

LEADERSHIP IN

# ACTION

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RESEARCH CENTER FOR LEADERSHIP IN ACTION  
*New York University's Robert F. Wagner Graduate School of Public Service*



# Dear Friends,

**Recent worldwide developments – from challenges to dictatorial regimes to an increasingly polarized US Congress – underscore the need for a more collective approach to leadership in the swiftly changing global context in which we live and work.**

As an academic research center committed to helping solve real-world issues, the Research Center for Leadership in Action partners with people and organizations at the leading edge of their learning to develop breakthrough thinking and innovative practices for their organizations and the field.

We attend to both the individual and collective dimensions of leadership, which means that we equip people at all levels of organizations to reflect on their work, ask important questions and undertake bold initiatives, and at the same time, we help leaders and organizations create the conditions, structures and systems that enable people to work together to deliver results.

We believe that taking stock is as important as taking action. So a great deal of RCLA's work focuses on pausing to reflect, codify and share learning, and "seed" ideas in the field through peer-reviewed articles and books, presentations and products for practice.

This report highlights some of RCLA's projects from 2011-2012. With our partners, we have made exciting discoveries about leadership practices for organizational resilience and innovation; what works in leadership development programs and diversity efforts; and how to leverage learning for impact. We have also continued to deepen our global research, leadership development and evaluation.

We were excited and proud to see NYU Wagner soar to #6 in the national *US News and World Report* rankings for graduate schools this year as we continue to expand the courses, institutes and fellowships we offer within New York University to develop next generation leaders.

In all of RCLA's endeavors, whether conducting research or serving as a "leadership lab" where scholars and practitioners bring their pressing questions to experiment together and invent new ways forward, we build the knowledge and capacity for leadership to transform society. Our aim is to help people think ambitiously about change; work across disciplines, cultures and sectors; and engage in deliberate collaborative action toward a more democratic, peaceful and equitable world. We are grateful to you for joining us in this enterprise.

Warm regards,

 *Sonia M. Ospina*   *Bethany Godsoe*

Sonia M. Ospina and Bethany Godsoe  
*RCLA Faculty Director and Executive Director*



## Driving Innovation in US Cities

**More than half the world's population lives in urban areas – a number expected to climb to 70 percent in just a few decades.**

Cities serve as hubs for invention, cultural exchange and education, but city governments also face the challenges of efficiently delivering services to millions of residents as part of ensuring their safety, health and prosperity.

In a cutting-edge approach to major urban challenges, Bloomberg Philanthropies has launched Innovation Delivery Teams in five US cities – Atlanta, Chicago, Louisville, Memphis and New Orleans.

The Teams are helping mayors develop and deliver high-impact solutions to cities' most pressing needs – from dramatically scaling energy efficiency efforts to reducing gun violence.

NYU Wagner and RCLA are serving as the knowledge partners for the three-year, \$24-million initiative. As part of our commitment to building a talent pipeline for public service, we are designing and managing the Bloomberg Innovation Delivery Fellowship, through which outstanding early-career professionals document each Team's progress and gather data to help elevate best practices for cities across the nation, while preparing themselves for leadership careers in the public sector.

Together we are discovering what it takes to lead innovation in local government.

**LEARN MORE**

[http://wagner.nyu.edu/leadership/leadership\\_dev/bidf.php](http://wagner.nyu.edu/leadership/leadership_dev/bidf.php)



# Building Evidence for What Works in Global Health Leadership

**World Health Organization data show that every day approximately 800 women die from preventable causes related to pregnancy and childbirth.**

Organizations around the world are working to empower community leaders to change policy and practice to improve families' health and save women's lives.

Over the last decade, the Institute of International Education West Coast Center helped develop and sustain more than 1,200 leaders making systemic improvements in family planning and reproductive health services in countries with the greatest need: Ethiopia, India, Nigeria, Pakistan and the Philippines.

In partnership with the IIE West Coast Center and the David and Lucile Packard Foundation, RCLA conducted an evaluation of the Leadership Development for Mobilizing Reproductive Health program using Participatory Action Research methodologies.

The evaluation included fellows, stakeholders and staff across five countries in gathering and making sense of the data and their collective experiences. The final report documents dramatic increases in fellows' knowledge, skills and confidence; enhanced organizational and community capacity for action; and shifts in policy formation and implementation.

