

The Pipeline Crisis

Winning Strategies for Young Black Men

Second Plenary Session

Friday, July 13, 2007

Pier 60, Chelsea Piers

New York

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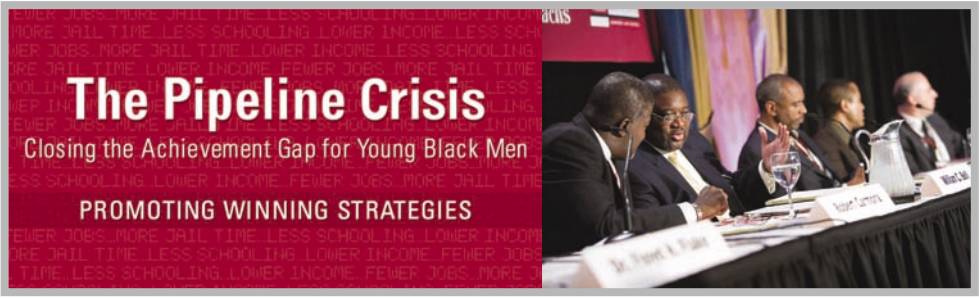


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WELCOME

Welcome to the second plenary session of the *Pipeline Crisis/Winning Strategies Initiative*.

This initiative started last summer with modest ambitions: to awaken the public spirit in our colleagues for a campaign to help close the achievement gap between young black men and the rest of society. Many of our peers have answered the call, and we have found in them an enormous generosity of spirit and willingness to help tackle one of America's most troubling social problems — young black men falling behind by virtually every important social and economic measure.

The response to last summer's forum was extraordinary. Well over 1,000 people from nearly every sphere of corporate and public life attended — people from more than 400 organizations, including law firms, financial services institutions, non-profit and community groups, federal, state, and local government agencies, and colleges, universities and law schools.

The conference rekindled in many a belief, as Ted Wells put it, in the power of the individual to affect change. This encouraged us to find ways to harness the energy and optimism the conference generated.

In March 2007, we held a working session to begin identifying concrete actions and to form working groups with the means, know-how and resolve to begin addressing the achievement gap. An impressive group of highly accomplished people was assembled and asked to apply themselves to these difficult problems. After presentations by experts, participants joined one of five working groups to begin formulating a plan of action.

Since then, the working groups have been identifying ways for the private sector to get involved. Drafts of their preliminary action plans are being made available today. While significant progress has been made, the working group reports are mostly directional — indicating ideas under consideration and plans underway. There is, however, much to be done and ample room for others to participate in shaping our direction and advancing the cause.

This time last year, we were concerned that the steady stream of reports that black boys are more likely than others to repeat grades, score poorly on standardized tests or be suspended from or drop out of school, raised the troubling spectre that the pool of young black men in the pipeline to higher education was drying up, making it unlikely that racial progress in higher education would be achieved within the 25 years Justice O'Connor predicted in *Grutter v. Bollinger*.

The recent Supreme Court decision invalidating voluntary integration plans has heightened our concern that *Brown's* promise of equal educational opportunity will continue to elude us.

In reconvening this gathering, we are once again fortunate to be led by Harvard Law Professor, Charles J. Ogletree, Jr., a preeminent advocate in the fight for racial justice.

We believe the extraordinary response to the *Initiative* is proof that private sector resources can be harnessed to help solve these problems. The challenges we face, however, are beyond accepted notions of workplace diversity. If we cannot stem the tide sweeping young black men out of schools and into prisons, and if we cannot provide open pathways to educational progress, any semblance of workplace diversity, and more broadly, the American ideal of a meritocratic society, will continue to be beyond our reach.

In seeking to meet these challenges, the *Pipeline Crisis/Winning Strategies Initiative* has been guided by simple principles.

First, we think “winning strategies” are proven strategies, so our initiatives should be grounded in evidence.

Second, we are not social scientists, and will not seek to displace or duplicate the work being done by the experts and professionals in these fields, many of whom have joined us to help set our agenda.

Third, we have resisted the call to narrow our focus and search for the “silver bullet.” The problems confronting young black men are too complex to succumb to a single solution.

Fourth, we have not chosen between a local or national focus. Our natural center of gravity is New York, and there are serious challenges here. Local solutions, however, can be applied to national problems, and national problems are often played out on the local level.

This initiative is fast becoming a broadly-based endeavor, and many individuals and institutions are heeding the call to action. We hope you share our sense of urgency and resolve, and will be inspired to join us.

William J. Snipes

William E. Schroeder

MISSION STATEMENT

The *Pipeline Crisis/Winning Strategies Initiative* seeks to pool the talents, know-how and resources of the legal, financial services and other private business communities to help reverse the rising rates of school dropouts, joblessness and incarceration among young black men, and to increase their representation in the pipeline to higher education and professional endeavors.

Over the last decade, the enrollment of young black men in U.S. colleges and graduate schools has plummeted.¹ Young black men are dropping out of school in droves, facing staggering urban unemployment rates and going to prison in record numbers.² This initiative is a collaboration of people and organizations committed to addressing the stark social, economic and political realities confronting young black men.

