



BUILDING CAPACITY WITH CONSTITUENTS AND IN COMMUNITIES

Usage Note

Introduction

The Leadership Stories described in this usage note are part of a collection of 33 short summaries of examples of leadership successes. Each of these 5-7 page mini-cases briefly describes a leadership challenge faced by an organization, the circumstances they addressed, and the successful outcomes they achieved. These Leadership Stories are quite different in format and content than many case studies. Often, case studies are considerably longer and offer greater depth into an organization or process. The format for these longer case studies most often includes a narrative to engage the reader, extensive background information, and a presentation of a fundamental dilemma which leads to a decision point. Students are then asked to analyze the case with specific teaching objectives in mind—such as recommending a course of action, or considering key points in the case that lead to the dilemma.

Since the Leadership Stories covered in this usage note take a different approach, and are all representations of best practices (rather than organizational error or indecision), how one uses them effectively will be different. Instead of focusing on a single Leadership Story, this usage note examines a number of the stories as a way to compare a variety of organizations, all with a certain organizational or strategic similarity. The breadth of examples can be very useful—exemplary groups and organizations can and do respond to an event or challenge in a variety of ways. Exploring those various responses is useful to students and is a celebration of good people doing good work.

This note and the related Leadership Stories are an especially good fit with courses on leadership, nonprofit management, public management, strategic planning, organizing,

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and social movements. The brevity of the cases also offers instructors substantial flexibility in the use of the cases in the classroom and the placement of the cases within the overall course syllabus.

Building Capacity

Expansion of community capacity is a significant issue facing many nonprofit organizations, especially those working towards social change. Building capacity through internal or external means are distinct aspects of capacity building. That is, an organization that is concerned about insufficient capacity might decide to engage community members within its own organizational structure, outside that structure, or both. This decision may depend on any of a number of factors, including the preferences of those being engaged and the availability of partner organizations.

As many of the organizational self-assessment tools underscore, the extent and quality of capacity is a huge determinant of an organization's ability to fulfill its mission. These Leadership Stories will enhance classroom examination and understanding of capacity strengths and deficiencies and prescriptions for capacity improvement, both of which are core learning approaches.

As one examines organizational life cycles, it becomes apparent that attentiveness to capacity can make a young, less mature organization more sophisticated and powerful in its approach than would otherwise be the case. Focusing on capacity building can also prevent the kinds of organizational problems that can cause a program to derail, or even cause an organization to disband. Conversely, a weakening of capacity can cause a more established organization to decline in its success and support.

There are several areas of capacity building that can be illuminated by cases and addressed during class discussion. For instance, organizations can strengthen or diminish themselves by attention or inattention to such matters as governance, internal administration, financial management, strategic planning and program alignment, resource attraction, community involvement, and partnership development.

This note is organized into two main sections, followed by summaries of the Leadership Stories referred to, and an at-a-glance reference of key points.

Section 1: Teaching Objectives: Building Community

This section centers upon two aspects of capacity building: how an organization brings individuals to its cause to create a community of independent agents, advocates, emissaries, and ambassadors and how an organization enhances capacity by drawing such individuals into the work.

In the first part of this section emphasis is placed on individuals who are employed with the organization, but are members of the community which is directly impacted by the social problem being addressed by the organization. How does the organization identify,

prepare, and empower community members who will stand with them? In many cases, this is the question which will most determine the organization's success. In numerous instances, that community capacity boost comes from outside the organization's formal structure.

The second part of this section looks at how community capacity is expanded internally by drawing more individuals into the organization's underlying structure. This is an important part of any organization's development. Organizations have a number of capacity issues which they must address, including but not limited to, strategic focus, governance, financial management systems, fund raising, and personnel management. Their proficiency and tenacity in tackling these matters will greatly influence their success.

