



About this Profile

The newspaper, periodical, and book publishers industry group is one of ten being profiled by the New York City Labor Market Information Service (NYCLMIS) for the public workforce development system in 2009. The NYCLMIS identified the ten groups in an earlier report, *Gauging Employment Prospects in New York City, 2009.* In that report, we found that newspaper, periodical, and book publishers compared well with the rest of the local labor market on several measures.

This profile is meant to help account managers with business development and job placement, career advisors with job counseling, and education and training professionals with planning and refining their curricula and placement activities in the industry. Jobseekers can also use this information to help make career decisions. Icons appear throughout this profile to highlight findings and recommendations of special interest to these audiences. See page 2 for a guide on How to Use This Profile, and an accompanying key to the icons.

Terms and Definitions

The sidebar on this page shows the definition of the *newspaper*, *periodical*, *book* and directory publishers industry group according to the North American Industrial Classification System (NAICS).¹ Within the NAICS system, newspaper, periodical, and book publishers are classified within the publishing industries subsector (NAICS 511). Software publishers are the only other industry group in the subsector. The publishing industries subsector is part of the larger *information sector* (NAICS 51).

The industry group is made up of several industries with distinct products. Newspaper publishers are the largest segment of the industry group. They mainly operate on a local or regional basis, but are owned by a small number of large corporations. News corporations often buy or "cluster" several papers in a region for production efficiency. Book publishing is also dominated by a few large companies, most of which are located in New York City. Magazine publishing is more diverse, made up of several large conglomerates that publish several magazines to small shops that publish a single maga-

North American Industrial Classification System Definition of the Newspaper, Periodical, And Book Publishing Industry Group (NAICS 5111)

Establishments in this industry group publish newspapers, magazines, other periodicals, books, directories and mailing lists, and other works, such as calendars, greeting cards, and maps.

HOW TO USE THIS PROFILE

The table below shows specific ways that account managers, career advisors, and education and training professionals can use the information contained in each section of this profile to help them to serve employers and jobseekers.

PROFILE SECTION THIS SECTION CAN BE USED TO: **Terms & Definitions** Speak more knowledgeably with jobseekers and employers about the industry group Identify the top employers in New York City Locate which boroughs have most employer sites Jobs & Wages Know how many jobs there are and where they are located Understand where job opportunities may be improving or worsening Understand basic wage trends in the industry group Local Performance Know the degree to which New York City employment in the industry group is or is not concentrated compared to the nation Assess if employment in the industry group grows more in New York City than elsewhere Estimate how stable the industry group is likely to be during this recession by: Observing its employment performance during the previous two recessions Identifying job growth/loss trends in 2008 Identifying promising occupations for jobseekers who do not have Occupations a four-year college degree Current ■ Know more about who works in the industry group in New York City: **Workforce Facts** borough of residence, education, and age

In general, employment in publishing decreases during downturns and grows during boom times.

WORKFORCE PROFESSIONALS PROFILE USER KEY

they need to assess 'gaps'

CA Career Advisors

AM Account Managers

Education and Training Providers

All Stakeholders

These icons appear throughout the text to mark findings and recommendations that will be of particular interest to specific workforce stakeholders.

Compare current workforce figures with what employers tell you

zine. Magazines are divided into two main types according to the audience: business-to-business or "trade" magazines and consumer magazines. *Directory publishers* compile information for business and residential audiences. The most common directory is the telephone directory. More and more in recent years, publishers of all types have moved some or all of their content on-line.

Although products vary, print publishing follows similar steps within the industry group. First, publishers acquire content from in-house reporters, writers, researchers, and artists or by purchasing from outside parties. The content is checked and reviewed and then put into "prepress" format for publication by typesetters or desktop publishers. Next, publishers may print the content themselves or contract with other firms that print for them. Sales and marketing functions ensure that the publications get to the desired consumers. Finally, content is distributed, either by the publishers or by other firms under contract.²

NAICS allows users to uniformly identify and classify employers and ensure that people are referring to the same group of firms. The broadest NAICS grouping is the sector: identified by a 2-digit code. The next level is the subsector (3-digit code), followed by the industry group (4-digit code). Workforce providers should identify one or more subsectors or industry groups and then identify the types of employers that are included in their selection. If the selection does not reflect the employers they are interested in, they can expand, reduce, or change the NAICS selection as needed.