One of the most significant findings is the critical importance of fostering collaboration and networks, particularly among people in different fields – from journalists to religious leaders – for making systemic changes to drastically improve the lives of vulnerable women, youth and families.

**LEARN MORE**

[http://wagner.nyu.edu/leadership/research/partnerships\\_IIE.php](http://wagner.nyu.edu/leadership/research/partnerships_IIE.php)



# **Sustaining Social Change Organizations through Innovative Resource Development**

**Social change organizations – facing increased competition for fewer public and private resources – need to grow and diversify their funding in ways that reflect their justice-based missions and values.**

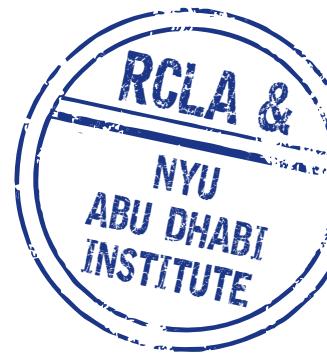
Based on RCLA's work side-by-side with social change leaders for almost a decade, the Mertz Gilmore Foundation partnered with RCLA to deliver insights into fundraising and revenue-generation strategies that can sustain nonprofits.

The research draws on the expertise of social change agents doing the creative and difficult work of fundraising and generating revenue for sustainable social justice, as well as the grantmakers and technical assistance providers delivering critical support for these efforts.

The report features inventive approaches to adapting traditional fundraising methods to suit the needs of social justice work, harnessing the potential of social media and selling mission-related goods. These models for generating much-needed resources will enable nonprofits to continue their vital work over the long term.

**LEARN MORE**

[http://wagner.nyu.edu/leadership/research/partnerships\\_MGF.php](http://wagner.nyu.edu/leadership/research/partnerships_MGF.php)



# Crossing Sectors to Find Solutions for the Public Good in the Middle East

**Historic revolutions across the Middle East have focused international attention on the courageous civic engagement and collective leadership of everyday citizens.**

Since 2009, RCLA and the NYU Abu Dhabi Institute have collaborated to convene scholars and practitioners from across the region committed to illuminating and nurturing leadership for public well-being. The high-level working sessions and public fora have been an opportunity to discuss leadership that transcends sectors, transforms ordinary citizens into agents of change, and opens up new public spaces for deliberation and engagement.

A primary focus of the discussions has been on the increase in cross-sector social partnerships in the Middle East. These collaborations between government agencies, nonprofits and private companies to address social problems are considered promising and innovative policy interventions, though they come with inherent challenges and risks, such as those associated with the disproportionate size and power of the public sector.

One focus for scholars has been on public wariness of the “sector-blurring” effects of global phenomena such as the push for leaner governments and the rise of corporate social responsibility that can undermine clear lines of responsibility and accountability by different sectors.

Looking forward, RCLA and the NYU Abu Dhabi Institute will continue to explore the implications of interdisciplinary, “boundary-spanning” leadership practices for research, curriculum and leadership development in the swiftly changing region and beyond.

**LEARN MORE**

[http://wagner.nyu.edu/leadership/research/partnerships\\_NYUAD.php](http://wagner.nyu.edu/leadership/research/partnerships_NYUAD.php)



## Building Diversity and Excellence in Public Service Leadership

**People of color comprise a third of the US population and are expected to make up more than half by 2042. Yet they hold just one in six leadership positions in state and federal government, nonprofits and foundations.**

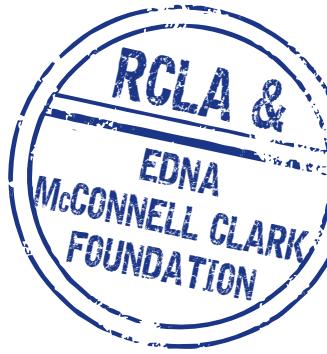
While research has documented this gap, it remains unclear what factors enable some individuals to move into senior-level positions and inhibit others and what specifically about organizational efforts makes them succeed or fall short.

RCLA and National Urban Fellows have collaborated on groundbreaking research to generate strategies that foster truly inclusive organizations and support leaders of color in advancing from positions of influence to power. Over the last two years, this work has offered a robust review of the latest scholarly thinking and how it can be applied in practice, as well as a scan of specific regional and national leadership development programs that support leaders of color.