Last summer's inaugural forum of the *Pipeline Crisis/Winning Strategies Initiative* was a call to action in areas of urgent need:

- **Early Childhood Development** Studies show for every \$1 spent on a 3-year old, there is a \$4 return to the individual and a \$13 return to society.³ Early education and intervention are critical to childhood development, give children the best chance of reaching their full potential and ultimately pay for themselves through the development of productive, tax-paying citizens.
- **Public School Education** Studies show that drop-outs are far more likely to be a burden on society than those who obtain at least a high school education.⁴ Uneducated black men generally work less, earn less and are more likely to serve jail time than high school graduates.⁵ Quality public school education is essential to the success of our democracy and global competitiveness, and remains the only sustainable vehicle by which young black men can lift themselves out of poverty.
- **Employment & Economic Development** According to one analysis, in the last decade, blacks have lost more than two trillion dollars in income due to the earnings gap, excessive unemployment and over-

incarceration relative to whites.⁶ To increase the likelihood of young black men becoming self-sufficient, contributing members of society, we must create job training and opportunities for sustainable employment in underserved areas that have been long abandoned by large numbers of low-skilled, manufacturing jobs.

- **Criminal Justice** Every black male child born today has a 1 in 3 chance of spending time in prison.⁷ The U.S. has the largest prison population in the world — 25% of the world’s prisoners but only 5% of its population.⁸ Today, 2.2 million Americans are in our prisons and jails.⁹ And given reports of 20-year sentences for nonviolent drug offenses, sentencing policies that disserve society need to be reexamined.¹⁰ For decades, the education and job training provided to inmates has inadequately prepared them to reenter the workforce. To help break an insidious cycle of poverty and recidivism, we need to better educate and train inmates. We must summon the political and public will to reverse long-standing policies that have contributed to a boom in our prison population and that have failed to prepare offenders to return home and become productive members of society.
- **Opportunities for High Achievers** Too few qualified young black men make up the applicant pools for college admissions. Among those, too few pursue the most rigorous academic disciplines. We must identify, support and direct investments to help increase the number of young black men in the pipeline to higher education and professional endeavors.

We envision partnerships between the private and public sectors to pursue winning strategies for solving our nation’s most difficult social problems. If marshaled, private sector resources can help to significantly improve opportunities for young black men. We welcome your participation and support.

*Financial support from the following institutions
is greatly appreciated.*

b e n e f a c t o r s :

Sullivan & Cromwell LLP Goldman, Sachs & Co.

s p o n s o r s :

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Paul, Hastings, Janofsky & Walker LLP
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The *Initiative* benefits from the support and technical assistance of the Fund for the City of New York.

AGENDA

4:00 pm Welcome & Introductions

4:15 pm Overview

Prof. Charles J. Ogletree, Jr. — Moderator

Prof. Roland Fryer — Assistant Professor of Economics, Harvard University; Chief Equity Officer, New York City Dept. of Education

Prof. Harry Holzer — Professor of Public Policy and Associate Dean, Georgetown University

Prof. Ronald Mincy — Maurice V. Russell Professor of Policy and Social Work Practice, Columbia University School of Social Work

Hugh Price — Senior Fellow, Brookings Institute; Former President & CEO, National Urban League

Jeremy Travis — President, CUNY John Jay College of Criminal Justice

Prof. Alford Young — Arthur F. Thurnau Professor of Sociology, University of Michigan

Theodore Shaw — Director-Counsel & President, NAACP Legal Defense and Education Fund, Inc.

5:15 pm Break

5:25 pm Working Group Reports

Early Childhood & Preschool, Rowan Wilson, Maureen Denton & Margot Hammond

Education, Roger Blissett, Elisa Hyman & William Kuntz

Criminal Justice, Theodore Wells, Nicholas Turner & Mindy Tarlow

Employment & Economic Development, Sidney Holmes, Prof. Harry Holzer & Prof. Ronald Mincy

High Achievers, Michael J. Sharp, Colin Gibson & Ian Walker

Youth Summit, Lori-Anne Ramsay

6:10 pm Break

6:15 pm Winning Strategies

Stephanie Bell-Rose — President, The Goldman Sachs Foundation

Linda I. Gibbs — Deputy Mayor for Health and Human Services, Office of the Mayor, City of New York

David Hansell — Commissioner, New York Office of Temporary and Disability Assistance

Sam Schaeffer — Director of Economic Development, Office of Senator Charles E. Schumer

David R. Jones — President & CEO, Community Service Society

7:00 pm Closing Remarks

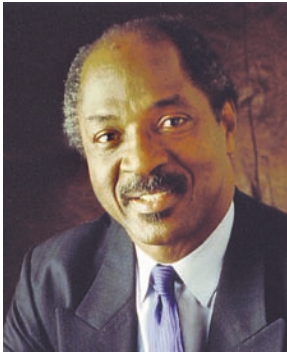


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Charles J. Ogletree, Jr.



Professor Charles Ogletree, the Harvard Law School Jesse Climenko Professor of Law and Vice Dean for the Clinical Programs, is a prominent legal theorist who has achieved an international reputation by taking a hard look at complex issues of law and by working to secure the rights guaranteed by the Constitution for everyone equally under the law. Professor Ogletree earned an M.A. and B.A. in Political Science from Stanford University and a J.D. from Harvard Law School.

He holds numerous honorary doctorates of law. Charles Ogletree served as staff attorney, Training Director, Trial Chief and Deputy Director for the District of Columbia Public Defender Service.

