

**NEIL SCOTT KLEIMAN**  
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## Overview

Nearly thirty years of experience as a public administration leader and entrepreneur. Worked closely with mayors, governors, foundation and think tank presidents establishing new organizations, programs, and research projects that have reframed and redefined core areas of civic affairs at the national and local level. Major accomplishments include:

- *Founded and ran one of New York's most influential policy research institutes.*
- *Established the first ever federally funded assistance program for economically distressed cities in partnership with federal agencies and the White House.*
- *Developed new grantmaking initiatives working directly with the presidents and senior leadership of major philanthropies, including Pew Charitable Trusts, Living Cities, the Ford, Bloomberg, Kresge, Citi, and Annie E. Casey Foundations. Directly raised well over \$50 million from public and private sponsors.*
- *Published over thirty policy reports, peer-reviewed journal articles, book chapters, and a book. Many of these publications led directly to new policy initiatives and reform in dozens of cities and states across America and were prominently featured in the New York Times, Wall Street Journal, and on National Public Radio.*

## EDUCATION

**The Graduate School of the City University of New York** 2005  
PhD, Political Science  
Research foci; urban policy, government service delivery and state politics.

**Clark University** 1992  
BA, Psychology

## ACADEMIC EXPERIENCE

**Northeastern University**  
**School of Public Policy and Urban Affairs** 2022 – Present  
**Burnes Center for Social Change**  
Professor of the Practice and Senior Fellow

- Founding director of [RethinkAI](#), an ambitious new collective of multiple universities (Northeastern, Emerson, Cornell) and New America to assist local governments understand and use AI. This collective is positioned to be the largest intermediary providing government and community implementation assistance in the U.S.
- With the director of the Burnes Center, helped establish [InnovateUS](#), a national public administration workforce initiative that provides no-cost training and education on AI and related technologies to government officials everywhere. To date, well over 8,000 public administrators have been trained and over \$8 million raised from private sources.

- Established the Northeastern Urban Solutions Network with the Provost to organize place-based research and local government engagement at five campuses worldwide. The goal is to develop an urban scholarship and service model for the university similar to the University of Chicago Urban Labs.
- Developed an undergraduate curriculum centered around solving public problems, referred to as “Experiential Entrepreneurship.” This effort launched as a freshman requirement with new courses and experiential learning opportunities that introduced students to innovative public administration techniques.
- Leading the reaccreditation process for the School of Public Policy. Deliverables include a national market analysis of public service schools, strategic recommendations for the future, and a new mission statement.

## **New York University**

### **Robert F. Wagner Graduate School of Public Service**

2011 – 2022

#### **Center for Urban Science + Progress**

Clinical Professor of Public Service with a joint appointment at both schools.

Director, Wagner Innovation Labs

*School-wide platform advancing innovative policy ideas within an academic setting.*

## **Teaching**

Designed and taught courses in policy development, urban innovation and new approaches to technology and data analytics, including:

### *Graduate Courses*

- Urban Innovation: New Ideas in Policy Management and Planning
- Civic Analytics and Urban Intelligence
- Policy Formation and Implementation

### *Undergraduate Courses*

- Introduction to Public Policy
- Senior Seminar: Research Methods
- Honors Thesis

## **Impact Research**

- [Accelerating Data+Technology Innovation in Local Government](#): Co-authored [A New City O/S: The Power of Open, Collaborative and Distributed Governance](#) (Brookings Press, 2017), a framework for citywide operational reform based on emerging data and technology applications. Text widely used by city officials and in many university graduate programs.
- [Infusing Fresh Ideas into Mayoral Transitions](#): With support from Citibank, issued a report series entitled, [“Innovation and the City”](#) spotlighting effective reform models for municipal governance transitions. The de Blasio administration and New York City Council enacted half of the report recommendations. Wrote [“Digital Innovation”](#) reform agenda for Mayoral-Elect Eric Adams; core theme of technology consolidation part of the new administration’s initial reform plans.
- [Rethinking State Policy](#): Published a white paper with the Kresge Foundation, [“Remaking Federalism: How States Can Realign and Rebuild a Strong and Healthier Union”](#), detailing the role and impact of think tanks on state policy, along with an accompanying reform agenda that has informed state level grantmaking. Led an accompanying initiative that organized four state budget directors (Colorado, Louisiana, North Carolina and Rhode Island) to advance major reform agendas.

