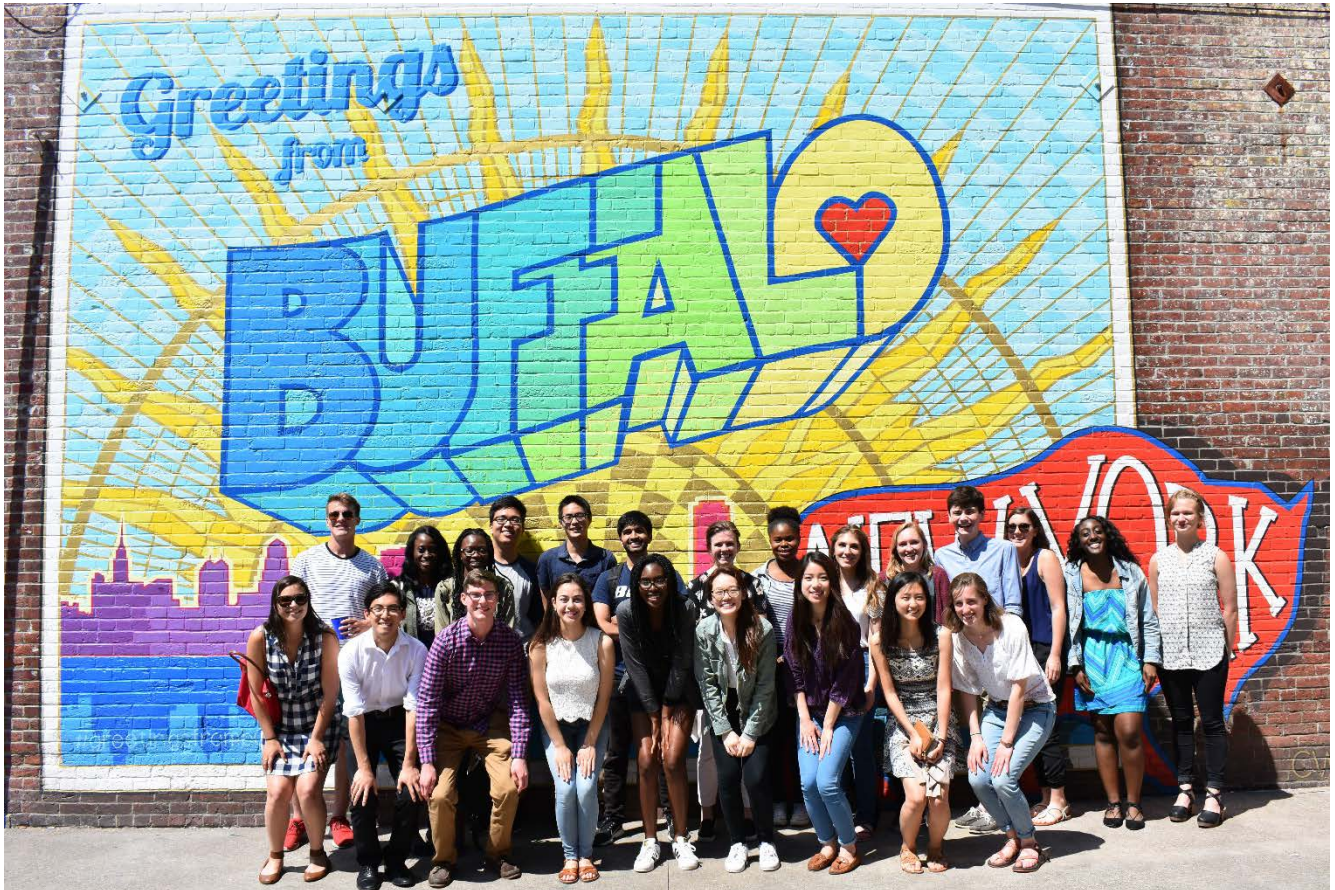


DEVELOPING LEADERS IN THE SOCIAL SECTOR FOR TEN YEARS . . .



High Road Fellowships

. . . for high-achieving Cornell University students
with commitment to civic life and leadership . . .
. . . a summer of intensive immersion in community
and economic development in Buffalo, NY.

2018 Project Descriptions

Application Deadline February 2, 2018

Why High Road . . .



Engaged Learning

Through High Road Fellowships students confront real-world problems that require real-world solutions. They are able to weave these opportunities into their education at Cornell through courses such as the required two-credit High Road pre-course which is an introduction to the structure and characteristics of community organizations and social enterprises, principles of equitable economic development, public policy, intercultural competence, along with a preview of Buffalo's history and economy.

Community-Based Action Research

High Road introduces students to the ways in which social science research tools can be used by community-based organizations to advance policy and programmatic agendas. ILR students gain social science research training through required coursework in statistics; applying those skills reinforces the relevance, usefulness, and importance of social science research. Fellows bring new capacity to community organizations while enhancing their own professional skills and abilities.

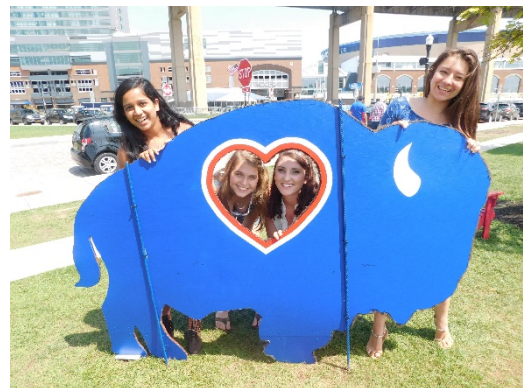


Leadership Development

Fellows have the opportunity to interact with established leaders in both informal and formal settings such as the Friday practicum classes and networking with the Cornell Club of Greater Buffalo. Mentorship opportunities are available as well. The program places particular emphasis on narrative and the art of storytelling; it builds skills in critical reflection and provides platforms for students to creatively share their experiences. These essential skills help form a foundation for individual development as a leader. 2018 High Roaders will join a network of over 150 alumni who have taken the High Road to diverse and inspiring heights.