Professor Ogletree's many writings include: *All Deliberate Speed: Reflections on the First Half-Century of Brown v. Board of Education*, co-authoring the award-winning book, *Beyond the Rodney King Story: An Investigation of Police Conduct in Minority Communities*, as well as frequent contributions to scholarly works, publications and commentaries that have appeared in many national newspapers. His commentary on how to make Black America better was published in the 2001 compilation, entitled *Lift Every Voice and Sing*. Most recently, Professor Ogletree contributed a chapter entitled "The Rehnquist Revolution in Criminal Procedure," which appeared in *The Rehnquist Court: Judicial Activism on the Right*, published in 2002.

In 2003, he was selected by *Savoy Magazine* as one of the *100 Most Influential Blacks in America* and by *Black Enterprise Magazine*, along with Thurgood Marshall, A. Leon Higginbotham, Jr., and Constance Baker Motley,

as one of the legal legends among America's top black lawyers. In 2002, he received the National Bar Association's prestigious Equal Justice Award. In 2001, he joined a list of distinguished jurists, including former Supreme Court Justices Thurgood Marshall and William Brennan, and civil rights lawyers Elaine Jones and Oliver Hill, when he received the prestigious Charles Hamilton Houston Medallion of Merit from the Washington Bar Association. In 2000, Professor Ogletree was selected by the *National Law Journal* as one of the *100 Most Influential Lawyers in America* and has received numerous other awards.

In 2001 and 2002, Professor Ogletree moderated the nationally televised forums, *State of the Black Union* and *Where Do We Go From Here: Chaos or Community*, produced by Tavis Smiley Productions. Professor Ogletree also served as the moderator of four of producer Fred Friendly's seminal ten-part series, *Ethics in America*, which aired on PBS. He has moderated dozens of similar programs, including *Hard Drugs, Hard Choices, Liberty & Limits: Whose Law, Whose Order?* and *Credibility in the Newsroom*, and has also been a guest commentator on numerous national and local television and radio programs. He served as NBC's legal commentator on the O.J. Simpson case.

Professor Ogletree also serves as the Co-Chair of the Reparations Coordinating Committee, a group of lawyers and other experts researching a lawsuit based upon a claim of reparations for descendants of African slaves, along with Randall Robinson, co-author of *The Debt: What America Owes to Blacks*.

In 2005, Professor Ogletree founded the Charles Hamilton Houston Institute for Race & Justice as an interdisciplinary research institute at Harvard Law School focusing primarily on issues of racial justice.

Stephanie Bell-Rose



Stephanie Bell-Rose is a Managing Director of Goldman, Sachs & Co. and Founding President of The Goldman Sachs Foundation, a \$200 million international foundation whose mission is to promote excellence and innovation in education and improve academic performance and lifelong productivity of young people worldwide. Ms. Bell-Rose is a graduate of Harvard College, Harvard Law School and the Kennedy School of Government.

Prior to her appointment at Goldman Sachs, Ms. Bell-Rose served as Counsel and Program Officer for Public Affairs at The Andrew W. Mellon Foundation. She currently serves as Trustee and Board Vice President of The Barnes Foundation, Trustee of the American Museum of Natural History, and advisor to Harvard University's Hauser Center for Non-Profit Organizations and the Cooke Foundation's Community College Transfer Initiative Advisory Board. She also serves on the Dean's Council of Harvard Law School and Harvard's University Committee on Student Excellence and Opportunity. Ms. Bell-Rose has authored several publications and articles, including *Immigration and Opportunity: Race, Ethnicity and Employment in the U.S.* (co-editor, Russell Sage Press), "The Corporate Role in Developing Leaders: From the Sidelines to the Frontline," *College Board Review*, and "African-American High Achievers: Developing Talented Leaders," *The State of Black America*.

Roger Blissett



Roger A. Blissett is Vice President and Branch Manager of RBC's New York branch. Mr. Blissett also has the title of Managing Director, U.S. Strategy. As Branch Manager, Mr. Blissett has a leadership role in actively designing and overseeing the businesses conducted in the branch. In addition, he serves as the senior business contact with the Office of Comptroller of the Currency. In his U.S. Strategy role, Mr. Blissett has coordinated the launch of RBC

Capital Markets' U.S. Commercial and Residential Mortgage businesses, the Firm's infrastructure finance and advisory effort, as well as collaborating on the Firm's capital markets initiatives in China.

Mr. Blissett was previously a member of the Law Group, serving as Senior Deputy General Counsel for RBC Capital Markets Corporation.

Before joining RBC in 1996, Mr. Blissett worked as a product manager in the fixed income division of Lehman Brothers and practiced at Simpson Thacher & Bartlett. Mr. Blissett has a B.A. in Economics and African Studies from Wesleyan University and a J.D. from New York University School of Law. Mr. Blissett has participated in a number of industry groups throughout his career, including serving as a panelist at several annual conferences sponsored by the Securities Industry and Financial Markets Compliance and Legal Division. Mr. Blissett is also actively involved in his church.

Maureen B. Denton



Maureen B. Denton is Vice President and Associate General Counsel at Goldman Sachs & Co. She also serves as the Coordinator of the Research Committee of Jamaica.