- Repositioning Anchor Institutions as Local Policy and Economic Development Champions: Principal Investigator on Ford Foundation-supported report, "[Striking a Local Grand Bargain: How Cities and Anchor Institutions Can Work Together to Drive Growth and Prosperity](#)," to better align university research and resources with government priorities. The report has been widely cited by city managers and university administrators as valuable in pursuing greater civic impact.
- Transforming Local Government Culture: Primary Investigator on [Bloomberg Harvard City Leadership](#) research defining local government organizational culture with case analyses of Louisville, Kansas City and Somerville. White paper has generated significant media attention in local government outlets and led to professional organizations and cities asking for accompanying technical assistance.

### **Network Leadership**

- Public Administration & Policy Schools: In partnership with the Volcker Alliance, work with deans across the U.S. to reform school programs and curricula.
- Professional Associations: Led grant funded projects with the three largest local government associations: U.S. Conference of Mayors, National League of Cities and the International City/County Management Association.
- Mayors and Technology: Led biannual "[Smart Cities Institute](#)" for mayors to develop data and technology plans and initiatives. Mayors of several cities, including Providence, Austin and Pittsburgh, describe the institute as a significant influence on their most ambitious smart cities initiatives.
- Distressed Cities: Led all research and evaluation efforts for the National Resource Network, the first federally-funded (through a \$10 million award) one-stop source for policy support and technical assistance for economically distressed cities.
- Local Innovation Teams: Led evaluation and fellowship components of Bloomberg Philanthropies' Innovation Delivery Teams project, an initiative that provided \$25 million in grants to five U.S. cities (Memphis, New Orleans, Louisville, Chicago and Atlanta) to support mayoral policy priorities. The program has since been expanded to over 50 U.S. cities.

### **Public Health Data Science Initiative**

- Co-Primary Investigator on a \$5 million-dollar Robert Wood Johnson Foundation-funded project with the NYU School of Medicine to establish the first consistently updated set of [municipal health data measures](#) in the U.S.
- Issued [report](#) in August 2020 that presented a new midsize city typology to better understand health challenges and dynamics amongst the 719 U.S. cities with populations below half a million. The report included a COVID local risk indicator now being used by municipalities across the country.

### **Evaluation and Institutional Restructuring**

- In 2020, led a comprehensive evaluation of Pew Charitable Trusts' State Fiscal Health portfolio, a \$47 million program operating in over 30 states. Pew then commissioned me to conduct a follow up "partnership analysis" to identify national and local collaboration opportunities.
- In 2022, provided an assessment of public affairs and information services for the New Jersey Office of Innovation for a newly created 'communications and engagement lab' that aims to improve public affairs and resident-engagement efforts statewide.

## Service to NYU

- Curriculum director, Center for Urban Science + Progress, 2016-18.
- Designed joint public administration/data science master's degree.
- Designed "Urban Analytics" track within the Master of Urban Planning program.
- Served as NYU faculty representative on multi-university National Science Foundation grant to develop applied research programming and curricula.
- Led exploratory effort for NYU President's office to align data research around questions of poverty and equity in the U.S. This work led to a university taskforce to greatly expand NYU's efforts to address mobility and equity.

## Tulane University School of Professional Advancement

### Master of Public Administration

2018-Present

### Program and Course Designer, Adjunct Professor

Conceived and established the new John Lewis Public Administration Program (MPA) at Tulane. This is one of the first new MPAs established in the U.S. in over 20 years. The program emphasizes innovation, data management, and racial equity. The inaugural cohort doubled its enrollment goal, with the majority being students of color. Designed two required courses focused on data, technology and government operations.

