

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



Job Creation and Workforce Development

Thursday, June 25, 2009
Columbia University in the City of New York

Columbia University

OECD LEED

Job Creation and Workforce Development Summit

THURSDAY, JUNE 25, 2009

8:30 a.m.

Welcome

Robert Kasdin, J.D., Senior Executive Vice President, Columbia University in the City of New York
Meyer Feldberg, Ph.D., President, New York City Global Partners, Inc.

Panel Discussion: Transforming Adult Workforce Systems through Local Government Policy

Questions and answers to follow.

Panelists:

Robert W. Walsh, Commissioner, Department of Small Business Services, City of New York
Pablo Zalaquett, Mayor of the City of Santiago
Wei-yu Gao, Ph.D., Chief Economic Analyst, Development Research Centre, Shanghai Municipal Government
Anna Molero, Managing Director, Barcelona Activa, City of Barcelona

Moderator:

Ester R. Fuchs, Ph.D., Professor of Public Affairs and Political Science, Columbia University and member of the NYC Workforce Investment Board

9:45 a.m.

Break

10:00 a.m.

Introduction

Meyer Feldberg, Ph.D., President, New York City Global Partners, Inc.

Keynote Address

Michael R. Bloomberg, Mayor of the City of New York
“Keeping Cities Economically Competitive: The 21st Century Urban Workforce”

10:45 a.m.

[Break](#)

11:00 a.m.

[Panel Discussion: Engaging International, National and Regional Governments in Local Workforce Development](#)

Questions and answers to follow.

Panelists:

Francesca Froy, Senior Policy Analyst, Local Economic and Employment Development Programme, Organisation for Economic Co-operation and Development (OECD)

Michael H. Williams, General Manager, Economic Development, Culture and Tourism, City of Toronto

Anthony Browne, Director for Economic and Business Policy, Greater London Authority

John Twomey, Executive Director, New York Association of Training and Employment Professionals

Moderator:

Ester R. Fuchs, Ph.D., Professor of Public Affairs and Political Science, Columbia University and member of the NYC Workforce Investment Board

12:00 noon

[Break](#)

The following sessions are limited to official delegates and other invited guests.

12:30 p.m.

[Luncheon](#)

[Welcome](#)

Marjorie B. Tiven, Commissioner, New York City Commission for the United Nations, Consular Corps and Protocol and Treasurer, New York City Global Partners, Inc.

[Luncheon Address](#)

Regina S. Peruggi, Ed.D., President, Kingsborough Community College
“Partnering with Community Colleges to Create a Competitive Workforce”

2:00 p.m.

[Break](#)

2:15 p.m.

Concurrent Delegate Workshops

Workshop A: Partnering with Higher Education or Non-governmental Organizations

Panelists:

Ray Singleton, Assistant Deputy Commissioner, New York City Human Resources Administration

Suri Duitch, University Director of Adult and Continuing Education, City University of New York

Bruce Lincoln, Entrepreneur in Residence, Center for Technology, Innovation and Community Engagement, Columbia University

Facilitator:

Steven A. Cohen, Ph.D., Executive Director, Earth Institute and Director, Master's of Public Administration Program in Environmental Science and Policy, Columbia University

or

Workshop B: Partnering with Labor to Develop Job Training Programs

Panelists:

Deborah King, Executive Director, 1199 Employment, Training and Job Security Program and member of the NYC Workforce Investment Board

Matt Merrigan, National Industrial Secretary, Services Industrial Professional Technical Union (SIPTU), Republic of Ireland

Alan Smith, General Manager, SKILL (Securing Knowledge Intra Lifelong Learning) Programme, Health Service Executive, Republic of Ireland

Facilitator:

Dorian T. Warren, Ph.D., Assistant Professor, Department of Political Science and the School of International and Public Affairs, Columbia University

3:30 p.m.

Break

3:45 p.m.

