

CURRICULUM VITAE
SONIA M. OSPINA
3 Washington Square Village Apt 12A
New York, NY 10012

EDUCATION

- 1989 Ph.D. Sociology, Department of Sociology, State University of New York (SUNY) at Stony Brook
- 1985 M.S. Policy Analysis and Public Management, W. Averell Harriman School for Management and Policy, SUNY at Stony Brook
- 1978 BA Education and Social Sciences, Faculty of Education, Universidad Javeriana (Bogotá, Colombia)

Language skills: Fluent in Spanish

PROFESSIONAL EXPERIENCE

- 1989-2023 Professor, Robert F. Wagner Graduate School of Public Service, New York University (2011-present)
Associate Professor, R.F. Wagner Graduate School of Public Service, NYU (1998-2011)
Assistant Professor, R.F. Wagner Graduate School of Public Service, NYU (1989-1997)
- 2003-2014 Faculty Co-Director, Research Center for Leadership in Action (RCLA), Robert F. Wagner Graduate School of Public Service, NYU (2013-2014)
Faculty Director and Co-Founder, RCLA, NYU/Wagner (2003-2013)
- 2002-2003 Director, Management Specialization, NYU/ Wagner Graduate School of Public Service
- 1998-2001 Director, Doctoral Studies Program, NYU/Wagner Graduate School of Public Service
- 1978-1981 Director, Department of Educational Research, Fundación Projuventud (Bogotá, Colombia).

Institution-building achievements

Co-Founder:

- The [Colombian Studies Initiative](#), a collaboration between NYU/Wagner and the NYU/Center for Latin American and Caribbean Studies with Universidad del Rosario (Colombia) (2019-2023)
- [Co-Lead Net](#), an international network of leadership scholars interested in advancing the theory and research of collective leadership (2014-2018)
- The Research Center for Leadership in Action, and [Leadership in Action at Wagner](#) (2003-2015)

RESEARCH EXPERIENCE

Principal Investigator and Research Partnerships

- 2018-2022 Indigenous Women Leaders in Colombia, Research Collaboration with Professor Angela Santamaría, The Intercultural Indigenous Diplomacy School at Rosario University, Bogotá, Colombia.

- 2016-2018 Identity and Power: Interconnected Leadership Resources for Social Change. International Research Project in collaboration with Celina Su (CUNY, USA), Michelle Evans (University of Melbourne, Australia) and Angela Santamaría (U. del Rosario, Colombia). (2016-present)
- 2014-2017 Social Innovation and Social Change Leadership comparative study (Barcelona/New York City). NYU/Wager and Universidad Autónoma de Barcelona, Spain.
- 2001-2013 Social Change Leadership, *Research and Documentation component of the Ford Foundation's national, multi-year Leadership for a Changing World Program*. Principal Investigator, Research Center for Leadership in Action (RCLA) (2001-2009); writing projects (2009-2013).
- 2001- 2007 *Government, private sector and civil society: a collaborative synergy for sustainable development in Latin America (A study in Colombia and Brazil)* RCLA / AVINA Foundation (2007)
- The Institutionalization of Evaluation and Monitoring Systems in Latin American Governments* CLAD/World Bank. *A Comparative Study of 13 countries*, Co-coordinator and Research Partner, CLAD (Latin American Center for Development Administration) /World Bank (2006-07)
- Public Management Evaluation Systems in Latin America: A Comparative Study of Chile, Uruguay, Colombia, and Costa Rica*. Co-coordinator and Research Partner, CLAD (Latin American Center for Development Administration) (2001-02)
- 1994-2000 *National Program of Innovation and Quality in Public Management* (Bogotá, Colombia), Co-director, action-research program in collaboration with Instituto SER de Investigación, TECNOS and the Colombian Network of Public Management Academic Programs (1996-2000).
- Project Safety Net: A Campaign against Violence (National, multi-site project of community service partnerships)*. Evaluation Director, NYU / Faculty Resource Network / Americorps Project (1994-97).

Other Research Projects and Collaborations

- 2020-present Research collaborations on collaborative governance and collective leadership: On orchestration in purpose-oriented networks (with Angel Saz-Carranza, ESADE, Spain); on collaborative mechanisms to incorporate community perspectives in government practice (with Valentina Mele and Rebecca Kirley, Bocconi University); on the nature of leadership in collaborative governance (with Xabier Barandarian, University of Basque; and Maria José Canel, Complutense University, Spain).
- 2018-2019 Nonprofit Organizations, Welfare State and Public Value Generation: The case of Colsubsidio in Colombia. Team member / international advisor, School of Government, Universidad de los Andes, Bogotá, Colombia

- 2013-2016 A Framework for Designing, Implementing and Evaluating Integral Policy to Promote Innovation and Effectiveness of Human Talent Development in the Public Sector. Team member/ international adviser, School of Government, Universidad de los Andes, Bogotá, Colombia.
- 2008- 2009 *NGO Accountability Case Study Research Project*, with Diana Horscht and John Gershman, Principal investigator, the Ford Foundation (2009)
- Personeros Municipales in Colombia*, with Amparo Hofmann-Panilla and Andres Muñoz. Lead researcher, The Wagner School Research Program (2008)
- 1980-1995
- *The Colombian Community in the New York Metropolitan Area (research on community-based organizations and on youth immigrants; leadership development for community leaders)*, Co-Director, the Colombian Consulate of New York, and the Ministry of Foreign Affairs of the Government of Colombia (1995)
 - *New Latino Communities in New York City: Colombians and Dominicans, a Community Leadership Study (NYC site in the Andrew Mellon Foundation national study "Profile of the New Hispanic Immigrants")* Research Director, The Tomás Rivera Center for Policy Studies and NALEO Educational Fund (1994)
 - *Opportunity and Satisfaction: A structural approach to the study of work attitudes*, the New York City Department of Sanitation (1985-1989)
 - Sociology Department, Research Assistant, State University of New York at Stony Brook (1984-85)
 - *Social and political participation in Colombia*, Research Associate, member of task force on participation in four Colombian cities, Fundación Projuventud (Colombia) (1980-81)

TEACHING EXPERIENCE

- 1989-2023 Assistant, Associate, Full Professor. NYU/ Wagner Graduate School of Public Service
Courses: Leadership and Social Transformation; Doctoral Qualitative Research Methods; Multi-sector Partnerships: A Comparative Perspective; Transformative Participation; Foundations of Nonprofit Management; Managing Public Service Organizations; Institute for Women and Management in Public Service; Human Resources Management; International Human Resources Management
- 1988-1989 Visiting Assistant Professor, Sociology Department, Wesleyan University. **Courses:** Introductory Sociology; Education and Inequality
- 1982-1988 Instructor. Department of Sociology, SUNY at Stony Brook. **Courses:** Comparative Social Structures, Research Methods (1986-1988); W. Averell Harriman School for Policy and Management, SUNY at Stony Brook. **Course:** Policy Research Methods, APPAM / Sloan Foundation Summer Institute for Minority Students (1985)
 Teaching Assistant, Department of Sociology and Harriman School, Stony Brook.
Courses: Statistics, Research Design, Public Management, Women and Men, Women and Psychology, Introduction to Sociology, Sociology of Education, Sociology of Deviance, Communications (Advancement on Individual Merit 1984 Summer Program).

