Building an Inclusive Economy in New York City: Contributions from Higher Education and Research

CUNY Graduate Center
New York City
January 17, 2019

Conference Report
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Building an Inclusive Economy in NYC: Contributions from Higher Education and Research
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Conference Participants

**Mimi Abramovitz, DSW, MSW**  
Bertha Capen Reynolds Professor of Social Policy at Hunter College and CUNY Graduate Center

**Ana Berenguer**  
Vice President, Economic Research and Analysis, New York City Economic Development Corporation (NYCEDC)

**David Berman**  
Director of Programs and Evaluation, Mayor’s Office for Economic Opportunity (NYC Opportunity)

**Jake Edwards**  
Director, Social Finance, Inc.

**Ingrid Gould Ellen, PhD**  
Paulette Goddard Professor of Urban Policy and Planning, and Director at the Furman Center for Real Estate and Urban Policy, NYU Wagner

**Nick Freudenberg, DrPH**  
Distinguished Professor of Public Health, City University of New York Graduate School of Public Health and Health Policy Faculty Director, Healthy CUNY

**Celeste Frye**  
CEO & Principal, Public Works Partners

**Steve Gold**  
Vice President, Industry Development, Empire State Development (ESD)

**Jennifer Gravel**  
Director of Housing, Economic, and Infrastructure Planning, NYC Department of City Planning

**Erica Grosen, PhD**  
Visiting Senior Scholar, Cornell University ILR School and Research Fellow, Upjohn Institute for Employment Research

**Pam Hoberman**  
Director, NYC Labor Market Information Service (NYCLMIS), Center for Urban Research, CUNY Graduate Center

**Jukay Hsu**  
Founder and CEO, Pursuit; Co-Developer on Amazon HQ2 Project and Member of Community Advisory Committee (CAC) for Amazon in Queens

**Abby Marquand**  
Vice President and Workforce Program Officer, Global Philanthropy, JP Morgan Chase & Co.

**Matthew Mo**  
Vice President, New York City Economic Development Corporation (NYCEDC)

**John Mollenkopf, PhD**  
Director of the The Center for Urban Research and Distinguished Professor of Political Science and Sociology at the CUNY Graduate Center

**Kristin Morse**  
Executive Director, Center for New York City Affairs, The New School

**Jose (Joey) Ortiz**  
Executive Director, NYC Employment and Training Coalition (NYCETC)

**Vita C. Rabinowitz, PhD**  
Executive Director, Provost, and Former Interim Chancellor, The City University of New York (CUNY)

**Kelly Richardson**  
Managing Director, Newark and New York, Per Scholas

**Bishop Mitchell Taylor**  
CEO and Co-Founder, Urban Upbound, Senior Pastor of the Center Of Hope International (COHI), and Workforce Co-chair on Community Advisory Committee (CAC) for AmazonHQ2 in Queens

**Dayanna Torres**  
Director, Economic Opportunities and Business Partnerships, JobsFirstNYC

**Harini Venkatesh**  
Deputy Executive Director, Partnerships and Strategy, Career and Technical Education, NYC Department of Education

**Marvin Ward, PhD**  
Research Lead, Local Consumer Commerce, JP Morgan Chase Institute

**Jin Wen**  
Senior Vice President, New York City Economic Development Corporation (NYCEDC)
The New York City Labor Market Information Service (NYCLMIS) within The Center for Urban Research at the CUNY Graduate Center and New York City Economic Development Corporation (NYCEDC) gratefully acknowledge JPMorgan Chase & Co., Global Philanthropy, for sponsoring the Building an Inclusive Economy in New York City conference upon which this report is based.

John Mollenkopf, PhD, Director of the Center for Urban Research and Distinguished Professor of Political Science and Sociology at the CUNY Graduate Center, and Pam Hoberman, Director of NYCLMIS, served as leaders for the conference proceedings. The conference and related initiatives are managed by Jaclyn Kelly, Senior Research Associate of NYCLMIS. A special note of appreciation to Vita Rabinowitz, PhD, Executive Vice Chancellor, Provost, and Former Interim Chancellor of CUNY; Eileen Jones, Vice President, NYCEDC; Abby Marquand, Vice President and Workforce Program Officer, JPMorgan Chase & Co., Global Philanthropy; and You Zheng, PhD, Research Associate at NYCLMIS. Heather Sutton served as strategic advisor, and James Nyberg served as conference rapporteur and drafted this report.

Finally, our gratitude goes to the panelists who generously brought their considerable knowledge and expertise to bear on this report.
Overview

The inaugural conference on *Building an Inclusive Economy in New York City: Contributions from Higher Education and Research*, held on Thursday, January 17, 2019, attracted a diverse group of over 200 attendees. Speakers were drawn from higher education and research settings across sectors, including government, business, philanthropy, nonprofit, and academia.

The conference brought together these stakeholders to discuss the growing inequality in New York City and the decreasing access to opportunities for upward mobility; highlight the role of higher education and research in addressing these challenges; and explore multi-sector approaches to mitigating these developments and promoting a truly inclusive economy.

An underlying concern throughout the event was the potential impact of Amazon’s planned HQ2 location in Queens. It was explored as a case study during the final panel session. Amazon has since canceled its plans for HQ2 in New York City. Nevertheless, the discussions and issues raised throughout the event remain relevant to building an inclusive economy. As such, this Conference Report not only summarizes the proceedings of the day, it is intended to guide efforts to promote an inclusive economy in New York City and beyond.

“*The conference provided very accurate and detailed information on the need for a more inclusive post-secondary effort...[we need to coordinate] support systems...to make [inclusion] a reality.*”

— Participant post-conference survey feedback

### KEY THEMES:

Despite its recent prosperity, New York City confronts a crisis of deepening economic inequality. In particular, the loss of middle-skill jobs and a decline in the urban wage premium is affecting many urban centers, including New York City.

CUNY, given its size and demonstrated success, as well as other institutions of higher education, can play a key role in addressing the challenges sown by economic divisions. This includes taking a more holistic approach to fostering academic success (meeting the health and social needs of students), as well as capitalizing on the more traditional roles of higher education: undertaking research, educating students, and convening stakeholders to facilitate reasoned discourse about public policy.

Data-driven policy and investments are critical to addressing the challenges of poverty, workforce development, and equity. Cross-sector partnerships also play a vital role in meeting these challenges. They can leverage scarce resources for maximum impact. To be successful, members of such partnerships must build trust and credibility, share data and information, include the voice of every stakeholder, and commit to learning from each other.

A discussion on the potential expansion of Amazon to New York City, through a planned HQ2 launch, tied together many issues raised throughout the course of the day. The scale and scrutiny associated with the Amazon HQ2 project was an opportunity ask how such developments might support workforce development, increase middle-skill jobs, create new or enhance existing cross-sector partnerships, and ensure that the affected communities are included in, and directly benefit from, the project.
As Dr. Mollenkopf explained, the slide below illustrates that native born and foreign born white households experienced relatively significant income gains, as did native born Asian households. But other populations, especially foreign born, had relatively small gains, or even declines in income. This presentation raised questions about the reasons why NYC’s overall economic prosperity is not more inclusive, which set the stage to begin delving into the themes of the day.

**SETTING THE STAGE:**

John Mollenkopf, PhD, Director of the Center for Urban Research at the CUNY Graduate Center, opened the proceedings by highlighting the “vexing problems facing our cities, residents, and labor force, particularly the problems of growing inequality and access to opportunities for upward mobility.” Dr. Mollenkopf described an inclusive economy as one in which there is expanded opportunity for more broadly shared prosperity and stated that an economy only becomes more inclusive when we increase the chances that people born into the bottom half of the income distribution can rise into the upper half.

