professional path. I was interested in learning more about the diversity and history of Western New York while applying my ILR education to real world work.

"Zach's work and experience level exceeded expectations, specifically via his ability to apply past work experience in conjunction with academic training and his adaptability. Zach's service was most relevant to about 8 West Side Bazaar vendors whom he assisted through our Food Cart project and broader business incubation operations."

Danny Hall, Capacity Building Specialist
 Westminster Economic Development Initiative





HEATHER ROSS '17 COLLEGE OF AGRICULTURE AND LIFE SCIENCES BURBANK, CA

MASSACHUSETTS AVENUE PROJECT



Work Highlights:

- Directed community outreach and canvassing to support implementation of a healthy corner store initiative on Buffalo's West Side.
- Created a 15 question survey for residents covering food purchasing habits, perspectives on corner stores, interest in increasing healthy food options in corner stores and demographics.
- Trained High Road Fellows to participate in the canvassing.
- Completed 62 surveys and then conducted a data analysis for an overall breakdown and a street by street breakdown of the results.
- Developed a one-page summary of the survey and results.
- Created a list of stakeholders and then conducted outreach to engage them in the initiative.

"This summer I learned a lot about the decline in population Buffalo experienced, and the ways in which the economy and social conditions of Buffalo were affected by this change. In regards to my personal career path, I learned that I do enjoy participatory research related to health. I would like to incorporate this into my career in the future if at all possible. Lastly, I feel that living within the direct community I was working with was integral to my learning experience. I feel that because I was living in the community I was working with, I was able to engage more with the residents as I canvassed the neighborhood. I was also able to gain a real perspective on the living conditions in this area."

I took the High Road...

I wanted the chance to learn about food policy, food systems and food insecurity. This position was unique as it allowed me to work directly with a diverse and new community during the learning process. I was eager to incorporate health and nutrition into the work I performed as well.



"Heather's involvement in creation of the survey and coordinating canvassing efforts was incredibly valuable to MAP's Healthy Corner Store Initiative. We welcomed the opportunity for Heather to include additional High Roaders in the canvassing in their neighborhood. She took great initiative and did a very thorough job."

Rebekah Williams, Youth Education Director
Massachusetts Avenue Project



PAUL RUSSELL '19 ILR SCHOOL BURLESON, TX

Partnership for the Public Good



Work Highlights:

- Contributed to a report about implementing community-oriented policing locally with the Buffalo Police Department. Researched best practices about how other municipalities have implemented this strategy with success.
- Assisted in conducting over 2,000 surveys of Buffalo community members to gather their input on community and police relations.
- Researched different funding and administration systems for a public finance system for city elections in Buffalo.
- Updated brief publications that provide a snapshot of information about Buffalo demographics with regard to employment and population.

I took the High Road...

I wanted to set myself up to do something meaningful. I have plenty of friends who found jobs that look great on a resume but left them doing menial work like printing papers and grabbing coffee. I want to accomplish something that affects more than just myself.

"When I first arrived I had heard that Buffalo was a struggling community so I had that in mind but then I went to places like Elmwood and CanalSide and it seemed like this was a city that was really developing. But then I would go back to the neighborhood where I was living which was low-income and I'd take the bus and see completely different people and experiences than those other areas that are part of the perceived 'Buffalo Renaissance.' It's interesting to hear the differences then in ideas about what is good development and address why there's a disconnect among different communities."

"Paul was a rock star for PPG this summer! An engaging speaker and skilled writer, Paul contributed to our campaign for police reform in myriad ways. He interviewed Buffalo residents about their perceptions of police, researched policing best practices for our forthcoming report, and even shaped campaign strategy at the Open Buffalo Justice and Opportunity Table, a coalition committed to reducing arrests and incarceration rates in Buffalo. I was impressed by his work ethic, positive demeanor, and commitment to excellence. We couldn't have asked for a better PPG teammate."

Steve Peraza, Policy Analyst
Partnership for the Public Good





HAL SCHWIMMER '18

ILR SCHOOL

PLEASANTVILLE, NY

Bak USA



Work Highlights:

- Member of the human resources team that worked to standardize employment procedures across all departments.
- Created a series of flow charts that display the complete employment process starting from the creation of a job opening to the end of an employee's tenure with the company.
- Developed a professional presentation with detailed standardized hiring, onboarding, and recruitment procedures in order to understand and convey what makes the organization's HR practices successful in the long run and readily replicable as the company expands.