A. Building a Movement

For an organization to thrive and survive, it must pay close attention to developing the human and organizational capacity in the greater community. How an organization cultivates, educates, and inspires the greater community is essential to how well that organization can function. When organizations are trying to reframe issues, achieve policy change, and alter attitudes and long-held beliefs, it is crucial for them to develop an activist movement in the community. While an organization needs staff, volunteers, and clients, it also needs a committed group of agents who are not always within its own organizational structure. Several excellent examples of how organizations achieved this movement are in the subset of Leadership Stories used in this note. The organizations are subdivided into organizations that focus on the general community and those organizations that focus on a specific cultural community.

General Community

The Burlington Community Land Trust (BCLT) is a strong example of an organization that has put a lot of time and effort into developing a 2400-person community member power base of individuals who advance the organization's interests without being specifically deployed by board or staff. Without broad community support for and understanding of community land trusts, BCLT would not be able to carry out its very activist mission. Not only is BCLT expanding the capacity of housing alternatives, it is creating a political movement to reframe how land ownership and housing are viewed. Their goal is for land ownership and housing to be seen as basic rights, not as commodities. By engaging members of the community as their ambassadors, they have been able to make their approach appealing to both liberal and conservative points of view. BCLT continues to use this approach as it expands its programs and projects. Before a project is started in a new area, BCLT will hold membership drives to ensure that the local community joins and becomes activist members of their movement.

The Fifth Avenue Committee (FAC) is another example of how an organization boldly engages its community to create a movement. FAC holds community planning sessions, not to get organization members, but to engage the broader community. FAC is far more

than just a Community Development Corporation. In order to magnify the influence of local leaders and create a political movement, FAC holds neighborhood meetings in their “drive to include everyone who is part of a community, especially traditionally disenfranchised people, in actively deciding that community’s future.”

Junebug Productions, Inc. works to create a community base by a creative use of media and civil rights history. Junebug Productions is a coalition of artists and educators who share their experiences of the civil rights movement through theater. Their format is to create an oral history of the civil rights movement, share that through “story circles,” and thus create cultural archives. Through this process, community members have the opportunity to see a text-to-self connection. In addition, members get formal training in consensus decision making.

The Sacramento Valley Organizing Committee (SVOC) builds public power through public action and partnerships. SVOC organizes through a network of over 40 churches and has a broader focus on the types of issues which will be subject to their intervention. But whatever project or issue they decide to organize around, they involve, educate, and make connections among members in the community. Their emphasis is to bring disparate people together. Their belief is that “a group of people in a room that have no relationship with each other is a mob. A group of people in a room that have a relationship with each other is power.”

Cultural Community

Several of the Leadership Stories look at how organizations within specific cultural groups or ethnicities have gone about creating a broader sense of activism within a cultural community. The Wabanaki Youth Program (WYP) strives for cultural empowerment of a group that has been marginalized. Its capacity building is targeted for Wabanaki youth across four small tribes. WYP is a faith-based organization that wants to help build a “cultural movement.” Their director poses the question: “Can an individual who is not in a traditional leadership position build momentum to create change in a marginalized community?” WYP rekindles native traditions to reconnect a community and develop new generations of leadership.

The Southeast Asia Resource Action Center (SEARAC) sees itself as part of a broader movement looking to make systemic changes. They want to develop the capacity of refugees and immigrants to help themselves, which is the only way for them to be strong and resilient. The Laotian Organizing Project (LOP) employed a cultural organizing response to an environmental disaster. While the immediate need was to protect Laotian refugees and immigrants from environmental hazards, the broader focus of the LOP was to help Laotians living in Richmond become educated, empowered, and feel a sense of cultural identity.

In all of these cases, the classroom discussion can focus on the different approaches that organizations have taken to expand the number of people acting as advocates or agents.

Questions that could be raised are:

- What is the value of an organization creating community capacity that they do not directly deploy? Is there any danger to an organization's program in having that capacity be external to the organization's formal structure?
- How do organizations vary in the extent to which they formally train these advocates? What are the advantages and disadvantages of these more formal approaches?
- When is it best to try to secure new capacity around an existing controversy, and when is it best to wait until that controversy is over?