Prior to joining Goldman Sachs, Ms. Denton served as legal counsel at Cisco Systems, Tyco Electronics Corporation and AT&T/Lucent Technologies Inc. She began her legal career as a corporate associate at Sullivan & Cromwell LLP.

One of Ms. Denton's priorities is her commitment to improving literacy in the inner cities and effecting meaningful political change in Jamaica. In addition, Ms. Denton serves as the International Advisor of Grace Kennedy Food Division.

Ms. Denton received a B.A. and M.A. from Queens College, City University of New York, an M.A. from Columbia University School of International Affairs, and a J.D. from Columbia University School of Law.

Roland G. Fryer, Jr.



Roland G. Fryer, Jr. is an Assistant Professor of Economics at Harvard College, a faculty Research Fellow at the National Bureau of Economic Research, a Junior Fellow in the Harvard Society of Fellows — one of academia’s most prestigious research posts — and in June 2007, was appointed Chief Equality Officer for the New York City Department of Education. As C.E.O. for the NYC Department of Education, Mr. Fryer’s primary challenge will be to narrow

the racial achievement gap in city schools. In 1988, Mr. Fryer achieved his B.A. from the University of Texas. He went on to Pennsylvania State University to complete his Ph.D. in Economics in 2002. As an analyst of racial difference, Mr. Fryer has published on topics ranging from affirmative action to early childhood development. His theories have been cited in the widely popular *Freakonomics* by New York Times journalist Stephen Dubner and University of Chicago economist Steven Levitt. Mr. Fryer has been featured in *Fortune Magazine*, *Esquire’s* “Genius Issue,” *The New York Times*, the *Washington Post*, the *Boston Globe* and *Black Voices*.

Linda Gibbs



Linda I. Gibbs is the New York City Deputy Mayor for Health and Human Services. As Deputy Mayor, Gibbs oversees the (i) Department of Health and Mental Hygiene, (ii) Human Resources Administration, (iii) Administration for Children’s Services, (iv) Department of Homeless Services, (v) Department for the Aging, Health and Hospitals Corporation, (vi) Department of Correction, (vii) Department of Probation, (viii) Department of Juvenile Justice, (ix) Office of

Health Insurance Access, and (x) HIV Health and Human Services Planning Council. Prior to her appointment as Deputy Mayor, Gibbs was the Commissioner of the Department of Homeless Services. During the Giuliani administration, Gibbs served as the Deputy Commissioner for Management and Planning for the Administration for Children’s Services. Gibbs has also served in the New York City Council as Special Advisor to the Director of the Finance Division and at the Mayor’s Office of Management and Budget as Deputy Director for Social Services. Deputy Mayor Gibbs received her J.D. from SUNY Buffalo School of Law.

Colin Gibson



Colin Gibson is an Associate General Counsel with Citi Global Wealth Management. He works closely with the general counsel for Citi Global Wealth Management, primarily on special projects involving Citi Investment Research, Citi Private Bank or Citi Smith Barney. In addition to the launch of CitiSelect, an initiative designed to attract gifted lawyers to the firm, the areas of his involvement have included resales of private funds and fees charged for financial products.

Mr. Gibson also manages an internal complaints action line intended to reduce inefficiencies pertaining to legal or compliance functions within Citi Global Wealth Management.

Mr. Gibson began his career at Sullivan & Cromwell LLP in New York City, representing institutional clients primarily on mergers, acquisitions and private equity investments. He eventually relocated to Boston, where he joined Ropes & Gray as a corporate lawyer. Mr. Gibson then served as Chief Counsel and Administrator for a firm that develops retail distribution channels primarily for rewards services of leading U.S. companies. He joined Citi shortly after moving back to New York.

Mr. Gibson received his J.D. from Yale Law School, his M.B.A. from the MIT Sloan School of Management and his B.A. in philosophy from Morehouse College, where he was inducted into Phi Beta Kappa fraternity.

Margot Hammond



As a teacher, school leader and consultant, Margot Hammond has worked with children and families for more than 30 years. She is a strong advocate for quality childcare and education for all children, support for their families and professional preparation for their teachers and caregivers. During her 17-year tenure at Bank Street College, Ms. Hammond has served as director of The Family Center, a nationally recognized model for early care and education, early intervention and family support; as Program Coordinator for Project New Beginnings, an early childhood classroom restructuring partnership with Newark Public Schools; and is currently Director of The Center for Early Childhood Professionals, which provides professional development for New York City's early care and education community. She is a frequent presenter at early childhood conferences, a consultant for children's media, and the author of "Let's Get Cooking," a curriculum guide written for parents and teachers. She is a graduate of St. Mary's College, Notre Dame and holds an MS in Early Childhood and an M.Ed in Leadership from Bank Street College of Education.

David Hansell



David Hansell is the Commissioner of the New York State Office of Temporary and Disability Assistance (OTDA), the state agency charged with oversight of support programs and economic assistance for low-income New Yorkers. Mr. Hansell was named to this post by Governor Eliot Spitzer and his appointment was confirmed by the New York State Senate.

Mr. Hansell brings to OTDA a breadth of experience in the development and delivery of social service policy and programs, having most recently served as Chief of Staff of the New York City Human Resources Administration (HRA). In that position, Mr. Hansell assisted in the management of all of the city's Public Assistance programs as well as programs for victims of domestic violence, persons with HIV/AIDS, home care clients and adults in need of protection.