"I learned that Buffalo's path to recovery is much more optimistic than I thought. It depends on competent politicians and a more educated public. For my career path, I now know I want to go into either consulting or HR consulting. While working for a social enterprise, I did not get the full scope of community-based organizations but I certainly saw their value. The other fellows brought up issues that I would not have thought about when carrying out my projects."

I took the High Road...

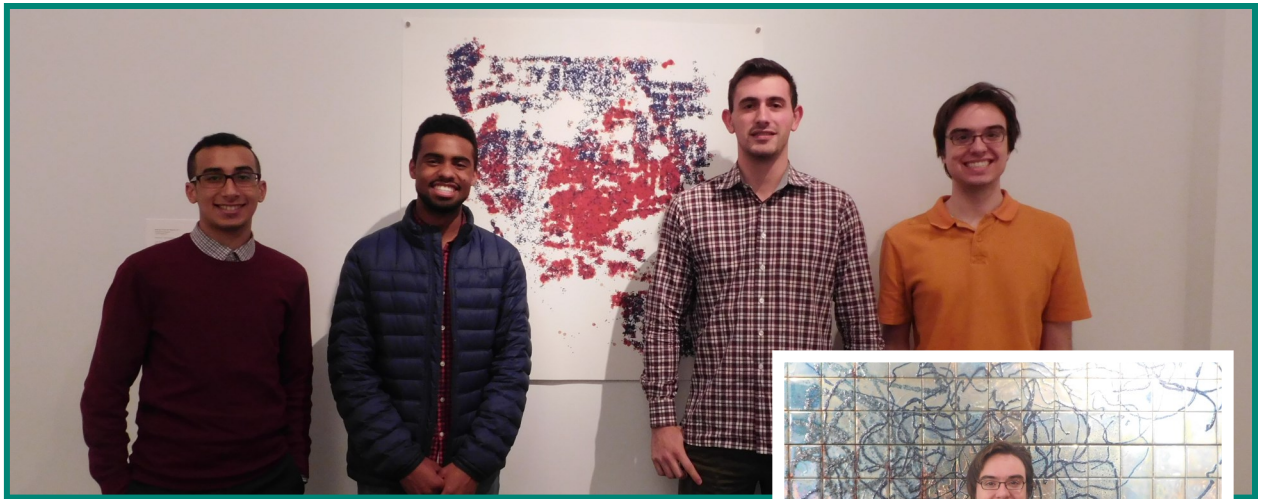
The program sounded like a great opportunity to gain practical business experience plus it was a chance to live in a new city for a summer which can prepare me for life after college. I learned about human capital development practices that I can transfer to other facets of business. I also learned best practices of how a social enterprise can generate economic growth.



Hal with Congressman Brian Higgins

"We very much enjoyed Hal's input and hard work. He was a great team member and was integral in helping us improve and streamline our systems."

Eva Bak, Director of Administration
Bak USA



HARRY TRABUE '18 ILR SCHOOL NEW VIENNA, OH



Legal Aid Bureau of Buffalo

Work Highlights:

- Developed a survey instrument and questionnaires in order to interview refugee/asylee community leaders and CRLS (Coordinated Refugee/Asylee Seeker Legal Services) clients.
- Conducted outreach to different refugee and immigrant communities to ensure wide participation in the survey.
- Analyzed the surveys to identify specific priorities unique to different ethnic groups, gather information about barriers to awareness of and access to free legal services, and develop trainings (with this information) for community volunteers interested in providing legal information to those in need.
- Produced a report on the legal education needs assessment with priorities as to how legal education training should be designed for a variety of refugee/immigrant communities.

I took the High Road...

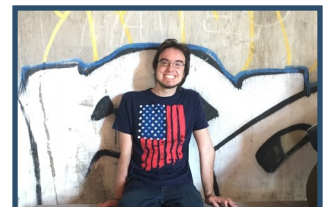
I wanted to do something that's summer that boosted my professional credentials, exposed me to a field of interest, helped me explore other cultures, and was an act of service. The High Road seemed like a perfect fit.

"Harry is an intrinsically motivated young man. His exceptional effort and talent towards the mission accomplishment at the Legal Aid Bureau exceeded all our expectations. We are so thankful to Harry for all his excellent contributions."

