

# High Road Fellowships: Project Descriptions

## Engaged Learning & Action Research Fellowships for Cornell Students Summer 2017 in Buffalo NY

### If YOU are interested in . . .

grassroots economic development. . .urban revitalization. . .social innovation. . .worker co-operatives...  
. . .poverty alleviation. . .the green economy. . .civic engagement. . .labor-community alliances. . .  
public economic policy. . .quality job creation. . .creative culture and the new economy. . .

### Then consider this summer experience. . . working in Buffalo's living co-laboratory. . .



2016 Fellows

This fellowship program has opportunities for **Cornell undergraduate students** to participate as a group in engaged research, applied learning and service in community-based economic development in Buffalo. Undergoing dynamic reinvention, **Buffalo is home to a rich array of creative organizations** tackling rust belt challenges. Students learn about and contribute to vibrant local innovation by working with nonprofit organizations, government officials, businesses, and labor advocates focused on revitalizing the metro Buffalo economy.

**The program:** The summer fellows in Buffalo work through June and July, earning \$4000 for eight 35-hour weeks. Students work on a specific project with their partner organizations 7.5 hours per day, Monday through Thursday. 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 weekly journals, project experiences and research.

**This spring, a required two-credit pre-course will be offered.** The course will introduce fellows to the types of innovative organizations they'll be working with—those creating the community resources and capacities needed to redirect investment and control of economic development for the benefit of all. It will emphasize issues of ethical citizenship, intercultural competence and community power dynamics.

**Each student is placed with a partner organization of the Partnership for the Public Good,** a civic organization made up

of over 250 affiliated partners promoting more equitable and sustainable economic development in Greater Buffalo. Students gain hands-on experiences working with organizations in the vital nonprofit sector of the economy where job creation, neighborhood revitalization, and the greening of the economy are everyday reality.



2015 Fellows touring Bak USA, a social enterprise technology company in Buffalo

### 2017 High Road Placements:

- Arts Services Initiative of WNY
- Bak USA
- Breadhive Worker Cooperative Bakery
- Buffalo and Erie County Botanical Gardens
- Buffalo Arts Studio
- Buffalo Center for Arts and Technology
- Buffalo State College Center for Excellence in Urban and Rural Education
- Buffalo State College Community Academic Center
- Community Action Organization of Erie County
- Community Foundation for Greater Buffalo
- Cornell Cooperative Extension
- Food Bank of WNY
- Jericho Road Community Health Center
- The John R. Oishei Foundation
- Grassroots Gardens
- Learning Disabilities Association of WNY
- Massachusetts Avenue Project
- Open Buffalo
- Partnership for the Public Good
- Say Yes Buffalo
- Starlight Studios
- WNY Area Labor Federation AFL-CIO
- WNY Law Center
- Westminster Economic Development Initiative
- Young Audiences of WNY

[www.ilr.cornell.edu/buffalo/high-road-fellowships](http://www.ilr.cornell.edu/buffalo/high-road-fellowships)

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**Megan Connelly** [mlc322@cornell.edu](mailto:mlc322@cornell.edu) 716-852-4193

### Arts Services Initiative of WNY

95 Perry Street, Suite 402  
Buffalo, NY 14203  
716.362.8389

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



Arts Services Initiative of Western New York (ASI) promotes the cultural sector's vital role in economic development and the community through capacity building, collaboration, and advocacy for arts organizations in Erie, Niagara, Cattaraugus, Chautauqua, and Allegany Counties.

#### 2016 Summer Fellowship Project

**Project and activities description:** The fellow will work to ensure accessibility and quality of arts and culture events in WNY by assisting with ASI's Canalside event site visits and the daily operations and growth of our Arts Access Program. ASI is contracted with Canalside, a historic redevelopment district on the city's waterfront, to provide feedback on summer programming events including the Thursday Concert Series. The Arts Access Program (AAP) provides WNY residents receiving NYS Public Assistance with access to free tickets and transportation to cultural events. AAP has teamed up with over 30 cultural organizations who provide free admission to AAP pass holders, as well as over 10 AAP membership sign-up locations throughout WNY. The fellow's primary focus would be to assist in the processing of AAP applications, outreach to increase AAP membership, coordination of transportation to events, communication with cultural organizations and sign up locations, and AAP website maintenance. ASI would also like to measure how the AAP Cultural Organizations it has partnered with have benefited from being a partner. Canalside site visits would take place on an as needed basis, based on the scheduling of those events.

**Work products:** The final work product would be a tool (research report or another form) to gauge the benefit of a cultural organization signing up as an AAP partner. This could take the form of an online survey that presents the final data on a scale from highly beneficial to not beneficial. The fellow would also have the opportunity to create a portfolio including feedback and notes from Canalside site visits and including the work, partnerships, arrangements, and other activity related to the Arts Access program.

**Supervision:** ASI staff Parrish Gibbons Herzog, Associate & Arts Access Coordinator and Jen Swan, Associate Director & Intern Coordinator, will primarily be responsible for supervision. ASI brings in 3-4 interns each summer, and those individuals would be working alongside with the fellow. Other mentors would include ASI staff Natalie Brown (Associate), Tod Kniazuk (Executive Director) and Ally Spongr (Associate, Part Time).

**Specific skills/educational qualifications:** Those interested in social work, arts, culture and the economy would enjoy this internship. Ability to work both independently and as a group is required. Basic understanding of Microsoft Suite Programs. Public speaking experience a plus.