Place-Based Knowledge and Change

Buffalo is home to Cornell ILR's first extension office, established in 1946. Over 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 reciprocal relationship is a win-win for Cornell and for Buffalo. Right now is the ideal time to study and to transform this classic American city—a city becoming a model of place-based change, a co-laboratory of creative, community-driven solutions to stubborn systemic problems.



Why Buffalo . . .

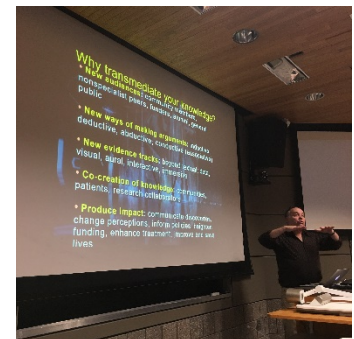
Explore a Unique Living Co-Laboratory of . . .

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. . .



The program: Summer fellows in Buffalo work through June and July, earning \$4000 for eight 35-hour weeks. Students are given a specific project with their host organizations, working 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, cultural experiences, and meetings with guest experts and civic leaders. Friday's workshops are also forums for learning from each other by sharing weekly journals, project experiences, research and other accomplishments.

Pre-Course: During the spring semester, students take a required two-credit pre-course: *Community Controlled Economic Development: The Case of Buffalo NY*. The course introduces fellows to the types of innovative organizations they will work with—those creating the community resources and capacities needed to redirect investment and control of economic development for the benefit of all. The Friday programming during the summer is the practicum component of the course. Group housing is coordinated and public transportation is provided for the High Road Fellows.



Community Partner: Each student is placed with a host organization affiliated with the **Partnership for the Public Good**, a civic organization made up of over 270 community partners promoting more equitable and sustainable economic development in Greater Buffalo. PPG produces action research and policy recommendations on pressing local, regional and state concerns. 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.

2018 High Road Fellowship Hosts

- 43North
- Arts Services Initiative of WNY
- Bak USA
- Buffalo Center for Arts and Technology
- Buffalo State College Community Academic Center
- Center for Employment Opportunities
- Cornell Cooperative Extension
- Groundwork Buffalo
- Jericho Road Community Health Center
- Learning Disabilities Association of WNY
- Matt Urban Hope Center
- Open Buffalo
- Partnership for the Public Good
- Preservation Buffalo Niagara
- Restore Our Community Coalition
- Say Yes Buffalo
- Shared Mobility
- WNY Area Labor Federation AFL-CIO
- WNY COSH Worker Center
- WNY Law Center
- WNY Women's Foundation
- Westminster Economic Development Initiative
- Young Audiences of WNY

See www.ilr.cornell.edu/highroad/

Lou Jean Fleron lj.fleron@cornell.edu
Megan Connelly mlc322@cornell.edu

716-852-4192
716-852-4193

Host Organizations and Projects

43North

640 Ellicott Street, Suite 108
Buffalo, NY 14203
716.362.8389

www.43North.org



Founded in 2014, 43North is an unprecedented program, made possible by Governor Andrew Cuomo's historic Buffalo Billion initiative, with support from the New York Power Authority and corporate sponsors. 43North works to build a stronger entrepreneurial ecosystem in Western New York, provide more job opportunities for young people through bringing new, high tech companies to the area. With \$5 million in cash awards, including a top prize of \$1 million, 43North is America's largest business idea competition.

2018 Summer Fellowship Project

Project and activities description: The fellow will support the planning and preliminary phases of the 2018 competition. The fellow will be responsible for facilitating the 2018 startup competition's judging logistics. This includes scheduling judges for meetings, facilitating judges' access to the online judging platform, leading judging meetings, and compiling and analyzing judging scores and other data derived from the process. To assist in prepping the judges, the fellow will research the companies that apply for funding, their industry, and their leadership team's backgrounds.

Work products: The final work product will be a major contribution to narrowing 500+ startup applications down to about 45 finalists to be considered by the Executive Judging Committee. S/he will develop an extensive portfolio of documents on each of these semi-finalists, as well as an excel file that outlines all of their scores from several rounds of judging. The fellow will also have compiled background information on the companies and produced a profile for public consumption about one of the finalists.

Supervision: Lauren Rivett, Director of Incubation, will be the primary supervisor. Additional 43 North staff including Dan Greene, Director of Operations, and John Gavigan, Executive Director.

Specific skills/educational qualifications: Strong interest in entrepreneurship, good communication skills, proficient in Microsoft Word and Microsoft Excel.

Arts Services Initiative of WNY

95 Perry Street, Suite 402
Buffalo, NY 14203
716.362.8389

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.

2018 Summer Fellowship Project

Project and activities description: The fellow will help ensure accessibility to arts and culture events in WNY. The fellow's primary focus will be overseeing ASI's Arts Access Program (AAP), under the direction of the Arts Access Coordinator. 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 seven AAP membership sign-up locations throughout WNY. This work would include, but is not limited to promotion and outreach of the program, enrolling pass holders, generating marketing materials, generating Arts Access event packet for members, updating Arts Access website and social media. The fellow will be able to attend site visits and events in the community through this project. S/he will also generate a survey for Arts Access partnering organizations who provide free tickets to pass holders. The goal is to obtain information, quotes, and numbers from them to promote the program utilizing their experiences. S/he will utilize Arts Access membership databases to analyze impact of the program through indicators such as total number of family members impacted by the program, AAP member demographics (most common zip codes, barriers, ages, etc.). This information would be used when applying for new grants to expand the program.