B. Building Capacity

Perhaps the most important internal capacity building challenge of all is the capacity of organizations to develop human resources to effectively carry out their work. Organizations flourish or decline depending on their attention to this matter. The main issue in this section of the teaching note is how different organizations and groups recruited, empowered, made expert, and deployed human resources at the staff, board, and community levels. Special attention is given to community members because of the nature of social change organizations. Engaging the community has a dual purpose. First it empowers community members facing inequity by involving them as active agents, not mere recipients of service. Secondly, it helps the organization expand its capacity and power base by drawing on a committed core of constituents who deeply understand the social problems tackled through their own personal experience.

Human resource capacity challenges tend to vary with the maturity of an organization. Younger, newer, or developing organizations demonstrate fewer worries regarding who is going to do what, creating flexibility in advancing the organization's mission. However, that same human resource flexibility can create dysfunction and even impede the quality of an organization's services. Organizations can even slip apart over the actions of an organizational leader or manager, or organizational energy can slowly dissipate as leaders are badly chosen.

More mature organizations develop rules and systems for human resource management. This is the means through which someone qualifies to carry out duties or is assigned a role overseeing the activities of others. These organizations also can face a double-edged sword. Their more careful systems may guarantee a more orderly delivery of services, or a more consistent level of advocacy. However, the same systems can choke off enthusiasm, energy, and entrepreneurial actions, especially when advocacy is the goal. Questions that could be raised are:

- How do the mission, vision, and strategic focus of an organization shape how human capacity is utilized?

- How do expand community involvement in organizational efforts?
- How are constituents trained and made expert, through either informal or formal training approaches?

1. Mission, Vision, and Strategy

If properly delineated, the clarity of mission and vision and the resulting strategic focus of an organization are central to its success. All aspects of capacity building can hinge on how clearly an organization defines itself. Clear alignment of mission, vision, and strategy reveals where the greatest human resource capacity needs to be developed, where quality control must be exercised, where new leadership must be deployed, and how program elements (and the internal utilization of staff and constituents) fit together. When mission, vision, and strategy are not aligned, efforts become uneven and human resource capacity can be badly deployed.

Hazard Perry is a strong example of an organization with strategic clarity. After decades of failed and disjointed social programs, HPCCM redefined chronic socio-economic problems to fit rural circumstances. Their level of deliberateness about their mission was crucial to creating programs that served the intended population well, and created a physical space to attract volunteers. From this clarity, HPCCM created a comprehensive and coherent program which draws people in. As they reframed socio-economic issues to fit a rural community, they realized that the needs of the people they served were connected and rather than determining what services they would offer from an organizational level, they would listen to the needs of individuals in the community and figure out partnerships and connections to meet those needs. For example, HPCCM realized that childcare is an economic and social welfare strategy, and has pursued new partnerships to address the issue.

RAIN's mission is closely tied to faith. RAIN has worked to transcend ideology and rely on common theological imperatives. This has developed into a powerful vision that is easy for community members to identify with and respond to. By finding the commonalities across all faiths, RAIN is able to bring people together to address the issues facing people living with HIV/AIDS.

SEARAC had enough organizational savvy and experience at the beginning of their capacity building to be sustainable when the Vietnamese and Cambodian refugee crises (which had provided initial organizational impetus) lessened in its intensity. They had a powerful core purpose and from that core, they were able to garner more community support. Now, SEARAC involves community members in broader social justice causes. They rely on Vietnamese and Cambodian immigrant women's understanding of working within cultural barriers.

The New York Immigration Coalition has attended to its clarity of mission even within the more complex framework of a coalition with over a hundred organizational members. This strategic clarity has helped NYIC embed more immigrant constituents in the work.