AM Account managers need to understand how the information sector is organized so they can speak more knowledgeably with employers.

In general, employment in publishing decreases during economic downturns and grows during boom times. In the long run, jobs in newspaper publishing are expected to decrease, as print subscriptions continue a steady decline. Employment in periodical publishing is expected to remain flat as general consumer magazines experience a high rate of turnover. The number of small newsletters and trade publications has risen in recent years and may be one of a few areas in the industry group experiencing job growth in the coming years. The outlook for book publishing jobs depends not only on book sales to the general public, but also on expenditures by school systems, public libraries, colleges, and universities.

TABLE 1 New York City Publishing Establishments, 2000-2008

	2000	2008	Change
Bronx	12	10	17%
Brooklyn	76	105	38%
Manhattan	979	861	-12%
Queens	73	96	32%
Staten Island	11	14	27%
New York City	1,151	1,086	-6%

SOURCE | New York State Department of Labor, Quarterly Census of Employment and Wages, 2000-2008 (2Q).

TABLE 2 New York City's Largest Publishing Establishments, 2008

Establishments	Borough	Employment
+ Time Inc	Manhattan	5,000
* Fortune Magazine	Manhattan	5,000
* New York Times Co	Manhattan	4,001
* McGraw-Hill Co Inc	Manhattan	2,500
+ Hearst Corp	Manhattan	2,500
+ Conde Nast Publications	Manhattan	2,200
* News Corp	Manhattan	2,000
+ Scholastic Inc	Manhattan	2,000
+ Random House Inc	Manhattan	1,900
+ Lagardere Groupe North America	Manhattan	1,864

SOURCE | +Dun & Bradstreet; *ReferenceUSA Establishment Lists, 2008, Retrieved March 2009.

In 2008, there were 1,086 newspaper, periodical, and book publisher establishments in New York City, representing a 6 percent decrease since 2000. Table 1 shows that newspaper, periodical, and book publishing establishments are highly concentrated in Manhattan, although the share of establishments located in Queens and Brooklyn has increased since 2000.

An establishment is a location where companies provide materials or services and can also be described as an "employment site." A single firm or company may have many establishments.

Table 2 is a list of the largest newspaper, periodical, and book publishing establishments in New York City. All of the largest establishments are in Manhattan and represent a cross-section of the world's

largest firms in book, newspaper, and periodical publishing, including Time, Inc., Fortune (also owned by Time, Inc.), New York Times, and McGraw Hill. LaGardere, is a French conglomerate that describes itself as the largest magazine publisher in the world with over 250 titles.

AM Account managers should know the largest newspaper, periodical, and book publishing establishments and be aware that these establishments employ nearly one out of seven in the industry workforce in New York City.

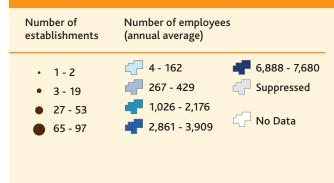
To collect establishment names and contact information, account managers should:

- Purchase commercially available lists such as Hoover's, Moody's, Dun & Bradstreet. or ReferenceUSA: or
- Download lists for free from the New York Public Library for Science, Industry and Business (SIBL) on 34th Street and Madison Avenue. Instructions for downloading establishment lists from SIBL can be found at NYCLMIS' website at www.urbanresearch.org or www.nyc. gov/wib.

Jobs and Wages

Newspaper, periodical, and book publishers employed 51,989 people in New York City in 2008, an 8 percent decrease from 2000 (Table 3). Ninety-four percent of the jobs in the industry group are in Manhattan, which also experienced 92 percent of the job losses. All of the boroughs experienced publishing job losses during this period, except

FIGURE 1 Establishments and Employment in Publishing in New York City, 2008



* NOTE: Employee and wage data are suppressed by New York State Department of Labor for any ZIP Code that includes fewer than 3 establishments or contains a single establishment that accounts for 80% or more of the industry's employment.