Concurrent Delegate Workshops

Workshop C: Engaging Business to Create a Competitive Workforce

Panelists:

T. Kenneth Stovall, Senior Executive, Accenture Learning
Andrea Taylor, Director, North America Community Affairs,
Microsoft Corporation

Facilitator:

Steven A. Cohen, Ph.D., Executive Director, Earth Institute and Director, Master's
of Public Administration Program in Environmental Science and Policy,
Columbia University

or

Workshop D: Workforce Development Transformation in NYC—Strategy, Operations, Technology

Panelists:

Angie Kamath, Deputy Commissioner, Workforce Development, Department of
Small Business Services, City of New York
Kevin Kelly, Assistant Commissioner, NYC Business Express, Department of Small
Business Services, City of New York
David Margalit, Deputy Commissioner, Business Development and Agency
Strategy, Department of Small Business Services, City of New York

Facilitator:

Dorian T. Warren, Ph.D., Assistant Professor, Department of Political Science and
the School of International and Public Affairs, Columbia University

5:00 p.m.

Program ends

A reception and dinner at Gracie Mansion follows the formal program.

ROBERT KASDIN

Robert Kasdin was appointed senior executive vice president of Columbia University in March 2002 and assumed his responsibilities on September 1, 2002. Prior to joining Columbia University, he served as the executive vice president and chief financial officer of the University of Michigan. Before his service at the University of Michigan, he was the treasurer and chief investment officer for The Metropolitan Museum of Art in New York City, and the vice president and general counsel for Princeton University Investment Company. He started his career as a corporate attorney at Davis Polk & Wardwell.

Mr. Kasdin serves on several boards. He is president of the board of trustees of The Dalton School, and a trustee of the National September 11 Memorial & Museum. He serves on the board of directors of the Noranda Aluminum Holding Corporation. He is also a member of the Council of Foreign Relations.

Mr. Kasdin earned his A.B. from Princeton and his J.D. from Harvard Law School.

MEYER FELDBERG



Professor Meyer Feldberg, president of New York City Global Partners, is senior advisor at Morgan Stanley in New York and professor and dean emeritus at Columbia Business School. Professor Feldberg's career has included leadership positions in the business schools of the universities of Cape Town, Northwestern, and Tulane. He was president of Illinois Institute of Technology from 1986 to 1989. He served as dean of Columbia Business School for fifteen years and currently serves as dean emeritus and professor of leadership and ethics.

Professor Feldberg has been a visiting professor at MIT, Cranfield, and Insead. He serves on the advisory board of the British American Business Council and on the board of the New York City Ballet and has served on the Council of Competitiveness in Washington, D.C. In 2001, the International Centre in New York honored South African-born Professor Feldberg as a distinguished foreign-born American who has made a significant contribution to American life.

In 2007, Mayor Michael R. Bloomberg appointed him president of New York City Global Partners, Inc. He is a director of Macy's, Inc., Revlon, Inc., Primedia, Inc., UBS Funds, and Sappi Limited. Professor Feldberg was a world-ranked swimmer in the 1950s and 1960s and competed in the Empire Games, the Maccabi Games, and the World Student Games. He received his B.A. at the University of Witwatersrand, his M.B.A. at Columbia University, and his Ph.D. at the University of Cape Town. He is married to the artist Barbara Feldberg and has two children and six grandchildren.

MICHAEL R. BLOOMBERG



Michael R. Bloomberg is the 108th mayor of the City of New York. Elected to office in 2001, in his first term, Mayor Bloomberg cut crime 20 percent; created jobs by supporting small businesses; unleashed a building boom of affordable housing; expanded parks and worked to revitalize the waterfront; implemented ambitious public health strategies, including the successful ban on smoking in restaurants and bars; expanded support for community arts organizations; and improved the efficiency of government. In addition, fulfilling a campaign promise, he won control of New York's schools from the broken Board of Education and began turning around the nation's largest school district by injecting standards into the classroom and

holding schools accountable for success. As a result, graduation rates have increased more than 20 percent, and reading and math scores have both risen to record levels.