2. Means of Expanding Community Involvement

Organizations can use many different strategies to build community commitment and involve more community members in its efforts. Key to this is building a relationship with community members who are themselves impacted by the problem addressed by the organization. The community could be as varied as a neighborhood, a group of workers, or an ethnic group that is facing discrimination. Similarly, once an individual is committed to carrying out the mission and work of an organization, it is useful to examine how an organization chooses to empower and deploy that person. The human resource potential of committed core of community members can vastly increase the internal capacity of an organization.

The Black AIDS Institute decided that in order to engage the community in the organization's cause, they had to focus on what community members were ready to do, not what they should do. When the largest Black sorority sought out BAI for information, they had already decided that HIV/AIDS was the cause they wanted to support. BAI suggested offering three trainings to sorority members, but then reorganized that offer to a single training to be held during one of the sorority's regularly scheduled meetings. This example of bringing the organization to its community was a very successful move. They also decided to address the entire African American community and enlisted the Black media to help spread their mission.

MOSES went out to congregations when they wanted to forge a partnership with suburban leaders to increase capacity and build political clout.

3. Skill Development of Community Members

Growing, impactful organizations find that there is a huge difference between skilled, expert community members, and those who merely perform basic duties. To empower community members while enhancing their effectiveness in social change work, organizations very deliberately build their expertise. Some organizations use a formal training or certification process, which can make the person feel like a more important resource. Some are trained individually—and have a specialized skill set. Other organizations pair community members in teams. In all cases, the goal for an organization should be to educate and inform community members both to carry out specific tasks and to further a broader organizational leadership development plan.

BAI created informal and formal training opportunities community members. As mentioned earlier, they offered training at a sorority that was interested in the issue of HIV/AIDS. They also created the African-American HIV University, a two-year program to groom future leaders who would graduate and scatter into different communities.

NYIC puts tremendous value on the education of its constituents through a wide variety of training and mentoring approaches. NYIC regularly “promotes” effective community members to positions of greater responsibility.

CAAELII has a specific leadership building program to help turn community members into “Community Ambassadors,” a grassroots network of immigrants who are empowered to advocate on their own behalf.

Section 2: Teaching Objectives: Building the Capacity of Other Organizations

This section focuses on how organizations can build capacity by strengthening the human capacity within and among other organizations, thus increasing the number of people those partner organizations deploy as critical resources. An organization could choose to expand human resource capacity through partner organizations, or through individual agents within its own community, or may decide to take both courses of action. As previously noted, an organization’s decision to seek these resources externally may depend upon the absence of an appropriate internal structure; the preferences of community members; and the availability of partner organizations. In some cases, the use of partner organizations to expand capacity may feel like a loss of control. In other cases, it accomplishes a dramatic and immediate capacity expansion.

BCLT participates in the national NeighborWorks program. In addition, they provide excellent board training and focus on making creative partnerships. As board members transition through the organization, an ever-growing group of educated and aware experts in the area of community development and housing become community advocates for their mission.

SEARAC supports mutual aid organizations and works to strengthen the ties between them. In addition, SEARAC promotes community and economic development with the ultimate goal of effecting systemic changes. The organization pays particularly close attention to bringing in women and younger members. They provide grants, technical assistance, and training to organizations in their network. Two particularly successful programs, the Successful New Americans Program and the Values Empowerment Resources and Betterment fund works to increase the capacity of other groups with direct capacity building funding and technical support. MOSES has deliberately sought to expand its network of congregations to create urban/suburban alliances.

Another major way organizations build their external capacity is to forge, support, extend, and expand coalitions. This coalition building approach is prevalent between organizations that focus on immigrant and immigration issues.

Famn Ayisyen Nan Miyami-Haitian Women of Miami (FANM) strives to create partnerships with other immigrant groups by focusing on shared goals and shared experiences. The structure of the organization is small but its impact is magnified through these collaborations. FANM also places a lot of importance on education activities. CAAELII is also a coalition of immigrant organizations, which pools resources through a “Community Building Project” to create “community ambassadors” thus giving immigrants new power. CASA has built upon the shared experience of the immigrant populations it serves through the establishment of an Employment Center, and has engaged the University of Maryland to provide formal leadership training.