SOURCE | New York State Department of Labor, Quarterly Census of Employment and Wages (QCEW), 2Q 2008. ZIP Code boundaries were created with information copyrighted by the New York State Office of Cyber Security and Critical Infrastructure Coordination © 2007.

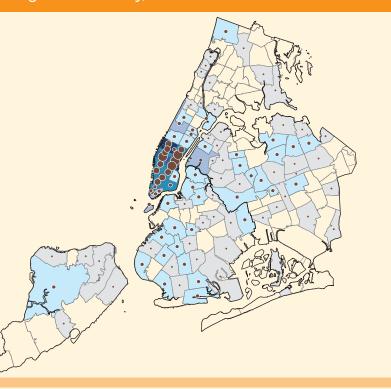


TABLE 3 Employment In New York City Publishing by Borough, 2000-2008

	2000	2008	Change
Bronx	419	288	-31%
Brooklyn	794	1,065	34%
Manhattan	53,317	49,032	-8%
Queens	1,506	1,137	-25%
Staten Island	590	466	-21%
New York City	56,626	51,989	-8%

SOURCE | New York State Department of Labor, Quarterly Census of Employment and Wages, 2000-2008 (2Q).

TABLE 4 Average Annual Wage Earned in Publishing in New York City by Borough, 2000-2007

	2000	2007 C	hange
Bronx	\$53,008	\$56,409	6%
Brooklyn	\$40,008	\$38,101	-5%
Manhattan	\$105,439	\$107,040	2%
Queens	\$42,620	\$42,222	-1%
Staten Island	\$55,620	\$109,370	97%
New York City	\$101,968	\$104,123	2%

* In 2007 constant dollars.

SOURCE | New York State Department of Labor,
Quarterly Census of Employment and Wages,
2000 and 2007.

FIGURE 2 Annual Wages in Publishing in New York City, 2007

Annual wages — ZIP Code average

- \$11,170 \$25,000
- \$25,001 \$50,000
- \$58,011
- \$141,072



ZIP Code boundaries

Wage data suppressed (one or more establishments)

* NOTE: Employee and wage data are suppressed by New York State Department of Labor for any ZIP Code that includes fewer than 3 establishments or contains a single establishment that accounts for 80% or more of the industry's employment.

SOURCE | New York State Department of Labor, Quarterly Census of Employment and Wages (QCEW), 2007. ZIP Code boundaries were created with information copyrighted by the New York State Office of Cyber Security and Critical Infra-



Brooklyn which gained 269 jobs, a 34 percent increase over 2000.

Figure 1 shows publishing establishments and employment by ZIP code. Although publishing establishments are distributed throughout the city, both employment and establishments are heavily concentrated in midtown Manhattan.

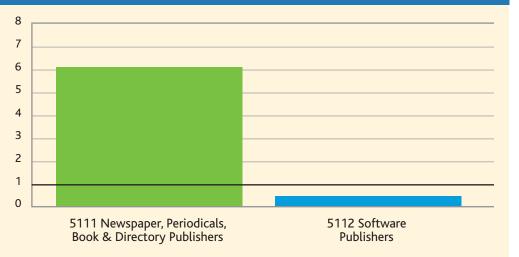
Table 4 shows the average annual wages in newspaper, periodical, and book publishers by borough in 2000 and 2007. In 2007 the overall average annual wage was \$104,123 in 2007. Staten Island workers earned the highest wages in 2007 on average at \$109,370, but as Table 3 shows, a small percentage of the publishing workforce was employed there. Manhattan

wages were nearly as high and were largely responsible for the high overall citywide average. After adjusting for inflation, the average annual wage of newspaper, periodical, and book publishing workers increased 2 percent. Staten Island wages almost doubled from 2000 to 2007, about the same time when employment decreased by 20 percent (Table 3). Inflation-adjusted wages decreased in Brooklyn and Queens.

Figure 2 contains the unsupressed data on annual average wages by ZIP code.3 Manhattan publishing wages were a great deal higher than were wages in any other borough.

