

IMPACT INSIDER

The Burnes Center Quarterly Report

FALL 2024



N The Burnes Center
for Social Change
Northeastern University

The Burnes Center for Social Change designs and implements practical solutions to society's hardest problems. We develop innovative, participatory, and equitable approaches to solve problems using new technology.


InnovateUS Partners include:

- California
- Colorado
- Connecticut
- Miami-Dade County (Florida)
- Georgia
- Maryland
- Montgomery County (Maryland)
- New Jersey
- New Mexico
- New York
- Ohio
- Oregon
- Pennsylvania
- Utah
- US Department of Agriculture

New Google.org funding to expand impact of InnovateUS

In October, Google.org announced a total of \$7 million to support InnovateUS, including AI training for public sector workers and expanding the AI for Impact co-op program, at the Google Public Sector Summit in Washington D.C. Beth Noveck spoke about the impact of the program.

Read Bridging the AI gap: InnovateUS's mission to upskill the public sector by Tony Orlando of Google Public Sector.



Google The Keyword

Google.org support to train more government workers in digital skills

Google.org is providing \$2 million in funding and pro bono support to InnovateUS to help them provide digital skills training to public sector employees.

 **Beth Noveck**
Director, The Burnes Center for Social Change and The GovLab

InnovateUS in the News

Maryland to Offer Free AI Training to State Employees

Maryland Department of Information Technology Provides Free AI Training to State Employees Thanks to Partnership with InnovateUS

California hopes to bolster AI preparedness with employee training for state workers

Google pledges \$15M for US public sector AI training

SPOTLIGHT

AI for Impact

How can we leverage AI to solve our most challenging public problems? Northeastern students are making government services work better for residents through the Burnes Center's AI for Impact Co-op Program.

The AI for Impact Co-op Program is a pioneering product-based learning program where student teams wield AI as a tool for transformative innovation, turning ideas into measurable impacts in collaboration with the communities they are serving and under the expert guidance of seasoned professionals. AI for Impact's mission is to deliver innovative projects that will improve people's lives and create a pipeline of AI-trained and mission-driven talent.

This semester students worked with the Commonwealth of Massachusetts and non-profit partners on the following projects:

BEACON (BUSINESS ENHANCEMENT AND ASSISTANCE CENTER FOR OPTIMIZED NAVIGATION)

Generative AI tool to help workers respond efficiently and accurately to inquiries from Commonwealth businesses regarding available state grants, programs, and resources. – *Partner: Executive Office of Economic Development*



AI for Impact students and staff present at the Massachusetts Digital Summit on November 13, 2024.

GENIE (GENERATIVE AI EXPERIMENTATION AND INNOVATION ENVIRONMENT)

A safe sandbox for Commonwealth employees to experiment with using Generative AI tools in their work. – *Partner: Executive Office of Technology Services and Security*

ABE (ASSISTIVE BUYER ENGINE)

Generative AI tool to enhance the procurement process for state buyers by enabling efficient navigation of procedures and regulations and offer support in understanding their application. – *Partner: Operational Services Division*





AI for Impact students present to Massachusetts Secretary of Economic Development Yvonne Hao.

MATCH (MASSACHUSETTS ACADEMICS TO CAREERS HELPER)

Generative AI tool to help prospective students explore programs, courses, and career trajectories across the Commonwealth’s public higher education institutions. – *Partner: Executive Office of Education and the Massachusetts AI Collaboration for Higher Education*

GRANTWELL

Assisting Massachusetts municipalities, environmental justice groups, rural towns, and historically-underserved communities to apply for state grant, grant-matching, and tax-break opportunities. – *Partner: Executive Office of Administration and Finance*

MASSHEALTH HELPER

Generative AI tool for MassHealth Enrollment Centers workers to efficiently reference the large volume of documents about eligibility requirements and application procedures when assisting Commonwealth residents enrolling in MassHealth. – *Partner: Executive Office of Health and Human Services*

A HEALTHIER DEMOCRACY AI

Helping low-income residents apply for unclaimed Federal Aid benefits in a healthcare setting. – *Partner: Link Health*

Spring 2025

For the third cohort, the State of New Jersey will fund additional co-ops, and funding from Google.org will allow the expansion of the program in New Jersey and California.