Work products: Each year, the Arts Access program runs from Sept 1 – August 31st. During the time the fellow will be at ASI, the organization will be gearing up for the renewal of the program. The fellow will generate a physical packet of AAP qualifying events, collect and organize organization MOU's, and enroll pass holders into a database. In addition, s/he will complete the research reports mentioned above; organization feedback and AAP demographics. The final work product will be a tool to gauge the benefit of a cultural organization signing up as an AAP partner.

Supervision: ASI staff Parrish Gibbons Herzog, Associate & Arts Access Coordinator, and Jen Swan, Associate Director & Intern Coordinator, will primarily be responsible for supervision.

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.

BAK USA

Compass East Building
425 Michigan Avenue
Buffalo, NY 14203
716.248.2704

www.bakusa.com



Bak USA is a social enterprise that seeks to further universal education, employment, and connectivity by producing 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. BAK USA assembles high-tech tablet PCs by hand in Buffalo for educational use all over the world. Its products are made by people, for people. The company seeks 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.

2018 Summer Fellowship Project

Project and activities description: The fellow will be a part of the human resources team for the summer. S/he will assist with conducting an employment forecast and participate in the interviewing process with new employee prospects. The fellow will do best practice research on a variety of issues such as health/wellness programs and benefits for employees. Bak USA has a strong commitment to diversity. The fellow will support the organization's unique policy on targeted hiring of underserved populations by creating a fact sheet discussing the challenged and benefits to the company and the community. S/he will identify other community organizations and workforce development agencies to partner with in order to create additional employment pipelines.

Work products: The fellow will summarize HR practices research on topics including time off, workplace flexibility, position customization and mentoring to produce a memo. S/he will present this information via a PowerPoint presentation or in any creative way the student would find suitable. The fellow will assist the vice president of the People Team in updating the company's HR manual to reflect the approved best practices. Lastly the fellow will research and create the fact sheet on hiring underserved populations.

Supervision: Eva Bak, Vice President of the People Team, will be the primary supervisor.

Specific skills/educational qualifications: Cultural sensitivity, strong writing skills, interpersonal skills. Some human resource or community development coursework preferred.

Buffalo Center for Arts & Technology

1221 Main Street
Buffalo, NY 14209
716.259.1680

www.buffaloartstechcenter.org



The primary vision of Buffalo Center for Arts & Technology (BCAT) is to provide community-enhancing tools to reduce the effect of poverty on families. The mission of 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 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 through NYS Education Department-approved training programs that will lead to jobs in the healthcare industry.

2018 Summer Fellowship Project

Project and activities description: The Youth Arts Program at BCAT provides a safe, nurturing and inspiring after-school and summer environment that gives high school students the opportunity to express themselves freely and creatively through digital media, fine arts and music. Included in the Youth Arts Program are a Digital Media Studio, Fine Arts Studio and Music Studio offering courses in digital photography, musical arts, poetry, spoken word, mural art, portraiture, collage, still-life painting, audio/video production and more. The fellow will serve as a teaching assistant for the classes, mentor BCAT youth and participate in field trips.

Work products: The fellow help BCAT youth create profiles of themselves—each student will require a portrait, art portfolio and then respond to a number of writing prompts determined collaboratively by the fellow and BCAT staff.

Supervision: The fellow will be supervised by Whittney Smith, Youth Support Coordinator.

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.

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 and families on the West Side of Buffalo. The center's mission is to anchor cradle-to-career educational support programming for youth on the West Side. 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.

2018 Summer Fellowship Project

Project and activities description: 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 the CAC's mission to provide educational supports to West Side youth. Buffalo Beginnings supports newcomer refugee youth in building initial literacy skills during the first year of schooling. Buffalo Beginnings is both an after-school and summer program in partnership with the International School (Buffalo Public School #45) and Journey's End Refugee Services. The fellow will primarily serve as the Buffalo Beginnings Program Assistant to enhance program assessments and training. The fellow will participate in the 2018 summer program and also produce tools that will benefit the 2018-2019 after school program.

Work products: Three main final works project connected to this project are 1) Expanding and strengthening current assessment tools for both Buffalo Beginnings students and volunteers 2) Revising current training materials for

volunteers 3) A visual journal documenting the 2018 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.

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.

Center for Employment Opportunities

170 Franklin Street, Suite 701

Buffalo, NY 14202

716.842.6320 Ext. 501

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.

2018 Summer Fellowship Project

Project and activities description: The student fellow will help increase CEO's capacity to serve the re-entry population. S/he will support CEO's administrative team with intake and job coaching. One of the core principles of this re-entry work is prosocial behavior, which refers to actions and intentions to help other people. Prosocial behavior is characterized by a concern for the rights, feelings, and welfare of other people. Behaviors that can be described as prosocial include feeling empathy and concern for others and behaving in ways to help or benefit other people. The primary responsibility of the student is to create a prosocial activity binder. In addition to the prosocial binder, the student will be responsible for building relationships with community-based organizations and providing support to the administrative staff. The fellow will practice using the prosocial binder in mentoring, training and discussions.

Work products: The prosocial activity binder and a portfolio of exercises and job coaching resources.

Supervision: The fellow will be supervised by Gary Damon, Director.

Specific skills/educational qualifications: The student will need to be proficient in Microsoft Office Suite and open to learning about varied cultures and populations, with an instinct to empathize and learn rather than judge.