In 2005, Mayor Bloomberg was re-elected by a diverse coalition of support that stretched across the political spectrum. In the first half of his second term, while balancing the budget and driving unemployment to a record low, Mayor Bloomberg took on a number of new challenges. He launched an innovative program to combat poverty that encourages work and makes work pay. He began a far-reaching campaign to fight global warming and give New York City the cleanest air of any major U.S. city. And he co-founded a bipartisan coalition of fifteen mayors—which has grown to more than 350 mayors—to keep illegal guns out of the hands of criminals and off city streets.

When the current financial crisis hit and the national economy entered a serious recession, the mayor launched a Five Borough Economic Opportunity Plan to bring the City through the downturn as quickly as possible. The plan is focused on creating jobs for New Yorkers today, implementing a vision for growing the City's economy over the long-term, and building affordable, attractive neighborhoods across all five boroughs.

Michael Bloomberg began a small start-up company called Bloomberg LP in 1981. Today, Bloomberg LP has over 275,000 subscribers to its financial news and information service. Headquartered in New York City, the company has more than 10,000 employees in 150 cities worldwide.

REGINA S. PERUGGI



Regina S. Peruggi is president of Kingsborough Community College of the City University of New York. Located in Brooklyn, Kingsborough is a comprehensive community college with an annual enrollment of over 16,000 credit students and approximately 20,000 continuing education students. Prior to her Kingsborough appointment, Dr. Peruggi served as president of the Central Park Conservancy, a private, not-for-profit organization that manages Central Park. From 1990 to 2001, she was president of Marymount Manhattan College.

A native New Yorker, Dr. Peruggi began her professional career as a drug abuse counselor. In 1974, she joined the City University of New York (CUNY), where she developed and directed the York College Community Learning Center. In 1986, Dr. Peruggi was appointed CUNY's university associate dean for adult and continuing education. She has taught at the elementary, college, and graduate levels.

Dr. Peruggi is an active member of many civic boards and academic associations. She is chairperson emerita of the board and current co-chairperson of the Commissioners of the Women's Refugee Commission. She also serves as a board member of the Havens Relief Fund Society, the Brooklyn Economic Development Corporation, Berkeley College, the Brooklyn Chamber of Commerce, and the Academy of Mount St. Ursula. Dr. Peruggi was appointed recently to the Commission on Lifelong Learning of the American Council on Education and to the advisory board of the Student World Assembly. Dr. Peruggi earned her B.A. from the College of New Rochelle, her M.B.A. from New York University, and her Ed.D. from Columbia University's Teachers College.

ESTER R. FUCHS

Ester R. Fuchs is professor of public affairs and political science and director of the Urban Policy Concentration at Columbia University. She served as special advisor to the mayor for governance and strategic planning under New York City Mayor Michael R. Bloomberg from 2001 to 2005. Dr. Fuchs was chair of the Urban Studies Program at Barnard and Columbia Colleges and founding director of the Columbia University Center for Urban Research and Policy.

Dr. Fuchs was the first woman to serve as chair of the NYC Charter Revision Commission in 2005. She currently serves on the NYC Mayor's Sustainability Advisory Board, NYC Economic Opportunity Commission, the NYC Workforce Investment Board, the NYC Commission on Women's Issues, and the advisory board for NYC's Out-of-School Time Initiative. She is appointed to the Committee on Economic Inclusion of the Federal Deposit Insurance Corporation (FDIC) and is a member of the boards of the Fund for the City of New York, the Citizens Union, the Museum at Eldridge Street, the Jewish Community Relations Council, and the International Board of the Hebrew University Rothberg School.

Dr. Fuchs recently completed *Innovations in City Government: The Case of New York City's Workforce Developments System* for Columbia's University's Case Study Series in Global Public Policy and is the author of *Mayors and Money: Fiscal Policy in New York and Chicago*. She is a frequent political commentator on television and radio. She received a B.A. from Queens College, CUNY; an M.A. from Brown University; and a Ph.D. in political science from the University of Chicago.