He then discussed the particular situation of New York City and its growing affluence over the past two decades. While the city’s overall economy has proven to be strong, income distribution has become more unequal, as demonstrated by the slide below.
Vita Rabinowitz, PhD and Executive Vice Chancellor, Provost, and Former Interim Chancellor of CUNY, followed Dr. Mollenkopf as the day’s keynote speaker. She noted that CUNY has had a long history of promoting economic inclusion in New York City. Indeed, CUNY colleges held 6 of the top 10 rankings among all colleges in the country in propelling students from the lower income levels to the middle class and above, based on the recent groundbreaking research conducted by a team of researchers led by Raj Chetty, PhD, Professor of Public Economics at Harvard University and Macarthur “Genius” grant awardee. Moreover, the size (roughly 275,000 undergraduate and graduate students) and diversity (roughly 75% of students are from underrepresented minority groups) of CUNY students uniquely positions the institution as an important economic driver of New York City and a key part of the efforts to combat economic inequality. That said, CUNY recognizes the need to evolve and adapt to meet the needs of its students and prepare them for a rapidly changing workforce, or as Dr. Rabinowitz stated: “CUNY will have to change a lot to stay the same, to remain the best hope” for its students.

Dr. Rabinowitz outlined three initiatives CUNY has launched to help improve its postgraduate outcomes and improve the economic prospects for its students:

1. IMPROVED GRADUATION RATES: A college degree remains the single “best ticket to economic advancement” for CUNY students. But there are myriad ways to achieve this goal, including new models to support students with remedial needs in math, writing, etc., extending CUNY’s reach into early college programs in high schools to enable students to enter CUNY with credits, and using the data from learning assessments to inform programming. One notable initiative is CUNY’s ASAP program (Accelerated Studies in Associate Programs), which assists students in earning associate degrees within three years by providing a range of financial, academic, and personal supports. As students approach graduation, they receive special supports to help them transfer to 4-year colleges or transition into the workforce, depending on their goals. This model has grown significantly and is being replicated across CUNY settings.

2. MEETING THE HOLISTIC NEEDS OF STUDENTS: Dr. Rabinowitz noted that she often visits with students and faculty to learn about their concerns, and the most frequently reported issues were not about racism/sexism and other prominent social issues, but rather basic human needs issues such as food insecurity, housing insecurity, and mental health issues. These factors directly affect the academic success of students, and CUNY has launched new programs to help students access resources to which they are entitled and services from which they will benefit.

3. BEING INTENTIONAL ABOUT CONNECTING STUDENTS TO THE WORKFORCE: CUNY needs to transform the way that it helps students explore career options, plot career paths, and find jobs that lead to fulfilling careers. Many CUNY students are economically and socially disadvantaged, and need to be prepared to compete in the evolving world of work. In particular, it was noted that CUNY students are not necessarily born into professional networks to support their careers, unlike students from other backgrounds, so a focus on gaining real world experience through project-based experiential learning and authentic internships is critical. This entails working with a wide range of employers, including many in attendance at the conference, to support paid internships and also to inform CUNY’s curricula. In short, CUNY will be investing more heavily than ever in purposeful career development for all of its students to ensure that they are competitive and job-ready for the local and global economy.

Given CUNY’s aforementioned role in being a major economic driver for New York City, these findings and initiatives present models for how higher education can help to promote an inclusive economy.

Dr. Rabinowitz concluded her remarks by acknowledging the controversial issue of the potential Amazon HQ2 location launch in New York City. She acknowledged the misgivings within the CUNY faculty and the broader community (including many of the stakeholders in attendance) about the incentives and subsidies that Amazon would receive, compared with any resultant benefits that would be derived, as well as the potential negative impacts on the local communities. She explained that CUNY’s support for the Amazon HQ2 project was primarily to ensure that CUNY students are well-represented and well-positioned for the myriad job opportunities that HQ2 presents, both technological and non-technological.

CUNY’s goal is to ensure that students have the guidance, preparation, and opportunity to not only get the jobs, but just as importantly, (and an issue raised later in the conference) to excel in them.

CUNY has the diversity and scale of talent to play a significant role in serving as a workforce pipeline for companies like Amazon. In addition, a partnership with Amazon would help CUNY improve and accelerate its own internal processes to prepare students for the new knowledge-based economy, whether it be at large firms like Amazon, or other employers. In so doing, CUNY would enhance its efforts to make New York City’s economy more inclusive and vibrant.

“The conference was an excellent way of weaving in the role of higher ed and its intersection with economic development, workforce, and education.”

— Participant post-conference survey feedback
Panel #1:
The Role of Research & Data in Guiding Policy Decisions for an Inclusive NYC Economy

This diverse panel of public and private sector leaders discussed the many ways in which data is critical in addressing the challenges of poverty, workforce development, and equity, as well as the importance of multi-sector partnerships in meeting these challenges. The initial focus established by the moderator, Jiin Wen, was on exploring examples of projects that use data to inform program development and evaluation.

David Berman began by emphasizing the importance of evaluation and data across all stages of programs: development, implementation, and outcomes. One specific example involves a workforce development program that the Mayor’s Office for Economic Opportunity helped to develop. Mr. Berman’s team supported the launch of a sector-focused workforce program, and closely monitored outcomes in its early stages, which helped to inform whether it was working and should be expanded, and whether it should be replicated. Data and evaluation were critical in this process. Mr. Berman did caution that sometimes evaluation results can be confusing, so translating the findings to policymakers and other stakeholders is critical for making these findings useful in designing initiatives, driving program improvement, and making funding decisions. He also noted that it is important to acknowledge that some well-intentioned programs do fail, and, although people do not like to talk about failures, data and evaluation are as important for understanding how and why programs fail as they are for understanding successes.

Ana Berenguer then discussed Cyber NYC, a $100 million initiative to establish New York City as a leader in the cybersecurity sector. The initiative includes an innovation hub for startups, initiatives to fuel commercialization and research, and establishes new talent pipelines to train the cyber workforce of the future. In developing this initiative, Economic Development Corporation (EDC) used data to determine whether the initiative was feasible, what skills would be needed, what kind of jobs would be created, and how to train the local workforce to access such jobs. As part of the project analysis, EDC is using data to evaluate the program on two fronts: the number of jobs and the inclusivity of the jobs. This initiative, with EDC collaborating with various external partners, offers a promising opportunity to demonstrate the value of partnerships and data-driven decisions to promote inclusive job growth.
Jennifer Gravel explained the Department of City Planning’s (DCP) role in New York Works, which is an initiative to create 100,000 new, high quality jobs over 10 years. A focus of the department is on creating modern workspaces to facilitate the planned jobs and in locations that are more accessible to people in all five boroughs. A great deal of research and data analysis is focused on understanding the built environment and zoning/re-zoning needs, as well as where specific occupations are growing and where opportunities may exist. Ms. Gravel discussed how adaptive reuse of industrial loft buildings for office space has allowed the City’s economy to grow and adapt. Further, she noted that zoning needs to be updated to allow more of these versatile, urban buildings to be developed. Regarding wages and jobs, DCP’s data suggest that the majority of job opportunities with wages at or above $50,000 that are available to workers without a college degree tend to require some additional training (middle-skill) across a variety of sectors, including professional sectors. Ms. Gravel also emphasized that while data is important, it has its limitations, and that talking to and listening to people is just as important to provide context and understand impacts of policies on local populations.

Jake Edwards began by discussing a project in Massachusetts that focused on workforce development and adult basic education. The State had a waiting list of individuals requesting adult basic education, but also a lack of resources to increase capacity. The project moved forward by making use of key data to pinpoint providers of adult basic education that had the best outcomes and identified the population most in need of such services. The social finance sector then raised funds to launch a targeted adult basic education program to serve this population. The program will be measured on a variety of outcomes over four years, and if successful, the state of Massachusetts will reimburse the initial investors.

This is an example of using social finance, in cooperation with government, to develop and implement a program focused on economic mobility. While it focused on workforce development, the model can be replicated for programs focused on housing, criminal justice, health and welfare, etc.

The moderator, Jiin Wen, launched the question and answer component of the panel by asking for predictions for the future in terms of program planning and development. Ms. Gravel noted that predicting the future is hard, but that we have to make assumptions to plan for a growing city. Mr. Berman predicted that we will see substantial changes in how data is available, and how it will be much more integrated across government agencies in ways that can support improved services and analysis.

The first audience comment focused on the importance of broadband internet access and the lack thereof, particularly in upper Manhattan where an estimated 40% to 50% of households do not have broadband access.