Cornell Cooperative Extension

617 Main Street, Suite 300

Buffalo, NY 14203

716.652.5400 ext. 142

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.

2018 Summer Fellowship Project

Project and activities description: The High Road Fellow will increase his/her understanding of the breadth of leadership programming offered to teens in Buffalo through direct engagement in the Erie County 4-H Program, observation of other programs, and a teen survey. The main focus of the work will be helping develop and implement a summer civic engagement program for at-risk teens in Buffalo. This 4-H program, called the Youth Community Action Network (Youth CAN), has been running for over three years, during which time teen leaders have completed many awesome projects in their communities, including hosting a community & police speakout, holding a school supply drive, offering nutrition lessons for younger youth, raising money to support community organizations fighting hate

crimes, and developing a documentary about how to address discrimination. The Fellow will attend meetings/programming of other teen leadership programs in the City of Buffalo to make qualitative and quantitative observations of the programs and compile the results. The purpose of this research is to increase understanding of the programming available to local teens and to enhance program quality across organizations. The Fellow will also be involved in developing and administering a survey to teen program participants to understand their needs and interests related to programming.

Work products: The fellow will run workshops for Youth CAN and produce: a summer program plan for the CCE teen leadership program; a report on teen programming offered in Erie County; and a survey analysis of teen experiences in afterschool and summer programs.

Supervision: Sara Jablonski, the Urban 4-H Educator, will be the primary supervisor.

Specific skills/educational qualifications: Experience working with young people, especially of diverse backgrounds, is highly desired. High energy and outgoing personality would be ideal.

Groundwork Buffalo

60 Hedley Place
Buffalo, NY 14208
716.218.9160

www.gwbuffalo.org



The mission of Groundwork Buffalo is to build sustainable urban environments in Greater Buffalo by engaging and empowering families and communities, including youth, in re-generating and connecting with natural infrastructure and the built environment. As the local affiliate of the Groundwork USA Network, the organization has the support of the National Park Service and the Environmental Protection Agency, and leverages the resources, methods and demonstrated successes of a national network of Groundwork Trusts working to improve their environment, economy and quality of life through local action.

Groundwork Buffalo, a member of the WNY Environmental Alliance, will work in partnership with the Alliance to support the High Road Fellow and carry out this project. The WNY Environmental Alliance is an independent, member-run organization with a mission to mobilize change through collective action and collaboration in order to ensure sustainable, thriving ecosystems and communities in Western New York.

2018 Summer Fellowship Project

Project and activities description: Buffalo Niagara is writing a new story about itself – a story about how an old “rust belt” region is retooling itself in the 21st century to meet the real challenge of how to live more sustainably in an era of economic instability, social inequality, and environmental uncertainty of climate change. Groundwork is seeking a fellow to lead a research and storytelling effort that is part of a broader initiative to frame this regenerative economy. The project will highlight work that supports regenerative development, climate justice and one that embodies processes that heal past harms and generate conditions to support the well-being of all inhabitants of the region, including human and non-human life.

The fellow would lead the creation of a “Field Guide to the Regenerative Economy in Buffalo Niagara”, collecting stories from Alliance member organizations, as well as other groups working towards a regenerative economy such as Crossroads Collective. The goal is to capture stories of successful culture shifts that can serve to give credit to the work being done and serve as models that empower others in this work. The fellow will conduct in-depth interviews with identified organizations. The fellow will spotlight their “story of regeneration” with a video and a short case study that highlights the community capital they’re regenerating (human, social, financial, natural, built, etc.), any requests they have of the larger regional community, and gifts or learnings they have to share with the larger regional community.

Work products: The final design of the Field Guide will be determined in conjunction with the fellow, but should be a multi-media format including print and digital media that utilizes the Alliance’s existing online platform Growwny.org.

Supervision: The fellow will be supervised by the Executive Director of Groundwork Buffalo/The Alliance, Antonina Simeti. The fellow’s home worksite would be the offices of the Community Foundation for Greater Buffalo.

Specific skills/educational qualifications: Academic program in the areas of environmental studies, urban or environmental planning, environmental justice, anthropology, or a related field is ideal. Strong writing skills and verbal communications skills. Experience conducting and/or documenting interviews. Ability to independently manage workload and deliverables, and work with Supervisor remotely/virtually as needed.

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.



2018 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.

Learning Disabilities Association of WNY

2555 Elmwood Avenue
Kenmore, NY 14217
716.874.7200

www.ldaofwny.org



The Learning Disabilities Association of WNY is a parent and client led, professionally managed organization that assists individuals in gaining as much independence as their abilities allow. LDA provides an array of supports to individuals with learning disabilities, neurological impairments and other such disabilities. LDA programming includes service coordination (case management), leisure skill building, job coaching, residential services, and an art studio and gallery.

2018 Summer Fellowship Project

Project and activities description: LDA was recently awarded funding from The Peter and Elizabeth C. Tower Foundation and The Community Foundation for Greater Buffalo to offer critically-needed early academic intervention to preschool children in Western New York diagnosed with elevated blood lead levels. The program is called LEAD716 and focuses on early literacy skill development to help ensure the children are prepared for kindergarten and beyond. The fellow will be involved with researching and developing ways to ensure the efficacy and sustainability of the LEAD716 project as well as expanding its scope to meet the needs of children in Erie County. This would involve:

- Research to identify what has been successful mitigating the negative effects of lead elsewhere in the U.S. and analyzing the feasibility of implementing such programs locally.
- Assisting with grant writing and fundraising efforts to ensure adequate resources are available to meet the demands of children in Erie County who are at risk.