ROBERT W. WALSH

Robert W. Walsh was appointed commissioner of the New York City Department of Small Business Services (SBS) by Mayor Bloomberg in January 2002. Since Mayor Bloomberg merged the City's workforce development programs with SBS in July 2003, Commissioner Walsh has led the effort to build a system that meets the needs of both businesses and job seekers. Since 2004, the workforce development system has placed over 73,000 job seekers in employment through the seven Workforce1 Career Centers.

During his tenure, Commissioner Walsh has redefined how the City serves and responds to the needs of its 220,000 small businesses. SBS has enhanced the delivery of technical assistance and incentives to New York City's small businesses through NYC Business Solutions and launched online tools through NYC Business Express to make starting, operating, and expanding a business simple and easy. SBS has also energized the City's promotion and support of minority- and women-owned businesses.

Prior to his appointment, Commissioner Walsh spent five years in North Carolina as president of Charlotte Center City Partners, an organization dedicated to improving and growing Charlotte's central business district. From 1989 to April 1997, he led the Union Square Partnership, where he played a key role in the neighborhood's revitalization. During the 1980's, he worked in the administration of Mayor Edward I. Koch. He began his career in public service as a New York City Urban Fellow, a program he later directed. Commissioner Walsh holds a B.A. and an M.A. from Fordham University.

PABLO ANTONIO ZALAQUETT SAID

Pablo Antonio Zalaquett Said was elected mayor of Santiago in December 2008. Santiago is the industrial and financial center of Chile and generates nearly half of the country's gross domestic product. From 2000 until 2008, Mayor Zalaquett served two terms as mayor of La Florida, the third largest metropolitan region in the country. Mayor Zalaquett also serves as the vice president of the Association of Chilean Municipalities and as the president of the Commission on Education, which supports all 345 municipalities of Chile. Through this Commission, he participated in the 2006 Presidential Advisory Council on the Quality of Education that laid the groundwork for a national educational reform plan that is currently under debate in the congress.

Mayor Zalaquett has significant experience in the private sector. He is a founding member and president of the board of directors of Hill & Knowlton Captiva, a global public relations firm that operates in Chile. He has served as labor and communications advisor to the National Chamber of Commerce. In 1993, he co-founded with other Chilean business leaders Generación Empresarial (Business Generation), a non-profit organization that promotes ethical business practices. He was a leading supporter for the development of an ethics committee in the Confederation of Manufacturing and Commerce, a Chilean labor organization comprised of the nation's best-performing economic regions. Mayor Zalaquett holds a degree in business from the Catholic University of Chile and a master's degree in political science from the University of Navarra, Spain.

WEI-YU GAO

Dr. Wei-yu Gao is the chief economic analyst and a research fellow at the Economic Development Research Center within the Shanghai Municipal Government. Dr. Gao advises the mayor of Shanghai on economic matters and provides a quarterly economic analysis to the municipal government. The Economic Development Research Center undertakes research and advisory work on behalf of the City on economic matters, social development, and reform issues.

Dr. Gao has significant research experience, for which he has received several national and local awards. His work includes a study on the development plan of Hebei Province sponsored by the Asia Development Bank. He was also a theme presenter at Shanghai EXPO 2010.

Dr. Gao is the author of several books and dozens of papers. He received a B.A. from Beijing University, an M.A. from the University of Manitoba, and a Ph.D. in economics from Rice University.

ANNA MOLERO ROMÉN

Anna Molero Romén is managing director of Barcelona Activa, the Barcelona City Council's local development agency that promotes quality and future-oriented employment and business development in Barcelona, Spain. Barcelona Activa supports entrepreneurship and business creation, employment services for job seekers, and job training and skills improvement opportunities, including information technology literacy and digital training.

Prior to this appointment, Ms. Molero served as an advisor to the minister of economy and finance for the government of Catalonia. She has previously served as executive director and coordinator for European Programmes and Grants at Barcelona Activa. Ms. Molero has extensive experience working at the European level, including in the Department of Economic Analysis of the General Directorate of Foreign Relations for the European Commission in Belgium and the United Nations Economic Commission for Europe in Switzerland. While working for the government of Catalonia, she was involved with international public contracting, economic regional policies, and the performance of small and medium-sized enterprises. She also promoted Catalan companies in western, central, and eastern European markets on behalf of the government of Catalonia.