Prior to joining HRA, Mr. Hansell served in a range of positions at Gay Men's Health Crisis, including Director of Legal Services and Deputy Director for Government and Public Affairs. From 1997-2001, he was the Associate Commissioner for HIV Services at the New York City Department of Health, and subsequently served as Associate Commissioner for Planning and Program Implementation. From 2000-2006, he was an Adjunct Assistant Professor at the New York University Wagner School of Public Service. He has also been a consultant on health policy and social services issues to a wide range of governmental and non-profit organizations.

H. Sidney Holmes III



H. Sidney Holmes III is a partner at Winston & Strawn LLP. Mr. Holmes received a B.A. from Columbia University in 1976 and a J.D. from Hofstra University School of Law in 1979. Mr. Holmes has more than 27 years of experience in public finance, serving as bond counsel, underwriter's counsel, and bank counsel throughout the United States and its territories. Mr. Holmes has extensive experience in industrial and economic development revenue bond financing.

Mr. Holmes is a board member of the New York Urban League, the Greater Jamaica Development Corporation and was recently appointed by Mayor Michael Bloomberg to the board of the Brooklyn Navy Yard Development Corporation. Prior to New York Governor Eliot Spitzer's inauguration in 2007, Mr. Holmes served on the Governor-elect's economic development advisory committee.

Harry J. Holzer



Harry J. Holzer is a Professor and Associate Dean of Public Policy at Georgetown University and a Visiting Fellow at the Urban Institute in Washington, D.C. He is a Senior Affiliate of the National Poverty Center at the University of Michigan, a Research Affiliate of the Institute for Research on Poverty at the University of Wisconsin-Madison and a member of the editorial board at the *Journal of Policy Analysis and Management*. Professor Holzer is a former

Chief Economist for the U.S. Department of Labor and a former Professor of Economics at Michigan State University. He received his A.B. from Harvard in 1978 and his Ph.D. in Economics from Harvard in 1983.

Professor Holzer's research has focused primarily on the labor market problems of low-wage workers and other disadvantaged groups. His publications include: *The Black Youth Employment Crisis* (co-edited with Richard Freeman, University of Chicago Press, 1986), *What Employers Want: Job Prospects for Less-Educated Workers* (Russell Sage Foundation, 1996), *Employers and Welfare Recipients: The Effects of Welfare Reform in the Workplace* (with Michael Stoll, Public Policy Institute of California, 2001), *Moving Up or Moving On: Who Advances in the Low-Wage Labor Market* (with Fredrik Andersson and Julia Lane, Russell Sage Foundation, 2005), *Reconnecting Disadvantaged Young Men* (Urban Institute Press, 2006), and *Workforce Policies for a Changing Economy* (co-edited with Demetra Nightingale, Urban Institute Press, forthcoming).

Elisa Hyman



Elisa Hyman is a civil rights and education law attorney and policy expert. She currently serves as a consultant for a major national foundation and university and various organizations. Ms. Hyman also represents families and youth in education law, disability and civil rights matters in New York and conducts presentations for professionals on education law.

Between October 1998 and March 2007, Ms. Hyman worked at Advocates for Children of New York (AFC), a not-for-profit organization with the mission of improving access to quality public education. As the group's Deputy Director for seven years and then, later, as its Executive Director, Ms. Hyman oversaw implementation of direct services, public education, public policy and impact advocacy and shared responsibility for fundraising and program development. She also served as lead counsel on more than eight high profile class actions and impact suits brought on behalf of youth who were being denied education in New York City. Prior to joining AFC, Ms. Hyman was the Assistant General Counsel for Safe Horizon (1995-1998) and an associate at the law firm of White & Case (1991-1995). Ms. Hyman holds a law degree and a master's degree in Economics from Duke University.

She has been a recipient of several awards, has authored a number of policy reports and articles, served as a panelist at conferences throughout the country and is frequently quoted in the media.

David R. Jones



David R. Jones has been President and Chief Executive Officer of the Community Service Society of New York since 1986. Prior to joining CSS, Mr. Jones served as Executive Director of the New York City Youth Bureau and, from 1979 to 1983, as Special Advisor to Mayor Koch. Mr. Jones was a member of the transition committee of New York's mayor-elect Michael Bloomberg. He served for five years as Chairman of the Board of Carver Federal Savings

Bank, the largest African-American managed bank in the nation. He is currently Chair of the National Committee for Responsive Philanthropy.

While receiving his Bachelor of Arts degree from Wesleyan University, Mr. Jones interned for the late Senator Robert F. Kennedy in Washington, D.C. He received a Juris Doctor degree from Yale Law School, afterwards clerking for Judge Constance Baker Motley of the U.S. District Court for the Southern District of New York. Prior to his non-profit and public service careers, he specialized in corporate antitrust cases and contract litigation at the law firm of Cravath, Swaine & Moore.

William F. Kuntz II



Dr. William F. Kuntz II is one of the leading commercial litigators in New York City. He has recently become a partner in Baker Hostetler's New York office, specializing in commercial litigation.