International teaching (in Spanish)

- 2012-2014 - *Collective Leadership for a Shared Power World; Collaborative Governance;*
 Sonia M. Ospina

Dialogical techniques in Public Administration. Workshops for various audiences, Brazil National School of Public Administration (ENAP)

- *In search of inclusive social impact: Methodologies to develop collective leadership in social organizations.* NGO Leadership Workshop, Argentina. School of Management and Business, Universidad de San Andrés, Buenos Aires, (2014).

- *Approaches to Research on Local Public Action from Civil Society's Perspective,* Workshop, Public Administration faculty group, CIDE (Centro de Investigación y Docencia Económica), México City (2012).

- 1997-2011
- Public Management Lectures, Public Policy Masters Program, Department of Political Science, Universidad Nacional de Colombia (2011).
 - *Public Management*, annual two-day seminar, Doctoral Program in Administration, Universidad de los Andes, Colombia (2007-10).
 - *Evaluation and Monitoring for the Result-Oriented Administration*, two-day seminar for Latin American Public Officials, INDES, Prodev, Inter-American Development Bank, Washington, DC (2005).
 - *Public Management*, one-week seminar, Masters Programs of Public Policy and Management, School of Administration, Universidad Del Valle, Colombia (1997).

CONSULTING EXPERIENCE

UN DESA, USA; Teach for All, USA; United Hospital Fund of New York, USA; Universidad de los Andes, Bogotá, Colombia; ESAP (National School of Public Administration, Bogotá, Colombia), ENAP (National School of Public Administration, Brasilia, Brazil); OAS (Organization of American States); Surdna Foundation, United Nations Development Program; World Bank; Inter-American Development Bank; Universidad Casagrande (Guayaquil, Ecuador); Universidad de Entre Rios (Cordoba, Argentina); Universidad de Chile (Santiago, Chile); Fundacion Joao Pineiro (Bello Horizonte, Brazil); The Tomás Rivera Policy Institute, Pomona University; The Ford Foundation; NY Colombian Consulate; National Department of Planning, Government of Colombia; North General Hospital; Agenda for Children Tomorrow (ACT); NYC Office of the Mayor; New York City Department of Sanitation; the NY PACT Evaluation Group, Inc.

SELECTED GRANTS/CONTRACTS

- 2020-2021 ***Small Grant Program. Partnership.*** The Global Action Research Institute for Indigenous Women Leaders. US Embassy, Public Affairs Office, Bogotá, Colombia. NYU/Wagner, Universidad del Rosario/Centro de Paz y Conflictos. (\$ 24,000).
- 2018-2019 ***Exchange Grant. Partnership.*** Indigenous Peace-Strengthening Program. Winner of the Innovation Fund grant competition, 100,000 Strong in the Americas, sponsored by ICETEX and US Department of State. NYU/Wagner, Universidad del Rosario and Universidad del Cesar (Colombia). (\$ 25,000).
- 2014-2017 ***Partnership.*** NYU Leadership Initiative. Collective Leadership Network Project and NYU Faculty Community of Practice Projects. (\$ 171,500)
- 2014-2015 ***Research Grant.*** Marie Curie/Universidad Autónoma de Barcelona. Social Innovation Against the Crisis: How Leadership Practices and Civic Capacity Improve Neighborhood Development. (\$ 18,554)

- 2012 **Research Grant.** Leadership, Diversity and Inclusion: Building the Case for What Works, National Urban Fellows/Research Center for Leadership in Action (\$65,000)
- 2011 **Regional Seminar Grant.** NYU Abu Dhabi Institute, Abu Dhabi, Arab Emirates. Regional Collaborative Seminar on Research on Cross Sector Social Partnerships (\$30,500)
- 2009-2011 - **Curricular Development Grant.** NYU Curricular Development Challenge Fund: *Public-Private Collaboration for Social Problem Solving: A Comparative Perspective.* Co-Principal investigator(s): Sonia Ospina and Jill Kickul (\$6,000) (2010)
- **Research Grants.**
- Taub Wagner Faculty Research Fund. *Innovation for Social Change: the role of the State in multi-sector collaborations* (\$17,000) (2010)
- Ford Foundation, *NGO Accountability Agenda*, (\$50,000) (2009)
- Taub Wagner Faculty Research Fund, *Leadership Development and Democratic Governance*, with A. Munoz and A. Hoffman (\$5,000) (2009)
- 2003-2011 **Operating Grant.** Ford Foundation, Research Center for Leadership in Action (\$2.5 million)
- 2006-2008 **Research Grant.** AVINA Foundation, Latin America (\$60,000)
- 2006-2007 **Leadership Development Grant.** Open Society Institute, Social Justice Fellowship (\$700,000)
- 2003-2008 **Leadership Development Grant.** Rockefeller Foundation, Next Generation Leadership (\$1.2 million)
- 2003-2007 **Research Contracts.** CLAD. Studying Monitoring and Evaluation in Latin America (\$ 15,000)
- 2001-2009 **Research Grant.** Ford Foundation, Leadership for a Changing World Research and Documentation Component (\$3.5 million)

HONORS

Awards

- 2024 Dwight Waldo Award from The American Society of Public Administration, for outstanding contributions to the professional literature of Public Administration over an extended career.
- 2023 Lifetime Achievement Award from the International Leadership Association, for a significant contribution to the field of leadership through their published works and influential support of leadership knowledge and practice.

- 2022 Keith Provan Award from the Public and Nonprofit Division of the *Academy of Management*, for distinguished scholars in the field of Public Administration.
- 50 Outstanding Latinas of the Year 2003, *Diario La Prensa*, New York, 2003.
- Corona Distinguished Academic Chair (Silla Profesoral Corona), Universidad de los Andes, School of Administration, Bogotá, Colombia, November 1999.
- Human and Professional Excellence Award, Colombian-Ecuadorian Association of New York, 1995.
- Goddard Junior Faculty Award, New York University Goddard Junior Faculty Support Program, 1993-1994.
- Professor of the Year Teaching Award, Student Association, Robert Wagner Graduate School of Public Service, New York University, 1989-1990.