- Exploring partnerships with local and national organizations and businesses to find complements to the LEAD716 program. (Such as, providing a healthy snack with nutrients that inhibit lead absorption, educational toys and books to support early brain development, as well as products such as Swiffer mops and dusting cloths to reduce lead dust and help make homes safer.)

Work products: The fellow's final work project will take the form of a PowerPoint presentation given to LEAD716 Mentors and a chosen group of LDA employees and board members. Uploading the presentation to YouTube and/or presenting to other interested community organizations will also be possible. The presentation would highlight the fellow's research findings and explore questions such as:

- What are the biggest obstacles to eliminating the issue of childhood lead poisoning in WNY?
- How have some areas of the country successfully tackled the issue?
- How could WNY become more successful eliminating childhood lead poisoning?

Supervision: LEAD716 Project Director, Leah Bartlo, would supervise the student and be responsible for the work plan.

Specific skills/educational qualifications: Solid research, writing, and organization skills would be very helpful for this project. Creative thinking, marketing, and social media skills would also be useful.

Matt Urban Hope Services

385 Paderewski Drive
Buffalo, NY 14212
716.893.7222 ext. 306
www.urbanctr.org



Matt Urban Hope Services, a department of the Lt. Col. Matt Urban Human Services Center of Western New York, consists of an array of programs aimed at serving the Broadway-Fillmore community and surrounding areas. Primary goals are to increase access to services for low income individuals and families, empower community members to improve their quality of life, and end homelessness in the City of Buffalo and Erie County. The organization accomplishes these goals through collaboration with a wide network of community agencies, and by utilizing both a strength-based and harm reduction approach to client engagement.

2018 Summer Fellowship Project

Project and activities description: The student will be engaged with AMP Ink, a social enterprise of Matt Urban's Hope Works job development program. AMP Ink is geared towards providing low barrier and practical job experience, training, and employment services to help individuals currently or previously experiencing homelessness develop skills needed to improve their quality of life and access stable employment. To that end, AMP Ink provides individually designed and hand crafted screen-printed shirts both for the entire Lt. Col. Matt Urban Human Services Center of WNY, and for retail sale.

Specifically, the student will assist with developing AMP Ink's business partnerships and clients. S/he will help:

- Identify candidates for partnerships within Buffalo and Western New York
- Develop a protocol for contacting and developing partnerships with candidates
- Create at least three partnerships on behalf of AMP Ink

The student will also assist with developing an evaluation tool for the AMP Ink program, which will be used to assess the effectiveness of the program, from both a business perspective and a program development perspective.

In order to develop a quality evaluation tool, the student will need to do some research into the following:

- Existing evaluation tools for social enterprises
- The processes of similar programs to AMP Ink
- Benchmarks for success in social enterprise businesses
- Benchmarks for success in program development
- Benchmarks for success in client development
- Any other related literature

Work products: The fellow's final work products will be a system for developing business partnerships, three partnerships developed on behalf of AMP Ink, and a process evaluation tool for the program.

The protocol will be written down and accompanied by necessary documents, so that it is available for reference in establishing future partnerships. The fellow's facilitation of at least three successful business partnerships between AMP Ink and a business in Buffalo will be reflected in contracts between AMP Ink and the business partners. The evaluation tool will take the form of a written document.

Supervision: Daniel Auflick, The Hope Center Director, will be responsible for direct supervision of the fellow. The work plan will be collaborative effort between all members of Matt Urban's Hope Works Committee, which currently acts as an internal Board of Directors for AMP Ink.

Specific skills/educational qualifications: Strong writing and communication skills. Interest in social enterprise.

Open Buffalo

617 Main Street, Suite 310
Buffalo, NY 14203
716.243.8777 ext 101
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. Open Buffalo's mission is to create systemic changes leading to an "open" city for residents of Buffalo, N.Y., through the measures of equality, justice, and freedom. Open Buffalo provides leadership development, media and policy strategy and coordination, direct support, and assistance to social and economic justice organizations and campaigns, facilitates action-oriented community research, and raises the profile of and mobilizes funding for this important work.

2018 Summer Fellowship Project

Project and activities description: Open Buffalo's social and economic justice campaign work falls into two general issue categories:

- High Road Economic Development will make sure that the community benefits from economic development programs and projects through quality jobs, education and training, local and minority business opportunities, and green design and operations, with an initial focus on the Buffalo Niagara Medical Campus, the WNY Regional Economic Development Council, and the New York Power Authority. This area of our work addresses poverty, inequity, and training needs among workers, particularly minorities, refugees, youth, and ex-offenders.
- Justice and Opportunity will work 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.

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

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.

Partnership for the Public Good

617 Main Street, Suite 300
Buffalo, NY 14203
716.852.4191
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 270 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.

2018 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. The fellow's main project will be research and writing for a report tentatively titled "Building the High Road in Western New York: the Role of Organized Labor." This report will explain organized labor's role in promoting economic justice, racial justice, and environmental sustainability in the Buffalo region. It will explain how labor "builds the high road" through collective bargaining, policy advocacy, and community collaborations. The fellow will participate in meetings of local coalitions such as the High Road Economic Development Table, work closely with PPG

partners such as the WNY Area Labor Federation, and gain exposure to a wide range of community and economic development issues and actors.

Work products: The fellow's work product will be a team research report in collaboration with the WNY Area Labor Federation and additional contributors, which PPG will then compile, edit and publish in fall 2018. The fellow will also complete an update and revision of one "Buffalo Brief" – a data snapshot of a local issue such as employment.

Supervision: The fellow will be directly supervised by Sam Magavern PPG Director.

