

City of New York  
Office of the Mayor  
New York City Global Partners



# Governing a Diverse City in a Democratic Society

Thursday, January 18, 2007

Columbia University in the City of New York

Columbia University World Leaders Forum

The New York Immigration Coalition

Global cities are experiencing significant transnational migration. While these new populations infuse global cities with their energy, their dreams, and their traditions, they also pose significant challenges. Language barriers, cultural differences, and immigration status can prevent receipt of needed services. Safety and security policies in a post-9/11 world are especially challenging in multiethnic cities. This is especially true in democratic societies whose governance structures encourage participation, transparency, and accountability. Cities are on the front lines for implementing policy, and New York City is exemplary among global cities for its response to the needs of its immigrant communities through innovative policies and programs. At the request of the delegation of the European Commission to the United Nations, the City of New York was asked to share its practices with other diverse democratic global cities.

New York City Global Partners and Columbia University are pleased to convene this summit, which brings together governmental leaders, policy professionals, and renowned intellectuals from nearly 20 nations. Cities represented at the summit include Beijing, Budapest, Cairo, Jerusalem, Johannesburg, London, Madrid, Rome, Santo Domingo, Tokyo, Buenos Aires, Calgary, Copenhagen, Dublin, Düsseldorf, Edmonton, Gothenburg, The Hague, Istanbul, Luxembourg City, Lyon, Milan, Oslo, Ottawa, Paris, Stockholm, Toronto, Vancouver, Vienna, and Winnipeg. During the Summit's public program, New York City Mayor Michael Bloomberg and his critical commissioners will discuss the challenges in New York City and the programmatic solutions that have been implemented to address the needs of immigrant communities. This will begin a two-day dialogue between New York City and its global city partners at Columbia University.

# Governing a Diverse City in a Democratic Society

8:50 a.m. [Welcome Remarks](#)

The Honorable David N. Dinkins, Former Mayor, City of New York  
Lee C. Bollinger, President, Columbia University in the City of New York

9:00 a.m. [Keynote Address](#)

The Honorable Michael R. Bloomberg, Mayor, City of New York

9:45 a.m. [Panel Discussion: Making Education and After-School Programs Work for New York City's Immigrant Communities](#)

*Questions and Answers to follow.*

*Moderator:*

Ester Fuchs, Professor of International Affairs and Political Science,  
Columbia University's School of International and Public Affairs

*Panelists:*

Joel Klein, Chancellor, Department of Education (Columbia College '67)  
Jeanne Mullgrav, Commissioner, Department of Youth and  
Community Development

10:45 a.m. [Break](#)

11:00 a.m. [Panel Discussion: Challenges and Solutions for Health Care and Social Services](#)

*Questions and Answers to follow.*

*Moderator:*

Ester Fuchs

*Panelists:*

Verna Eggleston, Commissioner, Human Resources Administration  
Thomas R. Frieden, M.D., Commissioner, Department of Health and  
Mental Hygiene (Physicians and Surgeons and School of Public Health '86)

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## MICHAEL R. BLOOMBERG

Michael R. Bloomberg is the 108th mayor of the City of New York. He was born on February 14, 1942, and raised in Medford, Massachusetts, where his father was the bookkeeper at a local dairy. Mayor Bloomberg's thirst for information and fascination with technology was evident at an early age and led him to Johns Hopkins University, where he parked cars and took out loans to finance his education. After his college graduation, he earned an M.B.A. from Harvard, and in the summer of 1966, he was hired by Salomon Brothers to work on Wall Street.

He quickly advanced through the ranks and became a partner in 1972. Soon after, he was supervising all of Salomon's stock trading, sales, and later, its information systems. He was fired in 1981 after another company acquired Salomon. Mr. Bloomberg used his stake from the Salomon sale to start his own company. He created a financial information computer that would collect and analyze different combinations of past and present securities data and deliver it immediately to the user. In 1990, Bloomberg LP entered the media business, launching a news service and then radio, television, Internet, and publishing operations.

As the company enjoyed tremendous growth, Mr. Bloomberg dedicated more of his time and energy to philanthropy and civic affairs. His desire to improve education, advance medical research, and increase access to the arts has provided the motivation for much of his philanthropy.

He funded relief programs for victims of domestic violence in New York City, sponsored the Children's Health Fund's Mobile Medical Unit, and supported construction of new athletic fields at city high schools throughout the five boroughs. He also served on the boards of 20 different civic, cultural, educational, and medical institutions.

The Mayor served as the chairman of the Board Trustees of Johns Hopkins University until May 2002. Recently, he was honored by Johns Hopkins University, when its School of Hygiene and Public Health was renamed "The Bloomberg School of Public Health."