Dr. Kuntz, who holds four degrees from Harvard, including his law degree and a Ph.D. in American Legal History, has extensive litigation experience. He has conducted numerous trials in federal courts in the Second, Third and Tenth Federal Circuits and has argued more than 20 appeals. He has also supervised hundreds of trials, appeals and investigations in his capacity as a Commissioner of the Civilian Complaint Review Board of the City of New York, which annually reviews 5,000 allegations of misconduct filed against members of the New York City Police Department. Dr. Kuntz has served since 1987 and is the longest-standing member on the Board.

Dr. Kuntz has handled or supervised a broad spectrum of cases involving such subjects as lender liability, civil RICO, letter of credit cases, bill of lading fraud cases for a major New York City bank growing out of activities of coffee exporters in Colombia, asset forfeiture, money laundering, fines and penalties, fraud, employment and civil rights.

Dr. Kuntz has served as an arbitrator appointed by the Southern District of New York in complex commercial and insurance actions. He has also taught as an Adjunct Professor of Law at Brooklyn Law School and has taught trial advocacy courses at the Practising Law Institute, where he serves as a member of the Board of Directors.

Dr. Kuntz recently concluded his one-year term as Chairman of the Executive Committee of The Association of the Bar of the City of New York and was elected Vice President of the Association.

Ronald B. Mincy



Dr. Ronald B. Mincy is the Maurice V. Russell Professor of Social Policy and Social Work Practice at Columbia University's School of Social Work. He is a Co-Principal Investigator for the Fragile Families and Child Well-being Survey, a birth cohort study of children born to unmarried parents. Dr. Mincy sits on the board of several organizations, including Children's Futures, the MacArthur Network on Family and the Economy, the National Poverty Center, the

University of Michigan, the National Campaign to Prevent Teen Pregnancy, and the Advisory Board for the African-American Healthy Marriage Initiative. He holds an A.B. from Harvard University and a Ph.D. from MIT.

Prior to joining the Columbia faculty, Dr. Mincy was Senior Program Officer in the Ford Foundation's Program in Human Development and Reproductive Health, where he developed the Strengthening Fragile Families Initiative (SFFI). The SFFI worked with federal, state and local human services agencies to reform income security policies to enable low-income mothers and fathers to provide emotional, financial and developmental support to their children while receiving welfare. Dr. Mincy has published widely on the effects of income security policy on family formation, responsible fatherhood, the urban under-class and urban poverty.

Pedro Noguera



Pedro Antonio Noguera, Ph.D. is a professor in the Steinhardt School of Education at New York University. He is also the Executive Director of the Metropolitan Center for Urban Education and the Co-Director of the Institute for the Study of Globalization and Education in Metropolitan Settings (IGEMS). From 2000-2003, Professor Noguera served as the Judith K. Dimon Professor of Communities and Schools at the Harvard Graduate School of Education. From 1990-2000,

he was a Professor of Social and Cultural Studies at the Graduate School of Education and the Director of the Institute for the Study of Social Change at the University of California, Berkeley. Professor Noguera holds a bachelor's degree and a master's degree in Sociology from Brown University and a Ph.D. in Sociology from the University of California, Berkeley.

An urban sociologist, Professor Noguera's scholarship and research focuses on the ways in which schools are influenced by social and economic conditions in the urban environment. He has served as an advisor and engaged in collaborative research with several large urban school districts throughout the United States. He has also done research on issues related to education and economic and social development in the Caribbean, Latin America and several other countries throughout the world.

Hugh B. Price



Hugh B. Price is a Senior Fellow at the Brookings Institute, where he has worked closely with the Brookings Economic Studies program to further public policy on various issues involving equal opportunity, non-profit governance, K-12 education, criminal justice and civil rights. Mr. Price holds a law degree from Yale and honorary degrees from Amherst College and Indiana University.

Mr. Price served as the President and Chief Executive Officer of the National Urban League, the nation's premier civil rights organization focused on the economic and social empowerment of African-Americans (1994-2006). At the Urban League, Mr. Price led the way in tripling the League's endowment and opened the League's new headquarters on Wall Street in New York City. From 1988 to 1994, Mr. Price was the Vice President of the Rockefeller Foundation where he focused on improving domestic investments in education for at-risk youth, and increasing opportunities for people of color. He also served for six years as Senior Vice President of WNET/Thirteen in New York (1982-1988), the nation's largest public television station, and is a past board member of *The New York Times*. Mr. Price has authored two books: *Achievement Matters: Getting Your Child The Best Education Possible* and *Destination: The American Dream*.

Lori-Anne Ramsay



Lori-Anne Ramsay immigrated from Jamaica, W.I. at age fourteen to attend The Young Women’s Leadership High School in Harlem. At age sixteen, she attended Bates College to study fiscal infrastructure and social development of economically disadvantaged communities, graduating with a B.A. in sociology and a concentration in economics.

At age nineteen, Ms. Ramsay co-founded the not-for-profit Business Advancement & Social Entrepreneurship (BASE) Inc., with Michael Ellison, which grew out of her honors senior thesis on “The Multiple Barriers that Young Adults from Economically Distressed Communities in Boston Face in the Employment Process.” BASE now serves adolescents and young adults in Boston and New York City.