Keynote Addresses

- *Opening Paths: Insights from an Academic Journey*. Academic Writing Workshop for Public Management and Policy, Public Management Research Association (PMRA) and Universidad de los Andes, Colombia, February 23, 2023.
- *Leadership Challenges for Indigenous Women*. By zoom, launch of the Global Action Research Institute for Indigenous Women Leaders, Rosario University, Colombia, March, 2021.
- *Challenges of Collective Leadership Research: Reflections from a Social Change Leadership Research Program*. 18th International Studying Leadership Conference, Bristol, UK, December 2019.
- *Leadership and Social Change in Educational Communities: In search of inclusive social impact from within schools*. The International Conference on Leadership and School Improvement, Santiago de Chile, June, 2019.
- *Keynote opening panel. Stimulating Exchanges of Practice and Theory*. Collective Leadership Network Research Findings Workshop, Montreal, May, 2018.
- *Leadership for Social Change: The transformative potential of collective leadership*. Cornell University Office of Engagement Initiative's Engaged Speakers series. Ithaca, March 2018.
- *Leading Collectively: Insights from Social Change Organizations*. Featured Symposium Scholar. The National Leadership Symposium, Texas Christian University: Examining and Reframing Leadership through a Critical Lens, Dallas, July 2017.
- *Advancing Relational Leadership: A helpful lens to think about children's services in Scotland?* Inaugural Lecture, Institute for Inspiring Children's Future, University of Strathclyde, Scotland, March 2017.
- *Leadership and the Strategic Management of Human Talent*. Regional Event on Effectiveness in Human Talent Management in Colombian Public Sector, School of Government, Universidad de los Andes, Cali, December 9, 2014.
- *Leadership and democratic governance: toward a collaborative public management*. Keynote Address, IberoAmerican School of Administration and Public Policy (Escuela Iberoamericana de Administración y Políticas Públicas), International Course on Strategic Planning in a Democratic Context, Lessons for Latin America, Brasilia, Brazil, August 8, 2014.
- *Social change leadership for collective impact: Lessons from the U.S.* Keynote Address Wise Practices in Indigenous Community Development Symposium, Aboriginal Leadership and Management Program, The Banff Center, Alberta, Canada, September 2012.
- *Learning from and supporting social justice practice: Engaging social change organizations in a multi-year, national research program*, Final Plenary Keynote Address, 10th Annual National Academy of Public Administration's Social Equity Leadership Conference, Binghamton University, June 10, 2011.

- *Monitoring and Evaluation in Latin America: Key Trends*. National School for Public Administration (ENAP) Keynote Address, IberoAmerican School of Administration and Public Policy (Escuela Iberoamericana de Administración y Políticas Públicas), International Course on Evaluation of Social Programs. Brasilia, Brazil, August 11, 2010.
- *Presidential Address*, General Assembly, Inter-American Network of Public Administration Education (INPAE) Annual Conference, San Jose, Costa Rica, May 19, 2010.
- *2008-2010 Mandate Presidential Inauguration Speech*, Presidential Address, General Assembly, InterAmerican Network of Public Affairs (INPAE) Annual Conference, Guatemala City, June 11, 2008.
- *Leadership for Social Change*, Keynote Address for the Graduation Ceremony of the Masters Degree in Non-Profit Management, ESADE Business School, Barcelona, September 2004 (in Spanish).
- *Co-research with social change leaders in the US: a multi-stakeholder reflection of our research experience in the Leadership for a Changing World Program*, Keynote Session at the Emerging Approaches to Inquiry, Tenth Conference of the Center for Action Research, School of Management, University of Bath, Stroud, UK, September 2004 (with A. Hofmann, T. Holden, L. Alcantara and M. de la Uz).
- *Qualitative Research as Reflective Practice: Towards Humility and Engagement in the Social Sciences*, Keynote Address at the 15th Annual Conference on Ethnographic and Qualitative Research in Education, Pittsburgh, PA, 2003.
- *Toward an Agenda to Educate Public and Private Managers in Latin America*, Keynote Address, Opening Ceremony to launch the School of Administration and Political Science, Universidad Casagrande, Guayaquil, Ecuador, March 2000 (in Spanish).
- *Globalization, State Reform and Public Management: The Social Function of Public Management in Latin America*, Corona Distinguished Academic Chair (Silla Profesorial Corona), Universidad de los Andes, School of Administration, Bogotá, Colombia, November 1999 (in Spanish).

Other honors

- Advisory Committee Member for the International Congress “Building the Future” (Torkizuna Eraikiz) Organized by the Provincial Council of Gipúzcoa, the Basque Country, Spain. San Sebastián, December 2021. <https://www.etorkizunaeraikizcongress.com/es/comites-asesores/>
- CLAD Scientific Council, Consulting body of the UN intergovernmental institution devoted to State and public administration reform (2015-2020 and 2024-present).
- NYU Society of Fellows, Joined 2013
- Visiting Scholar, EBAP, Brazilian School of Public Administration. August, 2014, Brasilia.
- 2013 Outstanding Leadership Book Award (finalist), The University of San Diego Department of Leadership Studies, for book *Advancing Relational Leadership Research: A Dialogue Among Perspectives*.
- Fellow, U.S National Academy of Public Administration (NAPA), elected 2012.
- Visiting Scholar. Lund University Management and Organization Studies Research Group (LUMOS), at the School of Economics and Management, May 2012.
- Fulbright Senior Scholar in Public Administration, Fellowship, Advisor on Masters curriculum for the University’s new School of Government. Universidad de Los Andes (Bogotá, Colombia), Summer 2007.
- Research Challenge Grant, Office of Sponsored Research, New York University, 1991-1992.
- Rudin Junior Faculty Fellowship, Robert Wagner Graduate School of Public Service, New York University, Fall 1991.

- W. Burghart Turner Dissertation Fellowship for Minority Students, State University of New York at Stony Brook, Summer 1988.
- Graduate Fellowships, SUNY at Stony Brook, Sociology Department, 1982-1984, 1986-1988, and W. Averell Harriman School of Management, 1984-1985.

WORK IN PROGRESS

Journal articles in preparation

What seems to be the problem? Identifying systemic issues in government through cross-sector collaboration (third author with V. Mele and Rebecca Kirley). Status: manuscript in process

Brokering in Goal-directed Networks: Navigating the Connecting/Separating Tension (second author with A. Saz-Carranza). Status: manuscript in process

Collaborative Governance and Collective Leadership. (third author with X. Barandiarán and María José Canel). Status: Working paper

Making Visible the Work of Leadership: Leadership Practices for Social Transformation (first author with E. Foldy). Status: Working paper

PUBLICATIONS

Published Books (authored and co-edited)

D. Burns, J. Howard and S.M. Ospina (Co-editors). (2021) *The SAGE Handbook of Participatory Research and Inquiry*. SAGE: London, Volumes 1 and 2.