## LEE C. BOLLINGER

Lee C. Bollinger is President of Columbia University and a member of the faculty of the Law School, positions he has held since 2002. He is a graduate of the University of Oregon and Columbia Law School. After serving as law clerk for Judge Wilfred Feinberg on the United States Court of Appeals for the Second Circuit and Chief Justice Warren Burger on the United States Supreme Court, he joined the faculty of the University of Michigan Law School in 1973. In 1987, he was named the Dean of the University of Michigan Law School, a position he held for seven years. He became Provost of Dartmouth College and professor of government in 1994 and was named President of the University of Michigan in 1996.

His teaching and scholarly interests are focused on free speech and First Amendment issues. He has published numerous books, articles, and essays in scholarly journals on these and other subjects, including *Eternally Vigilant: Free Speech in the Modern Era* (2001), *Images of a Free Press* (1991), and *The Tolerant Society: Freedom of Speech and Extremist Speech in America* (1986).

Mr. Bollinger is a fellow of the American Academy of Arts and Sciences and a member of the American Philosophical Society. He is an honorary fellow of Clare Hall, Cambridge University. He serves on the board of directors of the Federal Reserve Bank of New York and on the board of the Kresge Foundation.

For his national leadership in defending affirmative action in higher education, he received the National Humanitarian Award from the National Conference for Community and Justice and the National Equal Justice Award from the NAACP Legal Defense and Educational Fund, Inc. For his service to higher education, especially on matters of freedom of speech and diversity, he was given the Clark Kerr Award, the highest award conferred by the faculty of the University of California, Berkeley.

President Bollinger was born in Santa Rosa, California, and raised there and in Baker, Oregon. He is married to Jean Magnano Bollinger, an artist with a studio in New York. They have two children, Lee and Carey.

## DAVID N. DINKINS

David N. Dinkins is professor in the practice of public affairs at the Columbia University School of International and Public Affairs and serves on its Board of Advisors. The University recently established a David N. Dinkins Professorship in the Practice of Urban and Public Affairs and launched the Dinkins Archives and Oral History Project.

The 106th mayor of the City of New York, Mr. Dinkins began his career in public service in 1966 in the New York State Assembly. He served as president of the New York City Board of Elections from 1972 through 1973 and was appointed city clerk in 1975. He was elected president of the Borough of Manhattan in November 1985 and mayor of the City of New York in November 1989, serving a four-year term.

Mayor Dinkins instituted “Safe Streets, Safe City: Cops and Kids,” the model criminal justice plan for reducing crime and expanding opportunities for the children of New York City, and established the Beacon schools. Fond of referring to New York City as a “gorgeous mosaic,” Mr. Dinkins continues to be a vocal advocate for children, education, compassionate urban policy, and tolerance.

Mr. Dinkins chairs the New York City/Johannesburg Sister City Program, serves on the Advisory Board of Independent News and Media, and is a member of the Council on Foreign Relations. He serves on the steering committee of the Association for a Better New York (ABNY) and is a member of the board of directors of the Upper Manhattan Empowerment Zone.

He serves on the boards of several nonprofit and charitable organizations, many of which assist children and young people. Among them are the Association to Benefit Children, the Children’s Health Fund, and Friends of the Nelson Mandela Children’s Fund.

Mr. Dinkins served in the United States Marine Corps in World War II, received a B.S. in mathematics from Howard University, and an LL.B. from Brooklyn Law School, and maintained a private law practice from 1956 through 1975. He is a frequent media guest and hosts a public affairs radio program, “Dialogue with Dinkins.”

## VERNA EGGLESTON

In January 2002, Verna Eggleston returned to the NYC Human Resources Administration/Department of Social Services (HRA/DSS) after her first eleven years at the agency, appointed as the administrator/commissioner of the nation's largest municipal social services agency by Mayor Michael R. Bloomberg. She is the longest-serving HRA commissioner to date and the first appointed to two consecutive terms. Ms. Eggleston oversees more than 14,000 employees, a \$5.6 billion budget, \$15 billion in contracts, and provides vital services to more than 3 million people. These services include welfare-to-work programs, temporary public assistance, food stamps, Medicaid, HIV/AIDS support services, domestic violence prevention, homelessness prevention, and emergency intervention services.