## Other Academic Experience

### Tulane University Department of Political Science

2017

### Adjunct Professor

Designed and taught urban policy course that fulfilled community service requirement.

### Barnard College

2007

### Adjunct Professor

Designed and taught urban politics course to Barnard and Columbia undergraduates.

### Williams College

2006

### Visiting Fellow

Lectured on campus and presented economic strategies to local cultural institutions.

### John Jay College of Criminal Justice, CUNY

1996

### Adjunct Professor

Designed and taught 200-level urban politics course to 80 undergraduate students.

## City University of New York Graduate Center

### Research Associate, Howard Samuels State Management and Policy Center

1996 - 1998

Coordinated research for book about community development and citizen participation. Lead research associate on multi-state study of state economic development and higher education published in *American Behavioral Scientist*.

## FELLOWSHIPS

### Policy Lab, Brown University

2019 - Present

### Universidad de los Andes (Bogota)

Summer 2016

## **OTHER PROFESSIONAL EXPERIENCE**

### **Living Cities**

2007 – 2011

#### **Director of Policy and Research**

*Living Cities is a collaboration of the world's largest foundations and corporations that pools grants, loans and its collective influence to systemically improve urban areas.*

#### **Development of new policy initiatives**

- In partnership with the Kennedy School, established the “Urban Policy Advisory Group,” the only forum in the country for mayoral chiefs of staff to learn about and begin implementing transformative policy ideas. This effort has been the basis of an annual “boot camp” held at Harvard in which city, state and federal officials jointly reformulate critical national programs.
- Worked with the Governor of Ohio, Mayor of Cleveland and their top aides to develop the “American City Agenda,” a novel intergovernmental framework designed to advance land use, transportation and education policy.

#### **Internal development and management**

- Conceptualized, researched and managed the production of all policy reports and briefs.
- Oversaw process to establish Living Cities’ theory of change, logic model and organizational knowledge agenda.
- Staffed two Living Cities board committees—Policy and Knowledge & Evaluation. Engaged and briefed foundation and corporate committee members. Provided briefing material for Living Cities’ board meetings and reported on relevant committee work.

### **SEEDCO**

2005 – 2007

#### **Vice President for Policy, Research and Communications**

*Established a policy institute that functions as an independent research arm of Seedco, a national workforce and economic development intermediary.*

- Oversaw the production of all policy reports and technical briefs.
- Published reports included critical analysis of social enterprise; comparative analysis of job creation programs; and an evaluation of career upgrade training.

### **Center for an Urban Future**

1996 - 2005

#### **Founding Director**

*Established and ran one of New York’s most influential policy research institutes. The Center had (and continues to have) a significant impact on policy with limited resources, and without assistance from media, government relations or media consultants.*

#### **Research and organizational development**

- Researched, wrote and oversaw publication of 10-15 reports each year in areas of economic development, human services, education, arts, and criminal justice.
- Directly advised many elected and appointed officials, including college presidents and trustees; agency commissioners; and mayoral and gubernatorial transitions.
- Coordinated media outreach that led to significant and consistent coverage in radio, television and print media outlets including the *New York Times*, the *Washington Post*, and *National Public Radio*.

- Responsible for all aspects of fundraising. Increased budget from \$40,000 seed grant to one million annual operating budget. Built diverse grant portfolio of national, family and corporate foundations including Ford Foundation, Rockefeller Foundation, Annie E. Casey Foundation, United Way, JP Morgan Chase and Citibank.
- Involved local business leaders in all aspects of policy development from chambers of commerce to corporate executives to small business owners.

### **Direct impact of policy work**

- Arts and community development publication led to a new grantmaking initiative supported by Deutsche Bank and the Rockefeller Brothers Fund.
- Designed a workforce training model for the September 11<sup>th</sup> Fund that became an \$80 million program for displaced workers.
- Publications and personal advisement supported economic strategies implemented by the Bloomberg administration around higher education development.
- Policy advocacy to align job training with economic development influenced City decision to merge these areas in 2003.
- Worked with numerous cities to support adoption of policies, including Los Angeles, Seattle and Philadelphia.