Another dimension of the classroom discussion can focus on the relative merits of finding new external human resource capacity through the organization's own community, and finding that capacity through other organizations. What are the relative advantages and disadvantages of either approach? Is one quicker, or more dependable, or more sustainable than the other?

Summary

An organization's mission, vision, and strategic focus can assist in guiding how human capacity is expanded. Organizations can use a variety of strategies to identify, attract, and empower community members. Using informal and formal training approaches, individuals are trained and made expert. Organizations develop specific systems for on-going relationships between staff and the countless individuals who expand the organization's impact.

Organizations will often bring individuals to their cause who will not act within the organization or that of a partner organization in order to create a community of independent agents, advocates, emissaries, and ambassadors. This expands the capacity of organizations and helps to build political and social movements. The more community-based support outside an organization can foster external to itself directly impacts the effectiveness of that organization. Additionally, organizations can expand their capacity by strengthening the human resource capacity in other organizations. They can tap into or coordinate existing efforts and make those efforts more effective and efficient.

Organizational Profiles

Across Immigrant Communities: Serving Diverse Needs and Advocating for Policy Change: One Goal One Voice Coalition of African, Asian, European and Latino Immigrants of Illinois (CAAELII)

CAAELII is a 19-member coalition of immigrant groups that works to coordinate service delivery, policy strategies, and develop new immigrant leaders.

Building Black Leadership on HIV/AIDS Issues: Unleashing the Power of Existing Communities and Organizations: Saving Our Own Lives Black AIDS Institute (BAI)

The Black AIDS Institute focuses on the impact of HIV/AIDS on the African-American community. BAI identifies black stakeholders and offers them strategic ways to respond to the HIV/AIDS epidemic.

**Building Community Power by Building Grassroots Leaders
Sacramento Valley Organizing Community (SVOC)**

SVOC is a three-county, grassroots organization with 40 members. Organized through churches in northern California, SVOC's main goal is to build public power through public action. SVOC has worked on issues including affordable housing, job training and placement, and immigration.

**Building Justice for Immigrants and Refugees by Supporting Local Institutions and Magnifying Their Impact: The Power of Diverse Voices
Southeast Asia Resource Action Center (SEARAC)**

SEARAC offers technical assistance and coordination to increase the capacity of a national network of 182 mutual assistance organizations. The organization formed in 1979 to serve the needs of refugees from Vietnam and Cambodia.

**Creating a Regional Transportation Authority in Detroit by Connecting City and Suburban Interests: A Different Kind of Stew
Metropolitan Organizing Strategy Enabling Strength (MOSES)**

MOSES is a congregation-based organization with over 70 different congregations, as well as other community members. MOSES chooses various campaigns and projects to work on as a way to improve the quality of life for their communities. They provided key support for the creation of the Detroit Area Regional Transportation Authority.

**Cultural Roots as a Source of Strength: Educating and Organizing a Fragmented Immigrant Community, Rediscovering Pride
Oaxacan Indigenous Binational Front (OIBF)**

OIBF is a coalition that educates Oaxacan migrants about their rights and helps advocate for better wages and working conditions. The coalition has offices in the US and Mexico.

**Developing Leadership and Political Capacity Among Laotian Refugees: Healing a Culture, Building a Community
Laotian Organizing Project (LOP)**

Richmond, CA is one of the most polluted cities in the US. In 1999, there was a major oil refinery spill. Richmond has a very large newly arrived Laotian immigrant community. The LOP wanted the city to set up a notification process for Laotians to be notified in their own language when industrial accidents occur. LOP used this environmental issue to do more broad-based cultural organizing.