Ye Myo Aung, Project Coordinator
Legal Aid Bureau of Buffalo, The CRLS Project



"The main theme that ran throughout the summer was that Buffalo, while having a troubled second half of the 20th century, is now experiencing a renaissance due to a new medical campus, state investment, increased immigration, and a flourishing of community organizations. As for engaged service learning, I found that at community based organizations, you get a more grassroots, local view of issues that are impacting the world and understand how macro-level events are influencing local decisions. My experience at the Legal Aid Bureau has been rewarding both professionally and emotionally. The Bureau has done an exemplary job of outreach to Buffalo's growing immigrant and refugee communities, and I was glad to be a part of their commendable effort to make America a more accessible place for everybody."





BETZABEL VAZQUEZ '19 ILR SCHOOL PROVIDENCE, RI

Literacy NY Buffalo-Niagara, Inc.



Work Highlights:

- Completed the literacy volunteer training
- Provided direct service by tutoring in adult basic education classes as well as ESL classes.
- Created lesson plans based on experiences in the classroom that can be used for beginning tutors.
- In order to highlight the adult illiteracy epidemic in Buffalo, researched and created a fact sheet that compared local and national statistics.

"Through my experience in Buffalo, I learned that I would like to pursue a career in education. Having worked as a teacher, I realize that I want to do more in education that impacts kids nationally. My interactions with the other fellows motivated me to want to do better and to be better. They were all doing such amazing things, and that allowed me to continue pushing for change, and making a difference."

I took the High Road...

I decided to take the "High Road" because I am extremely community service oriented. The program allowed me to connect with a community outside my own, and gave me skills and strategies to take back to Cornell as I try to build relationships in the Ithaca community.



"Betzabel served approximately a dozen students but her work creating lesson plans will be something our agency can continue to utilize with our volunteer tutors as a resource. As an agency, we were very impressed with Betzabel's work ethic, passion and energy that she brought to the table, especially on the topic of education. She is a very impressive young lady who will go on to do wonderful things in life. I was most impressed by the depth, empathy, and perception she has at her young age."

Julie Chojeki, Director Student-Tutor Relations
Literacy NY Buffalo-Niagara, Inc.



COMMUNITY ENGAGEMENT

The Partnership for the Public Good

Through the High Road Fellowships in Buffalo, Cornell aims to build reciprocal relationships with community partners resulting in real and beneficial outcomes valued by all stakeholders.

The Partnership for the Public Good (PPG) is the ideal community partner for the High Road. Student projects vary in topic and skill building but they are all interconnected reflecting the strong network that PPG has fostered. PPG has an impressive record of producing high-quality applied research publications that often guide public policy development. PPG and its partners are driving a number of innovative initiatives moving Buffalo towards a just and equitable new economy.

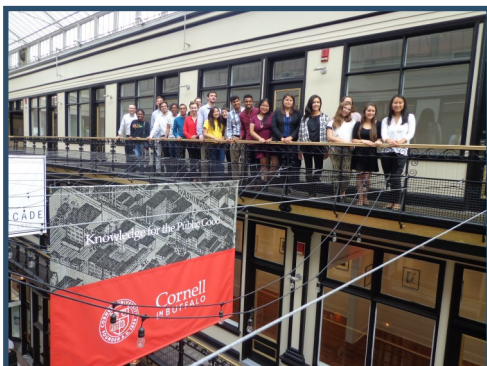


Buffalo has become a major center for place-based investment initiatives, thanks to Open Buffalo, one of three projects in the nation chosen for the Open Places Initiative of the Open Society Foundations. Open Buffalo, of which PPG is a founding partner, will continue Buffalo's progress toward equality, justice, and democracy through grassroots organizing, innovative policy advancement, and leadership development. PPG is the policy arm of Open Buffalo and hosts the collaborative's Innovation Lab. Faculty and student funding are possible through the renewal application process.

PPG is also part of the Crossroad Collaborative locally which just received a significant grant from the Chorus Foundation. The grant supports work around creating a "just transition" to a low-carbon economy. Buffalo is highlighted as an example of how communities across the country are building a new economy based on the principles of broadly shared economic prosperity, democratic governance and ownership, and climate justice.