The findings have infused the work of the Public Service Leadership Diversity Initiative, a network of more than 125 organizations nationwide committed to a new, inclusive paradigm of public service leadership.

**LEARN MORE**

[http://wagner.nyu.edu/leadership/research/partnerships\\_NUF.php](http://wagner.nyu.edu/leadership/research/partnerships_NUF.php)



# Strengthening Leadership in High-Performing Nonprofits to Transform Young People's Lives

**US Census data show that more than one in five children in the United States lives in poverty.**

Nonprofits with programs proven to be effective are dramatically improving the lives of America's low-income young people – boosting their academic performance, preparing them for the workforce and helping them avoid high-risk behaviors that could jeopardize their futures.

As the Edna McConnell Clark Foundation's cross-portfolio leadership partner, RCLA works with these high-performing nonprofits to promote organizational learning and enhanced use of data – both among grantees with demonstrated evidence of effectiveness and growth potential and those currently establishing an evidence base. Our aim is to support these organizations as a community that generates knowledge and best practices for the field.

Communities in Schools, a Foundation grantee and the largest evidence-based dropout prevention organization in the US, has also partnered with RCLA on a program to support affiliate executive directors in nearly 200 communities across the nation.

Through the program, executive directors will enhance their strategic agility, influence, political savvy and adaptive capacity, as well as gain management tools and frameworks they can use in a variety of contexts as part of their effort to empower students to stay in school and achieve in life.

Through these partnerships, we are building the organizational leadership to scale programs that help young people reach their full potential.

**LEARN MORE**

[http://wagner.nyu.edu/leadership/leadership\\_dev/partnerships\\_EMCF.php](http://wagner.nyu.edu/leadership/leadership_dev/partnerships_EMCF.php)



## Leveraging Learning Communities to Scale Social Impact

**Despite working on common issues and encountering similar challenges, nonprofits often work in isolation.**

Strategic support from grantmakers can help nonprofits significantly expand their impact by developing and sharing knowledge in a community of peers. From helping local health clinics become centers for broader community health efforts to serving as the springboard for the first nonprofit association in Massachusetts, learning communities have demonstrated their potential to amplify grantmaker and nonprofit efforts and transform the fields in which they work.

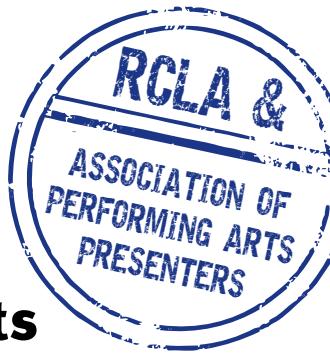
Grantmakers for Effective Organizations, a coalition of more than 3,000 members representing over 400 grantmaking organizations committed to building strong and effective nonprofits, selected RCLA to study learning communities as a vehicle to support grantee learning.

The research offers insights into different types of learning communities, their common challenges and their role in helping scale effective practices.

Six case studies offer guidance on designing learning communities for maximum value, establishing a fluid structure that allows the community to evolve, and recognizing and communicating about multiple – and often unexpected – kinds of success.

**LEARN MORE**

[http://wagner.nyu.edu/leadership/research/partnerships\\_GEO.php](http://wagner.nyu.edu/leadership/research/partnerships_GEO.php)



## Building Resilient and Adaptive Leadership to Advance the Performing Arts

**The economic downturn has taken a toll on the performing arts in communities across the nation, forcing many organizations to curtail performance schedules, cut salaries and reduce the number of staff.**

Over the course of 2011, a group of accomplished arts administrators came together to find ways to build adaptive and resilient organizations that can thrive in unpredictable times. Their work was part of the prestigious Leadership Development Institute sponsored by the Association of Performing Arts Presenters and RCLA, for which 12-15 mid-career professionals who are poised to shape the performing arts presenting field are chosen each year.

Institute participants hail from organizations ranging from Carnegie Hall in New York to the Fusebox Festival in Austin and the Washington Center for the Performing Arts in Olympia. They spend a year focusing on a shared question of critical importance through collaborative research and experimentation in their work. The Institute culminates with participants sharing their findings at APAP365, a global gathering in New York City of more than 3,900 performing arts professionals from 49 states and 30 countries each year.