Parés, M., S. Ospina and J. Subirats, *Social Innovation and Democratic Leadership: communities making social change from below*. London: Edward Elgar Publishing. 2017

M. Uhl-Bien & S. Ospina (Eds). *Advancing relational leadership research: A dialogue among perspectives*. Leadership Horizons Series. Greenwich, CT: Information Age. 2012

N. Cunill & S. Ospina. *Strengthening of monitoring and evaluation systems in Latin America: Analysis of 12 countries*. Venezuela: Editorial Texto, C.A. (Portuguese translation of Spanish original) 2009

N. Cunill & S. Ospina (Eds). *Results-oriented evaluation for a modern and democratic public management: Latin American experiences* (in Spanish). Venezuela: CLAD - Editorial Texto, C.A. 2003

S. Ospina & M. Penfold (Eds). *Managing intergovernmental relationships: Latin American experiences*. (in Spanish). Editorial Nueva Sociedad – NASPAA. 2002

S. Ospina. *Illusions of opportunity: Employee expectations and work place inequality*. Ithaca: Cornell University Press, Industrial Labor Relations Press. 1996

O. Ibarra, G. Muñoz, M. Orjuela, S. Ospina & G. Rey (Eds). *Democracy without participation? Trends and characteristics in Colombia* (in Spanish). Bogotá: Editorial Grupo Social. 1981

Special Issues

Collective dimensions of leadership: The challenges of connecting theory and method. *Human Relations* Special Issue Volume 73 Issue 4, April 2020 (first co-editor with E.G. Foldy, J.T. Fairhurst and B. Jackson)

Published Peer-Reviewed Journal Articles

The dialectics of leadership identity construction: Case studies from Indigenous women leaders. *Leadership*. (second author with de Santibañes, M., Lee, S., Santamaria, A., Evans, M. M., Muelas, D., & Guerrero, N.) (first published 2023) <https://doi.org/10.1177/1742715023116955>

Contestation, Negotiation, and Resolution: The relationship between Power and Collective Leadership. *International Journal of Management Reviews* (second author with Erica G. Foldy). (first published 2022) <https://onlinelibrary.wiley.com/doi/10.1111/ijmr.12319>

A Framework for Assessing Accountability in Collaborative Governance: A Process-Based Approach, *Perspectives on Public Management and Governance*;, gvab031, (second author with Seulki Lee) (first published 2022) <https://doi.org/10.1093/ppmgov/gvab031>

Enhancing Methodological Reporting in Public Administration: The Functional Equivalents Framework. *The American Review of Public Administration*, 2020. 50(8): 811-824 (with Mele, V., M. Esteve, S. Lee, G. Cappellaro, G. Bel, and N. Petrovsky)

Advancing constructionist leadership research through paradigmatic interplay: An application in the leadership-trust domain. *Leadership*, 2020. 16(6):683-711 (second author with I.D. Sanchez, and E. Salgado)

Introduction– Collective dimensions of leadership: Connecting theory and method. *Human Relations* Special Issue Volume 73 Issue 4, 2020, Pages 441-463 (first author with E.G. Foldy, J.T. Fairhurst and B. Jackson)

Studying collective Leadership: The Road Ahead. *Human Relations* Special Issue Volume 73 Issue 4, 2020, Pages 598-614 (with J.T. Fairhurst, B. Jackson, and E.G. Foldy)

Striving for State of the Art with Paradigm Interplay and Meta-Synthesis: Purpose-oriented Network Research Challenges and Good Research Practices as a Way Forward. *Perspectives on Public Management and Governance*, 2019 2(3): 175–186 (with R.H. Lemaire, R.S. Mannak, and M. Groenleer)

Assessing Qualitative Studies In Public Management Research. *Public Administration Review*, 2018. 78(4): 593-605 (first author with M. Esteve & S. Lee)

- Included in the 2019 *Public Administration Review* Virtual Special Issue for the most cited articles: <https://t.co/dPUqJgRvce?amp=1>

Collective Leadership And Context In Public Administration: Bridging Public Leadership Research And Leadership Studies. *Public Administration Review*. 2017. 77(2): 275-287

New Ways of Leading in a World of Shared Problems: Advancing Networked Governance in Large Landscape Conservation. *Frontiers in Ecology and Environment* 14(3): 126–134. 2016. Special issue on “Network Governance in Large Landscape Conservation” (with Imperial, M., E. Johnston, R, O’Leary, P. Williams, S. Johnson, & J. Thomsen)

Developing Advocates for Change: A Practice Approach to Understanding Associations as “Schools of Democracy,” *Nonprofit and Voluntary Sector Quarterly*, 2015: 45(3): 478-499 (with J. Dodge)

Performance Measurement and Evaluation Systems: Institutionalizing Accountability for Governmental Results in Latin America in *New Directions in Evaluation, Special Issue: Evaluation Voices from Latin America*, No. 134, Summer, 2012: 77-91 (with N. Cunill-Grau)

The behavioral dimension of governing inter-organizational goal-directed networks: Managing the unity / diversity tension. *Journal of Public Administration Research and Theory*. 21(2): 327-365. 2011 (with A. Saz-Carranza)

Paradox and collaboration in network management. *Administration & Society* 42(4): 402-440. 2010 (first author with A. Saz-Carranza)

Building bridges from the margins: The work of leadership in social change organizations. *The Leadership Quarterly* 21(2): 292-307. 2010 (first author with E. G. Foldy)

A critical review of race and ethnicity in the leadership literature: Surfacing context, power and the collective dimensions of leadership. *The Leadership Quarterly* 20(6): 876-96. 2009 (first author with E. G. Foldy)

Weaving color lines: Race, ethnicity, and the work of leadership in social change organizations. *Leadership* 5(2): 131-70. 2009 (first author with C. Su)

- Reprinted in D. L. Collinson, K. Grint, B. Jackson & S. Johnson (Eds), *Leadership (Sage Library of Business and Management)*. Volume 4 (2005-2009) of Four-Volume Set edition. 2011.
- Reprinted in Ciulla, J., M. Uhl-Bien & P. Werhane (Eds). *Leadership Ethics*. Thousand Oaks: SAGE Publications. 2013

Sensegiving and the role of cognitive shifts in the work of leadership. *The Leadership Quarterly* 19: 514-29. 2008 (with E. G. Foldy and L. Goldman)

Cooperative inquiry for learning and connectedness. *Action Learning: Research and Practice* 5(2): 131-47. 2008 (first author with W. El Hadidy, and A. Hofmann-Pinilla)

Governance and leadership for social change. *Reforma y Democracia*, (35): 93-122 (in Spanish). 2006.

Narrative inquiry and the search for connectedness: Practitioners and academics developing public administration scholarship. *Public Administration Review* 65(4): 409-24. 2005 (first author with J. Dodge.)

Integrating rigor and relevance in public administration scholarship: The contribution of narrative inquiry. *Public Administration Review* 65(3): 286-302. 2005 (with J. Dodge and E. G. Foldy)

Reprinted in *Qualitative Research in Political Science*, edited by Joachim K. Blatter, Markus Haverland and Merlijn v. Hulst SAGE, 2016. Volume IV: 23-49 <https://uk.sagepub.com/en-gb/eur/qualitative-research-in-political-science/book245301#contents>

It's about time: Catching method up to meaning - the usefulness of narrative inquiry in public administration research. *Public Administration Review* 65(2): 143-58. 2005 (first author with J. Dodge.)