### **SELECTED PUBLICATIONS**

Kleiman, N. (forthcoming 2024) *The State of Civic AI: A Comprehensive Review and Assessment of AI and Related Technologies in Cities and States Across America*. Washington, DC: New America.

Kleiman, N. & Shermansong, A. (March 2022) *City Leader Guide on Organizational Culture Change: Creating Conditions for Innovation, Collaboration, and High Performance in City Hall*. Cambridge, MA: Bloomberg Harvard City Leadership Initiative.

Gourevitch, M., Brodsky, K., & Kleiman, N. (March 2022) "Public Health and Public Safety: Converging Upstream." *American Journal of Public Health*, editorial.

Kleiman, N. & Shermansong, A. (January 2021) *Mayors Leadership Institute on Smart Cities: The Municipal Data and Technology Handbook*. Washington, DC: U.S. Conference of Mayors and New York University.

Kleiman, N., Feldman, J., Ofrane, B., Spoer, B., Thorpe, L., & Gourevitch, M., (August 2020) *City Typologies for Improving Health and Equity: Understanding America's Small and Midsize Cities*. New York, NY: New York University.

Kleiman, N. (April 2020) *Remaking Federalism: How States Can Realign and Rebuild a Stronger and Healthier Union*. Troy, MI: Kresge Foundation.

Gourevitch, M., Athens, J., Levine, S., Kleiman, N., & Thorpe, L. (2019) "City-Level Measures of Health, Health Determinants and Equity to Foster Population Health Improvement: The City Health Dashboard." *American Journal of Public Health*, 109(4), 585-592.

Goldsmith, S. & Kleiman, N. (2017) *A New City O/S: The Power of Open, Collaborative and Distributed Governance*. Washington, DC: Brookings Institution Press.

Kleiman, N. (December 2017) *Accelerating Cities: Why States Are the Most Important Partners for Economically Challenged Cities*. Columbia, MD: National Resource Network.

Kleiman, N. & Hilliard, T. (November 2016). *Innovation and the City*. New York, NY: NYU Wagner and the Center for an Urban Future.

Kleiman, N. (November 2015) *Hidden in Plain Sight: Why California's Economically Challenged Cities Matter*. Columbia, MD: National Resource Network.

Kleiman, N., Poethig, E., & Pindus, N. (September 2015) "Striking a (Local) Grand Bargain: How Cities and Anchor Institutions Can Work Together to Drive Growth and Prosperity." New York, NY and Washington, DC: NYU Wagner and the Urban Institute.

Kleiman, N., Forman A., Ko, J., Giles, D., & Bowles, J. (June 2013) *Innovation and the City: 15 Policy Ideas for New York's Next Mayor*. New York, NY: NYU Wagner and the Center for an Urban Future.

Kleiman, N. (October 2012) *Getting to Innovation: How Cities are Rethinking Municipal Governance*. New York, NY: NYU Wagner.

Kleiman, N. (2010) Seedco's Community Childcare Assistance Initiative. In Giloth, B. & Austin, C. (Eds.) *Mistakes to Success: Learning and Adapting When Things Go Wrong*. Baltimore, MD: Annie E. Casey Foundation.

Kleiman, N. (May 2009) *Green Cities: How Urban Sustainability Efforts can and must Drive America's Climate Change Policies*. Washington, DC: Living Cities.

Kleiman, N., Oppenheim, E., & Vogel, C. (Spring 2009) *A Tale of Two Systems: Linking Economic and Workforce Development*. New York, NY: Seedco.

Kleiman, N. (2005) "Workforce Development: Contrasting Implementation in Boston, Philadelphia and New York City." City University of New York Graduate Center, PhD Dissertation.

Kane, M., Keegan, R., Kleiman, N., & Siegel, B. (2006) "Creative New York." *Economic Development Journal* 4(1), 30-37.