Ms. Eggleston served as the deputy administrator of the New York City Child Welfare Administration under Mayor Ed Koch. Under Mayor David Dinkins, she served as the director of New York City's Family Shelter programs, where she oversaw the provision of emergency services for homeless families with children. During the height of the homeless crisis, she ran all the emergency welfare assistance units in the five boroughs. In addition, Ms. Eggleston opened the city's first AIDS facility for HIV-infected infants. Prior to her appointment in the Bloomberg administration, Ms. Eggleston served as the executive director of the Hetrick-Martin Institute, home of the Harvey Milk School.

In a career spanning nearly three decades, Ms. Eggleston has worked as an administrator, advocate, and policymaker in public, private, and not-for-profit agencies to help children, adolescents, and families rise above limiting circumstances to fulfill their potential and achieve self-sufficiency.

Ms. Eggleston has consulted as a spokesperson and authority on a wide range of issues confronting youth and their families. She served on the National Board of Directors for the Child Welfare League of America and worked with President Bill Clinton, Vice President Al Gore, New York State Senator Hillary Clinton, and Attorney General Janet Reno to advocate for hate crimes legislation, youth violence prevention, and adolescent mental health issues.

After serving for five years as commissioner/administrator, Ms. Eggleston will leave HRA to join the Bloomberg Family Foundation to research and develop the Foundation's projects in 2007.

## THOMAS R. FRIEDEN

Tom Frieden began his career as a community organizer in the Mississippi Delta region, helping a community health center increase its reach. He then received his M.D. and M.P.H. degrees at Columbia University, followed by internal medicine specialty training at Columbia and an infectious disease fellowship at Yale.

Dr. Frieden then joined the Centers for Disease Control and Prevention, where he worked for 12 years, initially as an epidemiologic intelligence service officer—a “disease detective”—investigating and controlling disease outbreaks in New York City. At the height of NYC’s tuberculosis epidemic in 1992, he was named as assistant commissioner and director of the Health Department’s tuberculosis control program. By 1996, NYC had decreased the incidence of tuberculosis by nearly half and incidence of multi-drug resistant TB by more than 80 percent, becoming a national and global model for stopping tuberculosis.

Dr. Frieden’s success led him to India, where he worked for the next five years helping establish what is now the world’s largest effective tuberculosis program. India’s program has now treated more than six million patients and saved more than a million lives.

Dr. Frieden was appointed commissioner of the New York City Department of Health and Mental Hygiene, one of the world’s oldest and largest public health agencies, in January 2002. He implemented a comprehensive tobacco control program that has resulted in nearly 200,000 fewer smokers and will prevent approximately 60,000 premature deaths; established Take Care New York, a comprehensive health policy that targets the city’s most critical health problems; strengthened systems to monitor health status; and opened community-based Public Health Offices in Harlem, Central Brooklyn, and the South Bronx to improve health in the city’s sickest neighborhoods.

Dr. Frieden’s approach is to use data to drive decision making and improve health, particularly of those most in need. This perspective is evident in the more than 150 articles he has written.



## ESTER R. FUCHS

Ester R. Fuchs is a professor of public affairs and political science at Columbia University. After receiving her B.A. from Queens College, CUNY, she went on to receive her M.A. from Brown University, followed by a Ph.D. in political science from the University of Chicago. She served as special advisor to the mayor for governance and strategic planning under New York City Mayor Michael R. Bloomberg. While at City Hall, Dr. Fuchs coordinated three significant mayoral initiatives: restructuring the city's delivery of Out-of-School Time (OST) programs to children, youth, and families; the Integrated Human Services System Project (Access New York) to streamline the screening and eligibility determination processes, case management, and policy development and planning functions within and across the 13 human services agencies through the use of technology; and the merger of the Department of Employment with the Department of Small Business Services to align the city's workforce development programs with the needs of the business community. Dr. Fuchs was also appointed by Mayor Bloomberg to serve as chair of the Charter Revision Commission. She was the first woman to serve in this capacity.

Before going on a public service leave to join the Bloomberg administration, Dr. Fuchs was professor of political science at Barnard College, chair of the Urban Studies Program at Barnard and Columbia Colleges, and founding director of the Columbia University Center for Urban Research and Policy. She continues to serve on the NYC Economic Opportunity Commission, the Workforce Investment Board, and the Mayor's Sustainability Advisory Board. She has recently been the recipient of a grant from the Wallace Foundation Learning in Communities Initiative; the Guggenheim Foundation for summer public service internships; the Ford Foundation on Political Participation and the Civic Culture of Moslem Communities in NYC; the Greater London Enterprise to compare governance in London and New York; the U.S. Department of Justice on Implementation of the National Voter Registration Act; the National Health and Human Service Employees Union AFL-CIO project on Political Participation in NYC and NYS; a Ford Foundation grant on New Voices in State Fiscal Policy; the U.S. Department of Housing and Urban Development evaluation of the federal homeless policy, the Continuum of Care; and Upper Manhattan Empowerment Zone Technical Assistance Project. She is the author of *Mayors and Money: Fiscal Policy in New York and Chicago* and a frequent political commentator on TV and radio. Dr. Fuchs lives in Manhattan with her husband, Daniel Victor, and their three children.