Each year the organization directs an annual Community Agenda process which identifies the most pressing policy issues. The Agenda is a blueprint for PPG's strategy for applied research and policy development—a true practice of grassroots democracy, each plank is a community-identified need with suggested policy solutions. Many High Road projects are built around Community Agenda planks—showing the interconnectedness of the work, building capacity for partner organizations and allowing students to engage in and make meaningful contributions to these initiatives.



PPG has a strong focus on bridging the gap between the community and academia while furthering progress on strategic projects leading to improved effectiveness and increased impact in the community. While PPG continues to grow which increases the diversity of the High Road placements, there are highly successful examples of students building on the work of previous fellows at their placements or at collaborating organizations. This infrastructure and network allows for consistency in planning and showing that real change takes time and ongoing support.

2016 HIGH ROAD COMMUNITY PLACEMENTS

ACCESS of WNY, Inc.

www.accesswny.org

ACCESS of WNY, Inc.'s vision is to empower families and youth to lead informed, productive, and fulfilling lives by providing vital tools and services. The organization assists the Arab immigrant population in adapting to life in America, while preserving their heritage and sharing it with community members in hopes of creating flourishing bonds and bridges.

BAK USA

www.bakusa.com

Bak USA is a social enterprise that seeks to further universal education, employment, and connectivity through affordable tablets and smartphones. The company assembles high-tech tablet PC's by hand in Buffalo for educational use all over the world. Bak USA products are made by people, for people. They hope to bridge educational gaps around the world by providing reliable, user-friendly instruments to learn at an affordable price. Bak USA sells tools, not gadgets.

Buffalo Arts Studio

www.buffaloartsstudio.org

Buffalo Arts Studio (BAS) is a not-for-profit arts organization whose mission is to provide affordable studio space and exposure for visual artists while creating community cultural connections through exhibitions, public art, and educational programs.

Buffalo Center for Arts & Technology

www.buffaloartstechcenter.org

The mission of the Buffalo Center for Arts & Technology (BCAT), as part of Buffalo's economic revitalization is twofold:

To keep youth in school through high school completion so they are able to take advantage of the post-secondary opportunities the "Say Yes" scholarship program makes available to them.

To assist unemployed or underemployed adults in securing jobs with wages sufficient to support a family.

Center for Employment Opportunities

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.

The Foundry

www.thefoundrybuffalo.org

The Foundry is an incubator and creative community space on the East Side of Buffalo. They provide opportunities to build business, create art & craft, and inspire the next generation of makers, learners, and doers.

John R. Oishei Foundation

www.oishei.org

The John R. Oishei Foundation is the area's largest private foundation with over \$300 million in assets. In addition to grant making, the Foundation is committed to devoting their time, people and networks to convening stakeholders around issues; initiating support and collaboration; sharing knowledge; building nonprofits' organizational capacity; and supporting the development of promising leaders in all communities and sectors.

Learning Disabilities Association of WNY

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 (case management), leisure skill building, job coaching, residential services, and an art studio and gallery.

Legal Aid Bureau of Buffalo

www.legalaidbuffalo.org

The Legal Aid Bureau of Buffalo provides quality legal representation and advice to persons in need. It also gives its clients positive and productive relationships and creates similar relationships with governments, courts, regulating agencies, the bar, funding agencies, volunteers, and community groups and individuals.

Literacy New York Buffalo-Niagara

www.literacybuffalo.org

Literacy New York Buffalo-Niagara is the region's sole provider of free, one-on-one adult literacy services. Their mission is to open pathways to expanded opportunities for adult learners and schoolchildren by enhancing their literacy skills and nurturing their well-being. The organization's vision is to be an integral partner in the revitalization of our community.

Massachusetts Avenue Project

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.

Open Buffalo

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.

PUSH Buffalo

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.

Say Yes Buffalo

www.sayyesbuffalo.org

Say Yes Buffalo is a landmark partnership that aims to provide a powerful engine for long-term economic development through radically improving the life course of public school students in the City of Buffalo. To do this, the Say Yes Buffalo partnership combines a comprehensive K-12 support system with the incentive of locally funded postsecondary tuition scholarships to remove the barriers (financial, academic, social and health) to college access and success for youth in the City of Buffalo.

Western New York Law Center

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.