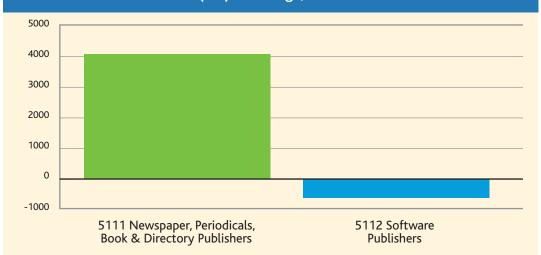
Employment specialization (also known as "location quotient") measures how much





SOURCE | National data from the U.S. Department of Labor, Bureau of Labor Statistics; New York City Data from the New York State Department of Labor, Quarterly Census of Employment and Wages, Annual Average 2007. *Values > 1: More specialized than the nation; < 1: Less specialized; 1: Equally specialized as the nation.

FIGURE 4 Number of Jobs Added/Lost in New York City Publishing Because of Local (Dis)Advantage, 2000-08



SOURCE | National data from Bureau of Labor Statistics; New York City data from New York State Department of Labor, Quarterly Census of Employment and Wages, 2000-08.

Employment
in newspaper,
periodical, and
book publishing is
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nation.

employment in a particular industry group is concentrated in New York City compared to the rest of the nation. Industry groups with high specialization are typically strongly rooted in New York City.

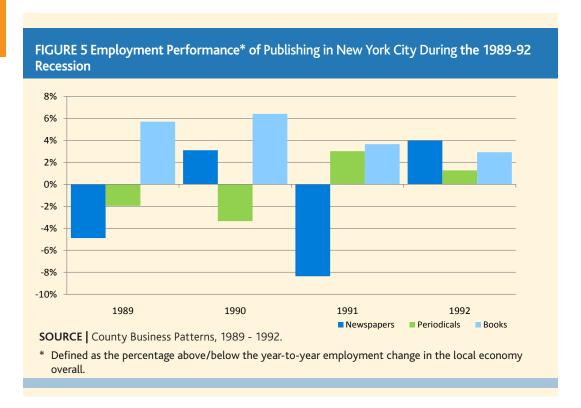
AM Account managers should be aware of how strongly rooted in New York City the industry group they are working with is and the characteristics of the labor market that are important to the employers in that industry group.

Figure 3 compares newspaper, periodical, and book publishing with software publishing on employment specialization in New York City. Employment in newspaper, periodical, and book publishing is almost six times more concentrated in New York City than the rest of the nation. This is not sur-

prising, since many of the nation's largest book, periodical, and newspaper publishing companies are based locally. In contrast, employment in software publishing is less concentrated here than elsewhere in the nation.

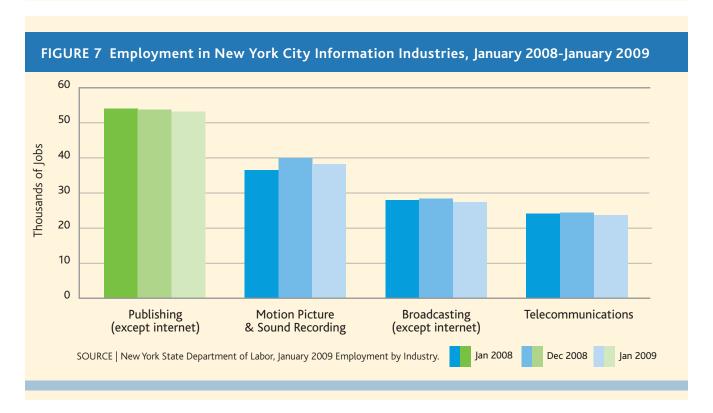
Local Performance

In any industry, jobs may grow or decrease for several reasons: the economy is growing in general; the industry group is growing nationally above and beyond the overall economy, or because of unique advantages of the local economy. Despite the job losses experienced in the industry group between 2000 and 2008, Figure 4 indicates that newspaper, periodical, and book publishing actually retained about 4,000 jobs because of its local advantage.⁴









According to this analysis, software publishing experienced a local disadvantage, however, either losing or not adding several hundred jobs that might have been gained or retained elsewhere.