## RAYMOND W. KELLY

Raymond W. Kelly was appointed police commissioner of the City of New York by Mayor Michael R. Bloomberg, making him the first person to hold the post for a second, separate tenure. Commissioner Kelly was formerly senior managing director, Global Corporate Security, at Bear, Stearns & Co. Inc. Before that, he served as commissioner of the U.S. Customs Service, where he managed the agency's 20,000 employees and \$20 billion in annual revenue. For his accomplishments at Customs, Commissioner Kelly was awarded the Alexander Hamilton Medal for Exceptional Service. From 1996 to 1998, Commissioner Kelly was under secretary for enforcement at the U.S. Treasury Department. There he supervised the department's enforcement bureaus, including the U.S. Customs Service, the U.S. Secret Service and the Bureau of Alcohol, Tobacco, and Firearms, the Federal Law Enforcement Training Center, the Financial Crimes Enforcement Network, and the Office of Foreign Assets Control. In addition, Mr. Kelly served on the executive committee and was elected vice president for the Americas of Interpol, the international police organization, from 1996 to 2000. He served previously as director of the International Police Monitors in Haiti, a U.S.-led force responsible for ending human rights abuses and establishing an interim police force there. For this service, Commissioner Kelly was awarded the Exceptionally Meritorious Service Commendation by the president of the United States and the Commander's Medal for Public Service by the chairman of the Joint Chiefs of Staff. Commissioner Kelly spent 31 years in the New York City Police Department, serving in 25 different commands and as police commissioner from 1992 to 1994.

A combat veteran of the Vietnam War, Commissioner Kelly retired as a colonel from the Marine Corps Reserves after 30 years of service. He holds a B.B.A. from Manhattan College, a J.D. from St. John's University School of Law, an L.L.M. from New York University School of Law, and an M.P.A. from the Kennedy School of Government at Harvard University. He has received honorary degrees from Marist College, Manhattan College, the College of St. Rose, St. John's University, and the State University of New York.

## JOEL I. KLEIN

Joel I. Klein is chancellor of the New York City Department of Education. As chancellor, Mr. Klein oversees a system of 1,450 schools and 136,000 employees with a \$15 billion budget and launched Children First in 2002, a comprehensive reform strategy that has brought coherence and capacity to the system and resulted in significant increases in student performance. In the next phase of Children First, Chancellor Klein is instituting ambitious reforms to make the system even more accountable for student achievement, while expanding the authority of principals to create the learning environment they think is best for their schools.

Formerly chairman and CEO of Bertelsmann, Inc., a media company, Mr. Klein served as assistant U.S. attorney general in charge of the Antitrust Division of the U.S. Department of Justice until September 2000 and was deputy White House counsel to President Clinton from 1993 to 1995. Mr. Klein entered the Clinton administration after 20 years of public and private legal work in Washington, D.C. He attended New York City's public schools and graduated from William Cullen Bryant High School. He received his B.A. from Columbia University, where he graduated magna cum laude/Phi Beta Kappa in 1967, and earned his J.D. from Harvard Law School in 1971, again graduating magna cum laude.

## JEANNE B. MULLGRAV

Mayor Michael R. Bloomberg appointed Jeanne B. Mullgrav as commissioner of the New York City Department of Youth and Community Development (DYCD) in April 2002.

As New York City's lead agency for administering youth and community programs, DYCD invests public funds in experienced community-based organizations that provide after-school programming, train young people for jobs, and enhance individuals' literacy skills, among other goals.

Since becoming commissioner of DYCD, Ms. Mullgrav has steered the organization through a tremendous period of growth. In 2003, Mayor Bloomberg streamlined the city's social services by eliminating the Department of Employment and relocating its portfolio of youth workforce programs to DYCD. The same year, the mayor made DYCD the lead agency for implementing his Out-of-School Time (OST) initiative, under which the agency is coordinating services and maximizing resources.

Ms. Mullgrav came to DYCD from The After-School Corporation (TASC), a not-for-profit organization dedicated to promoting the need for available and quality after-school programs. As vice president of external relations, she oversaw all aspects of government affairs and media relations and promoted TASC's legislative agenda.