The 2011 cohort generated a set of leadership practices for adaptive arts organizations that draw on experimentation, courage and values to invigorate their work with creative force. They include facilitating safe spaces for difficult and courageous conversations, and encouraging staff members in all roles to experience “arts moments” to reconnect with the artistic spark that drew them to the field.

The 2012 group has taken up this learning with a focus on how arts organizations build meaningful relationships in their communities.

**LEARN MORE**

[http://wagner.nyu.edu/leadership/leadership\\_dev/partnerships\\_APAP.php](http://wagner.nyu.edu/leadership/leadership_dev/partnerships_APAP.php)



## **Evaluating Efforts to Build and Sustain Principled Leadership in the Microfinance Industry**

**The microfinance industry is facing dramatic challenges that threaten the quality of leadership – including rapid growth, an increase in commercialization that may jeopardize social missions, and difficulties in recruiting and retaining women staff members.**

In 2009, Women's World Banking established the Center for Microfinance Leadership to support the development of a diverse set of principled, visionary leaders and high-performing organizations for the industry.

The MasterCard Foundation and Women's World Banking selected RCLA to conduct a three-year participatory evaluation of the Center. The evaluation has engaged Center participants in illuminating program impacts at the individual and organizational levels, and it identifies leverage points in the design of the Center's leadership development programs for application across the microfinance industry.

For example, the evaluation has reaffirmed the efficacy of working in teams. Particularly for organizations undertaking large-scale change efforts, having multiple staff members attend a training can increase the likelihood of success in implementing change in their home organizations.

In a field that has mastered the technicalities of lending, determining the best way to support leadership that can handle emergent crises and promote growth while maintaining integrity, transparency and accountability is crucial.

**LEARN MORE**

[http://wagner.nyu.edu/leadership/research/partnerships\\_WWB.php](http://wagner.nyu.edu/leadership/research/partnerships_WWB.php)

# Signature Programs and Institutes

**RCLA's programs equip emerging and established leaders working in organizations from small nonprofits to large government agencies to be more effective.**

## **LEADING LARGE SCALE CHANGE: EXECUTIVE BRIEFINGS FOR HIGH PERFORMANCE IN GOVERNMENT**

Since 2004, Accenture and RCLA have convened senior and mid-level managers in New York City government for quarterly briefings to candidly discuss the leadership challenges of implementing large-scale change in the highly political, volatile and visible world of government. Recent sessions have focused on: New York City's strategy for creating jobs and rebuilding the local economy, using analytics to boost performance, managing shared services in government, the Young Men's Initiative, and juvenile justice and child welfare.

## **FELLOWSHIP FOR EMERGING LEADERS IN PUBLIC SERVICE**

The Fellowship for Emerging Leaders in Public Service offers a diverse group of recent college graduates unique leadership opportunities to accelerate their public service careers. Through twice-monthly sessions over seven months, Fellows reflect on and refine their leadership skills, craft a strategic career plan, and build a broad support network. Senior leaders also offer candid insights about their public service journeys. This year, speakers included Jennifer Jones Austin, Senior Vice President of Community Investment at United Way of New York City; Khary Lazarre-White, co-founder and Executive Director of The Brotherhood/Sister Sol; and Ellen Schall, Dean of NYU Wagner.

## **NYU WAGNER LEADERSHIP ACADEMY**

The NYU Wagner Leadership Academy provides a space for graduate student organization representatives to broaden their understanding of leadership and enhance their individual and collective capacity. The quarterly sessions help students take up leadership in their roles, collaborate with other groups in the School and community, and gain tools and frameworks they can apply in their work now and in the future.

## **GLOBAL SOCIAL CHANGE LEADERSHIP INSTITUTE**

Through this intensive two-week summer institute, participants from across the globe develop the knowledge and skills to advance social justice in their communities. Students learn from experts at the forefront of policy reform, organizing, coalition building and direct service. Interactive workshops and site visits throughout New York City offer students a chance to deepen their understanding of current social issues and build connections in the social justice community.