Performance evaluation, public management improvement and democratic accountability: Some lessons from Latin America. *Public Management Review* 6(2): 230-51. 2004 (first author with N. Cunill and A. Zaltsman)

From consent to mutual inquiry: Balancing democracy and authority in action research. *Action Research* 2(1): 47-69. 2004 (first author with J. Dodge, B. Godsoe, J. Mineri, S. Reza, and E. Schall)

Understanding cooperative behavior in labor management cooperation: A theory-building exercise. *Public Administration Review* 63(4): 455-72. 2003 (first author with A. Yaroni)

Negotiating accountability: Managerial lessons from identity-based nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly* 31(1): 5-31. 2002 (first author with W. Diaz and J. O'Sullivan)

Public management evaluation: Concepts and applications in Latin America. *Reforma y Democracia* 19: 89-122 (in Spanish). 2001

Living and learning: Women and management in public service. *Journal of Public Affairs Education* 5(1): 25-42. 1999 (with E. Durbin, and E. Schall)

Integrated managerial training: A program for strategic management development. *Review of Public Personnel Management* 28(2): 185-95. 1999 (with M. Watad)

Public administration as a discourse community: Some lessons from the U.S. case for Latin America. *Reforma y Democracia* 10: 83-112 (in Spanish). 1998

Bringing opportunity back in: Organizational inequality and the study of work attitudes. *Journal of Administrative Theory and Praxis* 18(1): 27-40. 1996

Management, public policy and social development: Toward the professionalization of public management. *Gestión y Política Pública* 2(1): 35-56 (in Spanish). 1993

Expediency management in public service: A dead-end search for managerial discretion. *Public Productivity and Management Review* 15, (4): 405-21. 1992

When managers don't plan: Structural consequences of non-strategic public personnel management. *Review of Public Personnel Administration* 12(2): 52-67. 1992

Opportunity and satisfaction in a public bureaucracy. *Journal of Business and Economic Review* 4(2): 70-90. 1991

Published Book and Handbook Chapters

Essay: Collaborative governance, accountability, and leadership in *Etorkizuna Eraikiz*. In X. Barandiarán, M.J. Canel, G. Bouckaert (editors) (forthcoming/2023) *Building Collaborative Governance in times of Uncertainty. Lessons from Etorkizuna Eraikiz*. Belgium: KU Leuven University Press. Ospina, S.M.

Introduction to the Handbook: Navigating the Complex and Dynamic Landscape of Participatory Research and Inquiry. (Chapter 1) In Danny Burns, Jo Howard and Sonia M. Ospina. (2021) *The SAGE Handbook of Participatory Research and Inquiry*. London. (first author with D. Burns and J. Howard).

Challenges In The Practice Of Participatory Research And Inquiry. (Chapter 2 in the SAGE Handbook) (third author with D. Burns and J. Howard) (2021).

Key Influences and Foundations of Participatory Research Introduction to Section: Key Influences And Foundations Of Participatory Research (Chapter 3 in the SAGE Handbook) (2021).

Section Introduction: Reflections On The Role of Dialogue in Participatory Research and Inquiry (Chapter 26 in the SAGE Handbook) (second author with M. Santibañes) (2021).

Cooperative Inquiry As Dialogic Process (Chapter 31 in the SAGE Handbook) (second author with J. Howard and L. Yorks) (2021).

Final Reflections: Participatory Research and the Need for Transformations in a World in Crisis (Chapter 71 in the SAGE Handbook) (second author with J. Howard and D. Burns) (2021).

Enhancing Accountability through Results-oriented Monitoring and Evaluation Systems. Book Chapter in In G. Peters (ed). *The Emerald Handbook of Public Administration in Latin America*. 2021. Pp. 437-473 (first author with N. Cunill-Grau N. & C. Maldonado).

Narrative Inquiry in Public Network Research. Book chapter in Keast, R., C. Koliba & J. Voets. (eds). *Researching Networks and Collaboration in the Public Sector: A Guide to approaches, methodologies, and analytics*. Routledge 1st Edition, 2020: P. 82-106 (with Dodge, J. and A. Saz-Carranza).

Toward inclusive leadership scholarship: Inviting the excluded to theorize collective leadership. Book chapter for Carroll, B., S. Wilson & Joshua Firth (eds). *After Leadership*. Routledge. 2018. Pp 149-156.

Notes To Implement Strategic Management Of Human Talent In Colombia: A Model For Deliberative Public Administration. (Notas Para La Implementación De Un Modelo De Gestión Estratégica Del Talento Humano En Colombia). In Pedro Pablo Sanabria Pulido (ed). *De la Recomendación a la Acción*. 2016. Bogotá: UniAndes Publications. Pp. 129-144. (In Spanish)

Civil Society Capacity for Public Action: Lessons for Leadership Development in Social Change Organizations. (Capacidad de la Sociedad Civil para la Acción Pública Local: Lecciones sobre el

Sonia M. Ospina

desarrollo de Liderazgos en Organizaciones para el Cambio Social). In *20 Años de Congresos del CLAD: Aportes a la Reforma del Estado y la Administración Pública en Iberoamérica*. 2015. Venezuela: CLAD/AECID Pp. 155-168. (In Spanish)

Voices and Experiences: The Management of Human Talent from the Inside Out in Colombian Public Organizations (Voces y Vivencias: La Gestión del Talento Umano Vista desde Adentro de las Organizaciones Públicas Colombianas). In Pedro Pablo Sanabria Pulido (ed). *Strategic Management of Human Talent in the Public Sector: State of the Art, Diagnosis and Recommendations for the Colombian Case*. Bogotá: UniAndes Publications. Pp. 119-145. 2015. (first author, with A. Hofmann) (In Spanish).

Enacting Collective Leadership in a Shared-power World. In J. Perry & R. Christensen (Eds). *Handbook of Public Administration*. 3d Edition. Jossey Bass. 2015: pp: 489-507. 2015. (first author with E. Foldy).

Training leaders for democratic governance: the experience of RCLA. In Pliscoff, C. (Ed). *Teaching and learning Public Policy and Management in the Americas*. Santiago, Chile: RIL ED. Pp 79-91. 2014 (In Spanish)

Social change leadership as relational leadership. In *Advancing relational leadership research: A dialogue among perspectives*. Leadership Horizons Series, Eds. M. Uhl-Bien & S. Ospina. Greenwich, CT: Information Age. 2012 pp: 255-302 (first author with E. G. Foldy, W. El Hadidy, J. Dodge, A. Hofmann-Pinilla, and C. Su)

Chapter 1: Exploring the Competing Bases for Legitimacy in Contemporary Leadership Studies. In M. Uhl-Bien, and S. Ospina (Eds.), *Advancing relational leadership research*. Greenwich, CT: Information Age. 2012 pp: 1-40 (first author with M. Uhl-Bien)

Leadership for Social Change: Contributions for a Contemporary Theory of Leadership as a Social Construction. In Barreda, M. and A. Cerrillo (eds), *Governance, Institutions and Development: Homage to Joan Prats*. Valencia, España: Editorial Tirant lo Blanch, pp. 325-346. 2012 (in Spanish)