Although caution is warranted when making comparisons, the current recession is similar to the 1989-92 recession in several ways. It was preceded by a rapid decline in housing prices, a sharp decrease in the stock market, and entailed the failure

of several banking institutions. Although the labor market has changed a great deal since 1992 and other factors underlie the current recession, these similarities remain.

Newspaper and periodical publishing generally suffer job losses during recessions, as revenues from advertising sales decline. Book publishing can reasonably be expected to perform either way, depending on the nature of the recession. (For example, when college and university admissions

TABLE 5 Promising* Occupations in Publishing in New York City

	Hourly Wage		Educational		
SOC	Occupation	Entry	Median	Upper	Requirements**
11-3071	Transportation, Storage, and Distribution Managers	\$30.61	\$45.87	\$70.00+	HS or GED
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	\$19.15	\$29.49	\$46.00	Some college
41-3099	Sales Representatives, Services, All Other	\$15.36	\$28.31	\$51.73	HS or GED
33-9030	Security Guards and Gaming Surveillance Officers	\$10.59	\$26.70	\$39.30	AA
41-3011	Advertising Sales Agents	\$14.50	\$26.47	\$49.26	HS or GED
51-1011	First-Line Supervisors/Managers of Production and OperatingWorker	\$14.71	\$26.27	\$43.33	HS or GED
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	\$17.17	\$26.22	\$40.44	HS or GED
33-1099	Supervisors, Protective Service Workers, All Other	\$14.24	\$24.22	\$36.46	Some college
23-2090					
(2091-2099),	Miscellaneous Legal Support Workers	\$14.17	\$23.65	\$36.86	AA
43-2099	Communications Equipment Operators, All Other	\$13.03	\$22.72	\$43.83	HS or GED
51-5022	Prepress Technicians and Workers	\$12.19	\$21.75	\$31.39	Postsec cert
37-1011	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	\$11.57	\$21.36	\$29.25	HS or GED
43-5061	Production, Planning, and Expediting Clerks	\$13.83	\$21.27	\$32.01	HS or GED
49-2011	Computer, Automated Teller, and Office Machine Repairers	\$13.93	\$21.14	\$32.01	Some college
49-2020	Radio and Telecommunications Equipment Installers and Repairers	\$13.93	\$21.14	\$32.01	Some college
27-4021	Photographers	\$9.01	\$20.82	\$39.69	HS or GED
41-9099	Sales and Related Workers, Other	\$7.85	\$19.80	\$37.17	Less than HS
43-2021	Telephone Operators	\$11.97	\$19.76	\$23.84	HS or GED
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	\$13.11	\$18.56	\$26.55	HS or GED
43-3031	Bookkeeping, Accounting, and Auditing Clerks	\$11.60	\$18.01	\$26.22	Some college
43-9011	Computer Operators	\$10.83	\$17.57	\$28.37	Some college

^{*} Refers to the prevailing median wage and availability of the occupation to people with fewer than four years of postsecondary education and not to job growth potential or quality of the job experience.

^{**} Indicates the level of education attained by most individuals in this occupation according to a national survey of employers. Some New York City employers may require fewer or more years of education. Additional requirements such as drug, criminal screening, entry examinations, certification, and licensing may also apply.

SOURCE | Occupational employment estimates: U.S. Bureau of the Census, American Community Survey, 2005-07 combined samples, place of work is New York City. Typical wages: Bureau of Labor Statistics, Occupational Employment Statistics, Metropolitan New York City, 2007. Educational requirements: U.S. Department of Labor, Employment and Training Administration, O*NET 13.0 Production database

thrive during downturns, they could provide a substitute market for book sales.) During the recession of 1989-92, employment in both newspaper and periodical publishing was volatile, doing somewhat more poorly than the economy on average over the time period (Figure 5). Book publishing outpaced the economy, however, retaining or adding more jobs than the local economy on average. Figure 6 shows the employment performance of the publishing industry group during the last recession of 2001-03 was slightly less positive than the local economy overall.