## Event Highlights

PHOTO: NYU ABU DHABI INSTITUTE



RCLA Faculty Director Sonia M. Ospina at the RCLA and NYU Abu Dhabi Institute event on "Producing Public Value through Cross-Sector Social Partnerships"



Presidents, deans and professors from public administration schools in Guizhou, China at an RCLA session on strategies for training and developing government leaders

PHOTO: ELENA OLIVO



Linda Gibbs, New York City Deputy Mayor for Health and Human Services, with Ana Oliveira, President and CEO of the New York Women's Foundation

PHOTO: ELENA OLIVO



New York City Mayor Michael R. Bloomberg with the Bloomberg Innovation Delivery Fellows

PHOTO: BLOOMBERG PHILANTHROPIES



RCLA's Fellowship for Emerging Leaders in Public Service Class of 2012



Audience members at an RCLA event

PHOTO: ELENA OLIVO

## Event Highlights



Participants in the RCLA Global Social Change Leadership Institute

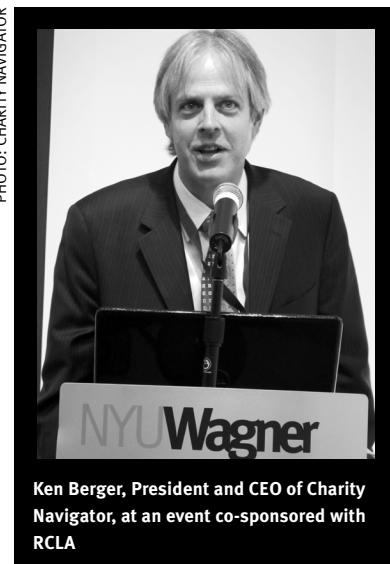


Mohammad Al Jawdar, General Secretariat, Abu Dhabi Sustainability Group; Ali Al Rahbi, Vice President of Health, Safety and the Environment at Dolphin Energy; and Jamila Khanji, Advisor of Research and Studies at the Family Development Foundation; with RCLA Executive Director Bethany Godsoe at an RCLA and NYU Abu Dhabi Institute event

PHOTO: CHARITY NAVIGATOR



RCLA Deputy Director Amparo Hofmann-Pinilla (first row right) with participants in the RCLA evaluation of the Institute of International Education West Coast Center's leadership program



Ken Berger, President and CEO of Charity Navigator, at an event co-sponsored with RCLA



Mona Eltahawy, award-winning columnist and CNN commentator, a panelist at an RCLA event

PHOTO: ELENA OLIVO



Dorita Gibson, Deputy Chancellor for Equity and Access in the New York City Department of Education, with Robert Doar, Commissioner of the New York City Human Resources Administration, at an RCLA and Accenture briefing



Richard Buery, President and CEO of The Children's Aid Society, and panelists at an RCLA and Accenture executive briefing

PHOTO: NYU ABU DHABI INSTITUTE

# Publications

**RCLA is committed to conducting research that is both rigorous and relevant and to sharing our findings with the broader field.**

## BOOKS

### *Advancing Relational Leadership*

Edited by Mary Uhl-Bien and Sonia M. Ospina, with a chapter, “Social Change Leadership as Relational Leadership,” by Sonia M. Ospina, Erica Gabrielle Foldy, Waad El Hadidy, Jennifer Dodge, Amparo Hofmann-Pinilla and Celina Su, 2012

### *Allah, Liberty and Love: The Courage to Reconcile Faith and Freedom*

By Irshad Manji, 2011

## ACADEMIC PUBLICATIONS

### “The Nature of Relational Leadership: A Multi-theoretical Lens on Leadership Relationships and Processes”

By Sonia M. Ospina, Mary Uhl-Bien and John Maslyn in *The Nature of Leadership*, edited by David V. Day and John Antonakis, Sage Publications, Inc., 2012

### “Weaving Color Lines: Race, Ethnicity, and the Work of Leadership in Social Change Organizations”

By Sonia M. Ospina and Celina Su, originally published in *Leadership* (2009) 5; reprinted in *Leadership*, a four-volume collection, Sage Publications, Inc., 2011

### “Thinking Sociologically about Leadership”

By Sonia M. Ospina and Margo Hittleman, in *The Dialogue of Disciplines*, Michael Harvey and Ronald E. Riggio, Editors, UK: Edward Elgar Publishing, 2011

### “Something of Collaborative Manufacture: The Construction of Race and Gender Identities in Organizations”

By Erica Gabrielle Foldy, *Journal of Applied Behavioral Science*, forthcoming 2012