Previously, as deputy director of intergovernment relations for New York State Attorney General Eliot Spitzer, Ms. Mullgrav shaped legislative and policy proposals relating to criminal justice and victim-related topics. Throughout the 1990s, Ms. Mullgrav held several senior management positions at Victim Services (now "Safe Horizon"), a major not-for-profit provider of services to crime victims in New York City. Ms. Mullgrav began her career in government as a New York City urban fellow in the 1980s.

Ms. Mullgrav serves on the boards of several not-for-profit organizations, including The Fund for Modern Courts, the National Center for Family Literacy, and the National Advisory Committee of the Robert Bowne Foundation's After-School Matters publication. She has received numerous awards, including the New York State Youth Bureau's Polly Sanders Award, the Better Bronx for Youth Consortium's Women Who Shape Our World Award, and the Council of Jewish Organizations of Flatbush's Distinguished Public Service Award. She holds a B.A. from Swarthmore College and a J.D. from New York University School of Law.

## MARJORIE B. TIVEN

Marjorie B. Tiven has served as commissioner of the New York City Commission for the United Nations, Consular Corps, and Protocol (UNCCP) since February 2002. UNCCP is the primary liaison between city government and the diplomatic community, including relations with the U.S. State Department, the United Nations, 192 permanent missions to the United Nations, and 105 consulates. UNCCP also assists foreign companies interested in opening an office in New York City through its Division of International Business. UNCCP is home to New York City Global Partners, which connects the Mayor's Office with global cities around the world. As chief of protocol, Commissioner Tiven is the official liaison with foreign governments for courtesy visits at City Hall. During her tenure, the city achieved the first-ever diplomatic parking agreement with the U.S. State Department, the first full fire safety protection inspection of the United Nations complex, and restructuring of the Sister City Program to expand New York's interaction with other global cities.

Commissioner Tiven earned an undergraduate degree from Antioch College and a graduate degree from Columbia University School of Social Work. She served in various positions at the National Council on the Aging and the National Association of State Units on Aging and as director of training at Brookdale Center on Aging at Hunter College. She resigned from Brookdale in 2001 to campaign for her brother, Michael R. Bloomberg, as mayor of the City of New York. In 2005, Commissioner Tiven took leave to campaign for the Mayor's re-election.

## New York City Global Partners



New York City recognizes that globalization has changed the traditional role of the world's great cities. It has presented both challenges and opportunities that can only be addressed if global cities are ready to share their experiences and innovative approaches to solve 21st century problems. New York City Global Partners promotes cooperation and the sharing of information on best practices among the world's great cities by convening summit meetings on important questions of mutual concern. What will the new urban economies look like? How do global cities provide effective and efficient public services to their diverse populations? How will global cities ensure that they have sufficient resources to compete in an increasingly complex world economy and to educate their populations and keep them safe? Will global cities remain the centers of innovation in science and creativity in the arts? New York City recognizes its role as a world leader in advancing economic opportunity, democratic values, creativity and cultural diversity. New York City Global Partners is working to forge strong relationships among global cities to ensure that they continue to be places of freedom and opportunity. For more information on New York City Global Partners please visit [www.nyc.gov](http://www.nyc.gov) or call 311.

## Columbia University in the City of New York World Leaders Forum



Launched in 2003, the World Leaders Forum is an annual University-wide initiative that helps realize Columbia's commitment to serving as a center for public discussion and debate on the large economic, political, social, and cultural questions of our time that cut across both traditional academic and international boundaries. The Forum brings together a wide range of governmental leaders, influential citizens, and admired intellectuals from many nations to examine global challenges and explore cultural perspectives. Throughout the yearlong series of events, Columbia's students, faculty, and alumni, along with members of the wider New York City community, gather to engage in an open dialogue with distinguished world leaders. [www.worldleaders.columbia.edu](http://www.worldleaders.columbia.edu)

## The New York Immigration Coalition



The New York Immigration Coalition (NYIC) is an umbrella policy and advocacy organization for approximately 150 groups in New York State that work with immigrants and refugees. As the coordinating body for organizations that serve one of the largest and most diverse newcomer populations in the United States, the NYIC has become a leading advocate for immigrant communities on the local, state, and national levels. The NYIC's membership includes grassroots community organizations, not-for-profit health and human services organizations, religious and academic institutions, labor unions, and legal, social, and economic justice organizations. With its multi-ethnic, multi-racial, and multi-sector base, the NYIC provides both a forum for immigrant groups to share their concerns and a vehicle for collective action to address these concerns. [www.thenyic.org](http://www.thenyic.org)