Figure 7 shows the latest information released by the New York State Department of Labor on recent job gains/losses in selected industries within the information sector. Newspapers, periodical, and book publishers shed 900 jobs over the time period, and 600 in January 2009 alone. Overall, all of the industries except motion pictures experienced net job losses since January 2008. Recent news reports suggest that job losses may be accelerating in the newspaper industry in particular, with the *New York Times* announcing that it was cutting some staff salaries by 5 percent and 100 jobs in March 2009.⁵

AM Account managers should stay up to date on month to month employment figures issued by the New York State Department of Labor to assess whether job losses in the industry group are accelerating, stabilizing, or reversing.

Occupational Opportunities

Up until this point in this profile, we have examined employment and wages within

the *industry group* and how it compares with other industry groups on a number of measures. In this section we look at the *occupations* that are available in newspaper, periodical, and book publishers care and the degree to which they offer opportunities for earnings and advancement. In our working definition, a "promising" occupation:

- Employs a substantial number of people in New York City;
- Pays \$12.00 an hour or more to at least half of the people who hold the position; and
- Employs individuals who do not hold four-year college degrees.

Table 5 lists 25 of the most promising occupations in newspaper, periodical, and book publishing in descending order by median hourly wage (i.e., the wage earned by half of the individuals in the occupation in the Metropolitan New York City region). The occupations fall into four main categories: content developers (writers, editors, artists, and photographers), production, sales, and general management. The highest paying occupations are in general management, followed by sales, production, and administrative support positions. Writing jobs do not appear on the list because they tend to require a four-year college degree.

Because competition for jobs — especially in New York City's largest news, magazine, and book publishing firms — is fiercer than in smaller firms or elsewhere in the nation, employers expect advanced skills of entry-level positions. For example, aspiring writers and editors must have four-year college degrees and may work their way up from

Competition for jobs — especially in New York City's largest news, magazine, and book publishing firms — is fiercer than in smaller firms or elsewhere in the nation.

TABLE 6 Characteristics of New York City's Publishing Employees,* 2007.

Percen	t of em	iployees:

Not New York City residents	28%
New York City residents	72%
Bronx	4%
Brooklyn	19%
Manhattan	34%
Queens	13%
Staten Island	2%
Male	46%
Female	54%
Asian	9%
Black	8%
Hispanic	9%
Other	2%
White	73%
Age 16-24	6%
25-34	31%
35-44	31%
45-54	19%
55+	14%
Less than HS or GED	1%
HS or GED	6%
Some College	14%
Bachelor's	57%
Graduate or Professional Degree	23%

SOURCE | American Community Survey, Public Use Microdata Samples, 2005-07.

smaller firms or from entry-level positions. College graduates compete for administrative and office support jobs. With this caution in mind, individuals without college preparation, but who have excellent communication and computer skills will be better equipped to compete for publishing jobs than jobseekers without these skills

Production jobs — like press operators, prepress technicians, equipment installers and repairers — are among the few well-paying occupations in the industry that are available to individuals who have not completed a four-year degree. Production jobs are found in the newspaper publishing industry or in the printing industry that produces magazines and books for publishers.

- Career advisors should know that entrylevel publishing jobs are very competitive, especially for people who do not have postsecondary education. Good literacy, communication, and computer skills are needed for many jobs.
- Education and training providers should assess the extent to which their current offerings reach and assist individuals to obtain entry-level occupations in publishing.
- The labor union that represents many individuals in newspaper publishing, the Communications Workers of America (CWA), is a promising source for identifying needs, reaching, and assisting entry-level workers in the industry to climb the career ladder.
- Ex-offenders are not formally prohibited from working in publishing. For more

^{*}Full-time wage earners working in New York City in NAICS 5111.

information about employment restrictions, and rights and appeal procedures, contact the Legal Action Center (www.lac.org), Reentry Net/NY (www.reentry.net/ny), or the H.I.R.E. Network (www.hirenetwork.org).

For a complete list of approved training providers in New York City — searchable by sector, occupation, and borough — go to www.nyc.gov/trainingguide. The NYC Training Guide offers course and contact information, job placement rates, and student reviews of courses, costs, and eligibility for individual training grant (ITG) vouchers through the Workforce1 Career Centers or the New York City Department of Human Resources Administration.