Ms. Molero studied economics at the Pompeu Fabra University of Barcelona. She holds an M.Sc. in European political economy from the London School of Economics and a D.E.S. in Etudes Européennes from the Institut d'Etudes Européennes, Université Catholique de Louvain, Belgium, and the Institut d'Etudes Politiques of Paris, France.

FRANCESCA FROY

Francesca Froy is a senior policy analyst at the Organisation for Economic Co-operation and Development (OECD), where she coordinates activities on employment and skills within the Local Economic and Employment Development (LEED) Programme. This program analyzes the local implementation of employment, education, and economic policies, reporting to ministries from thirty-four OECD and non-OECD countries. Ms. Froy implements LEED studies—including “Designing Local Skills Strategies,” “Integrating Employment, Skills and Economic Development,” and “Strategies for Improving Employment Outcomes for Indigenous Communities,” among others—and she has co-edited OECD publications, including *From Immigration to Integration: Local Solutions to a Global Challenge* and *Flexible Policy for More and Better Jobs*. She regularly participates in capacity-building events in the LEED’s outreach center in Trento, Italy, as well as co-organizes conferences in the context of LEED’s Forum on Partnerships and Local Governance.

Prior to joining LEED, Ms. Froy worked in Brussels, evaluating European Commission programs and initiatives in the fields of employment, education, and regional development. Here she helped to manage the DG Employment and Social Affairs initiative, IDELE, to support the identification and dissemination of local employment development activities. She also has worked at the local level in the United Kingdom, at the public employment service and for a local authority in Reading. There she developed a number of community-based projects, including a local labor in construction scheme, a social enterprise, and an outreach project to target unemployed people from minority ethnic groups. Ms. Froy is on the board of advisors for the British Council-led “Open Cities” project. She is an anthropologist from University College London and holds a master’s degree in cultural studies from the University of Reading (UK).

MICHAEL H. WILLIAMS

Mike Williams has served as general manager for the Economic Development, Culture and Tourism Division of the City of Toronto since February 2009. His main responsibilities include the implementation of the City's Agenda for Prosperity and its Culture Plan. He also sits on the boards of Build Toronto, Invest Toronto, and Tourism Toronto.

Mr. Williams' career includes serving as assistant regional director at Statistics Canada; various consulting roles, including principal at Woods Gordon Management Consultants; president of Compusearch Market and Social Research Ltd; and senior vice president international for R.L. Polk, a multinational information and marketing company, where he was based out of the UK and responsible for Europe, South America, and Australia. Mr. Williams came to the City from the Toronto Region Research Alliance, where he served as senior vice president.

He has conducted numerous economic development consulting assignments for municipal and provincial governments and agencies. He has also been involved with the creation of a variety of cluster building strategies and action plans, including greentech, digital media, advanced manufacturing, bio life sciences, and information and communications technologies.

Mr. Williams was born and raised in Toronto. In a volunteer capacity, among a variety of positions, he has served on the boards of directors of the Toronto Board of Trade and Dixon Hall, a downtown social services agency. Mr. Williams has a B.A. (Hons) in economics and geography and an M.A. in urban geography from Queen's University, and is a certified management consultant.

ANTHONY BROWNE

Anthony Browne has been policy director for the mayor of London since October 2008. He leads on economic and business policy for the mayor and has oversight of the London Development Agency and the London Skills and Employment Board. He has led the mayor's response to the economic crisis hitting London, driving through the Economic Recovery Action Plan to offer immediate relief to Londoners and London businesses and is charting the Economic Development Strategy to help shape London's economy over the next two decades. He has responsibility in the mayor's office for a range of programs that tackle rising unemployment in London. These include working with national government agencies to shape existing programs to better respond to the recession—for example, offering rapid response teams to help companies facing large-scale redundancies, ensuring job centers expand their capacity for helping unemployed professionals, increasing internships for new entrants to the labor market, and targeting training schemes to assist people in developing new skills quickly to improve their employability. The mayor is also massively expanding funding for voluntary groups and companies providing assistance to hard-to-reach groups—and paying them by results—as well as providing new sources of advice and guidance, such as through a new jobs portal.