AI for Impact students learned about AI product development and more during visits to AWS and Microsoft offices this fall.



2024 Burnes Center Impact

50,000

public sector workers

trained in AI and digital skills through InnovateUS, with 20+ partners across state, local, and federal government.

10,000

workshop attendees

in over 70 live workshops,
6 courses available.

30,000+

responses

submitted to identify the
challenges of literacy.

\$3M+

in health benefits distributed

providing essential financial relief
and supporting patient well-being,
through LinkHealth.

150,000+

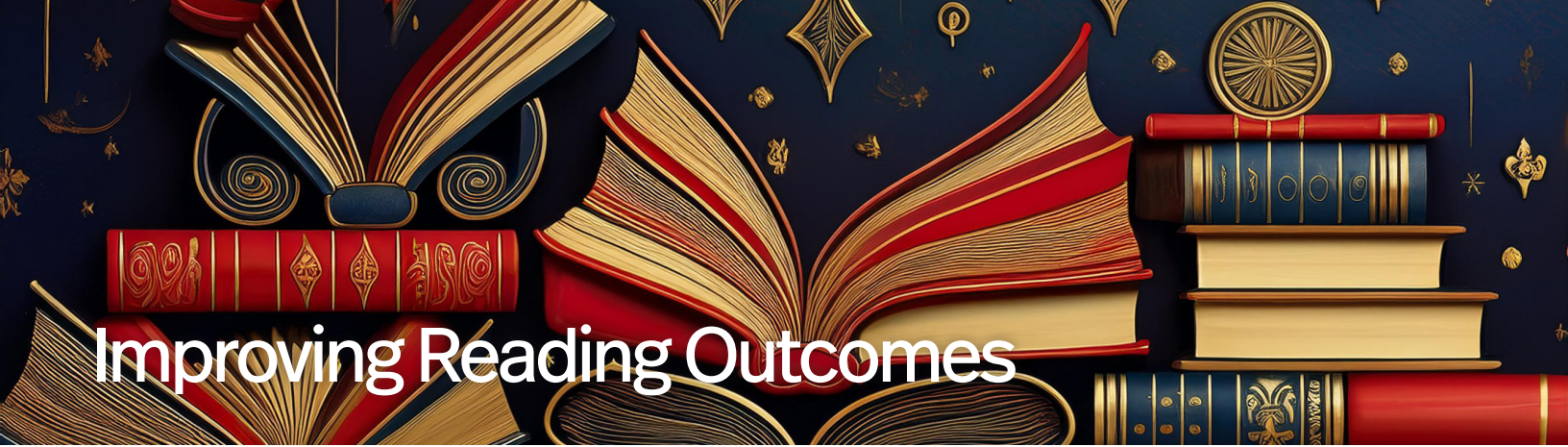
voters registered

through Vot-ER, involving 700+
healthcare institutions nationwide.

50+

AI for Impact students

serving public and non-profit partners,
creating 15+ Generative AI
projects to solve public problems



Improving Reading Outcomes

Unlocking Literacy

According to [Nation's Report Card](#), only 33% of fourth graders were **proficient** readers in 2022. While education experts have established best practices for teaching literacy, inequity surrounding the resources and opportunities of students is leading to drastic gaps in achievement in reading

“Unlocking Literacy,” an equitable engagement project to improve literacy outcomes, is using Artificial Intelligence (AI) and Collective Intelligence (CI) to identify and scale what works.

Through an AI-enabled public engagement initiative that gathered over 30,000 responses, we identified key barriers to achieving literacy among fourth graders. The insights highlighted significant gaps in resources, training, and support for struggling readers. Issues include inadequate support for students who fall behind, inconsistent assessment of reading challenges by specialists, and varied public education funding across states. Additionally, many teacher education programs lack effective training on foundational reading methods, and economic hardships impact students' learning environments. These findings underscore the need for targeted interventions in early-grade phonics

instruction, teacher training, and resource allocation to support literacy improvement.