Fischer, D., Colton, T., Kleiman, N., & Schimke, K. (November 2004) *Between Hope and Hard Times: New York's Working Families in Economic Distress*. New York, NY: Center for an Urban Future.

Kleiman, N. (November 2002) *The Creative Engine: How Arts and Culture is Fueling Economic Growth*. New York, NY: Center for an Urban Future.

Fischer, D., & Kleiman, N. (June 2002) *Rebuilding Job Training from the Ground Up: Workforce System Reform After 9/11*. New York, NY: Center for an Urban Future.

Kleiman, N. (June 2001) *Building a Highway to Higher Education: How Collaborative Efforts are Changing Education in America*. New York, NY: Center for an Urban Future.

Gittell, M. and Kleiman, N. (April 2000). "The Political Context of Higher Education." *American Behavioral Scientist*.

Kleiman, N. *The Sector Solution: Building a Broader Base for the New Economy*. New York, NY: Center for an Urban Future. (January 2000).

Kleiman, N. (June 1999) *Putting the City University to Work*. New York, NY: Center for an Urban Future.

Kleiman, N. (December 1996) *Neighborhood Justice: A Community Approach to Addressing Juvenile Crime*. New York, NY: Center for an Urban Future.

## **BOARD POSITIONS**

What Works Cities Standard Committee (project supported by Bloomberg Philanthropies) – 2017 to present

City Year New Orleans – 2018 to 2021

Civic Consulting USA – 2013 to 2018

*Next City* magazine – 2010 to 2014

## **SELECTED PRESENTATIONS**

*Global Urban Development: A Tactical Overview of AI and Related Technologies*. Fort Hamilton Army Base, New York. Led half day workshop for United States Army. May 6, 2024.

*Government and Higher Education: Partnering for AI Success*. Presentation to state government officials as part of the weekly InnovateUS skill building workshop series (virtual). April 18, 2024.

*Everything you Needed to Know about AI, But Were Afraid to Ask*. Keynote address for the International City/County Management Association's Local Government Reimagined conference in Boston (MA). April 11, 2024.

*The Future of AI in State Government and Beyond*. Keynote address to spring meeting of the Wisconsin Business Intelligence Collaboration Center, a state organization of public administration officials exploring innovative practice. April 10, 2024.

*The Impact, Implications and Opportunities of AI for schools of Public Policy and Public Administration*. Organized and participated in panel discussion at NASPAA annual meeting in Pittsburgh (PA). October 12, 2023.

*Organizational Transformation: How Culture Change Strategies can Improve Services and Policy Outcomes.* Led executive education session for National League of Cities Summit in Kansas City (MO). November 15, 2022.

*Making Innovative Techniques in Public Administration Affordable and Accessible.* Special talk presented to the Public Administration Dean's Summit at the NASPAA annual conference in Chicago. October 15, 2022.

*Culture Cascade Today: A Framework for Organizational Change.* Led a webinar for over 300 New York State government leaders for the NY State Comptroller's Office. June 15, 2022.

*Global Urban Development: A Tactical Overview.* Fort Hamilton Army Base, New York. Led half day workshop for United States Army. May 16, 2022.

*Enabling Digital Transition Through Collaboration: Connecting City Governments and Innovators to Develop Scalable and Replicable Solutions.* Future Cities Americas conference sponsored by the Financial Times (virtual). April 27, 2022.

*Organizational Culture in City Hall.* Urban Research Day program at New York University. March 8, 2022.

*Citizen Led Smart Cities.* Unfinished Live/Aspen Institute. New York City. Panel chair. September 23, 2021.

*Global Urban Development: A Tactical Overview.* Fort Hamilton Army Base, New York. Led half day workshop for United States Army. September 14, 2021.

*The Future of Cities Post-Covid.* Clark University. Keynote lecture for university faculty and alumni (virtual). April 2021.

*Equitable Smart Cities.* CityLab. Annual conference hosted by Aspen Institute and Bloomberg Philanthropies (virtual). March 2021.