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### BAK USA

Compass East Building  
425 Michigan Avenue  
Buffalo, NY 14203  
716.248.2704

[www.bakusa.com](http://www.bakusa.com)



Bak USA is a social enterprise that seeks to further universal education, employment, and connectivity through affordable tablets and smartphones. Bak USA is nurturing vibrant communities in Buffalo, NY by employing willing, friendly people who are looking for a supportive environment to start a new career. 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.

#### 2017 Summer Fellowship Project

**Project and activities description:** The student would be exposed to an evolving organization that is manufacturing technology in a unique way, where the sense of meaning, belonging, and welfare of employees is not compromised while maintaining a high level of productivity. At this key moment in Bak USA's history, the Customer Experience team is redefining every customer interaction with people, hardware technology,

and software. This is a unique opportunity for a candidate to implement operational excellence and optimize this organization's customer interactions.

**Work products:** Exact work products to be determined and posted soon.

**Supervision:** The student will be supervised by Sarah Taylor, Director of Customer Experience.

**Specific skills/educational qualifications:** Strong writing skills, interpersonal skills. Any experience with customer relationship management (CRM) systems or enterprise resource planning (ERP) software would be preferred.

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### **Breadhive Worker Cooperative Bakery**

402 Connecticut Street

Buffalo, NY 14201

716.980.5623

[www.breadhive.com](http://www.breadhive.com)



BreadHive is a worker-owned cooperative bakery and cafe that seeks to create equity employment through the production and sale of high-quality, healthy food. The organization is committed to establishing a cooperative economy in Buffalo, NY, supporting its worker-owners by providing fulfilling work and equity ownership potential, supporting other cooperatives, and spreading awareness of worker-owned cooperatives as a viable and rewarding business model.

#### **2017 Summer Fellowship Project**

**Project and activities description:** Western New York (WNY) is home to a network of cooperative businesses and collectives creating an economy that connects community to capital. WNY has recently seen three successful drives totaling over 3.2 million dollars through the sale of nonvoting investment shares to finance new cooperatives and expand existing ones. The fellow will track the history of cooperatives in WNY and examine how capital has enabled the growth of the cooperative economy in our region. From this history, the fellow will develop a feasibility study for future cooperatives to emerge and grow.

**Work products:** To conduct this research and related study, the fellow will interview people and institutions integral to the WNY cooperative movement in the past and present. They will also conduct in depth analysis of the methods local cooperatives chose when raising their capital. Ultimately the report will identify:

- how the current movement can link to the history of worker cooperatives in WNY;
- how to strengthen connections among cooperative partners;
- how to better connect capital campaigns to emerging cooperatives and community members.

**Supervision:** The fellow will be supervised by Emily Stewart, a worker owner of BreadHive. In addition to his/her research, the fellow will work two days/week in the café to directly participate in the work and mission of BreadHive as a cooperative. They will be invited to owner meetings and meet regularly with the four other owners of BreadHive to better understand the internal working dynamic that supports the cooperative itself.

**Specific skills/educational qualifications:** Must be interested in cooperatives and cooperative economics. Must have a basic understanding to business/economics.

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### **Buffalo and Erie County Botanical Gardens**

2655 South Park Avenue

Buffalo, NY 14218

716.827.1584

[www.buffalogardens.com](http://www.buffalogardens.com)



The Buffalo and Erie County Botanical Gardens is a living museum dedicated to advancing appreciation for and knowledge of plant life and its connection to people and cultures through its documented living plant collection, historic conservatory, education, research and exhibits.

#### **2017 Summer Fellowship Project**

**Project and activities description:** The Botanical Gardens is an essential community cultural institution -- the horticultural hub of Western New York, serving as the primary reference center for everything botanical. Through a broad array of attractions, programs and services, it is relevant to the interests and lives of an ever-

expanding audience. The fellow will be responsible for assisting the education team with daily operations as well as researching and developing new programming opportunities. S/he will:

- Edit and coordinate materials for the monthly Scavenger Hunt;
- Assist with the creation of educational signage;
- Learn all aspects of the Botanical Gardens' Education Programming and assume the role of hands-on instructor and tour guide as needed;
- Collaborate with staff in program development for new and existing audiences.

**Work products:** The fellow's final work product would be based on his/her research into new programming. The final product might be coordinating and running a one-time program or creating lesson plans and teaching volunteer docents how to run on-going programming.

**Supervision:** Kristy Schmitt, Director of Education, would directly supervise the student's work and collaborate with the student to develop a work plan.

**Specific skills/educational qualifications:** This opportunity is available to students who have demonstrated knowledge and interest in education, science, botany and/or natural history.

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### Buffalo Arts Studio

2495 Main Street  
Suite 500  
Buffalo, NY 14214  
716.833.4450

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

Buffalo Arts Studio (BAS) is a not-for-profit arts organization whose mission is to provide affordable studio space and regular public exposure for regional, national, and international artists through exhibitions, and to enrich the community with art classes, mural programs, and public art. Exhibitions, public art projects, and classes help the studio serve as a cultural center.



### 2017 Summer Fellowship Project

**Project and activities description:** BAS's education department supports the organization's community-based outreach and offers the Jump Start Mentorship Program to help prepare area youth for their journey to college. BAS recognizes that education has been and is a way out of poverty, especially for students of color. By immersing students in the local world of arts, the youth are allowed to explore different artistic directions while preparing the high-quality portfolios needed for pursuing college acceptance and a degree. The program empowers these future artists for the competitive collegiate environment to come. The Jump Start program provides intensive support for participants, helping students apply to college and securing needed scholarships and financial aid. The Fellow would utilize the 2016 High Road Fellow's report on public art best practices to give support, help implement standards and evaluation, and actively engage muralist, instructors, and students participating in the summer mural program through Jump Start. The fellow will also produce a report documenting and evaluating our summer youth arts program.