Broadband access is critical in promoting an inclusive economy. It supports educational attainment, information and access to workforce development programs, and ensures that these populations are included, to the maximum extent possible, during data collection efforts.

A related audience question focused on the dangers of over-reliance on data and overlooking the value of communities. The panelists agreed on the importance of qualitative data as well as quantitative data, and that ideally there should be a marriage of the two. The data need to be contextualized to ensure that external factors can be considered. Data, both quantitative and qualitative, also need to be shared with the communities and people who are the focus of a particular economic or workforce development program. Since they are the ones affected most by its outcomes, their feedback is invaluable.

“[Based on today, I’m going to] research more about existing city programs to avoid duplicating efforts, but grow them instead.”

— Participant post-conference survey feedback
Remarks and Honoree Awards

Abby Marquand from JPMorgan Chase & Co. Global Philanthropy began this component of the day’s program by recognizing the audience’s commitment to an inclusive economy. She then outlined how JPMorgan Chase & Co. shares these goals and has redirected its philanthropic efforts away from supporting specific programs and services toward a more holistic approach that considers the broader ecosystem of stakeholders and drives toward inclusive economic growth and impact.

JPMorgan launched a multi-faceted $100 million economic impact program in Detroit in 2014 that included revitalizing neighborhoods, boosting small businesses, providing jobs skills training, preserving affordable housing, and more. The investments in Detroit successfully promoted inclusive growth, and JPMorgan intends to replicate this model in other cities. This example was given to highlight JPMorgan’s emphasis on embracing partnerships, using good data, and creating or reinforcing systems that will ensure that communities are benefitting from economic opportunities.

Lastly, Ms. Marquand expressed appreciation for the unique and important work of the CUNY Graduate Center’s New York City Labor Market Information Service (NYCLMIS) as being the trusted resource for labor market data and information in NYC and announced $500,000 in funding to help NYCLMIS refine and expand its tools and resources.

Pam Hoberman, Director of NYCLMIS, spoke about how her organization believes strongly in the promise of a more inclusive economy for all, a goal that has driven their work for 10 years. She expressed that the conference was convened to focus on the critical roles of higher education, research, and cross-sector partnerships in promoting inclusive economies, and that NYCLMIS is positioned at the intersection of all three. She also added that investment is the other critical component that supports a path to success and is necessary to put thoughts and ideas into action.

Ms. Hoberman recognized the role that JPMorgan has played in this arena through its various programs, including an initiative called New Skills at Work, which provided targeted investments to prepare people for middle-skill jobs, based on research by NYCLMIS and others. She also expressed appreciation for JPMorgan’s continued support of NYCLMIS’s work, including underwriting the conference.
BUILDING AN INCLUSIVE ECONOMY IN NYC LEADERSHIP AWARDS:

The conference honored two distinguished leaders for their many years of dedication to promoting inclusive economies: Professor Mimi Abramovitz and Bishop Mitchell Taylor.

Professor Abramovitz has spent her career as a social worker, community organizer, author, speaker, and professor. In accepting the award, she discussed the themes that have guided her work. First, she described the symbiotic nature of the relationship between her research and her activism. Second, her work examines issues and problems through the lens of race, class, gender, and resistance, focusing on the marginalized and the powerless. Third, she believes in the power of social change, being “a proud child of the 60s and its social movements,” and she is optimistic that a new wave of activism is emerging. Lastly, she commented that “neutrality tends to favor the unjust status quo,” and that rather than claiming that her work is apolitical, she feels it is better to take a stand on the issues of the day. On that point, she commended the conference conveners for bringing together leaders in New York City to support social change by fostering inclusive economies.

Bishop Taylor is a pastor, housing advocate, and a leader in promoting local economic and workforce development initiatives. His remarks highlighted his work in establishing Urban Upbound, which focuses on providing residents in public housing the tools and resources for economic mobility and self-sufficiency. He began providing services through his non-denominational church, Center of Hope International, but recognized a more significant initiative would be necessary to meet the extensive needs of public housing residents. He then established Urban Upbound to provide a larger and more comprehensive approach to delivering services to residents, which now includes Employment Services, Financial Counseling, Income Support Services, Community Revitalization, and Financial Inclusion services anchored by the Urban Upbound Federal Credit Union. Bishop Taylor has served as a member of the Amazon HQ2 Community Advisory Committee and co-chair of its workforce development subcommittee. He acknowledged the important role of the conference in providing a forum to discuss the proposed Amazon project and other employer partnership opportunities for local nonprofit organizations in service of community residents.
Panel #2

The Role of Higher Education in Building an Inclusive Economy for NYC through Instruction, Mentoring & Research

This panel of academics explored the role of higher education in supporting an inclusive economy, including better preparing and supporting students in a holistic way, addressing those who are being left behind economically, and responding to the economic and societal changes that will influence the distribution of education in the workforce of the future.

Professor Freudenberg began the discussion by emphasizing that higher education needs to consider the totality of students’ experiences, not just their classroom performance. He dubbed this approach as the “virtuous circle of improving health outcomes and academic outcomes.” Indeed, his work at CUNY focuses on mitigating the health and social problems that interfere with academic success.

He highlighted data demonstrating that almost half of CUNY students face one or more of the following challenges: mental health problems, reproductive/sexual health problems, lack of access to health care, and food insecurity. In response, CUNY launched its CUNY Health for Academic Success and Engagement (CHASE) program, which focuses on creating a culture of caring and better coordinating
and integrating a wide range of services for students. By addressing these challenges, CUNY (and other institutions of higher education) can improve health, improve education outcomes, reduce socioeconomic disparities, and foster a more inclusive economy.

“[I learned we need to be] integrating public health practices into academic advisement [and] creating a culture of caring.”

— Participant post-conference survey feedback

Professor Ellen discussed three ways in which higher education can foster a more inclusive economy: education, research, and convening power. On education: Academic institutions need to provide both the knowledge and skills to compete in the labor market, while also focusing more on issues like inclusion and diversity. Students should carefully weigh these considerations as they plan their careers. On research: The research that universities conduct is also essential to highlighting and addressing the underlying factors that impede inclusion. For example, her Center focuses on affordable housing and aims to help policymakers and developers understand affordability trends, gentrification, and related issues. On convening power: Higher education has the ability to convene people with diverse views on issues for reasoned debate. Such civil discourse can help move policy discussions about inclusion forward, and universities should play a key role in facilitating these discussions.

Professor Groshen provided a broad perspective on why access to higher education matters so much for an inclusive economy. She highlighted research (presented in the chart below) that shows that gains in education are tied to favorable outcomes like lower unemployment and higher earnings. She then dissected the types of jobs in the economy—low-skill, middle-skill, and high-skill. The number of low-skill jobs (laborers, security, transportation) is growing modestly. High-skill jobs (technical, management) are growing the fastest, and middle-skill jobs (production, administrative, sales) are actually declining. This is primarily an urban phenomenon, including in New York City. This

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More educated workers have lower unemployment and earn more

Unemployment rates and earnings by educational attainment, 2017

<table>
<thead>
<tr>
<th>Educational Attainment</th>
<th>Unemployment Rate (%)</th>
<th>Median Usual Weekly Earnings ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctoral degree</td>
<td>1.5</td>
<td>1,743</td>
</tr>
<tr>
<td>Professional degree</td>
<td>1.5</td>
<td>1,836</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>2.2</td>
<td>1,173</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>2.5</td>
<td>836</td>
</tr>
<tr>
<td>Associate’s degree</td>
<td>3.4</td>
<td>774</td>
</tr>
<tr>
<td>Some college, no degree</td>
<td>4.0</td>
<td>712</td>
</tr>
<tr>
<td>High school diploma</td>
<td>4.6</td>
<td>520</td>
</tr>
<tr>
<td>Less than a high school diploma</td>
<td>6.5</td>
<td></td>
</tr>
</tbody>
</table>

Total: 3.6%

All workers: $907

trend suggests that individuals, without a college degree, have fewer opportunities in middle-skill work than they had in the past and are now entering lesser-skilled jobs in the current market. This phenomenon exacerbates wage disparities and impedes an inclusive economy. There are, however, steps that can be taken through public policy and employer action to address this trend, including ensuring access to 4-year or senior college, a workforce development system that responds to the rapidly changing economy, and employer-based research to understand employer activities and decisions and the impact on workers.