*Re-Imagining Core Curricular Public Administration Offerings: Assessing Longstanding Reform Efforts, the Impact of COVID and New Technologies.* NASPAA. Annual conference (virtual). October 2020.

*City Types and the Drivers of Health.* Community Indicators Consortium conference (virtual). October 2020.

*Boosting City Government Capacity to Innovate and Use Data for Better Policies and Resident Outcomes.* OECD and Bloomberg Philanthropies. Paris, France (virtual). September 2020.

*How to Fail Forward: Innovation in the Public Sector.* Aspen Institute. Washington, DC (virtual). August 2020.

*Innovations in Experiential International Education: Embedding and Embodying to Extend Learning.* NASPAA, Los Angeles, CA. October 2019.

*Civic Technology is the Future of Cities: What is the Role of Schools of Public Policy and Administration.* NASPAA, Los Angeles, CA. October 2019.

*Urban Policy and the Built Environment: How Architects Can Positively Influence Sub-National Development.* Keynote address, American Institute of Architects, Providence, RI. July 2019.

*Smart Cities: Future Proofing Urban America.* Keynote address, U.S. Conference of Mayors annual meeting. Honolulu, HI. June 2019.

*The Mayoral Smart Cities Institute: Lessons from the Field.* Keynote address, U.S. Conference of Mayors winter meeting. Washington, DC. January 2019.

*Progress on Protecting Local Democracy: An Assessment of State Level Policy.* Keynote address, Soros and Rockefeller Foundation funder briefing. New York, NY. January 2019.

*People-Powered Smart City Strategies.* Bloomberg CityLab. Detroit, MI. October 2018.

*The Policy, People and Technology Link in Smart Cities.* NASPAA. Atlanta, GA. October 2018.

*Data Analytics and Policy Analysis: Preparing Students with Novel Analytical Tools.* NASPAA. Atlanta, GA. October 2018.

*The Power of Open, Collaborative, Distributed Governance.* Book talk and panel. Tulane University and Greater New Orleans, Inc. New Orleans, LA. September 2018.

*A New City Operating System.* Keynote address, Gigabit Summit. Kansas City, MO. June 2018.

*Partners in Policy: A New City O/S.* Book talk, University of Pennsylvania. Philadelphia, PA. February 2018.

*The Power of Open, Collaborative, Distributed Governance.* Book talk, Carnegie Mellon University. Pittsburgh, PA. February 2018.

*Mayors, Creativity and Entrepreneurship.* Lead panelist, Kauffman Foundation Mayors' Conference on Entrepreneurship. Oakland, CA. October 2017.

*Driving Innovation: Can Cities Serve as Models for Solving Some of the Nation's Biggest Domestic Policy Challenges?* Panel, NYU Wagner. February 2017.

*Capitalizing the "P" in Public Service Education: A New Framework that Links NASPAA Schools Teaching and Research to the Policymaking Process.* NASPAA. Columbus, OH. October 2016.

*Information Technology in the 21<sup>st</sup> Century: What Should Public Administrators Know?* NASPAA. Columbus, OH. October 2016.

*A Framework for University-Community Partnerships.* Keynote address at White House-sponsored workshop on university engagement. Washington, DC. September 2016.

*Beyond the Ivory Tower: Creating University-Community Partnerships that Work.* Keynote address, University of Michigan. Detroit, MI. June 2016.

*The Data-University Nexus: The Future of Big Data on City University Campuses.* MetroLab Network conference, University of California at San Diego. San Diego, CA. May 2016.

*Catalyzing City and Anchor Institution Partnerships.* Keynote address, Urban Institute. Washington, DC. April 2016.

*Government Innovation: How National Leaders Can Support Reform and New Practice.* Led two-day leadership retreat for national officials. Quito, Ecuador. July 2015.

*How Universities, Hospitals and Medical Centers Can Advance Local Policy Priorities.* U.S. Conference of Mayors annual meeting. Washington, DC. January 2015.