**Work products:** In addition to the report, the student will produce a visual documentation of the youth program for display in the Community Gallery as well as on-line. Additional work products could also include the exhibitions installed in the gallery during the fellowship cycle. Photographs and video documenting exhibitions, classes, and community events would be excellent additions to portfolios. Marketing materials such as postcards, posters and press releases along with digital event notifications, artist information, and blogs would also be ideal for a portfolio.

**Supervision:** Executive Director Alma Carrillo would be the primary supervisor. Education activities would be supervised by Education Coordinator Jayne Hughes. Although a small staff, the fellow would also interact with BAS's 32 Resident Artists as well as the staffs of its cultural and community partners.

**Specific skills/educational qualifications:** BAS is looking for fellows with an interest in the arts and increasing community access to cultural organizations. Strong communication skills are necessary. BAS utilizes both PC and Mac's, relying on Microsoft Office products. Knowledge of InDesign would be an asset but is not required.

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### Buffalo Center for Arts & Technology

1221 Main Street  
Buffalo, New York 14209  
716.259.1680

[www.buffaloartstechcenter.org](http://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, we do this by offering high-quality and high-tech arts instruction and studio space.
- To assist unemployed or underemployed adults in securing jobs with wages sufficient to support a family. We accomplish this through NYS Education Department-approved training programs that will lead to jobs in the healthcare industry.



### 2017 Summer Fellowship Project

**Project and activities description:** The primary vision of BCAT is to provide community-enhancing tools to reduce the effect of poverty on families. Every program, with all of its components from planning, to execution and pre/post data collection is intentionally designed to ensure that BCAT is reaching our mission in the community. The 2017 fellow will work in conjunction with program administrators to identify and implement data collection and reporting improvements for targeted programs. The fellow will be engaged in program planning and implementation with specific focus on youth programming

**Work products:** Exact work products to be determined and posted soon.

**Supervision:** The fellow will be supervised by Stacey Watson, Chief Operating Officer.

**Specific skills/educational qualifications:** The student will need to be proficient in Microsoft Office Suite, confident in understanding and compiling statistical data, possess strong interpersonal skills and express a true passion for supporting an organization created to expand opportunities for adult and youth members of the community. Arts knowledge is helpful but not necessary.

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### Buffalo State College Center for Excellence in Urban and Rural Education

Chase 201, Buffalo State College  
1300 Elmwood Ave,  
Buffalo, NY 14222  
716.878.3610

[www.suny.buffalostate.edu/community-engagement](http://www.suny.buffalostate.edu/community-engagement)

CEURE—the Center for Excellence in Urban and Rural Education—is committed to the enhancement of high-need urban and rural schools through the recruitment, retention, and continuing education of highly qualified teachers, as well as the support of reform efforts and research about effective schools. To support educational reform and school improvement, CEURE partners with schools, community groups, foundations, and other institutions of higher education across Western New York.



### 2017 Summer Fellowship Project

**Project and activities description:** One of CEURE's projects is the West Side Promise Neighborhood (WSPN) Project. The WSPN project is a grass-roots community action plan that will be comprehensively executed in a manner respectful of neighborhood needs, cultural diversity, and stakeholder roles which will create a cradle-to-career environment built for the success and achievement of the children and families living on Buffalo's West Side. The fellow will assist in implementing the project with particular focus on WSPN Emerging Leader Program—an intensive curriculum that focuses on strengthening skills such as asset-mapping, coalition-building, media and communications, organizing, field work, and housing law. The fellow will have the opportunity to go through the training as a participant. S/he will assist in program coordination and evaluating effectiveness of the training. The fellow will also assist the West Side Promise Neighborhood Core Team by bringing other community based organizations and neighborhood residents together to identify community priorities; researching, coordinating and disseminating information; and organizing community information sessions.

**Work products:** The product(s) would be documentation of the experience in the form of photos, videos and written description.

**Supervision:** The fellow would be supervised primarily by John Siskar, Ph.D., Senior Advisor for Educational Pipeline Initiatives and Director of CEURE.

**Specific skills/educational qualifications:** CEURE seeks a candidate who is interested in social justice work and learning how to work with a community to make a difference. There is a plethora of languages spoken on Buffalo's West Side, so a bi-lingual or multi-lingual speaker would be helpful, but it is not required.

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### Buffalo State Community Academic Center

214 Grant St.  
Buffalo, NY 14213  
716.878.3289

<https://cac.buffalostate.edu/>



Established in 2011, the Buffalo State Community Academic Center (CAC) serves as a site where Buffalo State College faculties and administrators and the local community meet to engage for positive impacts on children, families, and the West Side of Buffalo. The center's mission is to anchor cradle-to-career educational support programming for youth on West Side of Buffalo. To align its mission and work, CAC developed three main goals as followed:

- Direct educational programs to community youth and adults;
- Coordinate Buffalo State College engagement at community partner locations; and
- Collaboratively develop broad-based networking initiatives.

### 2017 Summer Fellowship Project

**Project and activities description:** The fellow will primarily serve as the Buffalo Beginnings Program Assistant to enhance program assessments and training. CAC's Buffalo Beginnings program supports newcomer refugee youth in building initial literacy skills during the first year of schooling. Buffalo Beginnings exists both as an after-school and summer program in partnership with the International School (Buffalo Public School #45) and Journey's End Refugee Services. The fellow would support the 2017 summer program with projects that will additionally benefit the 2017-2018 after school program. Additional tasks will include strengthening pre and post assessments, updating training materials for Buffalo Beginnings volunteers, and a visual journal to document the multifaceted program that will be available to future participants and potential funders.