Westminster Economic Development Initiative (WEDI)

www.wedibuffalo.org

The Westminster Economic Development Initiative (WEDI) began as a mission of Westminster Presbyterian Church to improve the quality of life for residents of Buffalo's West Side, but became a separate 501(c)3 organization by 2007. In 2013, WEDI revised its mission and now focuses on offering "business and educational opportunity to people of Buffalo's West Side" in hopes of achieving its vision for a vibrant, stable, and inviting community.

WNY Area Labor Federation

www.wnyalf.org

The WNY Area Labor Federation, AFL-CIO, includes five Central Labor Councils (CLCs) of Western New York. Its mission is to improve the lives and increase the power of working families, bring fairness and dignity to the workplace and secure social equality. We are working to build a strong, diverse, free, and democratic labor movement in order to give political voice to workers in our area. We fight for a public policy agenda at all levels of government, which benefits all working families, both union and non-union. We are active in our community and strive to create a broad progressive coalition for social and economic justice.

Young Audiences of WNY

www.yawny.org

Young Audiences is a dynamic and growing provider of arts learning opportunities, providing services within eight counties of Western New York. Its mission is to make the visual, performing, and literary arts a part of young people's lives in order to enhance their development as creative and productive human beings. Over the years, Young Audiences has demonstrated expertise in helping young people develop essential skills—from collaborative engagement and leadership to critical thinking and communication—necessary for the 21st century workplace.



FELLOWSHIP FRIDAYS AND FORUMS

June

6 *The High Road Runs Through the City in Buffalo: This is Where You Come In*

Orientation

Lunch with Project Supervisors

Bus Tour of Buffalo with Sam Magavern, Co-Director Partnership for the Public Good
Tommy McClam, Deputy Director, Open Buffalo

10 *A New Economy in U.S. Cities: Innovation, Cooperation and Competition for Global Success*

Panelists: Dan Greene, Director of Operations, 43 North
Derrick A. Parson, CEO and Founder, The AppleTree Agency
Harper Bishop, Cooperation Buffalo

Lunch at Larkinville

with Samantha Epps, Director of Events at Larkin Square, Larkin Development Group
Dottie Gallagher Cohen, President, Buffalo Niagara Partnership
Brian Grunert, White Bicycle

Tour Bak USA | World headquarters, production facility for branded electronic tablets

with JP Bak, CEO, Bak USA
Ula Bak, President, Bak USA
Eva Bak, Director of Administration, Bak USA

17 *Historical Assets and Contemporary Challenges: Neighborhoods, Heritage, and Poverty*

Panelists: Steve Peraza, Partnership for the Public Good
Karen Stanley Fleming, Restore Our Community Coalition

Lunch at Colored Musicians Club

with George Scott, President, Colored Musicians Club

Tour Nash House Museum and WUFO

with George Arthur, former President, City of Buffalo Common Council

Tour Buffalo Niagara Medical Campus

with Ekua Mends-Aidoo, Community Relations Manager, BNMC
Franchelle Hart, Executive Director, Open Buffalo

23 **Talk:** *Mobilizing Against Inequality: Young Workers and the Labor Movement in the U.S. and Europe*

Lowell Turner, Director, The Worker Institute, Cornell ILR School

Panelists: Derek Seidman, Assistant Professor, Department of History, D'Youville College
Josh Warden, Union Representative for SEUI Local200 United
Franchelle Hart, Executive Director, Open Buffalo

24 *Policy Shifts in Economic Development: What's in a \$ Billion? Will it Address Equity?*

Panelists: Sam Hoyt, Regional President, Empire State Development
Pamela Henderson, Managing Partner, Henderson-Woods, LLC
John Mudie, Buffalo Central Labor Council, AFL-CIO
Kinzer Mark Pointer, Concerned Clergy of Western New York

Lunch with Shannon Gleeson, Cornell ILR School

Tour Solar City, Buffalo RiverBend



July

1 *The Arts and Economic Development*

Panelists: Tim Clark, Buffalo Niagara Film Office
Alma Carrillo, Buffalo Arts Studio
Diane Burton, Cornell ILR School
Lois Gray and Jake Barnes, Cornell ILR School, via video from NYC

Lunch with Tour at Albright-Knox Art Gallery

with Monica Angle, Co-Chair, Public Art Commission
Jennifer Foley, Director of Education, Albright-Knox Art Gallery