**Enabling Low-Income Families to Buy Their own Homes While Holding the Land in Trust for the Community: The Power of Balance
Burlington Community Land Trust (BCLT)**

BCLT has a dual mission: homeownership and community revitalization. The Trust provides subsidies to low-income people to buy their homes. The Trust then buys the land on which the homes sit and leases to the homebuyers. Homeowners get limited equity when they sell and 75% of profits go back to the Trust to keep the housing permanently affordable. BCLT has expanded its membership to include homebuyers, several thousand community members, and a broad array of community partners. It now has a staff of 31 and annual budget of \$20 million. BCLT has helped 400 families buy their own homes and has developed 300 apartments and commercial properties as well.

**Engaging a New Generation of Native Americans in Cultural and Social Change:
We Have to Reach Back
American Friends Service Committee Wabanaki Youth Program (WYP)**

WYP connects Wabanaki youth, a loose confederacy of youth from four tribes in Maine, with their culture, religion, and traditions. WYP, at the same time, addresses the issues of poverty, school dropout rates, drug abuse, and the effects of marginalization and repression. WYP organizes opportunities for tribal youth to get together and get involved.

**Engaging Traditionally Disenfranchised Residents in Community Development:
Changing the Terms of the Struggle
Fifth Ave Committee, Inc. (FAC)**

Each year, FAC engages 5,000 low and moderate-income residents in the economic development of their gentrifying neighborhoods. More than a traditional community development corporation, FAC has programs that are national models for partnerships with community residents to create housing, living-wage employment, benefit agreements with developers, and support people returning from prison to rejoin society.

**From Services to Activism: How Latino Day Laborers and Domestic Workers are
Advocating for Themselves: Creating “Co-Authors of Justice”
CASA of Maryland, Inc. (CASA)**

CASA of Maryland advocates for Latino day laborers and domestic workers. Through employee rights education, CASA helps these members advocate for themselves so that they will have more success and protection from discrimination and abuse in the labor market.

**How a Coalition of Immigration Groups is Advocating for Broad Social and Political Change: Power in Diversity
New York Immigrant Coalition (NYIC)**

NYIC is a coalition of over 150 New York State-based nonprofits, including immigrant rights advocates, immigrant community leaders, social service providers, community-based ethnic and non-profit organizations, as well as leaders from labor, academia and the legal professions.

**How North Carolina's Religious Congregations are Building a Volunteer Network to Sustain People with HIV/AIDS: Getting to Know You: The Power of Personal Relationships
Regional AIDS Interfaith Network (RAIN)**

RAIN provides volunteer training for a network of congregation-based care-giving teams to work with people with HIV/AIDS. The mission of the organization draws on theological imperatives and the organization works to overcome fear and judgment.

**Meeting the Challenges Faced by Miami's Haitian Community Through Partnership and Consistency: Magnifying the Impact; Focusing on a Common Cause: Haitian Women of Miami
Famn Ayisyen Nan Miyami-Haitian Women of Miami (FANM)**

Famn Ayisyen Nan Miyami (FANM) began as a political advocacy and direct service organization serving Miami's Haitian women. It has expanded to include broader community-based social services for Haitians and other immigrant groups. FANM focuses on four core programs: Family intervention and Women Empowerment Program, Women Worker Empowerment, Immigration Advocacy and Services, and Community Economic Development.

**Serving Connected Needs in Appalachia: Homegrown Help in Appalachia
Hazard Perry County Community Ministries (HPCCM)**

Hazard Perry County Community Ministries is committed to individuals, families, and building the community. This commitment is the driving force for the creation of quality, innovative social services in cooperation with the whole community. HPCCM grows civic capacity to address social problems in Appalachia.

**Using Art and Theater to Support Organizing for Justice: Storytelling in the Name of Justice
Junebug Productions, Inc. (JP)**

Junebug Productions enables artists, community members, and students to share their experiences of the Civil Rights Movement. By using "story circles," they help build understanding and relationships among people affected by this historic time. Their main program is the Color Line Project.