The essential functions of the fellow are to support CAC staff to enhance the effectiveness and sustainability of the Buffalo Beginnings program. Research will be integrated into the pre/post assessment through analyzing our current program assessments and other models. Second, the fellow will update Buffalo Beginnings training materials that contain global and local trends in refugee resettlement through reviewing several databases including the U.S. Refugee Processing Center and Census.

The fellow will support community-wide efforts to promote equal educational access to children in Buffalo. In particular, this fellow will focus on educational supports for low income English Language Learners (ELLs) through the Buffalo Beginnings program, aligned with our mission to provide educational supports to West Side youth.

**Work products:** Three main final works project connected to this priority will include 1) Expanding current assessments for both Buffalo Beginnings students and volunteers 2) Innovating current training materials for volunteers 3) A visual journal documenting the 2017 Buffalo Beginnings summer program (iMovie, PowerPoint, or other media platform).

The fellow will be encouraged to document their experiences with photographs and journal entries utilizing CAC iPads. In addition to the projects assigned, the photographs and journal entries will contribute to a portfolio.

**Supervision:** Win Min Thant, CAC Education Coordinator, will supervise the student's work and be responsible for the work plan.

**Specific skills/educational qualifications:** Ability to work respectfully with individuals from diverse backgrounds; ability to communicate effectively; basic computer skills; either bilingual or multilingual is preferred but not required.

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## Community Action Organization of Erie County

45 Jewett Avenue  
Buffalo, NY 14214  
716.881.5150

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



The mission of the Community Action Organization of Erie County is to promote opportunities for low-income individuals, families, and communities to achieve and sustain self-sufficiency through advocacy, partnerships, access to services, and low-to-moderate income housing developments. The CAO serves more than 30,000 individuals annually in service ranging from Head Start programs (the second largest Head Start operation in New York State), housing and neighborhood development programs, its Youth Services Network that includes a number of programs and targeted mentoring initiatives. The CAO operates a medical clinic focused on opiate dependency remission, an emergency services operation, an urban farming initiative, employment and training, community technology centers, block club development, urban grounds keeping and an array of collaborative service initiatives with dozens of institutions and community-based organizations across Erie and Niagara Counties.

### 2017 Summer Fellowship Project

**Project and activities description:** The 2017 High Road Fellow will assist the Employment and Training Division in delving further into the fight against poverty by contributing to a research project focusing on Workforce Development in Erie County and the City of Buffalo. The department seeks to identify direct causes and effects of unemployment amongst the residents of the City of Buffalo and Erie County, and clients of the agency. There are several factors that can lead to situational or generational poverty including, but not limited to: discharge from an employer, disability, illness and death. The fellow utilize CAO clients for this study and identify specific barriers for each of the families in the sample through a series of questions that will serve as a basis of evidence. The fellow will identify the most immediate needs and categorize them accordingly with the assistance of the Director.

**Work products:** The culmination of the survey will be a database of information that will be used to track progress, assess further needs, and provide analysis for further funding development opportunities to be used for future programming. The agency works to address the needs of its client base through an intake process and the fellow will utilize this information to supplement his/her research efforts. The participants in the survey will have completed a minimum of 30 days of employment for this portion of the assessment. The clients will also be assessed at the 60 and 90 day levels to identify what additional changes have occurred within their households and in their own professional development. The clients will be identified amongst a pool of those serviced from various program divisions within the agency including, but not limited to: Emergency Services, Youth Services, the Housing Department and Head Start families.

**Supervision:** The fellow will be supervised by the current Director of Employment and Training, Nicole Stewart, MOL. She will provide a strategic plan identifying the steps, tools and supportive measures needed to complete the task successfully. The fellow will work collaboratively with the College Prep Coordinator and the Job Developer of the department.

**Specific skills/educational qualifications:** Proficiency in Microsoft Office products including Excel, Word and PowerPoint. Bilingual or multilingual preferred but not required.

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## Community Foundation for Greater Buffalo

726 Exchange Street, Suite 525  
Buffalo, NY 14210  
716.852.2857

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



The Community Foundation for Greater Buffalo is a 501(c)3 public charity holding more than 750 different charitable funds, large and small, established by individuals, families, nonprofit organizations and businesses to benefit Western New York. For over 95 years, the Community Foundation has carried out its mission of "connecting people, ideas and resources to improve lives in Western New York" to achieve "a vibrant and inclusive Greater Buffalo region with opportunity for all." The Community Foundation directs resources to drive significant community change in the areas of education, equity, arts/culture and environment. Beyond

grant making in these areas, the Community Foundation also acts as a community leader and convener to address specific pressing needs in our region.

### 2017 Summer Fellowship Project

**Project and activities description:** The Buffalo Green & Healthy Homes Initiative (GHHI Buffalo) was founded as a leadership project of the Community Foundation. GHHI is a systems change effort begun in 2011, where public and private funders coordinate resources and programs to make homes energy efficient, lead free, safe and healthy for low-income families in Erie County with specific focus in the City of Buffalo. GHHI Buffalo is a meaningful, innovative, front-line, collaborative systems-change project that advances the agenda to close equity gaps in housing, environment, education, public health, and neighborhood revitalization for Buffalo's most socio-economically challenged communities.