Ms. Morse, as moderator, led panelists in a discussion about what can be done to train the next generation of students and workers to better prepare them for the economy of the future. Professor Freudenberg noted that economic and social changes do not happen in a vacuum and that we need to ask what kind of an economy we need in order to reduce poverty and inequality. CUNY has been at the forefront of social justice issues, and continually needs to consider the changes required to foster an economy in which everyone can prosper. Professor Ellen noted the stark inequalities and segregation in the primary and secondary educational system, which play a large role in both college access and college success. Professor Groshen expressed that every occupation is essentially a combination of tasks and that dissecting these tasks can make a wider range of jobs more accessible.

Employers should be challenged to consider a skills-based approach to hiring—to rethink certain job requirements to allow individuals, who may not have a college degree but are trained in relevant tasks, to have access to these traditionally higher-skilled positions.
Panel #3


The panel began with an overview of the key elements for successful cross-sector partnerships, including building trust and credibility; sharing data and information; including the voice of every stakeholder; and a commitment to learning from each other. The panel then delved into specific examples of cross-sector partnerships.

Ms. Venkatesh discussed how her office, within the NYC Department of Education, has launched sector-based industry commissions that bring together partners from industry and post-secondary education providers to work on positive labor market outcomes for individuals in career and technical education (CTE) programs. The effort uses a human-centered design-thinking approach, which means that initiatives like internship programs are focused on the needs and outcomes of end-users (students and employers) to maximize outcomes (job recruitment and retention).

Ms. Torres highlighted her experience with a partnership in Staten Island called YouthWins, a coalition of Staten Island stakeholders committed to helping young adults (ages 18-24) to become meaningfully employed in order to become financially secure and economically mobile. The coalition reaches out-of-school, out-of-work young adults and supports their entry into the workforce. The YouthWins partnership focuses on data and discussions to learn what stakeholders need, including individuals, communities, and employers. It then fosters engagement between youth and existing skill-based training programs to improve youth access to job opportunities, and to facilitate employer access to a broader pool of candidates.

Dr. Ward discussed a unique initiative within JP Morgan Chase that collects data from actual consumer transactions to better understand spending and economic trends. One particular partnership involves working with the Census Bureau to review online commerce data, analyze what consumption looks like, and how it changes over time. This initiative led to a recent report that revealed online commerce expanding, and contracted brick and mortar commerce lagging behind. The data could be used by local leaders and the business community to understand the nature of online commerce, and to help local businesses to adapt and thrive.
Ms. Torres emphasized the importance of empowering local communities that are being impacted by rezoning and economic development. This includes securing commitments from incoming employers to work with workforce development programs to train and hire local residents. Dr. Ward referenced the Institute’s consumer spending data and how it can track local economic activity. If an investment is made in a certain neighborhood, the data can be used to see if it has had an impact, which can help inform future public economic policy.

An audience member then noted that despite numerous innovative programs, there are some people who are still not “making it,” and that this can be addressed through a national policy that would require employers to devote a percentage of revenue to workforce development and training.

Another panel question focused on whether cross-sector partnerships are initiated in the private sector or public sector. Dr. Ward’s experience with the JP Morgan Chase Institute found that ideas or questions from the public sector frequently drive their research, so that they can produce information targeted to policy objectives. Ms. Venkatesh found that it did not matter how partnerships originated as long as they formed with a clear consensus on an objective and how they would collaborate to meet it. In addition, each side can leverage different resources necessary to advance a partnership. Ms. Torres noted that problems often have a sense of urgency that bring together different entities to leverage each other’s competencies, resources, and ideas to enact change.

Ms. Frye then highlighted how the New York City economy has been robust in recent years, citing that new economic drivers are on the horizon (Amazon HQ2, Google, etc.), and asked how we can be prepared for what may come next. Ms. Venkatesh approached the question from her CTE experience. She explained how her department has tried to institutionalize real-time data from industry to remain informed of where the City is headed, so that CTE training can be aligned to the jobs of tomorrow. She also discussed the benefits of scaling work-based opportunities by increasing internship opportunities and ensuring up-to-date CTE teacher training through externships with local employers, to help educators to remain abreast of workplace trends and demands.

“[Let’s] think about how to...improve cross-sector collaboration [among] for-profit and non-profit organizations.”

“Leveraging cross-sector partnerships [has the power to influence] decision-makers.”

— Participant post-conference survey feedback
The panelists all agreed that it is a business imperative to make investments to cultivate the worker pipeline for the future, as well as to help incumbent workers advance in their careers. Another audience member asked whether those employers who are receiving subsidies from the City should be required to hire area residents. Ms. Frye mentioned that the City recently reactivated a program called Hire NYC, which requires any business that receives City benefits or is on City property to agree to advertise jobs and screen candidates in partnership with the workforce development system.

Ms. Torres noted that many low-income communities are often not included in economic development decisions, which needs to change so that their voices are heard and their needs are included. Lastly, an audience member discussed the increase in online commerce and wondered how it would affect local neighborhoods and businesses. Dr. Ward expressed that while it was too early to make a detailed prediction, he anticipated that there would be a shift in the kinds of neighborhood businesses that would thrive, but that they would not be eliminated.

“[We need to develop more]…cross-sector collaboration.”
— Participant post-conference survey feedback
Inclusive Economy Case Study

The Opportunities & Challenges of Amazon HQ2 in NYC

The concluding panel discussed Amazon HQ2 as a case study featuring individuals who had been involved in the proposed Amazon HQ2 expansion initiative in New York City. The panel discussed opportunities and concerns related to the proposed Amazon HQ2 launch and tied together many issues raised over the course of the day.

The panel consensus was that the large scale and heightened scrutiny of the Amazon HQ2 project provide an opportunity to:

- leverage data for workforce development;
- support middle-skill jobs;
- create new or enhance existing cross-sector partnerships; and ensure that the affected communities are included in, and directly benefit from, the project.

The moderator, Mr. Ortiz, began with a general question about how the panelists view the potential local impact of Amazon’s proposed expansion on New York City. Mr. Gold viewed it as an opportunity to work together with a company to develop and support both the diversity of workforce skills and types of jobs that will be needed across all levels. He also noted the financial risks and rewards of the proposed deal. The company weighed the cost of expanding in an expensive city against the benefits of access to a highly-skilled labor force. Mr. Mo also referenced the costs associated with the relocation but emphasized that the proposed 25,000 jobs would be an opportunity to bring in local residents. He noted that the move could bolster and diversify the economy and make it more inclusive. Mr. Mo shared that Amazon’s project team had surveyed and assessed the landscape of workforce and economic development programs in the City. He suggested that the strength of the City’s workforce and economic development programs, highlighted through Amazon’s internal assessments, may have mitigated concerns about the costs associated with expanding operations to New York City.

This led to follow-up questions from Mr. Ortiz about how the Amazon project could support an inclusive economy. Ms. Richardson discussed the $15 million in workforce development funding that the City, State, and company have pledged, helping organizations like Per Scholas and others to scale their services to help meet future employer demand and to place more low-income New Yorkers into higher paying jobs. Mr. Hsu also emphasized the opportunity the City has to create wealth in local communities, by bringing local residents into jobs, and also through working with Amazon and other companies to ensure that workers thrive and advance in their careers.
Ms. Richardson added that public policymakers would play an important role in determining how tax revenue generated by Amazon would be allocated.

Mr. Mo agreed that City and State government would be wise to reinvest some of these funds to better support the under-resourced organizations that focus on promoting upward economic mobility for all. He observed that employers are becoming much more invested in collaborating with other stakeholders on developing pipelines of talent, supporting people in their jobs, and other wraparound measures that go beyond placing individuals in jobs.