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

Preservation Buffalo Niagara

617 Main Street, Suite 201
Buffalo, NY 14203
716.852.3300

www.preservationbuffaloniagara.org



As the region's only full service professionally staffed preservation organization, the mission of Preservation Buffalo Niagara (PBN) is to provide leadership in identifying, protecting and promoting the unique architecture and historic legacy of Western New York communities. PBN works to empower neighborhoods and communities, to champion historic preservation as a means of creating a more culturally rich, vibrant, affordable, and sustainable community

2018 Summer Fellowship Project

Project and activities description: The fellow position for summer 2018 is to survey and inventory an identified group of Buffalo's places of worship. Over the years PBN has had many advocacy initiatives involving places of worship but those were usually for individual properties and in response to an immediate threat. With this project the organization is looking to: collect and organize all the in-house data relating to Buffalo's places of worship; research and survey the properties to ensure the information is accurate and current; and compile a searchable database of all information gathered. Additionally, the fellow will help compile case studies on rehabilitated places of worship by researching recent successful projects.

There are several research components to this project. The primary research component is to compile information about selected places of worship. That will involve reviewing PBN documents and files, and searching public information held by the City of Buffalo and Erie County. The secondary research component is to use the internet and other academic and trade sources to produce examples of recently rehabilitated and adaptive-reused places of worship.

Work products: The primary work product will be a database listing selected places of worship in Buffalo. The information in the database will include but not be limited to: the property address, tax id number, historic name, current name, current owner, brief history, current structure condition, current occupancy status, and assessment of endangerment. The secondary work product will be research on rehabilitated and adaptive reused places of worship. A third work product that is not a required deliverable but an extra project that the student can work on if time allows, would be the creation of print and social media content based on the information discovered and connected to advocacy campaigns.

Supervision: The day-to-day supervision of the student's work will be done by Christiana Limniatis PBN's Director of Preservation Services.

Specific skills/educational qualifications: This project requires an enthusiastic, motivated person who has strong written skills and experience in research (historic or otherwise) and an interest in history, preservation and architecture. A student pursuing a degree in urban planning, architecture, history, or similarly related field is preferred but not required.

Restore Our Community Coalition

60 Hedley Place
Buffalo, NY 14208
716.883.0529

www.rocctbuffalo.org



The mission of the Restore Our Community Coalition (ROCC) is to re-connect the Humboldt Parkway community that was devastated by the 1950's construction of the Kensington Expressway. ROCC exists to educate the public about the original beauty and purpose of the Humboldt Parkway as a green sanctuary connecting Delaware Park to Martin Luther King, Jr. Park. ROCC seeks to create a groundswell of support for a covering of Route 33 as a parkway to revitalize the Hamlin Park and Humboldt Parkway neighborhoods.

2018 Summer Fellowship Project

Project and activities description: A Cornell Fellow would engage in historical research regarding the families of Humboldt Parkway in the 1950's – 1970's who were early African American residents who created a new neighborhood of middle class Blacks in Buffalo. Documenting the original relative wealth of this community compared to the lower valued properties today will help to build the value proposition for restoring the parkway that was destroyed in favor of the current expressway. This will involve visiting neighbors to collect oral histories, scan family documents and pictures and to create a Humboldt Family Album. The student will not only record oral histories, but will also review archival information at the Buffalo State College Monroe Fordham Regional History Center, the Buffalo History Museum Library and the University at Buffalo and Buffalo State archives. Community outreach at events such as Buffalo's nationally acclaimed JUNETEENTH Festival, Sankofa Days and other summer events will be a fun way to engage the community. The album will be used as a fundraiser for the ROCC organization and as an advocacy tool for restoring the community. Some materials collected will be used to update the ROCC website at rocctbuffalo.org. The student will also assist in the planning of an event to launch sales of the Family Album and to further engage the community in the preservation of its history.

Work products: The final work product is a graphically-appealing, information-rich booklet of history mixed with articles on hope for a future neighborhood that reflects the award winning Olmsted Parks original design. In addition, the student will create a database of information resources and organization members.

Supervision: Karen Stanley Fleming, Executive Director will supervise the work and be responsible for the work plan.

Specific skills/educational qualifications: Student should have proficiency with Microsoft suite, excellent technical writing skills, and should be outgoing enough to meet new people and conduct oral history interviews.

Say Yes to Education Buffalo

712 Main Street
Buffalo, NY 14202
716.247.5310

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, 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.

2018 Summer Fellowship Project

Project and activities description: Say Yes Buffalo seeks a fellow to assist with a few initiatives: Community Schools and support programs including legal clinics, mobile health units, mental health clinics and Postsecondary Pathways System. S/he will work with the Community Schools team to identify and develop programming for students, parents and families in the Community Schools. This will include assisting with planning and neighborhood outreach to let the community know about Community Schools' offerings with the goal of increasing program attendance. Additional responsibilities will be to research and identify potential partners for Community Schools' workshops and programs. Other work may include supporting the Legal, Mental Health and Mobile Health Unit Task Force and site visits.

Work products: The final work product will include at least one Community Schools' workshop or program (deliverables to include curriculum, partners, outreach, and materials).

Supervision: Tanya Staples, Community Schools Director and Esther Annan, Program Director, will supervise the fellow and be responsible for the work plan.

Specific skills/educational qualifications: Strong research, writing and communication skills. The ideal applicant should be interested in education as well as in learning about collective impact models.