Thinking sociologically about leadership. In *Leadership studies: The dialogue of disciplines*, M. Harvey, R. Riggio (eds). Cheltenham, UK: Edward Elgar, pp. 89-100. 2011 (first author with M. Hittleman)

The Nature of relational leadership: A multi-theoretical lens on leadership relationships and processes. In D. Day and J. Antonakis (Eds.), *The Nature of Leadership*, 2nd ed., 289-330. London: Sage. 2011 (with M. Uhl-Bien and J., Maslyn)

Popular education. In *Political and civic leadership*, ed. R. Couto. Number 96, Vol. II Thousand Oaks: Sage. 2011 (with W. El Hadidy and A. Hofmann-Pinilla)

The work of leadership in formal coalitions: Embracing paradox for collaboration. In *Leadership in social care*, ed. Z. van Zwanenberg, 103-128. London: Jessica Kingsley, Publishers. 2010 (first author with A. Saz-Carranza)

Taking the action turn: Lessons from bringing participation to qualitative research. In *Handbook of action research: Participatory research and practice.*, eds. P. Reason, H. Bradbury. 2nd ed., 420-434. London: Sage. 2008 (first author with J. Dodge, E. G. Foldy, and A. Hofmann-Pinilla)

- Leadership in inter-organizational networks. In *21st century management: A reference handbook*, ed. C. Wankel. Vol. 2, 291-300. Los Angeles: Sage. 2008 (with A. Saz-Carranza)
- The tapestry of leadership: Lessons from six cooperative inquiry groups of social justice leaders. In *Handbook of action research: Participatory research and practice*, eds. P. Reason, H. Bradbury. 2nd ed., 487-496. London: Sage. 2007 (with L. Yorks, A. Aprill, L. James, A. Rees, and A. Hoffman-Pinilla)
- A constructionist lens on leadership: Charting new territory. In *In quest of a general theory of leadership.*, eds. G. Goethals, G. Sorenson, 188-204. Cheltenham, UK: Edward Elgar. 2006 (first author with G. Sorensen)
- Monitoreo, Evaluación y Gestión por Resultados: Herramientas para la Efectividad en el Desarrollo. In IDB. *Social Contract and Development: Toward More Equitable and Cohesive Societies*. Washington DC: Inter-American Development Bank. 2006
- Appreciative narratives as leadership research: Matching method to lens. In *Advances in appreciative inquiry*, eds. D. L. Cooperrider, M. Avital. Vol. 2, 147-170. Oxford: Elsevier Science. 2004 (with E. Schall, B. Godsoe, and J. Dodge)
- State reform and changes in intergovernmental relations at the turn of the century. In *Managing intergovernmental relationships: Latin American experiences*, eds. S. Ospina, M. Penfold, 235-261 NASPAA - Editorial Nueva Sociedad (in Spanish). 2002
- A research agenda about results-oriented evaluation of public management. In *Results-oriented evaluation for a modern and democratic public management: Latin American experiences*, eds. S. Ospina, N. Cunill, 11-42. Venezuela: CLAD - Editorial Texto, C.A. 2003 (in Spanish) (first author with N. Cunill)
- Results oriented evaluation for public management: A technical and political tool. In *Results-oriented evaluation for a modern and democratic public management: Latin American experiences*, eds. N. Cunill, S. Ospina, 435-494. Venezuela: CLAD - Editorial Texto, C.A. 2003 (in Spanish) (with N. Cunill)
- The national system for evaluation of public management results in Colombia. In *Outcome evaluation for a modern and democratic public management: Latin American experiences.*, eds. N. Cunill, S. Ospina, 143-238. Venezuela: CLAD – Editorial Texto, C.A. 2003 (in Spanish) (first author with D. Ochoa)
- Working together: Meeting the challenges of workforce diversity. In *Public personnel administration: Problems and prospects.*, eds. S. Hayes, R. Kearney. 4th ed., 238-255. 2002 (first author with J. O’Sullivan)
- Co-producing knowledge: Practitioners and scholars working together to understand leadership. In *Building leadership bridges 2002.*, eds. C. Cherrey, L. R. Matusak, 59-67. Chapel Hill, NC: Center For Creative Leadership, North Carolina Press. 2002 (first author with E. Schall, B. Godsoe, and J. Dodge)

Managing diversity in civil service: A conceptual framework for public organizations. In *Managing diversity in the civil service.*, ed. IMDESA-IIAS, 11-29. Amsterdam: IOS Press. 2001

Linking consulting and research activities: A case study in public management. In *Management dialogues: Researchers and practitioners find a space to share experiences*, 83-104. Bogotá: COLCIENCIAS and Corporacion Calidad (in Spanish) 2000

Realizing the promise of diversity. In *Handbook of public administration.*, ed. J. Perry. 2nd ed., 441-459. San Francisco: Jossey-Bass. 1996

Information technology and organizational change: The role of context in moderating change enabled by technology. In *Diffusion and adoption of information technology*, eds. K. Kautz, J. Pries-Heje, 202-219. Oslo: International Federation for Information Processing. 1996 (with M. Watad)

Enacting labor management cooperation: New competencies for the new times. In *Delivering quality government services.*, eds. J. Brock, D. B. Lipsky, 137-170. Champaign, Illinois: Industrial Relations Research Association. 1996 (first author with A. Yaroni)

Public management as object of professional education. In *Gerencia pública: Asunto privado?*, eds. E. Ogliastri, G. Gonzalez. Editorial Tercer Mundo (in Spanish) 1995

Published Encyclopedia and Reference Guide Entries

Collective dimensions of Leadership. In Ali Farazmand. (Ed) *Global Encyclopedia of Public Administration, Public Policy, and Governance*, Springer P: 1-6. 2016 (with E.G. Foldy)

Leadership Styles, Ethnicity and Race. In Stone, J., Dennis, R.M., Rizova, P., Smith, A.D. & Hou, X. (Eds.) *The Wiley Blackwell Encyclopedia of Race, Ethnicity and Nationalism*. John Wiley & Son Ltd. DOI: 10.1002/9781118663202.wberen456. 2015 (with E.G. Foldy)

The Action Turn. In D. Coghlan and M. Brydon-Miller (Ed) *The SAGE Encyclopedia of Action Research*. 1st Ed. SAGE Publications Co.: pp. 18-21. 2014 (first author with G. Anderson)

Narrative inquiry. In *Encyclopedia of public administration and public policy*. 2nd ed., 1285-1288. 2008 (first author with J. Dodge)

Qualitative research. In *Encyclopedia of leadership*, eds. G. R. Goethals, G. J. Sorenson and J. MacGregor Burns, 1279-1284. London: Sage. 2004

Diversity. In *Encyclopedia of public administration and public policy*, ed. J. Rabin, 347-353. New York: Marcel Decker. 2003

Selected Published Reports and Guides

Arkedis, J., M. Benavides, L. Dessen, L. Kniffin, S.M Ospina and Kerry Priest. *Collective Leadership and Sustainable Development: Evidence from Research and Practice*. People First Community, Teach For All. <https://linktr.ee/peoplefirstdev>, October, 2023