In early 2025, the Burnes Center will co-host an in-person public engagement in partnership with the Boston Public School and the Museum of Science to better understand challenges, lived experiences and hear more from caregivers, students, and teachers about what's working.

Creating Pathways for Literacy Teachers through Northeastern's Graduate School of Education

The Burnes Center has partnered with the Northeastern's Graduate School of Education (GSE) to support a pilot program between [The Carroll School](#), an independent day school for elementary and middle school students in grades 1-9 who have been diagnosed with specific learning difficulties in reading and writing, and [Guild Elementary School, a Boston Public School](#) in East Boston, to support professional licensure and development for literacy educators. Over a five-year period, the Carroll School partnership with Guild Elementary expects to train directly at least 70 teachers and impact at least 1,300 students.

Coming Soon! AI for Literacy Achievement Workshop Series

In partnership with InnovateUS and [The Learning Agency](#), in 2025 the Burnes Center will launch the “Rethinking Reading: AI for Literacy Achievement” aimed at helping education innovators explore how AI can advance K-12 literacy. The series will equip learners with skills to implement AI literacy tools in an educational setting, create personalized reading intervention strategies using AI-driven insights, design inclusive literacy programs that serve diverse learning needs, and more.

A Healthier Democracy: Leveraging AI to drive civic engagement and economic opportunity

A Healthier Democracy projects are led by Burnes Center Senior Fellow Dr. Alister Martin.

Vot-ER

Over 72 million eligible Americans are not registered to vote, leading to underrepresentation in policymaking that directly impacts health outcomes. This civic engagement gap limits patients' ability to advocate for policies that could improve their access to resources and overall well-being.

Vot-ER integrates voter registration into healthcare settings, empowering patients and healthcare providers to register voters. By embedding civic participation in medical environments, Vot-ER fosters patient advocacy for health-positive policies, bridging the gap between healthcare and civic engagement.

Vot-ER has integrated voter registration tools with Epic, the largest electronic medical record system in the U.S., reaching 305 million patients. It has achieved recognition from state governors who declared August as National Civic Health Month and garnered national media attention. Recent initiatives include facilitating emergency absentee ballots for hospitalized patients and collaborating with Healthcare.gov to register 1.2 million Americans annually during health insurance enrollment.

Vot-ER has supported over 250,000 individuals in preparing to vote, including more than 150,000 in the past year, involving 700+ healthcare institutions nationwide. It has helped establish civic health as a social determinant of health, with advocacy efforts recognized by the American Medical Association and integrated into Healthcare.gov's enrollment process.

Link Health

Many low-income patients, especially Medicaid recipients living on \$20,000 or less annually, are not accessing billions in unclaimed federal aid each year. This resource gap deepens the health-wealth divide and prevents vulnerable individuals from obtaining financial support that could alleviate stress and improve health. Link Health facilitates access to public benefits for low-income patients through AI-driven enrollment tools and patient navigators--both done by Northeastern co-op students--within healthcare settings. By simplifying the process of benefit access, Link Health addresses financial strain and reduces health disparities, promoting long-term health equity.

Link Health has established partnerships with the City of Boston and Commonwealth of Massachusetts, expanding enrollment assistance to 13 health centers in Massachusetts and six centers in Houston, Texas, in collaboration with Texas Health and Human Services. Its initiatives have been recognized by media outlets like the Boston Globe and highlighted at the Aspen Innovation Fellowship.

Link Health has disbursed over \$2.8 million in benefits to more than 2,000 patients, providing essential financial relief and supporting patient well-being. With thousands of successful enrollments, Link Health is setting a standard for integrating healthcare with social support systems, creating measurable impacts on health equity and patient access to resources.



AI for AGOs: Training Attorneys General on how to responsibly use generative AI to support their work

In October, the Burnes Center team led an InnovateUS training with representatives from Attorneys General (AG) offices in all 50 states on how to design practical, innovative, and responsible projects that leverage generative AI. Public lawyers, especially those in AG offices, often face challenges due to limited resources and heavy workloads. Generative AI has the potential to help public legal professionals become more effective regulators, advisors, investigators, and litigators.