Tour Buffalo Arts Studio and Frank Lloyd Wright's Darwin Martin House

8 *Workforce Matters: Jobs and Workers in the New Economy*

Panelists: Amber Dixon, Executive Director, Buffalo Center for Arts and Technology
Cesar Cabrera or Carolyn Bright, NYS Department of Labor
Heather Gresham, Workforce Investment Board

Lunch at Erie Community College

with Hon. Sean Ryan, NYS Assembly
Maria Whyte, Deputy County Executive, Erie County

Tour Northland Corridor development project

with David Stebbins, Buffalo Urban Development Corporation

8-10 *CommonBound Conference of the New Economy Coalition in Buffalo*

15 *Educational Equity and Urban Revitalization*

Challenges for Public Schools

Panelists: Will Keresztes, Associate Superintendent, Buffalo Public Schools
Hon. Crystal Peoples-Stokes, NYS Assembly
David Rust, Executive Director, Say Yes to Education

Lunch on Higher Education in the Economy and the Community

Panelists: Jaison Abel, Federal Reserve Bank of New York

Tour Buffalo Promise Neighborhood

with Kenya Hobbs, M & T Bank

22 *Green as the New Growth: Water, Energy, and the Binational Regional Economy*

Panelists: Lynda Schneekloth, Professor, University at Buffalo School of Architecture
Rahwa Ghirmatzion, Deputy Director, PUSH Buffalo

Lunch at Swannie House

with Honorable Brian Higgins, Member U.S. Congress, District 26
Lynda Schneekloth, Professor, University at Buffalo School of Architecture

Tour Buffalo Waterfront, Silo City and Outer Harbor

27 *End of Summer Picnic and PPG Tennis Tournament*

29 *High Road Contributions to Greater Buffalo: Graduation, Recognition, Celebration*

with High Road Sponsors
Linda Barrington, Ron Applegate, Marya Besharov and Diane Burton, ILR faculty
Anna Bartel, Amanda Wittman and Rochelle Jackson-Smarr from Engaged Cornell
Dave Palmer, County of Erie
Hon. Amy Martoche, Buffalo City Court Judge
Paul Hogan and Karen Spaulding, The John R. Oishei Foundation





High Road Fellows join Mayor Byron Brown to take the City's Opportunity Pledge

BUFFALO'S OPPORTUNITY PLEDGE

BUILDING ONE BUFFALO: INCLUSIVE, STRONG AND PROSPEROUS

WHEREAS: Diversity is an inclusive concept, which encompasses race, color, ethnicity, gender, disability, sexual orientation, gender identity and expression, religion, nationality and socioeconomic status.

WHEREAS: The City of Buffalo's diversity makes its human capital wide ranging, unique and strong. As a community, we believe that every person has worth and value and one of our community obligations is to foster an environment in which everyone is positioned to succeed in reaching their true potential.

WHEREAS: We believe diverse, inclusive communities are vibrant, interesting, economically competitive and sustainable. We believe understanding, respecting, celebrating and embracing our differences create a stronger, more economically advanced community.

WHEREAS: We believe that community leaders, including the leaders of our business community, understand that creating inclusive workplaces reflecting our City's rich diversity will bolster recruitment efforts, attract top talent and generate greater profitability for Buffalo's growing business sector.

WHEREAS: The goal of this pledge is to encourage businesses, organizations and residents to stand up for inclusiveness and to demonstrate a commitment to building, cultivating and preserving a culture of inclusion, fairness and equity in Buffalo.

WHEREAS: This pledge recognizes that, by working together, we will increase workforce participation, increase wealth for all residents and build a thriving and inclusive city with opportunity for all.

NOW, THEREFORE, AS INSTITUTIONS, BUSINESSES AND RESIDENTS, WE PLEDGE TO:

- Foster, cultivate and preserve a culture of diversity, inclusion, fairness and equality.
- Recognize diversity and inclusion as core values of our city.
- Set collective goals to aggressively reduce poverty and increase employment opportunities for all residents, thereby enhancing our City's productivity and prosperity.
- Recognize that achieving true inclusiveness is an evolutionary process, which will require a continuous commitment to identifying and implementing inclusion strategies.
- Recognize that our City's strength will grow as each and every one of our neighborhoods grow through employment, upward mobility and prosperity.
- Recognize that diverse and inclusive workplaces appeal to top talent and encourage excellent performance and productivity, and increase profitability.
- Generate opportunities in the workplace to increase inclusiveness at all stages of career development in collaboration with the newly created Racial Equity Roundtable. The Roundtable will work with the public, non-profit and private sectors to develop strategies which will advance inclusiveness in the workplace.
- Build our organizational cultures with this pledge in mind.
- Make our Boards of Directors more diverse by appointing highly qualified individuals from underrepresented racial groups.
- Recognize that, in order for Buffalo's travel, tourism and film industries to be competitive both nationally and internationally, we must support and embrace our community's diversity.
- Celebrate diversity, support workplace inclusiveness, and recognize that our City's progress will accelerate if we embrace our community's racial diversity.
- Recognize that our City's business community will get stronger, as it gets more inclusive and entrepreneurs from every neighborhood and every racial background have the opportunity to realize their true potential.



ACADEMIC LINKS TO ENGAGED LEARNING

Since the early years of the program, the High Road has benefitted from strong and diverse ties to campus. The program has received faculty support from all departments in the ILR School. High Road continues to link with Career Services for academic planning and exploration of social impact careers. Richard Kiely from Engaged Learning+Research (now part of the Office of Engagement Initiatives) conducted workshops on action-research and reflection

Significant progress has been made in strengthening the High Road Fellowships connection to students' learning and experience in the classroom.

The High Road Fellowships program is the flagship engagement opportunity for students within the Social Sector Studies (3S) Working Group at the ILR School. The 3S program will provide multi-disciplinary academic framework for students to study the dynamic social and cultural sector and its organizations. It will explore the legal and institutional environment, the specific problems and issues that the sector seeks to address, the distinctive organizational and leadership challenges associated with generating revenues, managing volunteers, and addressing multiple stakeholders, and the values and perspectives that distinguish the social sector as an alternative to the for-profit and government sectors. The 3S program will serve the career aspirations of ILR students as well as strengthen connections to ILR alumni and friends who work in social sector organizations.

The Social Sector Studies Working Group received funding from Engaged Cornell to develop curriculum and support engaged undergraduate and graduate research.

2016 marked the first time that a pre-course on was offered for the Fellowship. The class prepared participants with questions and tools to sustain a sense of curiosity, investment, flexibility and collaboration throughout their projects. Ultimately, the pre-course provided the groundwork and skills for effective civic engagement while fostering an ethos of critical reflection about communities.

Additional curriculum will offer participants the unique opportunity to connect the personal impact of an immersive service experience with the intellectual resources that a university environment affords.

The High Road is truly a two-lane expressway for advancing knowledge in the classroom and the community.

SOCIAL SECTOR STUDIES AND HIGH ROAD FELLOWSHIPS FACULTY AND STAFF

Ron Applegate

Lecturer, ILR School Cornell University

An economic and labor historian, Ron 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.

Diane Burton

Associate Professor, ILR School Cornell University

Diane Burton is a faculty member in the ILR School at Cornell University. Her primary appointment is in human resources studies with courtesy appointments in organizational behavior and sociology. Prior to joining the Cornell faculty she was a faculty member at the MIT Sloan School of Management. Burton started her academic career at the Harvard Business School teaching leadership and organizational behavior. She earned her PhD in Sociology at Stanford University and served as a lecturer and researcher in organizational behavior and human resources management at the Stanford Graduate School of Business. Prof. Burton is an organizational sociologist interested in innovation and entrepreneurship, and has extensive experience in teaching by the case method. Her primary research is a major study of high-tech start-ups in Silicon Valley including the study of entrepreneurial teams and executive careers.

Marya Besharov

Associate Professor, ILR School Cornell University

Marya Besharov is an Associate Professor of Organizational Behavior at the ILR School at Cornell University. An organizational theorist with a background in organizational sociology, Marya studies how organizations and their leaders navigate competing goals. Much of her research focuses on social-business hybrid organizations such as social enterprises and mission-driven businesses that combine social and commercial goals. Her work has been published in journals such as Academy of Management Journal, Academy of Management Review, Business Ethics Quarterly, Academy of Management Learning and Education, Research in Organizational Behavior, Research in the Sociology of Organizations, and Industrial and Corporate Change. Marya currently serves on the editorial boards of the Academy of Management Journal, Academy of Management Review, and Administrative Science Quarterly. She received a BA in Social Studies, an MA in Sociology, and a PhD in Organizational Behavior from Harvard University. She also holds an MBA from Stanford. Prior to her academic career, Marya worked as a researcher and consultant in the health care field.