- Ospina, S., El Hadidy, W. *Leadership, Diversity and Inclusion: Insights from Scholarship*. For the National Urban Fellows Public Service Leadership Diversity Initiative. May, 2011
- Ospina, S. and El Hadidy, W. and Caicedo, G. *Advancing Diversity and Inclusion in Public Service: A Review of Leadership Development Programs in the US*, a scan of 93 leadership development programs. May, 2011
- Ospina, S. and El Hadidy, W. *How Social Change Organizations Create Leadership Capital and Realize Abundance amidst Scarcity*. 2010
<http://wagner.nyu.edu/leadership/reports/files/RCLASocialChangeOverview04.11.pdf>
- Ospina, S., Hofmann-Pinilla, A., Muñoz, A. and Lozano, M. A. *Desarrollo de Liderazgo y Gobernabilidad Democrática: El Caso del Programa de capacitación en Derechos Humanos para Personeros Municipales en Colombia*, (“Leadership Development and Democratic Governance: The Case of the Training Program in Human Rights for Municipal Personeros in Colombia”), September 2010
- Strengthening of monitoring and evaluation systems in Latin America: Analysis of 12 countries*. Washington, DC and Caracas: CLAD and the World Bank. 2008 (in Spanish) (with N. Cunill)
- From constituents to stakeholders: Community-based approaches to building organizational ownership and providing opportunities to lead*. New York, NY: Research Center for Leadership in Action. 2005 (with J. Minieri, J. Dodge, E. G. Foldy, A. Hofmann-Pinilla, and M. Krauskopf)
- A dance that creates equals: Unpacking leadership development*: New York, NY: Research Center for Leadership in Action. 2004 (with D. Altwater, B. Godsoe, L. James, B. Miller, T. Samuels, C. Shaylor, L. Simon, and M. Valdez)
- Globalization and local development: Toward a municipalist perspective. *Revista De Estudios Sociales* 8: 21-34. 2001 (in Spanish)
- Constructing the New York area Hispanic mosaic: A demographic portrait of Colombians and Dominicans in New York*.]1997 (with L. Desipio and H. Pachón); *Diversifying the New York area Hispanic mosaic: Colombian and Dominican leaders’ assessment of community public policy needs*. Los Angeles: NALEO Educational Fund / The Tomás Rivera Policy Institute. 1997 (with A. Hoffman-Pinilla, L. Desipio, and H. Pachón)

Published Book Reviews, and Newsletter articles

- Public Administration Research and the Field’s Identity. Book review. *Public Administration Review*, Vol. 71, No. 6: 957-963. 2011
- The leadership task of prompting cognitive shifts: Shaping perceptions of issues and constituencies to achieve public service goals. *Public: Newsletter of the Institute of Public Governance & Management, ESADE* 18, (06/15/2009). 2009 (with E. G. Foldy, and L. Goldman)
- The role of cooperative inquiry in healing the practitioner-academic divide: Lessons from experience. *GUNI Global University Network for Innovation Newsletter* (March). 2009 (with W. El Hadidy, and A. Hofmann-Pinilla)

“Common Interest Communities: Private Government and the Public Interest” by S. Barton and C. Silverman, *Journal of Policy Analysis and Management*, Vol. 15, No. 1 (1996), pp. 135-137

“Focus Groups, Theory and Practice” by Stewart and Shamdasani, *Social Work with Groups: A Journal of Community and Clinical Practice*, Vol. 17, No. 1 (1994), pp. 194-197

Media

Roundtable– Participatory Action Research in Colombia: Co-producing knowledge for action, A zoom conversation. New York and Universidad del Rosario, March 2, 2023 (In Spanish).

Dialogos de Futuro – Dialogues about the future. Zoom Interview with Experts, Series *Path to Public Innovation*. Policy and Management Unit, Center for the Study of State and Society (CEDES, Centro de Estudios de Estado y Sociedad), Argentina. Season 3, Nov. 22, 2022 (In Spanish).

Social Innovation and Democratic Leadership: Communities and social Change from below. Webinar, Nov 2019, Ashoka U Commons Latam (in Spanish).

Capella University online course "HMSV8212 - Advanced Ethics and Leadership for Diverse Populations" features “Ospina, S. (2011). Leadership, Diversity and Inclusion: Insights from Scholarship. Research Center for Leadership and Action, NYU Wagner & nbsp., pp.1-44.”

The International Leadership Association Intersections Member Newsletter, “Behind the Pages Interview” with S. Ospina about the book *Social Innovation and Democratic Leadership*. May 2018

Web article *Sonia Ospina on Collective Leadership #TrendingLider – La Silla Lider*, Published Feb. 23, 2016. <http://lasillavacia.com/silla-llena/red-l-der/historia/lo-que-funciona-es-el-lidergazo-colectivo-sonia-ospina-55472>

Webinar organizer and participant, in Webinar Series [*Network Leadership and Leadership Networks*](#). Center for Creative Leadership, June 4, 2015.

The International Leadership Association Webinar series *Leadership Perspectives: Advancing Relational Leadership Research: A Dialogue Among Perspectives* Featuring Mary Uhl-Bien and Sonia Ospina, April 2014 and November, 2014

Video (Online interview for open course), Universidad Autónoma de Barcelona, Public Management Evaluation in Latin America

Video (participant interview), and featured quotes in the White Paper *Networks: How Collective Leadership Really Works*. Report of the Thought Forum on Network Leadership and Leadership Networks, Center for Creative Leadership, Greensboroug, 2014

Leading Thoughts series of the New York Times in College Leadership Section. Not Your Boss’s Leadership: A Next Generation Approach to Getting Results, March 2014

Stanford Social Innovation Review blog post: A Loss in the Nonprofit Battle Against “Modest, Passionate and Utterly Disorganized,” April 26, 2011

Stanford Social Innovation Review blog post: “US-China Relations: Leadership Lessons on Confrontation and Dialogue from Nonprofits” February 1, 2011

UNPUBLISHED REPORTS AND COMMISSIONED PAPERS

Exploring Leadership for Public Wellbeing: New Vistas for Understanding and Fostering Leadership, Prepared for “Appreciating and Advancing Leadership for Public Wellbeing” NYU Abu Dhabi Institute. 2010 (with W. El Hadidy)

Government, private sector and civil society for sustainable development: Toward a collaborative synergy in Latin America. 2009 (in Spanish) (with A. Hofmann-Pinilla and A. Muñoz)

Making partnership a habit: Margie McHugh and the New York Immigration Coalition. New York, NY: Synergos Bridging Leadership Resource Center, 2004, www.synergos.org (with J. Dodge, and R. Sparrow)

Internet Latino Study, Report submitted to the Tomás Rivera Center for Policy Studies, 2000 (with K. Shejazali)

A Tool to Improve Public Management: The Integrated System of Interinstitutional Learning, SIAI, Report submitted to the Colombian Association for the Modernization of the State and the Office of Special Evaluation of DNP, 1998 (in Spanish) (with M. Whittingham and A. Posada) (90 pages)