**Work products:** The 2017 High Road Fellow will work specifically on strategy, advocacy, and planning aspects of the GHHI Buffalo leadership project. The Fellow will be responsible for assisting in the strategic planning process for GHHI and determining how to best leverage the opportunities with NYSEDA, a Pay for Success Asthma Pilot, and the Community Action Plan on Lead Poisoning. The Fellow will create key fact sheets, strategy position statements, research support and analysis, and outreach/training materials for internal and external partners and stakeholders. The Fellow's final work product will be an Action Plan for how GHHI could best leverage the existing opportunities and how to engage internal and external partners in the work.

**Supervision:** The student's direct supervisor would be Allie Urbanski, Community Impact Associate and graduate of Cornell University's Institute for Public Affairs. Allie reports directly to Cara Matteliano, Vice President, Community Impact, who oversees and leads the GHHI Buffalo work.

**Specific skills/educational qualifications:** The Community Foundation recommends that the 2017 Summer Fellow have an interest in one or more of the following: philanthropy and its role facilitating systems change, urban development, strategic planning, environmental health, community advocacy, neighborhood revitalization.

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### Cornell Cooperative Extension

617 Main Street, Suite 300  
Buffalo, NY 14203  
716.652.5400 ext. 142  
[www.erie.cce.cornell.edu](http://www.erie.cce.cornell.edu)



Cornell University  
Cooperative Extension  
Erie County

Cornell Cooperative Extension (CCE) is a key outreach system of Cornell University with a strong public mission and an extensive local presence that is responsive to the needs in New York communities. CCE is a participant in the nationwide network of Cooperative Extension programs, which began in 1914 as a means of applying land-grant university research in understandable and useful ways to farmers and rural families. The CCE educational system enables people to improve their lives and communities through partnerships that put experience and research knowledge to work.

### 2017 Summer Fellowship Project

**Project and activities description:** Cornell Cooperative Extension of Erie County (CCE-Erie) provides urban educational programs in Agriculture, 4-H Youth Development, Nutrition, and Consumer Horticulture. The 4-H Program at CCE-Erie strives to give young people ages 5 to 19 hands-on experiences to teach them leadership, citizenship, and life skills by working with volunteers, youth organizations, and school districts to put research-based knowledge to work in homes, schools, community centers, and other places where their 4-H clubs and afterschool programs meet. The 2017 High Road Fellow will support implementation of the Youth Community Action Network (Youth CAN). Youth CAN is a 4-H youth civic engagement program focused on college and career readiness for at-risk teens in Buffalo and Lackawanna. The student will be involved with planning for the summer employment program that is a key component of Youth CAN. Specific activities include: investigating other summer youth employment programs across the United States to determine best practices; identifying potential host sites for teen internships and communicating with these host sites; developing work agendas at each of the two Youth CAN work sites; assisting with implementation of the summer employment program by leading part of orientation and other activities agreed upon between the student and CCE-Erie.



**Work products:** The products of the Fellow's work will include: program plans that he/she develops over the course of the work period; a report of organizations across the country that have youth employment programs and descriptions of their program goals, funding sources, and work tasks and/or curricula used; and a document listing potential local host sites for teen internships.

**Supervision:** Diane Held, Executive Director of CCE-Erie, will be the supervisor for the student's work. Sara Jablonski, the Urban 4-H Educator, will be the staff person working most directly with the student and will develop the majority of the work plan.

**Specific skills/educational qualifications:** Background and/or interest in youth development or education is required. Patience and a desire to work with at-risk youth; interest in nutrition and gardening helpful but not required.

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### Food Bank of Western New York

91 Holt Street  
Buffalo, NY 14206  
716.852.1305

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



The Food Bank of Western New York (FBWNY) was founded in 1979, after a group of religious and community leaders came together to develop an effective and comprehensive way to fight hunger in the region. Today, the organization assists as many as 129,000 individuals in a month through its 329 member agencies, including food pantries, soup kitchens, shelters, youth programs, group homes and senior centers.

### 2017 Summer Fellowship Project

**Project and activities description:** After meeting the goals and objectives from the five-year Strategic Plan developed in 2010, the FBWNY assessed what strategic initiatives would guide them for the next five years. Aiming to develop a strategy to increase our long-term resources and to better serve community needs, the Board and management staff dedicated six months to the strategic planning process. From December 2014 to June 2015, the FBWNY participated in goal ideation, conducted a S.W.O.T. (Strengths, Weaknesses, Opportunities and Threats) analysis, and identified new strategic goals and accompanying time-oriented objectives, staff responsibilities and targeted service areas. One of the goals is to conduct analysis of current agency capacity and projected potential increase of distribution to them. The Fellow will assist in conducting an analysis of current agency capacity and will work closely with our member agencies to identify issues that may be inhibiting their efforts to increase distribution to those in need in their communities. Examples may be related to space, equipment, financial constraints, lack of volunteers/ staff for operation and/or an aging volunteer base without a succession plan in place.

**Work products:** The Fellow's final work product will include:

- Summary of survey results;
- List of proposed recommendations and next steps; and,
- Presentations to the FBWNY's Agency Services Committee, Physical Systems Committee and Board.

**Supervision:** Carol Palumbo, Agency Services Director, will supervise the student's work and be responsible for the Fellow's work plan. In her role, Carol manages the programs and services that help the FBWNY tackle hunger issues in its community. This includes member agency support and nutrition education. She oversees all components of agency training, site visits, reporting and compliance-related issues.

**Specific skills/educational qualifications:** Potential fellows should have interests in: food access in underserved communities; nonprofit operations and volunteer operations; and capacity building.