Shared Mobility

640 Ellicott Street, Suite 441
Buffalo, NY 14203

www.sharedmobility.org



Shared Mobility Inc. is a Buffalo-based nonprofit that advances innovative transportation services that focus on a shared model. Using cutting-edge technology and best practices, Shared Mobility Inc. builds mobility systems that serve neglected communities and smaller, more challenging markets. SMI was incubated by Buffalo CarShare - which was sold to Zipcar in 2015 - and this same core staff continues their commitment to the expansion of carsharing in Buffalo. From ridesourcing companies like Uber and Lyft to carsharing and bikesharing systems, SMI focuses on community-based strategies to improve mobility for everyone and grow these networks for lasting impact.

2018 Summer Fellowship Project

Project and activities description: Shared-use mobility is a term used to describe transportation services that are shared among users, including public transit; taxis and limos; bike sharing; car sharing (round-trip, one-way, and personal vehicle sharing); ridesharing (car-pooling, van-pooling); ridesourcing/ride-splitting; scooter sharing; shuttle services; neighborhood jitneys; and commercial delivery vehicles providing flexible goods movement. The Cornell fellow would become familiar with all SMI's critical objectives & services as detailed below but focus work with our team in a discrete project falling within the following categories:

1. Consulting and Technical Assistance for Car Sharing, Ride sharing and hybrid shared models
SMI specializes in markets that are 'off the beaten track'. SMI believes no matter what the size and demographics of a city, car sharing can be applicable. Current models need to be adjusted to work with diverse markets. This takes innovative strategies that rely heavily on community input and hyper localized strategies to be successful.
2. Shared Mobility Feasibility and Demonstrations
An integrated approach that combines research and feasibility with a practical demonstration component. Demonstration projects not only provides the community with a hands-on experience, but also provides valuable data that aids in planning and deployment of a full system to work.
3. Integrated Shared Mobility Planning
SMI believes the future of transportation focuses on many different modes of travel and how these modes communicate with each other. A harmonized approach to marketing and outreach combined with intertwined technology is essential for a successful transportation system. SMI has the experience to direct this process through their familiarity with many different types of shared modes and their integration with transit.

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

Supervision: The student will be supervised by Rachel Hackl, Director of Expansion Initiatives.

Specific skills/educational qualifications: A background in community based planning and or organizing, transportation planning or interest in social justice, environmental health and urban design would be ideal. The ability to speak not only English but Spanish and or Arabic languages is not required but would enhance the organization's ability to conduct interviews across a wider breadth of populations that it seeks to serve – it is however not required.

Western New York Area Labor Federation

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

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. 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. 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.

2018 Summer Fellowship Project

Project and activities description: The WNYALF and its affiliates are collaborating with Partnership for the Public Good on a report on the role of organized labor in building a high road economy in WNY. The report will provide an overview of organized labor in WNY today and a brief history of how labor has, and is, advancing equity and high road economic principles. It will explain how labor "builds the high road" through collective bargaining, policy advocacy, and community collaborations. The WNYALF coordinates year-round programs of political education, Get-Out-The-Vote campaigns, and non-partisan registration for union members. The fellow will work on these initiatives working towards the 2018 elections. The fellow will participate in meetings of local labor councils and the WNYALF's executive council, labor coalitions, work closely with WNYALF affiliates, and gain exposure to a wide range of community and economic development issues and actors.

Work products: The fellow's work product will be a team research report in collaboration with the Partnership for the Public Good (PPG) and additional contributors, which PPG will then compile and edit for publication in fall 2018.

Supervision: The student will be supervised by the WNYALF's president, Richard Lipsitz in collaboration with PPG staff.

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.



WNY Council on Occupational Safety and Health, Worker Center

2495 Main Street, Suite 438
Buffalo, NY 14214
716.833.5416

www.wnycosh.org

WNYCOSH is a nonprofit membership organization established in 1979 by labor unions, labor educators, and health professionals to provide educational and technical assistance to workers on occupational safety and health. WNYCOSH also provides access to safety trainers and experts in toxicology, industrial hygiene, epidemiology, and occupational medicine, and is coordinating the new Worker Center in Buffalo, founded to address the needs of immigrant/refugee workers, unemployed or underemployed youth, and low-wage workers in many sectors.



2018 Summer Fellowship Project

Project and activities description: The Western New York Worker Center benefits workers, especially low-wage workers—immigrant, refugee, temporary workers, and native-born—to learn about their rights and organize fellow workers to improve workplace conditions. The High Road fellow will be involved with outreach to communities around the area, including refugees and immigrants. S/he will help plan and execute the summer Leadership Training, Workers' Compensation and Workers' Rights Training to various community groups, non-profits and businesses as well as helping to expand language access. The fellow will conduct research into specific workplace issues affecting temp workers in the Buffalo area, as well as around the country, including talking to temporary workers.

Work products: The fellow will research temp workers in the Buffalo area and the issues affecting them in the workplace, including health and safety concerns. The research would also include an overview of temp worker organizing around the country, and how those precedents might work in our area. This will be a written report.

Supervision: Susanne Donovan, WNYCOSH Program Director, who oversees the Worker Center project, will directly supervise the High Road Fellow.

Specific skills/educational qualifications: The most important qualification is sharing the commitment of the WNY Worker Center and WNYCOSH to build labor-supported grass roots power for workers, as well as comfort or openness to working with diverse ethnic, faith, racial, and linguistic communities.

Western New York Law Center

237 Main Street, Suite 1130
Buffalo, NY 14203
716.855.0203
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.

2018 Summer Fellowship Project

Project and activities description: The Law Center will utilize the skills of a summer High Roader to compile a report on the outcomes from the Center's Civil Legal Advice and Resource Office and Foreclosure prevention programs. The student will conduct interviews with former clients and visitors to collect stories for the report as well as compile and analyze case outcome data. In addition, the High Roader will work to establish a process for collecting clients' stories and forms for clients and visitors to share their experiences with the Law Center for both internal review as well as for use to discuss the Law Center's community impact.