Mr. Ortiz then raised questions about the common perception that Amazon’s proposed HQ2 expansion plan has been primarily focused on technology jobs and that many New Yorkers feel that such jobs are simply not attainable for them. He asked about the types of non-tech jobs that would be created through the project. Mr. Gold estimated that up to half of the jobs would be non-tech in nature and would be accessible to a wide range of individuals. He emphasized the important role that the workforce subcommittee of the newly created Amazon HQ2 Community Advisory Committee (CAC) would play. The CAC includes representatives from a wide range of community organizations and colleges working with low-income populations. Their advocacy would be supportive in ensuring a smooth process for Amazon to make job opportunities inclusive to all New Yorkers.

Ms. Richardson agreed that the proposed Amazon HQ2 plan would not be limited to tech-specific jobs and anticipated that a variety of workforce opportunities would benefit individuals that her organization and others serve.

Next, Mr. Ortiz turned the panel discussion to the subsidies that Amazon would receive to expand to New York City, estimated at $3 billion in grants and tax incentives. The panel was asked to offer insight into the process of recruiting Amazon and negotiating such a sizable financial commitment, and to clarify how the tax revenues would outweigh the costs. Mr. Gold recognized the attention this issue has garnered but viewed the financial package as an investment, noting that the project would result in increased economic activity and tax revenues through job creation and spending. He cited an economic modeling study that projected a 9:1 return in additional taxes for the incentives granted, meaning that the City and State were projected to receive $27 billion in additional revenue over 25 years. He also noted that one of the proposed incentives would require Amazon to devote 30 percent of its capital spending on minority and women owned business enterprise (MWBE) certified firms.

Ms. Richardson also highlighted the possibility of a $3 to $5 million commitment to workforce development for public housing residents. This is particularly important given that Amazon’s proposed location would be proximate to a large public housing complex in Queens, NY. Mr. Mo also discussed Amazon’s public commitment to working with the local community. It has supported the creation of the CAC and has been intentional about considering an inclusive and community-oriented corporate presence.

“[We should] think more about institutional barriers to employment.”

— Participant post-conference survey feedback
Mr. Hsu and Ms. Richardson emphasized the importance of how the additional tax revenue to the City could be applied to address the larger needs of communities, citing infrastructure and housing. They view this opportunity as a case study to highlight the economic systems that do not currently adequately address inequality. This led to a discussion about the concerns associated with gentrification, displacement, and related effects of an influx of high-wage earners entering the City. It was noted that the CAC could play a role in mitigating these risks, by helping to connect local communities.

A related concern was expressed about the displacement of small businesses. Mr. Gold noted Amazon’s intention to integrate with the local community, and to boost small businesses. Finally, the panelists observed that Amazon’s proposed HQ2 plan, while significant, should be considered in proportion to the size and scale of New York City’s overall workforce and economy, and that potential benefits or disruptions would be gradual given the proposed 10-year roll-out period.

Note: Amazon announced on February 14, 2019 that it had canceled plans to move forward with HQ2 in New York City. It cited resistance from local politicians, unions and community activists. As of the publication of this report, Amazon has not given any indication that it would reconsider its decision not to move forward with HQ2 in Long Island City, Queens.
Dr. Mollenkopf concluded the conference by synthesizing themes discussed during the day, as well as by offering a proposal to further advance the concept of developing inclusive economies.

Dr. Mollenkopf emphasized that while data-driven policymaking is important, we need to be sensitive to who wins and who loses in the allocation of resources. He praised the de Blasio Administration for looking beyond data when developing public policy. An example is a new requirement that the Mayor’s Management Report, which is a biannual report focused on the performance of every city agency, include a statement from each agency about what it is doing to make the City more equal and inclusive.

He closed the conference by recognizing that the city is experiencing a convergent set of social, economic, and technological changes as significant as any in history. Dr. Mollenkopf challenged the audience to consider our responsibility to ensure that we are designing workforce and economic development policies that can negotiate these changes in ways that foster an inclusive economy. Given the collective will and immense talent of all who are focused on this goal, it is one that can be met by continuing and strengthening the partnerships on display, as well as those taking shape at this event.
Appendix A

Conference Agenda

9:00 Breakfast & Registration

9:30 Welcome Remarks: John Mollenkopf, PhD, Director of the The Center for Urban Research and Distinguished Professor of Political Science and Sociology at the CUNY Graduate Center

9:45 Keynote Speaker: Vita C. Rabinowitz, PhD, Executive Vice Chancellor, Provost, and Former Interim Chancellor, The City University of New York (CUNY)

10:10 Panel #1 – The Role of Research & Data in Guiding Policy Decisions for an Inclusive NYC Economy

MODERATOR:
Jiin Wen, Senior Vice President, New York City Economic Development Corporation

PANELISTS:
Ana Berenguer, Vice-President, Economic Research and Analysis Unit, New York City Economic Development Corporation

David Berman, Director of Programs and Evaluation, Mayor’s Office for Economic Opportunity (NYC Opportunity)

Jake Edwards, Director, Social Finance, Inc.

Jennifer Gravel, Director of Housing, Economic, and Infrastructure Planning, NYC Department of City Planning

11:15 Break

11:25 Honoree Awards & Remarks: Abby Marquand, Vice President and Program Officer, Global Philanthropy, JP Morgan Chase & Co; Pam Hoberman, Director, NYC Labor Market Information Service (NYCLMIS), Center for Urban Research, CUNY Graduate Center

HONOREES:
Professor Mimi Abramovitz, DSW, MSW, Bertha Capen Reynolds Professor of Social Policy, Silberman School of Social Work at Hunter College, CUNY and The CUNY Graduate Center

Bishop Mitchell Taylor, Founder and CEO, Urban Upbound; Senior Pastor, the Center of Hope International (COHI)

12:05 Buffet Lunch and Networking

1:00 Panel #2 – The Role of Higher Education in Building an Inclusive Economy for NYC through Instruction, Mentoring, & Research

MODERATOR:
Kristin Morse, Executive Director, Center for New York City Affairs, the New School

PANELISTS:
Ingrid Gould Ellen, PhD, Paulette Goddard Professor of Urban Policy and Planning and Director at the Furman Center for Real Estate and Urban Policy, NYU Wagner

Erica Groshen, PhD, Visiting Senior Scholar, Cornell University ILR School and Research Fellow, Upjohn Institute for Employment Research

Nick Freudenberg, DrPh, Distinguished Professor of Public Health, City University of New York Graduate School of Public Health and Health Policy Faculty Director, Healthy CUNY

2:05 Break


MODERATOR:
Celeste Frye, CEO & Principal, Public Works Partners

PANELISTS:
Dayanna Torres, Director, Economic Opportunities and Business Partnerships, JobsFirstNYC
Harini Venkatesh, Deputy Executive Director, Partnerships and Strategy, Career and Technical Education, NYC Department of Education

Marvin Ward, PhD, Research Lead, Local Consumer Commerce, JPMorgan Chase Institute

3:20 Inclusive Economy Case Study: The Opportunities and Challenges of Amazon HQ2 in NYC

MODERATOR:
Joey Ortiz, Executive Director, NYC Employment and Training Coalition and Member of Community Advisory Committee (CAC) for Amazon HQ2 in Queens

PANELISTS:
Steve Gold, Vice President, Industry Development, Empire State Development

Jukay Hsu, Founder & CEO, Pursuit; Co-Developer on Amazon HQ2 Project and Member of Community Advisory Committee (CAC)

Matthew Mo, Vice President, New York City Economic Development Corporation

Kelly Richardson, Managing Director, Newark and New York, Per Scholas; organization involved in Community Advisory Committee (CAC)

4:20 Themes From the Day and Next Steps:
John Mollenkopf, PhD, Director of the The Center for Urban Research and Distinguished Professor of Political Science and Sociology at the CUNY Graduate Center

4:30 Conference Concludes
events, and their subsequent effects on political and economic systems. Originally from Alicante, Spain, Ana left the legal practice following her decision and moved to Miami in 2009 to found and lead a non-profit organization that promotes US-Spain cooperation. In 2011, Ana moved to New York City to pursue her Master of Public Administration Degree at Columbia's Government School.