### Jericho Road Community Health Center

184 Barton Street  
Buffalo, NY 14213  
716.881.6191

<http://www.jrchc.org/>

Jericho Road Community Health Center provides a culturally sensitive medical home, especially for refugee and low-income community members, facilitating wellness and self-sufficiency by addressing health, education, economic and spiritual barriers.



#### 2017 Summer Fellowship Project

**Project and activities description:** Jericho Road's ESL Initiative was started in Spring 2010 with the goal of addressing one of the most commonly self-identified needs among refugee adults in Buffalo; learning English. Without basic English skills, it is difficult for individuals to gain access to community resources and employment opportunities, to advocate for themselves, or to successfully adjust to life in the United States. Classes focus on individuals who are most isolated or have the least access to English instruction, take place in homes and neighborhood locations, and are taught primarily by community volunteers. The goal of the ESL Initiative is that as students improve in their confidence, willingness, and ability to use English in everyday situations, they become empowered to live more fully as members of their new community. A fellow's responsibilities while serving with this program would involve shadowing and assisting with current classes and then developing instructional modules related to the self-identified needs of learners in the classes.

**Work products:** The fellow will develop a learning module that includes a series of lesson plans, visuals, and instructions for taking a field trip using public transportation to a community location. He or she will receive feedback on the learning module from the program coordinator and other program staff prior to implementing it with a group or several groups of students. The fellow will also have the chance to share the learning module, in its completed form, with other staff members and volunteers serving within the ESL Initiative.

**Supervision:** The fellow's immediate supervisor will be the program coordinator, Anna Matejova. The fellow will also have the opportunity to work alongside and under other program staff and volunteers who teach the classes with which he or she will be shadowing and assisting

**Specific skills/educational qualifications:** A strong candidate for this position will have some teaching experience or training in the field of education, be passionate about engaging with individuals from diverse cultural backgrounds, and be willing to face challenges with creativity and flexibility.

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### Grassroots Gardens

30C Essex Street  
Buffalo, NY 14213  
716.783.9653

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

Grassroots Gardens WNY is a determined group of activists who educate and lead committed neighborhood gardeners. They collaboratively cultivate and manage more than 300,000 square feet (and growing!) of green space in Buffalo and Niagara Falls. Their work is rooted in the belief that a garden has the power to transform an urban neighborhood. Gardens deliver beauty and escape and produce healthy food in unexpected places that previously had little value. A garden creates a shared sense of purpose that empowers a community, creates environmental awareness and improves public health.



#### 2017 Summer Fellowship Project

**Project and activities description:** Grassroots Gardens WNY has officially joined the Buffalo Farm to School (BF2S) Initiative's planning team. The organization is looking to strengthen the connections between BF2S and school gardens. The summer months of 2017 will be the time to plan for the 2017-2018 school year. The Niagara Falls school district also has just started their Farm to School (NFF2S) program as well. While details are still being flushed out, GGWNY will be a partner. GGWNY would like streamline its program delivery for both districts in Western New York. The fellow will work closely with the Director of Education and Outreach to build programming for the school gardens partaking in the BF2S and NFF2S programs. They will communicate between teachers and GGWNY to figure out the best methods of program delivery. Research on

the best practices from other community garden organizations and farm to school initiatives across the country will be necessary to build supplemental learning experiences for students. The final piece to this project is to assess and develop a timeline for engaging the community at large on the Farm to School initiatives.

**Work products:** The final product will be documents that GGWNY can use for their Farm to School programs. This will be comprised of a few different parts:

- Teacher questionnaire: a survey for teachers and garden teams on their previous experience with F2S programming and what they would like to see in the future;
- Toolkit of curriculum based on F2S policy for leaders of school gardens to use;
- Build innovative ways to market F2S in gardens to community at large;
- Analyze efforts in the BF2S program and how things can be replicated in NFF2S.

**Supervision:** The fellow's immediate supervisor will be Derek Nichols, Director of Education and Outreach.

**Specific skills/educational qualifications:** An ideal candidate would have strong communication skills as he or she will be working with many diverse individuals. Bi-lingual or multi-lingual preferred. Applicants should have an interest in food policy and working with youth.

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### Learning Disabilities Association of WNY

2555 Elmwood Avenue  
Kenmore, NY 14217  
716.874.7200

[www.ldaofwny.org](http://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.



LEARNING DISABILITIES ASSOCIATION  
OF WESTERN NEW YORK

### 2017 Summer Fellowship Project

**Project and activities description:** Part of the support that LDA provides its clients is in the form of educational advocacy. The LDA has been awarded a grant from the Tower Foundation to provide educational advocacy to students in the five urban school districts of Western New York (Buffalo, Niagara Falls, Lockport, City of Tonawanda, and Lackawanna). A large part of this grant is focused on creating ways to reach families in need of these services. The 2017 High Road fellow will help with this effort by spending a large part of the summer canvassing neighborhoods and hosting trainings and other events for families. The fellow will help LDA with its social media and additional forms of communication to increase access and provide multiple entry points to programming. The fellow will also build on the work of the 2016 fellow who created materials for transition age (14-21 years old) students which focused on increasing student involvement, and essentially self-advocacy, in their Individualized Education Program (IEP) meetings. The 2017 fellow will work to evaluate how students currently feel about participating in their meetings, how these materials can help or not help, and how – if in any way – they should be altered for greater effectiveness.

**Work products:** The final work products will be a social media strategy for outreach to targeted communities and recommendations on how to increase participation and/or additional resources for youth in their IEP meetings.

**Supervision:** The fellow's immediate supervisor will be Phylicia Brown, Educational Advocate.

**Specific skills/educational qualifications:** Proficiency with Microsoft Office, interest in working with people with disabilities and experience with social media.