### “Leadership for Social Change: Contributions for a Contemporary Theory of Leadership as a Social Construction”

By Sonia M. Ospina, in *Governance, Institutions and Development: Homage to Joan Prats*, Michael Barreda and A. Cerrillo, Editors, Valencia, España: Editorial Tirant lo Blanch, 2012 (in Spanish)

### “Performance Measurement and Evaluation Systems: Institutionalizing Accountability for Government Results in Latin America”

By Nuria Cunil Grau and Sonia M. Ospina, in *New Directions for Evaluation* Special Issue on Evaluation Voices from Latin America Edited by Saville Kushner and Emma Rotondo (2012) 134

### “Educating for Global Citizenship: A Cooperative Inquiry Experience with Teachers and NGOs Practitioners”

By Alejandra Boni, Amparo Hofmann-Pinilla and Jadicha Saw Paino in *Studies in Education* magazine, Spain, 2012 (in Spanish)

# Publications

## RCLA PUBLICATIONS

***Beyond Foundation Funding: Revenue-Generating Strategies for Sustainable Social Change***  
RCLA and Mertz Gilmore Foundation Report

***The Power of Learning: How Learning Communities Amplify the Work of Nonprofits and Grantmakers***

RCLA and Grantmakers for Effective Organizations Report and Executive Summary

***How Social Change Organizations Create Leadership Capital and Realize Abundance amidst Scarcity***

RCLA Research Overview

***Leadership Practices that Transform Scarcity into Abundance: The Leadership for a Changing World Research and Documentation Archive***

RCLA Research Archive

***Evaluation of the Leadership Development for Mobilizing Reproductive Health Program, Institute of International Education West Coast Center, 2006-2011***

RCLA and Institute of International Education Report and Executive Summary

***Leadership, Diversity and Inclusion: Insights from Scholarship***

RCLA and National Urban Fellows Report

***Advancing Diversity and Inclusion in Public Service: A Review of Leadership Development Programs in the US***

RCLA and National Urban Fellows Report

***Advancing Diversity and Inclusion in Public Service: A Guide to Leading Change***

RCLA and National Urban Fellows Report

***Creative Courage: Leadership Practices to Build Resilience and Vitality in Performing Arts Organizations***

RCLA and Association for Performing Arts Presenters Report

***Cross-Sector Social Partnerships: Prospects and Challenges for Social Change in the Middle East***

RCLA and NYU Abu Dhabi Institute Commissioned Report By Dima Jamali

***Deepening Research on Cross-Sector Social Partnerships in the Middle East: Workshop Proceedings***

RCLA and NYU Abu Dhabi Institute Report

***Facilitating Expressions of Appreciation: An Easy Way to Build Community***

RCLA Practice Note

# **Leadership Courses**

**RCLA draws on the intellectual capital, research and teaching of preeminent NYU Wagner faculty and scholars to offer a wide variety of educational programs.**

Advocacy Lab

Foundations of Nonprofit Management

Leadership and Social Transformation

The Meaning of Leadership (Undergraduate)

Public-Private Collaboration for Social Problem Solving: A Comparative Perspective

Strategic Leadership for Public Service Organizations (Executive MPA)

# **Presentation and Event Highlights**

**RCLA scholars and staff members participate in local, national and global events and conferences to share the latest findings from our research and leadership development programs.**

RCLA Executive Director Bethany Godsoe was one of 200 thought leaders in public service, business and the nonprofit sector convened by The White House in Washington, DC in November 2011 for a program on how nonprofits can develop highly effective leaders.

RCLA Faculty Director Sonia M. Ospina gave the plenary keynote address on “Learning from and Supporting Social Justice Practice: Engaging Social Change Organizations in a Multi-year, National Research Program” at the National Academy of Public Administration’s Tenth Annual Social Equity Leadership Conference in June 2011 at Binghamton University.

At the International Conference on Family Planning: Research and Best Practices in Dakar, Senegal in November 2011, RCLA Deputy Director Amparo Hofmann-Pinilla presented findings from RCLA’s evaluation of the Institute of International Education’s reproductive health leadership program at a session that she and IIE Ethiopia and LDM Director Cheryl Francisconi co-facilitated with IIE program officers and national program evaluators.