Mr. Browne was previously director of Policy Exchange, the largest free market think tank in Europe. He was an award-winning national journalist for nearly twenty years, having been economics correspondent for BBC television and radio news and the *Observer* newspaper; health editor of the *Observer*; and Europe correspondent and chief political correspondent of the *Times*. He has written reports on issues ranging from health reform, consumer policy, the European single currency, and constitutional reform for several think tanks. He has a degree in mathematics from Cambridge University, is married with two children, and lives in north London.

JOHN A. TWOMEY

John A. Twomey has been executive director of the New York Association of Training and Employment Professionals, Inc. (NYATEP) since January 1987. In this position, Mr. Twomey is an advocate for New York's workforce development community. NYATEP is a not-for-profit corporation serving the workforce development community throughout New York State. The organization partners with workforce boards, business organizations, education and training providers, economic development entities, organized labor, elected officials, and government agencies to promote the vitality of New York's workforce, employers, and economy.

From 1976 through 1986, Mr. Twomey directly administered youth and adult job training programs for a community-based organization in the Bronx, New York City. During his tenure there, the Youth Development Program was named a model by the New York City Youth Board, and the National Center for Delinquency and Its Prevention at the University of Seattle. From 1983 to 1987, he was the director of an adult employment center in the Bronx that ranked first of twelve citywide in job placement. Mr. Twomey is very active with national workforce development organizations. He served as president of the National Workforce Association (NWA) from 2003 through 2007, and he is currently the president of USAWorks! Mr. Twomey is a graduate of Fordham University in New York City.

MARJORIE B. TIVEN

Marjorie B. Tiven has served as commissioner of the New York City Commission for the United Nations, Consular Corps and Protocol, part of the Mayor's Office, since February 2002.

As commissioner and chief of protocol, she is New York's official liaison with the United Nations and with foreign governments and their representatives. She advocates on behalf of the City regarding international treaty obligations and works with City agencies on a broad range of international issues. Ms. Tiven also advises diplomatic and consular representatives on topics relating to their governmental operation in New York.

During her tenure, the City achieved the first full fire-safety protection inspection of the United Nations complex, landmark progress in resolving foreign government real estate tax debt, the first-ever diplomatic parking agreement with the U.S. State Department, and the creation of New York City Global Partners to expand City government's interaction with global cities.

Marjorie Tiven has an undergraduate degree from Antioch College and a master's degree from Columbia University School of Social Work. She held positions at The National Council on the Aging and The National Association of State Units on Aging. In 2001, she resigned from her position as director of training at Brookdale Center on Aging at Hunter College to campaign for her brother, Michael R. Bloomberg, as mayor of the City of New York. She is the treasurer and a board member of New York City Global Partners.

Program Summary

As leaders of the world's great cities confront the challenges of the twenty-first century, they have long understood that their economic viability requires that they maintain and attract an efficient, well-trained and dynamic workforce. In the wake of the current economic crisis, the problem is all the more urgent. Global economic competition, industrial transformation, technological innovations, environmental sustainability, changing consumer demands, and demographic shifts have challenged cities to develop creative workforce development programs. Policymakers are looking for innovative ways to find jobs for the unemployed, retrain workers for new economic opportunities, and help businesses stay competitive by meeting their workforce needs. City leaders are partnering with all stakeholders—businesses, higher education, unions, and not for profits—to develop new approaches to workforce development. This international Summit will showcase successful initiatives from New York City and around the globe that improve the technical skills and quality of the urban workforce to create opportunities for employment in critical and growing sectors of the economy.