### Massachusetts Avenue Project

271 Grant Street  
Buffalo, NY 14213  
716.882.5327

[www.mass-ave.org](http://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.

### 2017 Summer Fellowship Project

**Project and activities description:** The 2017 High Road Fellow will be involved with MAP's work by researching community needs regarding food access, policy, and justice, participating in the youth program and on the mobile market. The fellow will be immersed with MAP's work in the community whenever possible. The fellow will help MAP gain a deeper understanding of food access, policy, and justice issues through auditing and analyzing the organization's target audiences, including but not limited to youth, the community, and MAP's mobile market customers. The fellow will help MAP gain a deeper understanding of food access, policy, and justice issues and needs for youth, the community, and MAP's mobile market customers.

**Work products:** Exact work products to be determined and posted soon.

**Supervision:** The student's primary supervisor will be MAP's Youth Education Director, Rebekah Williams.

**Specific skills/educational qualifications:** Interests and experience that would complement this position include ability to work with diverse populations and youth, knowledge of sustainable and/or urban agriculture, food systems and food policy, self-motivated and independent worker.

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### Open Buffalo

617 Main Street, Suite 310  
Buffalo, NY 14203  
716.243.8777 ext 101

[www.openbuffalo.org](http://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.

### 2017 Summer Fellowship Project

**Project and activities description:** Open Buffalo with its partners seeks to build an equal and just region open to full democratic participation by all its residents, open to innovative ideas and policies; open to new leaders from disadvantaged communities; and open to meaningful economic opportunity and sustainable wealth creation for all. One of its campaigns, the Justice and Opportunity table, works with residents, community-based organizations, and the local criminal justice and corrections systems to create safer neighborhoods, cut recidivism, and bring about true community-oriented policing practices in Buffalo. The fellow will assist in conducting a best practice analysis on community-based strategies that have cut recidivism rates through sustainable wealth creation and work force development from around the country. The fellow will also work on community outreach for Justice and Opportunity Week. This will help to inform the community on best practices based on the research and mobilize for the activities of that week.

**Work products:** A power point presentation that will be presented to the Justice and Opportunity campaign members of the landscape analysis with local policy recommendations.

**Supervision:** Open Buffalo Executive Director Franchelle Hart and additional staff will be responsible for supervision.

**Specific skills/educational qualifications:** An interest in justice related issues.

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### Partnership for the Public Good

617 Main Street, Suite 300  
Buffalo, NY 14203  
716.852.4191  
[www.ppgbuffalo.org](http://www.ppgbuffalo.org)



The Partnership for the Public Good is working to build a more just, sustainable and culturally vibrant Greater Buffalo through action-oriented research, policy development and citizen engagement. With over 200 affiliated partners, PPG develops an annual Community Agenda of policy planks, hosts a weekly radio show, and produces publications and other resources to give the nonprofit community and citizens a stronger voice in public policy.

#### 2017 Summer Fellowship Project

**Project and activities description:** One of PPG’s main principles is “High Road Economic Development” – sustainable, community-based development that supports local, independent businesses, living wage jobs, and environmental responsibility. PPG was part of a coalition that successfully negotiated a High Road Principles Agreement for the development on Buffalo’s waterfront in 2013 covering a number of areas including local and independent businesses, local hiring and green design. The agreement was negotiated with the Erie Canal Harbor Development Corporation. The fellow will analyze progress and assess the implementation of the agreement. S/he will identify areas for improvement with recommendations if appropriate.

**Work products:** The fellow will compile his/her findings into a report.

**Supervision:** The fellow will be directly supervised by PPG’s policy analyst and work with Megan Connelly, Director of Policy Advancement, and Sam Magavern, Co-Director.

**Specific skills/educational qualifications:** Strong research and writing skills required and an ability to work independently.

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### Say Yes to Education Buffalo

712 Main Street  
Buffalo, NY 14202  
716.247.5310  
[www.sayyesbuffalo.org](http://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.

#### 2017 Summer Fellowship Project

**Project and activities description:** The fellow will support the organization’s development work this summer. She will research and make 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 and events. The fellow will help execute and participate 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), Grease Pole festival, and the Say Yes Major Donor/Student Ambassador Reception.

**Work products:** A completed grant proposal and college prep materials for the Scholar Kick Off.

**Supervision:** The fellow will be supervised by Emily Wyckoff, Director of Development.

**Specific skills/educational qualifications:** Strong writing and communication skills.

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### Starlight Studios

340 Delaware Avenue  
Buffalo, NY 14201  
716.842.1525

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

Starlight Studio and Art Gallery is a program created by the Learning Disabilities Association of WNY. Starlight Studio supports adults with developmental disabilities in their artistic development by offering a multitude of art supplies, coaching and technical assistance from professional artists, exhibition space on-site and the pursuit of off-site exhibition opportunities. Furthermore, individuals have the option to sell their work. Individuals build their skills and become more integrated into the arts community.



### 2017 Summer Fellowship Project

**Project and activities description:** Many Starlight artists demonstrate and express entrepreneurial desires. The fellow will work with a small group of Starlight artists to assist them in their exploration and articulation of their artist statements and entrepreneurial interests. This would then lead to strategies to promote the sale of their art. The fellow will learn from the artists in a small group setting or individually what their artistic and entrepreneurial goals are (more exhibits, more sales) and what steps they must take to meet those goals. The fellow will research various platforms currently available such as etsy, Artsy and ArtLifting to see if these are viable options. The fellow will also assist the artist in fine-tuning their artist biographies.