Shannon Gleeson

Associate Professor, ILR School Cornell University

Shannon Gleeson earned her Ph.D. in Sociology and Demography from the University of California, Berkeley in 2008. She joined the faculty of the ILR School in Fall 2014, after six years in the Latin American & Latino Studies Department at the University of California, Santa Cruz. Her research focuses on the experiences of low-wage workers, the role of immigrant documentation status, and legal mobilization. She has also conducted research on immigrant civic engagement and the bureaucratic processes of labor standards enforcement. Her book, "Conflicting Commitments: The Politics of Enforcing Immigrant Worker Rights in San Jose and Houston," was published in 2012 by Cornell University Press.

She is currently working on a book that examines the promises and failures of U.S. labor and employment law, the challenges low-wage workers face when they come forward to file a claim, and their experiences in fighting for justice. Additionally, she is engaged in two collaborative projects that examine the implementation of immigrant worker rights.

Lou Jean Fleron

Emeritus Extension Faculty, High Road Fellowships 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.

Sam Magavern

Adjunct Faculty, ILR School Cornell University

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.

Megan Connelly

High Road Fellowships Associate Director

Megan serves a dual role as Associate Director for the High Road Fellowships 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 seeks to provide similar transformative opportunities for students to engage with and learn from the community.

Rohini Jalan

PhD Candidate, ILR School Cornell University

Rohini is a PhD Candidate at the ILR School working under the guidance of Prof. Marya Besharov. She is an organizational theorist and enjoys studying grassroots, community-operated organizations such as hackerspaces. She is passionate about qualitative methodology, and the social impact of technology. Her dissertation is a comparative ethnography of two such spaces that serve as engines of local democratic production, and social and technical collaboration. She is trying to understand the cultural tools these spaces deploy, as they grapple with the problem of community engagement, and how they resolve conflicts with their social mission. She holds a BBA in Finance from Jadavpur University, and a Master's in Industrial Relations from the University of Illinois, Urbana-Champaign.

2016-2017 HIGH ROAD ADVISORY COMMITTEE

- ◆ **Ramone Alexander**
Director of Inclusivity and Community Building , Nichols School
- ◆ **Shannon Buffum**
Cornell ILR '04, Attorney, Harris Beach
- ◆ **Matt Connors**
Cornell HOTEL '09, Vice President of Development, Sinatra and Company
- ◆ **Cathy Creighton**
Cornell ILR '87, Attorney, Creighton, Johnsen and Giroux
- ◆ **Steve Deisig**
Cornell ILR '96, Director of VISTA and Opportunity Corps, The Service Collaborative of WNY
- ◆ **Warren Emblidge Sr.**
Cornell ILR '65, President, S.J. McCullagh, Inc.
- ◆ **Marc Hennig**
Deputy Executive Director, Learning Disabilities Association of WNY
- ◆ **Dennis Maher**
Cornell Arch. '99, Professor, University at Buffalo School of Architecture
- ◆ **Hon. Amy Martoche**
Cornell ILR '92, Buffalo City Court Judge
- ◆ **Jack McGowan**
Cornell Ag '80, Project Manager Insyte Consulting
- ◆ **Matthew Nagowski**
Cornell ILR '05, Vice President, M&T Bank
- ◆ **Laurie Riester Collins** *Chair*
Cornell ILR '06, Senior Manager, Talent Acquisition, PepsiCo
- ◆ **Matthew Scherer**
Cornell ILR '11, Associate, Hodgson Russ
- ◆ **Paul Tesluk**
Cornell ILR '91, Dean, UB School of Management
Professor, Department of Organization and Human Resources
Academic Director, Center for Research and Organizational Effectiveness

Partnership for the Public Good Board

- ◆ Matthew Nagowski, Chair, M&T Bank
- ◆ Karima Amin, Vice-Chair, Prisoners are People Too
- ◆ Aaron Bartley, Secretary, PUSH Buffalo
- ◆ Ramone Alexander, Nichols School
- ◆ Sheila Brown, WUFO 1080 AM
- ◆ Rahwa Ghirmatzion, Ujima Company
- ◆ Stephen Halpern, University at Buffalo
- ◆ Devonya Havis, Canisius College
- ◆ Ba Zan Lin, Via Evaluation