DAVID BERMAN, Director of Programs and Evaluation, Mayor’s Office for Economic Opportunity (NYC Opportunity)

David S. Berman is the Director of Programs and Evaluation for NYC Opportunity. In this role, Mr. Berman helps to launch new NYC Opportunity initiatives, and oversees the NYC Opportunity team that works with City agencies on program development, implementation, performance monitoring and evaluation for all of NYC Opportunity's initiatives. David's past work at NYC Opportunity has included helping to create new performance management strategies, and overseeing innovative workforce development initiatives, as well as programs serving and disconnected youth and NYC Opportunity's public health programs. Mr. Berman holds master's degrees from Columbia University in both Public Administration and Public Health, and graduated from Oberlin College.

JAKE EDWARDS, Director, Social Finance, Inc.

Jake Edwards is a Director at Social Finance, where he leads a portfolio of workforce development and post-secondary initiatives that use innovative financing models to increase access to effective programs for low-income and under-represented populations. Since joining the organization in February 2014, he has worked with the advisory services and social investment teams to test and implement Pay for Success projects across multiple jurisdictions and issue areas, from child welfare to housing and homelessness.
Prior to joining Social Finance, Jake was a policy analyst with the Massachusetts House Committee on Ways and Means. Jake graduated Cum Laude from Middlebury College, with a dual major in Economics and History.

INGRID GOULD ELLEN, PHD, Paulette Goddard Professor of Urban Policy and Planning, and Director at the Furman Center for Real Estate and Urban Policy, NYU Wagner

Ingrid Gould Ellen, the Paulette Goddard Professor of Urban Policy and Planning, is a Faculty Director at the Furman Center for Real Estate and Urban Policy. She joined the NYU Wagner faculty in the fall of 1997 and presently teaches courses in microeconomics, urban economics, and urban policy. Professor Ellen’s research interests center on housing and urban policy. She is the author of Sharing America’s Neighborhoods: The Prospects for Stable Racial Integration (Harvard University Press, 2000) and has written numerous journal articles and book chapters related to housing policy, community development, and school and neighborhood segregation. Professor Ellen has held visiting positions at the Department of Urban Studies and Planning at MIT, the U.S. Department of Housing and Urban Development, the Urban Institute and the Brookings Institution. She attended Harvard University, where she received a bachelor’s degree in applied mathematics, an M.P.P., and a Ph.D. in public policy.

NICK FREUDENBERG, DRPH, Distinguished Professor of Public Health, City University of New York Graduate School of Public Health and Health Policy Faculty Director, Healthy CUNY

Nicholas Freudenberg is a Distinguished Professor of Public Health at City University of New York School of Public Health and Director of the CUNY Urban Food Policy Institute (www.cunyurbanfoodpolicy.org). His research examines the impact of food and social policies on urban food environments and health inequalities. The CUNY Urban Food Policy Institute applies interdisciplinary methods to study the role of the food sector in workforce and community development, evaluate urban food programs and policies, and identify innovative intersectoral approaches to reducing food insecurity and diet-related diseases in urban settings. Freudenberg is also founder and director of Healthy CUNY, a university-wide initiative to improve the health of CUNY’s 274,000 students in order to support their academic success. His most recent book Lethal but Legal Corporations, Consumption and Protecting Public Health (Oxford, 2014 and 2016) examines how the business and political practices of the food, tobacco, pharmaceutical, automobile and firearms industries contribute to the global rise of non-communicable diseases and injuries. Freudenberg was founder and first director of the CUNY School of Public Health’s Doctor of Public Health program. For the past 35 years, he has worked to plan, implement and evaluate health policies and programs to improve living conditions and reduce health inequalities in low income communities in New York City and elsewhere.

CELESTE FRYE, CEO & Principal, Public Works Partners

Celeste co-founded Public Works Partners out of a passion to help mission-driven organizations increase their positive impact on local communities. She’s spent over 20 years helping to cultivate healthy communities and organizations. Specializing in developing programs grounded in data analysis and management practices, she helps organizations identify ways to improve program performance and measure impact and success. Celeste has led engagements on developing community-driven goals through facilitating processes and bringing different stakeholders together. Previously, Celeste was a Senior Analyst at NYC Office of Management and Budget, and at NYC Department of Small Business Services, she led the agency’s budget and human resources teams and launched large-scale business-based hiring and training initiatives. She holds an MS in Urban Planning from Cornell University, a BA from the University of North Carolina at Chapel Hill and is a Graduate of Goldman Sachs’ 10,000 Small Businesses and Coro Leadership New York.

STEVE GOLD, Vice President, Industry Development, Empire State Development (ESD)

Steve Gold is a Vice President at Empire State Development (ESD), the lead economic development agency for New York State. He has been part of the ESD team for 17 years, and specializes in the development of investment and employment attraction opportunities for NY State, new project assessment, structuring competitive incentive financing, and leveraging State assets & resources to gain new investments. Steve earned his B.S. in Management from SUNY Buffalo and his MBA from McGill University.
JENNIFER GRAVEL, Director of Housing, Economic, and Infrastructure Planning, NYC Department of City Planning

Jennifer Gravel is Director of Housing, Economic and Infrastructure Planning at the New York City Department of City Planning. She is focused primarily on research and analysis of citywide economic and development trends to inform long term planning and proposal development for citywide land use and rezoning initiatives. She also advises the City Planning Commissioner, Borough Offices, and the Mayor’s Office on policy affecting housing and commercial development in the city. Jennifer holds a bachelor’s in sociology and English from Middlebury College, and master’s in urban planning from NYU’s Wagner Graduate School of Public Service.

ERICA GROSHEN, PHD, Visiting Senior Scholar, Cornell University ILR School and Research Fellow, Upjohn Institute for Employment Research

Erica L. Groshen is a Visiting Senior Scholar at the ILR School of Cornell University, and served as the 14th Commissioner of Labor Statistics from January 2013 to January 2017. Prior to joining BLS, Dr. Groshen was a Vice President and economist in the Research and Statistics Group at the Federal Reserve Bank of New York. Dr. Groshen’s research focuses on jobless recoveries, regional labor markets, wage rigidity and dispersion, the male-female wage differential, service-sector employment, and the role of employers in labor market outcomes. She co-authored the book How New is the “New Employment Contract”? from the W.E. Upjohn Institute Press and co-edited Structural Changes in U.S. Labor Markets: Causes and Consequences, from M.E. Sharpe, Inc. She has published numerous papers in academic and Federal Reserve journals and co-led the sixteen-country International Wage Flexibility Project.

She has served as a member of the BLS Data Users’ Advisory Committee and of the Census Bureau’s 2010 Census Advisory Committee and Advisory Committee of Professional Associations. She was a Research Fellow of the Institute for the Study of Labor (IZA) and served on the Board of Reviewers for Industrial Relations: A Journal of Economics and Society.

In 1999-2000, Dr. Groshen visited the Bank for International Settlements in Basel Switzerland. Before joining the New York Fed, Dr. Groshen was a visiting assistant professor of economics and economic advisor at Barnard College at Columbia University and an economist at the Federal Reserve Bank of Cleveland. Dr. Groshen holds a Ph.D. and M.A. in economics from Harvard University and a B.S. in economics and mathematics from the University of Wisconsin-Madison.

PAM HOBERMAN, Director, NYC Labor Market Information Service (NYCLMIS), Center for Urban Research, CUNY Graduate Center

Pam Hoberman became the NYCLMIS Director in the summer of 2018, bringing with her nearly five years of experience running much of the organization’s daily operations. In her time at NYCLMIS, Pam has watched it become a thriving thought and business partner to stakeholders in workforce, education, and economic development in NYC and abroad. Demand for action-oriented research in these fields grows unabated, and Pam and her team of skilled researchers and subject matter experts continue to explore new ways to expand NYCLMIS’s reach where it is needed the most.

Before she became Director, Pam helped to manage the organization and lead research projects. In this time, NYCLMIS emerged from a startup to an established think tank, doubled in size, and diversified its project portfolio beyond government to include regular clients in philanthropy, education, consulting, and direct service. As a project lead, Pam regularly contributed to research materials and publications, facilitated trainings and TA on LMI literacy, and specialized in developing sophisticated, user-friendly analytical tools customized to end-users. Through these and other activities, Pam has developed subject matter expertise in several career areas and broader fields of work, including health information, hospitality, technology, engineering, and more.