**Work products:** The final work product will be business plans co-written with the individuals in the program. The fellow will be limited to working with 6 individuals. The fellow would also spell out for the individuals all the steps toward realizing the business plan: photographing work, organizing the work so that it is set aside for shipping, shipping the work, understanding the upfront financial costs.

**Supervision:** The program director, Carrie Marcotte, will supervise the student.

**Specific skills/educational qualifications:** An interest and knowledge in micro business development is required. Basic photography skills would be useful. Good clear communication skills are needed.

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### Western New York Area Labor Federation

2495 Main Street, Suite #440  
Buffalo, NY 14214  
716.852.0375

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

The WNY Area Labor Federation, AFL-CIO, includes five Central Labor Councils (CLCs): the Buffalo Labor Council representing Erie County; the Niagara/Orleans Labor Council representing all of Niagara County and the western part of Orleans County; and the Dunkirk, Jamestown, and Cattaraugus/Allegany Labor Councils representing the counties in the Southern Tier. 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.



### 2017 Summer Fellowship Project

**Project and activities description:** The WNYALF represents over 130,000 members from all walks of life and occupations. It seeks to strengthen connections with its affiliates and better understand the individuals comprising the organized workforce of the region. The 2017 fellow will conduct an original survey of the labor federation's 138 affiliated unions to compile a demographic profile of union members in WNY, including age and racial and gender make-up. S/he will also participate in the regular field work of the AFL and gain an understanding of its strategies and activities.

**Work products:** Creation and implementation of a survey instrument that provides demographic data of WNY union membership, and a written report analyzing the survey results to make them accessible to the union movement and to the general public.

**Supervision:** The student will be supervised by the WNYALF's president, Richard Lipsitz, and Field Coordinator, Peter DeJesus.

**Specific skills/educational qualifications:** A strong interest in the labor movement, familiarity with or interest in empirical survey research, and excellent oral and written communications skills.

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### Western New York Law Center

237 Main Street, Suite 1130  
Buffalo, NY 14203  
716.855.0203  
[www.wnylc.net](http://www.wnylc.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.

#### 2017 Summer Fellowship Project

**Project and activities description:** The Law Center wishes to expand on the work of our 2016 High Road fellow by researching fire activity in the City of Buffalo to support the creation of a Vacant Properties Registry. The 2017 High Road fellow will research all fires that happened in 2016 within the city of Buffalo, map their locations, and compile a report to be released at the end of the summer. The fellow will also travel with a Law Center staff member to the location of more recent fires to document the condition of the properties. The fellow will be tasked with giving presentations in the community on the increased likelihood of fires in vacant and abandoned properties and how community members can get involved in the issue. In addition, the fellow will write and conduct a survey of neighbor experience living next to fire damaged vacant and abandoned properties.

**Work products:** The final work product will be a report as well as a PowerPoint presentation that will be used by Law Center staff in the future.

**Supervision:** The fellow will be supervised by Kate Lockhart, Paralegal and Data Manager.

**Specific skills/educational qualifications:** Strong research and writing skills required. Interest in community engagement as well as social and economic justice issues preferred.

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### Westminster Economic Development Initiative (WEDI)

436 Grant Street  
Buffalo, NY 14213  
716.393.4088  
[www.wedibuffalo.org](http://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. WEDI continues to bring together people with determination and desire to turn the West Side into a successful neighborhood and people who have the resources to make it happen.

#### 2017 Summer Fellowship Project

**Project and activities description:** The student will participate in a variety of direct, grassroots economic development work through WEDI's Economic Development program, including interaction with its West Side Bazaar vendors and microloan clients. This will include both business incubation for existing WEDI clients and economic-development outreach efforts to attract new clients. The student will also support WEDI's economic-development expansion to reach disadvantaged people throughout Buffalo, including research into key unreached markets in order to provide business training and technical assistance support and microloans.

**Work products:** Exact work products to be determined and posted soon.

**Supervision:** The Program Operations Director will have direct oversight over the fellow and be responsible for the work plan.

**Specific skills/educational qualifications:** A strong candidate should be able to interact effectively with people from an array of linguistic backgrounds who have limited English proficiency and have a background in economics.

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## Young Audiences of Western New York

1 Lafayette Square  
Buffalo, NY 14203  
716.881.0917  
[www.yawny.org](http://www.yawny.org)



Young Audiences (YAWNY) 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, YAWNY has demonstrated expertise in helping young people develop the essential skills—from collaborative engagement and leadership to critical thinking and communication—necessary for the 21st century workplace.

### 2017 Summer Fellowship Project

**Project and activities description:** YAWNY runs ArtWorks, a life-changing experience for Buffalo teens. Through paid apprenticeships, teens learn to become creative and innovative participants in the 21st century’s competitive economy. Apprentices will produce high-quality art and gain valuable experience transferable to any future career. The 2017 fellow will assist in running the summer portion of the ArtWorks program. The fellow will provide direct service to youth apprentices alongside master teaching artists. The fellow will work with key Young Audiences staff to conduct apprentice interviews, process transcripts, run orientation meetings, as well as market and plan the program. The ArtWorks fellow will conduct a special research project to develop a strategic plan for the ArtWorks summer program.

**Work products:** Along with curriculum and materials for the summer program, the fellow will research and conduct interviews to create an informal strategic plan for sustaining and growing ArtWorks.

**Supervision:** The Direct Services Coordinator, Aitina Fareed Cooke, will supervise student’s work and will be responsible for the work plans.

**Specific skills/educational qualifications:** A working knowledge of Microsoft Office, Google Drive, and Canva is required. Prior experience working with urban youth is desired, but not necessary.