Ms. Ramsay has participated as a panelist at Harvard Business School on Social Entrepreneurship and in a number of forums focused on closing the black male achievement gap. Ms. Ramsay received the Children’s Aid Society Award for Outstanding Leadership in 2007. Ms. Ramsay’s current undertakings include working on a report entitled “Bridging the Gap between Government and Public Service Organizations in Massachusetts” and an initiative focused on “Building the Success Pipeline for New York City’s At-Risk Youth.”

Photo: Fifth Avenue Digital

Sam Schaeffer



Sam Schaeffer serves as Director of Economic Development for U.S. Senator Charles E. Schumer. Working in New York City, Washington and around New York State, he covers economic, transportation and social policy issues. As Director of Economic Development, he works closely with businesses and governmental entities in private-public partnerships throughout the state on job creation and retention issues.

His position also requires him to coordinate all large-scale, publicly funded infrastructures for the Office of the Senator. Mr. Schaeffer spearheads Senator Schumer's response to African-American male unemployment and related issues. He previously served as Schumer's Director of Intergovernmental Affairs.

Mr. Schaeffer graduated Phi Beta Kappa from Reed College in Portland, Oregon.

Michael J. Sharp



Michael J. Sharp is the General Counsel of Citi Wealth Management, which comprises Citi Smith Barney, the Citi Private Bank, Citi Global Wealth Management International, and Citi Investment Research. Mr. Sharp holds a J.D. from the University of Georgia School of Law, where he was Editor-in-Chief of the Law Review, an M.B.A. from Cornell University, and a B.A. from Fordham University. At Citi, Mr. Sharp also oversees the newly formed legal-adminis-

tration utility for Citigroup Inc., Citi Markets and Banking, the Global Consumer Group, Global Wealth Management and Citi Alternative Investments. Mr. Sharp is a member of Citigroup Inc.'s Management Committee and a Managing Director of Citigroup Global Markets.

Prior to joining Citi, Mr. Sharp was a litigation associate at Cravath, Swaine & Moore in New York City. Prior to joining Cravath, Swaine & Moore, he was a Judicial Clerk for the United States Court of Appeals for the Eleventh Circuit in Atlanta, Georgia. Before pursuing a legal career, Mr. Sharp was a U.S. Treasury Bond Trader for seven years. Mr. Sharp participates in CitiGroup's CitiSelect Program, an innovative initiative designed to attract gifted lawyers.

Theodore M. Shaw



Theodore M. Shaw is Director-Counsel and President of the NAACP Legal Defense and Educational Fund, Inc. (LDF), the nation's premier civil rights law firm. He is an adjunct professor at Columbia Law School and a former trial attorney in the Civil Rights Division of the United States Department of Justice. Mr. Shaw holds a bachelor's degree from Wesleyan University and a law degree from Columbia Law School.

Mr. Shaw joined LDF in 1982. He directed LDF's education docket and litigated school desegregation, capital punishment and other civil rights cases throughout the country. In 1990, Mr. Shaw left LDF to join the faculty of the University of Michigan Law School, where he taught constitutional law, civil procedure and civil rights. In 1993, he rejoined LDF as Associate Director-Counsel. Mr. Shaw was lead counsel in a coalition that represented African-American and Latino student-intervenors in the University of Michigan undergraduate affirmative action admissions case. Mr. Shaw is widely published and has lectured extensively on civil and human rights issues. He has also been the recipient of numerous awards, including the A. Leon Higginbotham, Jr. Memorial Award.

Mindy S. Tarlow



Mindy Tarlow is the Executive Director and Chief Executive Officer of the Center for Employment Opportunities (CEO), a New York-based non-profit corporation that provides employment services to men and women returning from prison and detention to New York City. CEO was created by the Vera Institute of Justice in the late 1970s and has been operating as an independent corporation since 1996. Ms. Tarlow began her association with CEO as a Program

Director at the Vera Institute of Justice in 1994, where she managed the successful spin-off of CEO from Vera. Prior to joining CEO, Ms. Tarlow spent close to ten years at the New York City Office of Management and Budget where she rose from Senior Analyst in 1984 to Deputy Director in 1992. Ms. Tarlow guided many criminal justice projects during her tenure in government, including co-authoring the Mayor's *Safe Streets, Safe City Omnibus Criminal Justice Program*.

Ms. Tarlow is a member of the National Advisory Board of the Vera Institute of Justice National Associates Program and the Prisoner Reentry Institute Advisory Board at John Jay College of Criminal Justice; a Mayoral Appointee to the Audit Committee for the City of New York and the Commission for Economic Opportunity; a founding board member of the Workforce Professionals Training Institute; and a member of the Executive Committee of the New York City Employment & Training Coalition. Ms. Tarlow is also an Adjunct Professor at New York University's Robert F. Wagner Graduate School of Public Service.

Jeremy Travis



Jeremy Travis is the President of CUNY's John Jay College of Criminal Justice. Mr. Travis earned a J.D. from the New York University School of Law and an M.P.A. from the New York University Wagner Graduate School of Public Service. As a Senior Fellow with the Justice Policy Center at the Urban Institute (2000-2004), he initiated a research program focused on prisoner reentry, sentencing and international crime. Following nomination by President Clinton and confirmation by the U.S. Senate, from 1994-2000 Mr. Travis directed the National Institute of Justice, the research arm of the U.S. Department of Justice. As Director of the Institute, Mr. Travis galvanized growth of its annual budget from \$25 million to \$120 million.