New York City Global Partners, Inc. is pleased to convene this Summit which brings together governmental leaders, policy professionals, and renowned intellectuals from twenty-one nations. Cities represented are Addis Ababa, Amsterdam, Antwerp, Baltimore, Barcelona, Belfast, Brussels, Budapest, Calgary, Caracas, Copenhagen, Dublin, Fortaleza, Hong Kong, Kolkata, London, Manila, Miami, Milan, New York City, Philadelphia, Rio de Janeiro, Santiago, Shanghai, St. Petersburg, Stockholm, Tel Aviv, Tokyo, and Toronto. New York City Mayor Michael R. Bloomberg and leaders from Barcelona, London, Santiago, Shanghai, and the OECD will discuss programmatic solutions and implementation strategies that strengthen the urban workforce. This event is part of a two-day dialogue between New York City leaders and their counterparts from around the world. Columbia University in the City of New York and the OECD's Local Economic and Employment Development Programme have joined Global Partners as co-sponsors of this event. This Summit was developed in cooperation with the New York City Department of Small Business Services.

Program Support

This Summit is supported by contributions from Columbia University, Macy's Inc., Accenture, Microsoft Corporation, and Sony Corporation of America. During the last fiscal year, New York City Global Partners received financial contributions from APX, Inc., Albert Kunstadter Family Foundation, Morgan Stanley, Richmond County Savings Foundation, and Barbara and David Zalaznick. In-kind support was provided by Geller and Company and the City of New York.



New York City Global Partners, Inc. the City of New York with the world's great cities by promoting the exchange of best practices. Formerly known as the Sister City Program of the City of New York, Global Partners is located in the New York City Commission for the United Nations, Consular Corps and Protocol. Global Partners has organized and co-sponsored eight international summits, including the 2008 summit "Public Health and Climate and Change: The Urban Policy Connection," which brought together twenty-eight global cities. Previous summits include "Governing a Diverse City in a Democratic Society" (2007), "Strategies for Public Art" (2005), "Transforming Government through Technology" (2004), "Meeting the Challenges of Terrorism and Crime" (2003), and "Rebuilding International Tourism" (2003). In 2007, Global Partners was a co-sponsor of the "C40 Large Cities Climate Summit." For more information on New York City Global Partners, please visit www.nyc.gov/globalpartners or call 311.



One of the world's leading research universities, Columbia University is also New York City's seventh largest non-governmental employer. More than two-thirds of the University's 14,000 employees reside in the city's five boroughs, and nearly 30 percent of support staff live in upper Manhattan neighborhoods. While maintaining a community-based, walk-in employment center at 125th Street and Broadway, Columbia supports a growing array of job training, workforce development, and small business mentoring programs. These range from Columbia University Medical Center's partnership with the City University of New York to increase the number of Harlem and Washington Heights residents entering the medical lab technician field, to the Fu Foundation School of Engineering and Applied Science programs that provide local students and adults with computer training and job placement in information technology. Since 2002, more than \$315 million in campus construction, repair, and maintenance contracts have been awarded to minority-, women-, or locally-owned (MWL) firms; to build on this long-standing commitment, last year Columbia launched a new partnership with New York City's Department of Small Business Services to train and mentor MWL businesses for such contracting opportunities. Looking forward, as part of its long-term campus plan, the University is working with the Institution Recycling Network and NYC's Build It Green to train and employ local minority workers in the disassembly and recycling of existing building materials.



The Organisation for Economic Co-operation and Development's Local Economic and Employment Development (LEED) Programme has been providing a vital contribution to local development, defining rationale for new policies, improving local practices, and pushing further the frontier of knowledge in this area since 1982. National and subnational governments, as well as non-governmental organizations and other institutions, look to LEED for practical policy guidance. LEED provides monitoring and assessment of local development practices and the diffusion of related findings; develops analysis of initiatives, strategies and partnerships between government, business, and civil society with the aim of complementing public policy and supporting local economic and social development; provides elaboration of common methodologies and analytical frameworks for carrying out reviews and studies; and is a critical link both between subnational institutions and between the OECD and subnational bodies.