Facilitators included:

- Santiago Garces, Burnes Center faculty and CIO, City of Boston

- Mitch Weiss, Richard L. Menschel Professor of Management Practice Chair, Harvard Business School
- Sundeep Iyer, Director, New Jersey Division on Civil Rights
- Dan Jackson, Executive Director, NuLawLab at Northeastern University School of Law
- John Basl, Associate Professor of Philosophy, Northeastern University
- Samir Jain, Vice President of Policy, Center for Democracy and Technology

Pi-Squared: Private Innovation in the Public Interest



This fall, Professor Anita McGahan launched **“Pi-Squared: Private Innovation in the Public Interest.”** The initiative is supporting private-sector leaders at all levels in becoming smarter, better, and more effective in working with governments to solve public problems

in cities, states, federal, and international agencies.

Pi-Squared rests on a framework for aligning the interests of leaders who want to improve lives in ways that are meaningful for everyone involved.

The framework has five elements: Aspiration, Stakeholders, Excellence, Resources, and Sustainability.

Sign-up to receive Pi-Square updates at pisquared.burnescenter.org.

Safeguarding the Entire Community of the U.S. Research Ecosystem



Professor Laura Forlano has been named the Senior Design and Development Lead for Safeguarding the Entire Community of the U.S. Research Ecosystem (SECURE) Northeast, **a regional center for the \$50 million NSF grant**, \$4.9 million of which is being allocated

for Northeastern. SECURE Northeast will use community-centered, participatory and codesign methods to engage stakeholders in the creation of a central clearinghouse to share research security information, provide training, and strengthen cooperation with government agencies. The announcement was highlighted in Northeastern Global News: **Northeastern partners with National Science Foundation to launch regional research security center.**

Rebooting Democracy in the Age of AI

Fall 2024 – Winter 2025 Lecture Series

The Rebooting Democracy in the Age of AI lecture series returned in September with a slate of global visionary designers, thought leaders, and changemakers to examine how AI technologies can reshape democratic participation and governance. The series is hosted by the Burnes Center in collaboration with [The GovLab](#) and [the Institute for Experiential AI](#).

Conversations are moderated by Burnes Center Director and Professor Beth Simone Noveck.

Upcoming Discussions

AI and the Future of Legislation: Innovation at the Library of Congress

with Natalie Buda Smith

Natalie Buda Smith is the Director of Digital Strategy at the Library of Congress, where she leads the use of AI and other emerging technologies to foster innovation. The Library of Congress serves millions daily in their pursuit of researching our rich cultural archives

at www.loc.gov, understanding the U.S. government through www.congress.gov, and serving our nation's creative communities through Copyright services at www.copyright.gov.

Thurs, Jan. 23, 5 p.m. ET | Zoom, [Register](#)

The Peacemaking Machine

with MIT and Deepmind's Michael Henry Tessler and Michiel A. Bakker

MIT and Deepmind's Michael Henry Tessler and Michiel A. Bakker will discuss how AI can transform democratic deliberation. They will unveil their groundbreaking "Habermas Machine," tested with over 5,700 UK participants. They will explain how they constructed their experiments to test the role of AI in supporting greater consensus-building, and how the AI-enabled moderation system outperformed human mediators, helping groups reach consensus on controversial issues while safeguarding minority viewpoints. With profound implications for bridging divides in our hyper-partisan era,

the research highlights AI's potential to streamline community engagement, enhance fairness, and foster more effective public dialogue. We'll dive into the broader impact of this groundbreaking work and discuss what our future research agenda on AI and deliberation should look like. Co-sponsored by the Institute for Experiential AI at Northeastern University and [the Internet Democracy Initiative](#).