Work products: The two main outcomes will be a report on Law Center outcomes and a process to collect client and visitor stories.

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.

Western New York Women's Foundation

742 Delaware Avenue
Buffalo, NY 14209
716.855.0203



www.wnywomensfoundation.org

In 1999, the United Way of Buffalo and Erie County and the Community Foundation for Greater Buffalo recognized that there was not enough funding or focus on the unique needs of women and girls in our region. Together with a group of diverse women, they created the WNY Women's Fund. They defined a shared vision by establishing a modest endowment fund to support programs specifically geared towards women and girls. An expansive group of leaders and supporters worked tirelessly to grow the WNY Women's Fund into a self-sustaining, independent organization. Nearly two decades later the WNY Women's Foundation is a separate 501(c)3, non-profit organization continually expanding efforts to make Western New York a great place for women and girls to live, work, and grow.

2018 Summer Fellowship Project

Project and activities description: The WNY Women's Foundation (WNYWF) is seeking a fellow to support its policy advocacy work around child care and child care subsidies on the NYS level. Working with partners across the state and building on work that has already been done, the fellow will be asked to "make the case" for anti-poverty and economic development money to support early childhood programs. The fellow will also work to develop and implement advocacy strategies to move the efforts forward.

Work products: The fellow will create a white paper in favor of anti-poverty and economic development money to support early childhood programs – specifically child care. Internet research along with stakeholder interviews will be involved in creating this paper. Additional products may include the first draft of a WNYWF 2019 Advocacy Agenda and plans for an education/awareness campaign/event for legislators. Additionally, the fellow may work on a 2018 "Voter Education Guide" building off the guide the Foundation produced in 2016.

Supervision: The fellow will be supervised by Kristen Luppino-Gholston, Director of Community Initiatives and Investments, and will work closely with the entire WNYWF team as appropriate.

Specific skills/educational qualifications: Research will be a big part of the projects the fellow will work on so applicants should be skilled at web-based research. The fellow must be proficient in Word and Excel and a familiarity with Google systems would be helpful.

Westminster Economic Development Initiative (WEDI)

436 Grant Street
Buffalo, NY 14213
716.393.4088

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.

2018 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 West Side Bazaar is a small business incubator space that uniquely represents Buffalo's economic and cultural resurgence. With nearly 20 food and retail businesses selling goods and recipes from all over the world, it has become a hotspot for community members and visitors alike. The project has outgrown its current space, and WEDI is currently searching for a new, larger location. The projected opening for the new location (dependent on when WEDI finalizes a location) is in October of 2018, so the fellow will be involved in the project at its most pivotal and exciting stage. The fellow will work one-on-one and in small groups with the business owners in the current Bazaar, preparing them for the move. They will develop a growth plan for each business that capitalizes on the strengths of the new location and focuses on job creation activities. The fellow will work closely under the project manager to keep the project organized and will be responsible for managing pro bono volunteers to accomplish certain subprojects. One of these projects will be a Community Impact Assessment, which they will present to WEDI's Expansion Task Force to show how the Bazaar's expansion will affect its surrounding neighborhood and the community it hopes to benefit.

In addition to working with the business owners, the fellow will work with WEDI staff to prepare for various revenue streams that will contribute to the Bazaar's sustainability. This will include researching and compiling data on potential customers WEDI should target who would be willing to pay for a WEDI service, like conference room rentals.

Depending on project progress and workload, the fellow may also assist the Development and Marketing staff with providing behind-the-scenes tours of the unfinished space for donors and the media.

Work products: The primary work product will be a Community Impact Assessment, which will require a variety of research and analysis methods. Other final products will be the growth and revenue sustainability plans.

Supervision: Bryana DiFonzo, Community Development 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 or small business.

Young Audiences of Western New York

1 Lafayette Square
Buffalo, NY 14203
716.881.0917

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.

2018 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: Benjamin Dohn, Outside of School Coordinator, 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.

High Road Reflections . . .



Emily King
Food Bank of WNY

"I leave Buffalo a mini expert in the Food Bank business, a sous chef, a better runner, a more socially aware person, a slightly improved Avalon player, a Buffalo sports fan (Browns = Bills at this point) and most of all, a motivated person to always seek to take the High Road in business and in life." . . . from Emily's reflection journal

"Most importantly throughout the High Road I found my own strength. I still over apologize, and I'm not the most confident person out there, but I'm getting closer to being the best version of myself that I can be. I surprised myself with how well my research project went, I surprised myself in how quickly I learned how to cook—at all, I surprised myself in how I handled difficult situations. I am not perfect by any stretch of the imagination, but I think I prefer myself after learning and growing than the me before."



Maame Britwum
WNY Law Center



Nathanael Cheng
Buffalo State College Center for Excellence in Urban and Rural Education

"Buffalo is a cool city. I would be interested in going into this type of work in the future. This summer gave me a lot of perspective on a plethora of issues that helped me grow. Working for the community, in the community, helping build others up, and taking the high road was really fulfilling work for me."

"I was born and raised in Buffalo. I love this place, it's my home, and I felt like I knew everything about Buffalo. How wrong I was. This summer, I have seen sides of Buffalo I didn't know existed, and my previous understanding has been shaken. This fellowship has changed the way I view Buffalo, and the way I now view businesses. I now know that there are alternatives to the hierarchical structure of the typical firm, where democratic practices are not usually in place. The cooperative business structure can be successful in creating employment, community activism, and a more equitable economy."



Annabel Bacon
Breadhive Worker Cooperative Bakery