RCLA faculty member Erica Gabrielle Foldy delivered the keynote address on “Leveraging Differences among Diverse Work Group Members: Building Innovation through Cultural Competence in Human Services” at the International Symposium of the Association for the Advancement of Social Work with Groups, held at Adelphi University in June 2012.

As Egypt was swept up in pro-democracy demonstrations, RCLA Senior Associate Waad El Hadidy organized and facilitated two panel sessions at NYU Wagner in February 2011 titled “Egyptian Revolution: Collective Leadership or Leadership Void?” to make sense of the unfolding events based on first-hand accounts from inside Tahrir Square.

# RCLA Faculty and Staff

**The RCLA team consists of staff, faculty and students from New York University. Our team members have expertise in a variety of disciplines from both the academic and practitioner worlds – diversity that enriches our programs and supports our core values, mission and goals.**

## **RCLA TEAM**

**Grisel Caicedo**, Program Administrator

**Champa Chonzom**, Finance Manager

**Moschell Coffey**, Manager, Fellowship for Emerging Leaders in Public Service

**David Elcott**, The Henry and Marilyn Taub Professor of Practice in Public Service and Leadership

**Waad El Hadidy**, Senior Associate

**Erica Gabrielle Foldy**, Associate Professor of Public and Nonprofit Management

**Bethany Godsoe**, Executive Director

**Amparo Hofmann-Pinilla**, Deputy Director

**Neil Kleiman**, Special Advisor to the Dean

**Sonia M. Ospina**, Faculty Director and Professor of Public Management and Policy

**Ellen Schall**, Dean and Martin Cherkasky Professor of Health Policy and Management

**Colleen SchwartzCoffey**, Director of Communications and the Fellowship for Emerging Leaders in Public Service

**Dennis Smith**, Associate Professor of Public Policy

## **PARTICIPATING FACULTY MEMBERS**

**John Billings**, Associate Professor of Health Policy and Public Service

**Brian Elbel**, Assistant Professor of Medicine and Health Policy

**John Gershman**, Clinical Associate Professor of Public Service

**Natasha Iskander**, Assistant Professor of Public Policy

**Paul C. Light**, Paulette Goddard Professor of Public Service

**Jonathan J. Morduch**, Professor of Public Policy and Economics

**Allen Zerkin**, Adjunct Associate Professor of Public Administration

## **RCLA Fellows, Consultants and Advisors**

**RCLA's Fellows, consultants and advisors are experts in a variety of fields and have extensive experience working for public, nonprofit, philanthropic and academic institutions. They provide invaluable thought leadership for RCLA's work at the intersection of action and knowledge, talent and capacity, ideas and spaces, and scholarship and practice.**

**Alejandra Boni**, Visiting Fellow

**Shifra Bronznick**, Senior Fellow

**Jennifer Dodge**, Fellow

**Melinda Fine**, Senior Fellow

**Sandra Hayes**, Consultant

**Theresa Holden**, Fellow

**Frances Kunreuther**, Senior Fellow

**Michael Lipsky**, Advisor

**Irshad Manji**, RCLA Scholar; Director, Moral Courage Project

**Joan Minieri**, Senior Fellow

**Linda Powell Pruitt**, Senior Fellow

**Judith Kallick Russell**, Consultant

**Lateefah Simon**, Advisor

**Carol Stack**, Advisor

**Celina Su**, Fellow

**Angela Hendrix Terry**, Senior Fellow

**Elizabeth Fletcher Walden**, Senior Fellow

**Heather Weston**, Senior Fellow

# Partner Organizations

**RCLA is known for its collaborative approach and genuine engagement with leaders in the field. Whether partnering on research to co-produce new insights about leadership or co-designing a customized leadership development initiative, RCLA works with leaders and organizations to find solutions and create change – from the ground up.**

Accenture

Annie E. Casey Foundation

Association of Performing Arts Presenters

Banco Santander

Bloomberg Philanthropies

Center for Applied Research

Communities in Schools

David and Lucile Packard Foundation

Edna McConnell Clark Foundation

Electronic Hallway, University of Washington

Fundación Mujeres Por África

Grantmakers for Effective Organizations

Institute of International Education

Leadership Learning Community

The MasterCard Foundation

Mertz Gilmore Foundation

National Academy Foundation

National Hispanic Medical Association

National Urban Fellows

Universidad Politécnica de Valencia

University of Ghana

Women's World Banking

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