Thurs, Feb. 27, 2025 4 p.m ET | In-person at Northeastern's campus, location TBD | Zoom, [Register](#)

Recent Discussions

THURS, SEPT. 26, 2024

[Book talk: OUR BIGGEST FIGHT: Reclaiming Liberty, Humanity, and Dignity in the Digital Age](#)

with Frank McCourt

Frank McCourt, Executive Chairman of McCourt Global and Founder of Project Liberty discussed his book, [OUR BIGGEST FIGHT: Reclaiming Liberty, Humanity, and Dignity in the Digital Age](#), and his bid to acquire TikTok in the U.S. with Project Liberty.

OUR BIGGEST FIGHT is considered "A resounding call to action for building a healthier and more equitable internet that frees users from Big Tech's exploitation, recognizes individuals' rights to their data, safeguards children and prioritizes the common good."

WEDNESDAY, OCT. 30, 2024

[Leveraging AI to Promote Fair Elections](#)

with Jeanine Abrams McLean and Kate Gage

Less than a week before the 2024 Presidential Election, Jeanine Abrams McLean, President at [Fair Count](#),

and Kate Gage, Executive Director of the Cooperative Impact Lab, discussed how the [Cooperative Impact Lab](#) has helped leverage Generative AI in support of Fair Count’s work to promote voter education, fair and accurate counts in the United States Census, and initiatives that promote equity and social justice.

THURSDAY, DEC. 5TH, 2024

[Smart City, Smarter Citizens](#)

with Dr. San-Cheng Chang, Mayor of Taoyuan

Taoyuan, one of Taiwan’s most populous cities with 2.2 million residents, consistently wins international awards for its innovative use of technology in city services. This “smart city” has implemented an AI-powered system to protect rivers and ecosystems, using real-time image analysis to monitor water quality. The city also employs sensors to optimize traffic flows and AI-enabled virtual replicas to engage residents in ur-

ban planning. Dr. San-Cheng (Simon) Chang, Mayor of Taoyuan and former Taiwanese Premier showcased how the city harnesses artificial intelligence to enhance governance and transform one of Asia’s most innovative cities.

THURS, SEPT. 12, 2024

[California’s Digital Democracy: Using AI to Enhance Legislative Transparency](#)

with David Leshner of CalMatters

[CalMatters](#) co-founder and veteran California journalist and state policy expert David Leshner discussed how AI is being used to foster legislative transparency. He co-founded CalMatters, a nonpartisan and nonprofit news organization bringing Californians stories that probe, explain and explore solutions to quality of life issues while holding our leaders accountable in 2015.

More from Reboot Democracy

[Rebooting Democracy in the Age of AI](#) aims to shift the narrative around AI from one of fear to one of opportunity, empowering democratic institutions and the public to leverage AI for improved governance, transparency, and public engagement. Through widespread dissemination of insights, tools, and practical guidance, including a chatbot that advises people on using AI to enable public engagement, the initiative seeks to influence policymakers, technologists, and civil society to adopt AI practices that enhance democratic processes. Over time, this could result in stronger, more participatory governance models, a reduction in the spread of misinformation, and more inclusive decision-making at various levels of government.

[Building Worker Power in the AI Age: A Blueprint from DOL](#)

[Research Radar: The Peacemaking Machine? How AI can help humans find common ground in democratic deliberation](#)

[The Center for Public Sector AI’s Comprehensive Guide to State and Local AI Policies](#)

[Newsom’s AI Push: Training, Partnerships, and Tackling Homelessness in California](#)

[A New Resource For How Parliaments Can Use AI](#)

[Research Radar: The Peacemaking Machine? How AI can help humans find common ground in democratic deliberation](#)

[The Center for Public Sector AI’s Comprehensive Guide to State and Local AI Policies](#)

Senator Bernie Sanders and U.S. Secretary of Labor Julie Su interviewed on Power at Work

In the U.S., the influence and power of workers are often underrepresented in discussions about labor and the economy. Workers face challenges from powerful entities, such as employers, Wall Street, and government, which limit their ability to advocate effectively for fair labor conditions and economic justice. Power at Work promotes the importance of worker collective action, encouraging workers to build self-sustaining, democratic organizations capable of confronting these powerful forces.