Current Workforce Facts

In 2005-2007, 72 percent of the individuals working in publishing in New York City were New York City residents (Table 6) and 34 percent were Manhattan residents.

Three out of four publishing workers were white; and a majority (62%) were between 25-44 years of age. Although several occupations outlined in Table 5 do not strictly require a 4-year college degree, in New York City, a vast majority who work in the industry group (80%) have a bachelor's degree or more years of education.

EndNotes

- 1. For the sake of brevity, we refer to the industry group as *Publishing* throughout this report.
- 2. Bureau of Labor Statistics, U.S. Department of Labor, *Career Guide to Industries, 2008-09 Edition, Publishing, Except Software,* on the Internet at http://www.bls.gov/oco/cg/cgs013.htm (visited March 1, 2009)
- 3. See note on data supression in Figure 2.
- 4. Figure 4 includes the results of a "shift-share" analysis. Shift-share is a method used to measure the competitiveness of a region's industries. The method divides local job growth into three different types. Local share is the portion of growth (or decline) that cannot be attributed to national or industry growth.
- 5. Associated Press, "NY Times trims staff pay, laying off 100," *Crain's New York*, March 26, 2009.

Newspaper, Periodical, and Book Pu	blishing Industry Group Profile	e Findings at a Glance		
About the Industry Group				
Sector: Information		(NAICS 51)		
Subsector: Publishing industries		(NAICS 511)		
Industry Group: Newspaper, periodic	cal, and book publishing	(NAICS 5111)		
Establishments in New York City:		1,086		
Jobs and Wages				
Employment:		51,989		
Employment since 2000:		-8%		
Average annual wage:		\$104,123		
Wages since 2000:		+2%		
Local Performance				
1989-92 Recession: Job losses in nev	wspapers and periodicals wors book publishing about the sa			
2001-03 Recession:	Lost more job	s than city average		
NYC Employment	Specialization: 6 times gr	reater than nation's		
Local Advantage:	+4,000 job	s added since 2000		
January 2008-	January 2009 Job	Losses/Gains: -900		
Occupations				
Major occupation(s): Content development occupations require 4-year college degree. Administrative and office support occupations do not require 4-year college degree but non-college graduates may need to compete with college graduates for entry level jobs. Production occupations provide opportunities for people without postsecondary experience.				
Advancement: Production occupat experience and occupations typically require	d on-the-job training. Other m	nid- and upper-level		
Current Workforce				
Residence:	72	% in New York City		
Gender:		54% female		
Race/ethnicity:		73% white		
Age:	62%	25-44 years of age		
Education:	80% 4-year college degree	or more education		

About the NYCLMIS

The New York City Labor Market Information Service (NYCLMIS) provides labor market analysis for the public workforce system. The service is a joint endeavor of the New York City Workforce Investment Board (WIB) and the Center for Urban Research at The Graduate Center of the City University of New York. The NYCLMIS' objectives are to:

- Develop action-oriented research and information tools that will be used by workforce development service providers and policy makers to improve their practice.
- Be the portal for cutting-edge and timely labor market data about New York City.

The NYCLMIS primarily serves the program and policy needs of the public workforce system. The NYCLMIS creates research and associated products that are of service to the broader practitioner and policy communities in their day-to-day and strategic decision-making. These products help distill, frame, and synthesize the volumes of data available for the practical use of the public workforce system's partners and stakeholders, with the overall goal of raising public awareness of the importance of workforce development in New York City.

About the WIB

The New York City Workforce Investment Board (WIB) administers the federal Workforce Investment Act funds in New York City and oversees the public workforce system run by the Department of Small Business Services and the Department of Youth and Community Development. The WIB is made up of over 40 volunteer members, appointed by the Mayor, representing local businesses, educational institutions, labor unions, community-based organizations, and other government agencies.

About the Center for Urban Research

Working with the City University of New York Graduate Center's faculty and students, the Center for Urban Research organizes basic research on the critical issues that face New York and other large cities in the U.S. and abroad; collaborates on applied research with public agencies, non-profit organizations, and other partners; and holds forums for the media, foundations, community organizations and others about urban research at The Graduate Center of the City University of New York.