Before working in national government, Mr. Travis served as Deputy Commissioner for Legal Matters for the New York City Police Department from 1990-1994. In 1990, he was also Chief Counsel to the U.S. House Judiciary Subcommittee on Criminal Justice. Mr. Travis spent a year as a law clerk to then-U.S. Court of Appeals Judge Ruth Bader Ginsburg.

Before working in national government, Mr. Travis served as Deputy Commissioner for Legal Matters for the New York City Police Department from 1990-1994. In 1990, he was also Chief Counsel to the U.S. House Judiciary Subcommittee on Criminal Justice. Mr. Travis spent a year as a law clerk to then-U.S. Court of Appeals Judge Ruth Bader Ginsburg.

Mr. Travis was Executive Director of the New York City Criminal Justice Agency, prior to which he completed six years at the Vera Institute of Justice. He has also taught courses on criminal justice, public policy, history and law at Yale College, the New York University Wagner Graduate School of Public Service, New York Law School and George Washington University. Mr. Travis' recent publications include *But They All Come Back: Facing the Challenges of Prisoner Reentry*.

Nicholas R. Turner



Nicholas R. Turner began his term as a Managing Director of the Rockefeller Foundation in April 2007. Mr. Turner received a B.A. from Yale College and a J.D. from Yale Law School. Prior to joining the Rockefeller Foundation, Mr. Turner was Vice President and Chief Program Officer at the Vera Institute of Justice in New York City, where he collaborated with leaders in government and civil society to develop innovative and affordable programs to reform

the justice systems in the United States. Earlier in his career, Mr. Turner practiced law at Paul, Weiss, Rifkind, Wharton & Garrison LLP and clerked for the Honorable Jack B. Weinstein, U.S. District Court, Eastern District of New York. With Judge Weinstein, Mr. Turner co-authored, "The Cost of Avoiding Injustice by Guideline Circumventions," published in the *Federal Sentencing Reporter*.

Ian Walker



Ian K. Walker is the Practice Resources Editor of the Credit Group and Director of Training for the Corporate Department at Davis Polk & Wardwell, the New York City-based, international law firm. Mr. Walker graduated from the University of the West Indies (Mona) with a Bachelor of Science degree in Physics (First Class Honors) and from Howard University School of Law with a J.D. (magna cum laude). Mr. Walker was Lead Articles Editor of the Howard Law Journal and a member of the Moot Court Board. In his current position at Davis Polk, Mr. Walker is responsible for management of the intellectual capital of the lawyers in his group, as well as for training of associates in the firm's corporate department.

Theodore V. Wells



Theodore V. Wells, Jr. is a partner and the Co-chair of the Litigation Department of Paul, Weiss, Rifkind, Wharton & Garrison LLP. Active in social, political and community affairs, Mr. Wells has served as National Treasurer for Senator Bill Bradley's presidential campaign and currently serves as a trustee of the New Jersey Performing Arts Center, Holy Cross College and the NAACP Legal Defense and Education Fund. He previously served, on a *pro bono* basis, as

General Counsel to the New Jersey NAACP, New Jersey Co-chairperson of the United Negro College Fund and General Counsel to the New Jersey Democratic Party. Mr. Wells is a graduate of Holy Cross College, Harvard Business School and Harvard Law School.

Mr. Wells has extensive litigation experience in white-collar criminal defense, complex civil and corporate litigation, SEC regulatory work and class action litigation. In addition to successfully defending a number of prominent political figures, Mr. Wells has represented numerous corporate executives and corporations in massive class action litigations, jury trials, grand jury investigations and before the SEC. Mr. Wells has secured the jury trial acquittal of U.S. Secretary of Labor Raymond Donovan, U.S. Senator Robert Torricelli and countless others. *The National Law Journal* has repeatedly selected Mr. Wells as one of the *100 Most Influential Lawyers in America* and as one of *America's Top White-collar Criminal Defense Lawyers*.

Rowan D. Wilson



Rowan D. Wilson is a partner in the Cravath, Swaine & Moore LLP Litigation Department. He received an A.B. from Harvard College in 1981, and a J.D. from Harvard Law School in 1984, where he was a member of the Civil Rights – Civil Liberties Law Review. After graduation, Mr. Wilson served in a two-year clerkship for the Honorable James R. Browning, Chief Judge of the U.S. Court of Appeals for the Ninth Circuit. He joined Cravath in 1986 and became a partner in 1992. Mr. Wilson has a broad practice in complex litigation, including antitrust and competition, intellectual property, contract, securities fraud, entertainment and media, and civil rights and employment matters.

Alford A. Young, Jr.



Alford Young, Jr. is the Arthur Thurnau Professor and Associate Professor in the Department of Sociology and Center for Afro-American and African Studies at the University of Michigan. Mr. Young has published widely on race theory and urban poverty. Prior to joining the faculty at the University of Michigan in 1996, Mr. Young was the Five Colleges Dissertation Fellow at Hampshire College and served as a Research Fellow at the Center for the Study of Inequality at the University of Chicago. Mr. Young's publications include: *From the Edge of the Ghetto: African Americans and the World of Work*, *The Souls of W.E.B. Dubois*, and *The Minds of Marginalized Black Men: Making Sense of Mobility, Opportunity and Future Life Chances*.



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