Pam holds a Master of Public Administration from NYU Wagner, as well as an undergraduate degree in government and politics from the University of Maryland, College Park.

JUKAY HSU, Founder and CEO, Pursuit; Co-Developer on Amazon HQ2 Project and Member of Community Advisory Committee (CAC) for Amazon in Queens

Jukay Hsu is the co-founder & CEO of Pursuit, whose mission is to create transformation where it’s needed most. Pursuit’s programs increase participant incomes from $18,000 to $85,000 by equipping them with software engineering skills and enabling them to get tech jobs, and create leaders reflective of the diversity of our society. Pursuit includes participants living throughout the New York area and beyond.

After graduating from Harvard College with a degree in economics, Jukay served as a U.S. Army officer where he commanded a rifle platoon in Iraq and earned the Bronze Star Medal. Jukay served as the youngest member of New York City Mayor Bill de Blasio’s Transition Team and Jobs Task Force. He serves as a Director of the New York City Water Board and Vice Chair of Friends of the Brooklyn Queens Connector, and as a member of the Amazon Community Advisory Committee.
ABBY MARQUAND, Vice President and Workforce Program Officer, Global Philanthropy, JP Morgan Chase & Co.

Abby Marquand is a Vice President in Global Philanthropy at JPMorgan Chase & Co., a global leader in corporate philanthropy with more than $200 million invested in communities annually. In this role, she is responsible for the firm’s workforce development portfolio for the Northeast Region supporting programs that accelerate demand-driven skills and help to create more opportunities for workers in well-paying, middle-skill jobs. She also oversees a $6 million dollar initiative in the Bronx in career readiness for high-school students through the New Skills for Youth initiative. Abby joined the firm in April 2018.

Prior to joining JPMorgan Chase & Co., Abby was Director at the New York Alliance for Careers in Healthcare (NYACH), where her work focused on focused on building capacity within the city’s public secondary and post-secondary education systems to support a strong talent pipeline, informed by a network of leading healthcare industry employers and experts.

Abby has seven years of non-profit experience, as Director of Policy Research at the Paraprofessional Healthcare Institute (PHI), where she led policy and research efforts to improve job quality for the direct-care workforce across the United States. Her work at PHI focused on research to support labor market intermediaries in home and community-based services; state regulation of worker training standards; and strategies for improving wages of front-line workers.

Abby holds a Master’s Degree in Public Health from Columbia University and a Bachelor’s Degree from Barnard College.

MATTHEW MO, Vice President, New York City Economic Development Corporation (NYCEDC)

Matt Mo is a Vice President at the New York City Economic Development Corporation (NYCEDC), where he works on a range of real estate and economic development issues around the city. As a long-time resident of New York, he is committed to improving the urban environment and the quality of life for all New Yorkers, and in particular, helping the city address today’s biggest challenges, such as inequality and climate change. Prior to NYCEDC, Matt worked at Morgan Stanley, advising clients in the natural resources sector, and at Marakon, consulting to Fortune 500 firms on long-term strategy. He earned a joint M.B.A./M.S. degree from Stanford University, and a B.A. from Amherst College.

JOHN MOLLENKOPF, PHD, Director of The Center for Political Research and Distinguished Professor of Political Science and Sociology at the CUNY Graduate Center

Prof. Mollenkopf is Distinguished Professor of Political Science and Sociology at the CUNY Graduate Center, directs its Center for Urban Research, and chairs the public policy subfield in political science. His teaching and research interests focus on urban politics and public policy, using New York City as a case study in comparison with large cities in the U.S. and Europe to understand urban political mobilization, immigrant political incorporation, and the formation of governing coalitions. His work seeks to understand how urban policy decisions are made and the consequences they have for different groups and interests.

He has authored or edited eighteen books on these subjects, most recently Unsettled Americans: Metropolitan Context and Civic Leadership for Immigrant Integration (Cornell University Press, 2016), co-edited with Manuel Pastor. He also co-edited Bringing Outsiders In: Transatlantic Perspectives on Immigrant Political Incorporation (Cornell University Press, 2009) with Jennifer Hochschild. His book with Philip Kasinitz, Mary Waters, and Jennifer Holdaway, Inheriting the City: The Children of Immigrants Come of Age (Russell Sage Foundation, 2010), won the Distinguished Book Award of the American Sociological Association, the Thomas and Znaniecki Award of the ASA Immigration Section, and the Mirra Komarovsky Award of the Eastern Sociological Society. His Place Matters: A Metropolitics for the 21st Century (with Peter Dreier and Todd Swanstrom, University Press of Kansas), now in its third edition (2014) won the Michael Harrington Award from the American Political Science Association. He has been a Visiting Scholar at the Russell Sage Foundation and a Fellow at the Center for the Advanced Study of the Behavioral Sciences at Stanford.

Prior to joining the Graduate Center in 1981, he directed the Economic Development Division of the New York City Department of City Planning and taught urban studies and public management at Stanford University. He was also Program Director for Urban Initiatives at the Social Science Research Council, chaired its Committee on New York City, and served on the editorial boards of PS and Urban Affairs Review. He has served as a consultant to many government agencies.
KRISTIN MORSE, Executive Director, Center for New York City Affairs, The New School

Kristin brings a 25-year commitment to poverty reduction to her leadership role at the Center. She spent much of the last decade leading New York City’s Center for Economic Opportunity (CEO), an incubator of cutting-edge anti-poverty initiatives in the Mayor’s Office that won the prestigious Kennedy School Award for Innovations in American Government. She had a major role in developing programs that doubled the community college graduation rate, dramatically increased services for disconnected and justice-involved youth, and changed the way poverty is measured. She previously worked with local government leaders in Russia and co-authored a textbook on public policy in economies in transition, piloted education reforms in Brooklyn that were adopted by the New York City Department of Education, researched housing and homelessness issues, and developed and administered programs for battered women. Kristin holds a bachelor’s degree from Simon’s Rock of Bard College and is a proud alumna of Milano’s urban policy graduate program at The New School.

JOSE (JOEY) ORTIZ, Executive Director, NYC Employment and Training Coalition (NYCETC)

Jose (Joey) Ortiz, Jr. was appointed to the role of Executive Director at the New York City Employment and Training Coalition in February 2018. An accomplished New York City nonprofit leader, Joey has spent his career building and overseeing programs and initiatives at premier social sector organizations across education, leadership, innovation and workforce development.

Immediately prior to joining NYCETC, Joey served as the Managing Director of External Affairs, Partnerships, and Business Development at Pursuit (formerly Coalition for Queens or C4Q), a Long Island City based workforce nonprofit that prepares underserved and underprivileged individuals without college degrees for software development jobs at some of the world’s most innovative companies. In this capacity, Joey led the development of partnerships with government, nonprofit and employer partners, along with fundraising and resource development. Prior to Pursuit, Joey spent more than a decade leading youth & family programs, leadership initiatives, and conferences at the 92nd Street Y (92Y), a world-class cultural and community center. While at 92Y, Joey was a founding member of the Belfer Center for Innovation and Social Impact which co-produced the annual Social Good Summit and 7 Days of Genius, and created the global day of philanthropy called Giving Tuesday.

Joey has been mentioned by media outlets including The Wall Street Journal, City & State, Gotham Gazette, and MSNBC’s Morning Joe. Joey currently sits on The Fund for Public Housing Advisory Council, The NYC Workforce Field Building Hub Advisory Board, and the Amazon HQ2 Community Advisory Council (CAC).

VITA C. RABINOWITZ, PHD, Executive Vice Chancellor, Provost, and Former Interim Chancellor, The City University of New York (CUNY)

Vita C. Rabinowitz is Executive Vice Chancellor, Provost, and former Interim Chancellor at The City University of New York. For nearly a decade, Dr. Rabinowitz has served as Provost and Vice President for Academic Affairs at Hunter College, where she has been a dedicated faculty member for her entire academic career. In addition to teaching and mentoring thousands of students over the course of her 37 years at Hunter, she held a variety of administrative positions before assuming the role of provost, including chairperson of the Department of Psychology, acting associate provost, and acting provost.