*How Universities can Support Local Innovation.* Panel presentation at a two-day leadership retreat sponsored by the National Association of Counties, John F. Kennedy School of Government. Cambridge, MA. December 2014.

*Capitalizing the "P" in Public Service Education: Defining a New Framework for Linking our Schools and Research to the Policymaking Community.* Organized and led panel discussion for a panel jointly sponsored by NASPAA and the Association of Public Policy and Management. Albuquerque, NM. November 2014.

*Innovation: The American Context and How it Can be Applied in Latin America.* Led a half-day leadership session with senior public officials representing Latin American countries, Inter-American Development Bank. Washington, DC. November 2014.

*Innovation: What is Best Practice?* Led a day long leadership retreat for municipal offices in Silicon Valley, "National League of Cities University". Santa Clara, CA. August 2014.

*Defining the Role of Big Data in Cities.* Presentation, MacArthur Foundation sponsored conference, NYU Center for Urban Science and Progress. New York, NY. January 2014.

*Exploring the Power of the Research-Academic-Policy Nexus.* Presentation, Association of Public Policy and Management. Washington, DC. November 2013.

*Exploring the Power of the Research-Academic-Policy Nexus to Stimulate Policy Innovation.* National Science Foundation-sponsored conference. Austin, TX. September 2013.

*Breaking through Barriers to Spur Innovation.* US Conference of Mayors-sponsored "Mayors Innovation Summit." Philadelphia, PA. May 2013.

*Start-Up Miami: The Entrepreneurial Economy.* Keynote address, Knight Foundation conference to encourage new economic development policies. Miami, FL. February 2013.

*Strengthening the Relationship between Policy Research and Practice: Models and Lessons Learned.* Association of Public Policy and Management. Baltimore, MD. November 2012.

*Improving Collaboration between Academia and Those Who Make and Implement Public Policy.* NASPAA. Austin, TX. October 2012.

*Making MPA/MPP Faculty Research More Visible.* NASPAA. Kansas City. October 2011.

*A Social Enterprise Failure: How Nonprofits can Learn from Mistakes.* Aspen Institute. Washington, DC. January 2011.

*Integrative Policy Reform at the National and Local Level.* Brookings Leadership Council at the Rockefeller Foundation. New York, NY. October 2010.

*A New Era of Integrative Policies and Practices.* Columbia University Graduate School of Architecture, Planning and Preservation. New York, NY. September 2010.

*Universities and Medical Centers in Industrial Cities: The Transition to the Next Economy.* Brookings Metro Center summit, Washington University. St. Louis. February 16, 2010.

*The Philanthropic Role in Stimulating Economic Development.* Council on Foundations. San Antonio, TX. October 2009.

*Implementing Effective Economic Development Policies.* Retreat for young elected officials, Ford Foundation. New York, NY. December 2007.

*Strategies to Prevent the Brain Drain in Upstate New York.* Governor Spitzer's 'I Live New York' conference. Syracuse, NY. September 2007.

*The Risks and Possibilities of Nonprofit Social Enterprise.* National Center on Nonprofit Enterprise annual conference. Washington, DC. September 2007.

*Linking Workforce and Economic Development.* Ray Marshal Center for the Study of Human Resources, LBJ School of Public Affairs. Austin, TX. February 2003.

*Culture and Urban Amenities.* University of Chicago. Chicago, IL. January 2003.

*The Role of Business Partnerships in the Workforce System.* New York City commissioners' retreat. New York, NY. June 2002.

*The Role of Philanthropy in Education and Workforce Development.* New York Community Trust Board of Trustees. New York, NY. April 2002.

*Dual Enrollment in High Schools and Community Colleges.* Community College Research Center at Columbia University, Teachers College. New York, NY. January 2002.

*Linking Colleges and High Schools: Implications for Articulation and Graduation.* Washington State Higher Education Coordinating Board. Seattle, WA. February 2001.

*The Role of Academic and Public Policy Think Tanks in Policy Decision-making.* Milano School for Urban Policy at the New School University. New York, NY. November 1999.