This fall, Power at Work featured interviews with two prominent labor leaders: U.S. Senator Bernie Sanders and U.S. Secretary of Labor Julie Su.

Watch [Senator Bernie Sanders on the Current State of Labor and Worker Rights](#) and [Secretary of Labor Julie Su on Her Role and the State of Labor in 2024](#).



Power at Work joins the Greater Boston Labor Council for Labor Day

The Power at Work team attended the 2024 Greater Boston Labor Council Annual Labor Day breakfast and interviewed local workers, labor leaders, and elected officials, and produced the [“Celebrate Later, Fight Now: A Labor Day to Remember in Boston”](#) blogcast.

Read more from Power at Work student contributor Emily Spatz: [Hundreds show support for striking hotel workers at Greater Boston Labor Council’s Labor Day breakfast.](#)



From left to right: The Burnes Center team conducts interviews with local labor leaders, workers, and elected officials, the Burnes Center team with U.S. Senator Ed Markey, the Burnes Center team with Governor Maura Healey

Selected Publications

PROSPECT MAGAZINE

Jill Abramson covered the 2024 Presidential Election:

- [America's cabinet of curiosities](#)
- [Why a misogynist won the White House](#)
- [Trump is running scared of women voters](#)
- [Harris is running out of time](#)
- [Donald Trump's hurricane lies may take years to clean up](#)
- [The race between Trump and Harris could not be tighter](#)
- [US election officials have plenty to fear](#)

- [Gender and race won't hold Harris back](#)
- [Kamala Harris doesn't need to talk about race](#)
- [Tim Walz is weirdly delicious](#)
- [Musk and Trump's gruesome bromance](#)

NEW AMERICA | SEPT 19, 2024

[Digital Participation Infrastructure](#)

Q&A with Beth Simone Noveck and Audrey Tang, former Digital Minister for Taiwan, on widening the lens on digital infrastructure to focus on civic participation and to support thriving, inclusive, and democratic communities.

Additional Publications

POWER AT WORK

[The Working Class and the 2024 Election](#)

by Seth Harris

BOSTON GLOBE

[Trump, Musk, and the rise of the conservative press](#)

by Jill Abramson

BOSTON GLOBE

[Mass. should follow Calif.'s lead, use AI to shed light on lawmakers](#)

by Beth Noveck

BOSTON GLOBE

[Democracy dies in broad daylight, thanks to Jeff Bezos](#)

by Jill Abramson

[Transformando Ciudades a través del Diseño \(Transforming Cities through Design\)](#)

by Sofia Bosch Gomez

POWER AT WORK

[Gen Z's Experiences and Optimism Make Them Worker Power Warriors](#)

by Burnes Center Intern Eva Battle

THE HEALTH CARE BLOG

[Streamlining Public Benefits Access is a Must to Address Poverty](#)

co-authored by Alister Martin and highlighting the AI for Impact program

WBUR

[Voter registration in hospitals is the new frontier in health care](#)

by Dr. Alister Martin

MEDPAGE TODAY

[We Want You, Doctor, to Help Get Out the Vote](#)

co-authored by Alister Martin

INNOVATEUS

[Building an ethics ecosystem for AI and big data](#)

by Jess Silverman

INNOVATEUS

[Tackling the cybersecurity workforce challenge in state government](#)

New Jersey, InnovateUS and Google partner to empower public sector leaders with the cyber knowledge to keep us safe, co-authored by Chike Aguh

Selected Media Mentions

[“The Political Party”](#)

Seth Harris is interviewed by Matt Forde about the 2024 Presidential Election

PROSPECT MAGAZINE PODCAST

[Q&A US election special](#)

with Jill Abramson

BNN

[Celebrating Digital Inclusion Week](#)

featuring Alister Martin

WASHINGTON POST

[How Biden helped end a port strike that threatened Democrats in November](#)

featuring Seth Harris

JOURNAL OF MANAGEMENT STUDIES

[Strategy and Climate Change Webinar](#)

featuring Anita McGahan

NEW YORK TIMES

[In Talking About ‘Freedom,’ Harris Hopes She Has a Winning Message on Guns](#)

featuring Jonathan Metzl

CONNECTICUT PUBLIC RADIO

[The cultural forces that shape gun violence with Dr. Jonathan Metzl](#)