While at Hunter, Dr. Rabinowitz was the recipient of major NSF grants, including one that established Hunter’s Gender Equity Project (GEP), which sought to advance women faculty in the natural and social sciences and became an incubator for faculty development at Hunter. She served as co-director of the GEP for eight years. As provost, she received an NSF award to strengthen the many STEM enrichment programs at Hunter College and launch Hunter’s Undergraduate Research Initiative.

In addition to her extensive service at Hunter, since 1978 Dr. Rabinowitz has been a member of the doctoral program in Psychology at CUNY Graduate Center, where she served as acting program head of the Social/Personality doctoral subprogram.

Dr. Rabinowitz received her master’s and doctoral degrees in social psychology at Northwestern University. The range of her scholarly interests includes the study of women and achievement, methodological issues in the study of gender, memory, and coping with adverse outcomes. Her co-authored textbook on the psychology of women, Engendering Psychology: Women and Gender Revisited, is in its second edition.
KELLY RICHARDSON, Managing Director, Newark and New York, Per Scholas

Kelly Richardson is the Managing Director for Per Scholas, Newark & New York. In this role she sets the regional vision and strategy for Per Scholas, represents the organization externally, and leads the Newark & NY team to meet ambitious programmatic and fundraising goals. Since joining Per Scholas in 2013, Kelly spearheaded significant development of Per Scholas’ scale, curriculum innovation, and partnership throughout the region. She led Per Scholas’ expansion to a second New York training location in Brooklyn in 2016, as well as the forthcoming launch of Per Scholas’ Newark location, opening in March 2019, with both new locations driven by increased employer demand.

A testament to her strong leadership in New York’s workforce development community, Kelly was elected Co-Chair of NYC’s Employment and Training Coalition in January 2019, where she will play a pivotal role to advance inclusive and skills-based initiatives for jobseekers across the city.

Prior to joining Per Scholas, Kelly held several roles in workforce development policy and planning at NYC Department of Small Business Services and worked as a credit trader for Deutsche Bank. Per Scholas is an organization affiliated with the Community Advisory Committee (CAC) for Amazon HQ2 in Queens.

BISHOP MITCHELL TAYLOR, CEO and Co-Founder, Urban Upbound, Senior Pastor of the Center Of Hope International (COHI), and Workforce Co-chair on Community Advisory Committee (CAC) for Amazon-HQ2 in Queens

Bishop Mitchell G. Taylor has lived in and around Queensbridge Houses for most of his life. In 1991, he was installed as Senior Pastor of the Center Of Hope International (COHI), a non-denominational church adjacent to the Queensbridge Houses. For over a decade COHI has provided a safe place for hundreds of children in its after-school program and has fed thousands of families each year through its Bread of Life food pantry.

In 2004, convinced that a single church would not be able to mitigate the mammoth issues facing public housing residents, Bishop Taylor founded Urban Upbound (Formerly East River Development Alliance known as “ERDA”). In founding Urban Upbound, Bishop Taylor has created a true alliance of local religious leaders, government officials, educators, business owners, and residents all working together to affect neighborhood improvement and expand economic opportunity for the 30,000 residents living in Queensbridge, Ravenswood, Astoria, and Woodside public housing developments. Urban Upbound’s key programs include Workforce Development, College Preparation, Financial Education and Counseling and Community Revitalization. In April 2010, Urban Upbound opened the Urban Upbound Federal Credit Union (FCU) – the first new credit union in NYC in 10 years, the first in Queens in 30 years, and the first chartered nationally in the Obama administration.

Bishop Taylor has been profiled by the New York Times, CNN, National Public Radio, and other leading media outlets for his leadership around public housing, and has received prestigious awards including the New York City Public Library’s Brooke Astor Award, NYC Neighborhood Achievement Leadership Award, and the Jewish Community Relations Council of New York Martin Luther King Award. He was also a participant in the United Way Executive Fellows Program, and was chosen to participate in the highly competitive Achieving Excellence in Community Development program led by Neighborworks and Harvard University Kennedy School of Government. Bishop Mitchell Taylor is the author of Unbroken Promises, published by Whitaker House (2003).

DAYANNA TORRES, Director, Economic Opportunities and Business Partnerships, JobsFirstNYC

Dayanna Torres is JobsFirstNYC’s Director of Economic Opportunities & Business Partnerships. She leads the strategy for employer engagement, market driven talent pipeline solutions, and sustainable community investment partnerships. She has over 10 years of experience in higher education, non-profit, and the public sector. She recently served as the Senior Project Manager for Partnerships and Business Development at the New York City Economic Development Corporation (NYCEDC) leading projects to spur inclusive economic development and talent pipeline solutions for the City’s high growth industry investments, in corporate expansion/relocations, and in assets undergoing land use review. Prior to NYCEDC, she founded Single Stop at CUNY John Jay College. She also held roles at the New York City Housing Authority where she managed youth partnerships and training recruitment, launched the Goodwill Industries Jobs Plus and the North Bronx Resident Economic Empowerment & Sustainability (REES) Zone. A native New Yorker, Dayanna formerly served Bronx Community Board 5 Youth Committee Chair and holds two Masters from Syracuse University.
HARINI VENKATESH, Deputy Executive Director, Partnerships and Strategy, Career and Technical Education, NYC Department of Education

Harini Venkatesh is the Deputy Executive Director, Career and Technical Education (CTE) Partnerships and Strategy, at the New York City Department of Education. Harini leads partnership development across eight high growth industry verticals to ensure CTE programs meet real world needs and deliver successful labor market outcomes to over 64,000 high school students. Harini brings expertise from the private and nonprofit sectors, having worked in mega cities in USA, England and India. Harini has graduate degrees in Economics and City Planning from the University Of Cambridge (UK) and the Massachusetts Institute of Technology.

MARVIN WARD, PHD, Research Lead, Local Consumer Commerce, JP Morgan Chase Institute

Marvin Ward Jr. is the Research Lead for the Local Commerce research group in the JPMorgan Chase Institute. In this capacity, he and his colleagues work with billions of transactions from millions of Chase customers to explore the dynamics of local economies. The group’s current focus centers on the creation of new data streams to provide novel views of the interaction between consumers and firms in space. The insights gleaned from this work are all shared freely with the public via reports and aggregated data files.

Prior to joining JPMCI, Marvin developed and used microsimulation models to analyze federal policy in the Tax Division of the Congressional Budget Office. Before CBO, he conducted empirical research on local fiscal policy for the Office of Revenue Analysis within Washington D.C.’s Office of the Chief Financial Officer. Prior to serving in government Marvin worked in American University’s School of Public Affairs, where he taught courses in budgeting, expenditure analysis, and public administration. While at AU, he also consulted with the World Bank, this time conducting empirical analysis in the execution of public expenditure and institutional reviews of judicial systems in Eastern Europe. Marvin began his career in DC as an Associate with the EOP Group, where he conducted regulatory and statutory analysis in the area of domestic energy policy.

Marvin earned a B.S. in Mechanical Engineering/Engineering and Public Policy from Carnegie Mellon University. He later attended American University, where he earned an MPP focusing on budgeting & finance, as well as a Ph.D. in Public Administration and Finance.

JIIN WEN, Senior Vice President, New York City Economic Development Corporation (NYCEDC)

Jiin Wen is an urban planner, architect and advocate, for vocational training in public education, who leads the Multimedia & Geospatial Information Service Unit at the NYC Economic Development Corporation (EDC). Over the last 15 years, she has supported many projects that shaped NYC, including the Staten Island Yankees and Brooklyn Cyclones stadiums, the High Line, and Essex Crossing.

She considers herself a data chef, sourcing data from local, state, and federal agencies and offering insight for stakeholders. Programs Jiin and her team support and service at EDC include LifeSci NYC, Food Retail Expansion to Support Health (FRESH), and Industrial Development Agency (IDA).

A product of the NYC public education system, Jiin gives back and supports her community. She served on the Community Education Council (CEC) in Brooklyn’s District 15 for two years and functions as an adviser to the current Council. She is an active and Honorary Member of the Citywide Education Council Consortium. Jiin also co-founded a Grants & Funding Workshop, helping public schools find ways to supplement their budgets.