Attachment 1 - Organizations At-A-Glance

Organizations that Build a Movement/General Community	Organizations that Build a Movement/Cultural Community	Organizations that Build the Capacity of Partner Organizations	Organizations that Build Capacity Through Their Own Communities
BCLT	WYP	SEARAC	SEARAC
FAC	LOP	FANM	FANM
JP	SEARAC	CAAELII	BCLT
SVOC	OBIF	MOSES	MOSES

Attachment 1 - Organizations At-A-Glance (cont.)

	Clarity of Organization Mission	Expanded Involvement of Constituents	Constituent Skill Development
NYIC	Very clear multiple focus mission. Strong strategic alignment	Strategic outreach, community events, member organizations	Various formal and informal events and programs
SEARAC	Strong sense of core purpose has created strategic and sustainable mission	Engage women and younger generation as a way to overcome cultural barriers	Various formal and informal events and programs
HPCCM	Reframed mission to fit rural needs. Strategic alignment within the organization and the community it serves	Gave community members knowledge and power to solve their own problems	Grow civic capacity
CAAELII	Decided to focus specifically on immigration law and policy	Made sure that the organization's internal bureaucracy was sufficient	Formal leadership building program
MOSES	Has a strong commitment to social change, chooses different issues on which to focus	Congregation-based outreach	One-on-one relationship building, leadership training, organizing congregations around issues
BAI	Clear that African American community must take care of itself and focus on HIV/AIDS among African Americans	By going where the community is and looking to all aspects of African American community	African-American HIV University

Building Capacity: Usage Note

About the Research Center for Leadership in Action

As the leadership research and development hub for the field of public service, the Research Center for Leadership in Action fosters leadership that transforms society.

Founded in 2003 at New York University's Robert F. Wagner Graduate School of Public Service, a top-ranked school for public service, the Center's unique approach integrates research with practice, bridges individual pursuits and collective endeavors, and connects local efforts with global trends. RCLA scholars use innovative social science methodologies to address ambitious questions that advance big ideas in leadership.

Public service leaders rely on RCLA to create customized leadership development and capacity-building programs that facilitate critical reflection, peer-to-peer learning and transformation at the individual, organizational and systems levels.

RCLA collaborates with the spectrum of public service organizations, from government agencies to nonprofits and community-based groups across the country and around the world. Partners include more than 700 social change organizations, universities and leadership centers in the United States and abroad, local and state government leaders, and major foundations and corporations including the Edna McConnell Clark Foundation, Annie E. Casey Foundation, Rockefeller Foundation, AVINA Foundation, and Accenture. Learn more at <http://www.wagner.nyu.edu/leadership>.

About the Leadership for a Changing World Program

Leadership for a Changing World (LCW) is a signature program of the Ford Foundation designed to recognize, strengthen and support social change leaders and to highlight the importance of community leadership in improving people's lives.

The LCW Research and Documentation Component is housed at the Research Center for Leadership in Action at NYU's Robert F. Wagner Graduate School of Public Service. LCW uses three parallel lines of inquiry ethnography, cooperative inquiry and narrative inquiry – to explore questions related to the work of leadership. RCLA is committed to developing participatory approaches to research and uses dialogue with LCW participants as a core of the research process. While the award portion of the program has concluded, RCLA continues to partner with nonprofit organizations to develop together new understandings of how social change leadership emerges and is sustained.

Learn more about Leadership for a Changing World at <http://www.leadershipforchange.org>, and learn more about the RCLA Social Change Leadership Network at http://wagner.nyu.edu/leadership/our_work/social_change_network.php.

About the Electronic Hallway

The Electronic Hallway at the University of Washington Evans School of Public Affairs is an unparalleled online resource for quality teaching cases and other curriculum materials. University-level faculty and instructors throughout the United States and in many foreign countries use Electronic Hallway materials to create a dynamic and interactive learning environment in courses related to public administration and a variety of policy topics. Learn more at <http://www.hallway.org>.

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The Evans School's degree programs include the Master of Public Administration (MPA), Executive MPA, and Ph.D. in Public Policy and Management. Learn more at <http://evans.washington.edu>.