WBUR

[Dive deeper into the issues this political season with these book suggestions](#)

featuring Jonathan Metzl’s [Dying of Whiteness: How the Politics of Racial Resentment Is Killing America’s Heartland](#)

HARVARD PUBLIC HEALTH

[Vot-ER helps patients register to vote for better health](#)

featuring Dr. Alister Martin

A JOURNALIST’S RESOURCE

[The growing role of health care settings in voter registration](#)

featuring Dr. Alister Martin

FORBES

[As Healthcare And Politics Intersect, Doctors Urge Patients To Vote](#)

featuring Alister Martin

BBC

[US ports strike causes first shutdown in 50 years](#)

featuring Seth Harris

HUFFPOST

[Biden Resists Using Presidential Power To Break Port Strike, Despite Industry Pressure](#)

featuring Seth Harris

YAHOO FINANCE

[Seth Harris Discusses the Impending Longshore Strike](#)

BLOOMBERG

[Striking Machinists Bet Boeing Can’t Fix Itself Without Them](#)

featuring Seth Harris

MARINE INSIGHT

[Port Workers At U.S East & Gulf Coast Terminals To Go On Large Scale Strike, First Time Since 1977](#)

featuring Seth Harris

FIERCE HEALTHCARE

[400-plus female healthcare execs take a public stand on election](#)

featuring Alister Martin

COMMUNITY COLLEGE DAILY

[Purveyors of apprenticeships?](#)

featuring Seth Harris

KCBS RADIO

Teamsters union will not be endorsing a presidential candidate

featuring Seth Harris

FORBES INDIA

US-based Promise is changing the debt collection business with compassion

featuring Beth Simone Noveck

BLOOMBERG TV

Bloomberg's Balance of Power with Seth Harris

featuring Seth Harris

PYMNTS

53% of Consumers Say They're Wary of GenAI

featuring Professor Beth Noveck

MEDICAL ECONOMICS

If health care is broken, doctors and patients must 'grasp the levers of change' starting at the ballot box, advocate says

an interview with Professor Alister Martin

THE DETROIT NEWS

UAW's tall task: Rebuilding its political power to boost Harris campaign

featuring Professor Seth Harris

WASHINGTON POST

Fight over pay for people with disabilities may erupt next month

featuring Seth Harris

NBC NEWS

How Elon Musk's endorsement of Trump may have backfired

featuring Seth Harris

BLOOMBERG

Harris Finds Top Labor Allies Despite Questions on Her Plans

featuring Seth Harris

MSNBC

Inside Project 2025's plan to weaken unions and lower workers' wages

featuring Seth Harris

BLOOMBERG TV

Watch DNC Day 4 | Balance of Power

featuring Seth Harris

POLITICO

Harris' trade policy balancing act

Professor Seth Harris

LAW 360

Harris' Surge Renews Labor Advocates' White House Hopes

featuring Seth Harris

KCBS RADIO

UAW Files Federal Labor Charges Against Donald Trump and Elon Musk

featuring Seth Harris

Professor Laura Forlano's book, *Cyborg*, has been featured on two podcasts:

This Machine Kills: We are all Cyborgs

Urgent Futures: Laura Forlano & Danya Glabau: Living Well with Machines, Real-World Cyborg Futures, and Critical Cyborg Literacy

BLOOMBERG TV

Seth Harris on Harris, Walz Pro-Labor Support

CNN

Harris secures support from union leaders. But workers are still weighing their options

featuring Professor Seth Harris

HEALIO


Health care-based voter registration, Vot-ER, reaches young, diverse population

featuring VOT-ER

STRAIGHT ARROW NEWS

July Jobs Report

featuring Seth Harris



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for Social Change
Northeastern University

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271 HUNTINGTON AVENUE, BOSTON, MA 02115



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