SINERGY: Organization and Operation of a New Tool to Promote Results Oriented Public Management, Report submitted to the Colombian National Department of Planning, 1998 (in Spanish)

A Ford Foundation Innovation Program for State Reform, Public Sector Innovation and Citizen Participation in Latin America (Supplemental), Reports submitted to the Ford Foundation, Fall 1997

Profile of the Colombian Community in New York:

– Volume 1: *Colombian Youth and the process of Integration to US Society*, Report submitted to the Colombian Ministry of Foreign Affairs, January 1996 (with A. Hoffman) (in Spanish)

– Volume 2: *Profile of Colombians in US prisons*, Report submitted to the Colombian Ministry of Foreign Affairs, January 1996 (with A. Hoffman and Z. Escala) (in Spanish)

Evaluation of Americorps: Project Safety Net, Report submitted to New York University, 1995 & 1996 (with C. Portas)

Activities to Support the Colombian Community in New York, Report submitted to the Colombian Ministry of Foreign Affairs, July 1995 (with A. Hoffman) (in Spanish)

Community Leadership Study: Dominicans and Colombians in New York City, Report submitted to the Tomás Rivera Center for Policy Studies, May 1995 (with A. Hoffman)

Focus Groups with PACT Participants, PACT Evaluation Project, Report submitted to the PACT Evaluation Group Inc, September 1995 (with R. Williams)

Evaluation of the North General Hospital Managerial Training Program, Final Report submitted to the President of North General Hospital, New York, October 1992

Managerial Training in North General Hospital, A Policy Paper, Report submitted to the President and Executive Team of North General Hospital, New York, April 1992

Focus Groups in the Mott Haven Community District, Final Report submitted to the Mayor's Office for Children and Family Services / ACT Implementation Project, New York, May 1992 (with R. Williams)

Guidelines for the Planning and Implementation of Focus Groups, Report submitted to the Mayor's Office for Children and Family Services / ACT Implementation Project, New York, 1991

Preparation for Employment: A Youth Employment Policy Agenda for the 1990's, Urban Research Center Working Paper, New York University, 1990

Civilian Work Force Study, Project Report submitted to the Deputy Commissioner of Administration, Department of Sanitation, City of New York, 1988

Transportation Services for the Shelter Program: An Analysis of Meal Delivery for Men's and Women's Shelters in the City of New York, MS Thesis, W. Averell Harriman School for Management, SUNY at Stony Brook, 1985

ACADEMIC CONFERENCE ORGANIZER AND / OR DIRECTOR

Academic Writing Workshop for Public Management and Policy. Co-organizer. Public Management Research Association (PMRA) and Universidad de los Andes, Colombia, February 22-25, 2023.

Colombia: Peace Construction and Persistence of Violence. Co-organizer, 3-day zoom symposium, NYU Center for Latin American and Caribbean Studies, NYU/Wagner and Universidad del Rosario (Colombia), November, 2020.

First Healers' Summit: Spiritual Healing from Indigenous, Afro and Palenquera Colombia Women (In Spanish). Co-organizer, with URosario and UCatólica in Colombia. Launching event of the Global Action Research Institute for Indigenous Women Leaders, an NYU/Wagner/Universidad del Rosario collaboration. October 2020.

Fifth International Collective Leadership Research Workshop: Writing and Communicating Collective Leadership Research. Co-organizer/Convener, Asper School of Business, University of Manitoba. Winnipeg, October, 2019 (with Suzanne Gagnon, Ann Langley, Kathy Quick, and Vivian Sergi).

Fourth International Collective Leadership Research Workshop: What have we learned about Collective Leadership Research? Co-organizer/Convener, Desautels Faculty of Management, McGill University, Montreal. May, 2018 (with Suzanne Gagnon, Ann Langley, Kathy Quick, Vivian Sergi and Siv Vangen).

Third International Collective Leadership Research Workshop: Methodological Challenges in Collective Leadership Research. Co-Organizer/Convener, NYU Leadership Initiative and NYU/Wagner. September, 2016 (with Erica Foldy).

Second International Collective Leadership Research Workshop: Logics in tension: Bridging the individual and collective dimensions of leadership. Co-Organizer/Convener, NYU Leadership Initiative and NYU/Wagner. April, 2015 (with Erica Foldy).

First International Collective Leadership Research Workshop: Fruitful Intersections or Parallel Play? Co-Organizer/Convener, NYU Leadership Initiative and Research Center for Leadership in Action. April, 2014 (with Erica Foldy).

Deepening Research on Cross Sector Social Partnerships in the Middle East. RCLA Workshop sponsored by NYU Abu Dhabi Institute, Abu Dhabi, Arab Emirates. October, 2011

Appreciating and Advancing Leadership for Public Wellbeing. RCLA Workshop sponsored by NYU Abu Dhabi Institute, Abu Dhabi, Arab Emirates. February, 2010

Emerging Approaches to Action Research Conference. Co-sponsored by RCLA and the Centre for Action Research in Professional Practice, Bath University, Stroud, England, September, 2008

Social Change Organizations and Public Leadership: The Role of Social Change Leadership in Deepening Democracy, Research Symposium, Research Center for Leadership in Action, NYU/Wagner, New York City, January, 2009

Race and Leadership: Conversations at the Intersection. Research Center for Leadership in Action, NYU/Wagner. Research Symposium, New York City, May, 2008

Striving and Thriving: Sustainability and Social Change Organizations. Research Center for Leadership in Action, Social Change Leadership Network, New York City, June, 2008

"Participatory Action Research": Does it Bring New Value to the Social Sciences? Robert F. Wagner Graduate School of Public Service and Steinhardt School of Education, NYU Key Note: D. Greenwood (Goldwin Smith Professor of Anthropology, Cornell University), April, 2006

Stories from the Field: A Conversation with Peter Reason about his multi-disciplinary action research project "Unlocking Low Carbon Potential", Robert F. Wagner Graduate School of Public Service, NYU. Key Note: P. Reason (Professor of Management, University of Bath, UK), April, 2006

Exploring Social Change Leadership through Collaborative Ethnography: Reclaiming Voice and Hope, A Symposium, Robert F. Wagner Graduate School of Public Service, NYU. Key Note: C. Stack (University of California, Berkeley), December, 2005

Leadership, Performance and Social Change: The Art of 'Acting' in the World", Robert F. Wagner Graduate School of Public Service and Tisch School of the Arts, NYU, September, 2005

Latino Communities and the Health Care System: Opportunities and Challenges in a Changing Environment, Robert F. Wagner Graduate School of Public Service, NYU, June, 1996

SELECTED ACADEMIC CONFERENCE PAPERS

What seems to be the problem? Identifying systemic issues in government through cross-sector collaboration. Paper presented at the 39th EGOS Colloquium, Cagliari, July 2023 (with Valentina Mele and Rebecca Kirley).

Identifying systemic issues in Collaborative Governance – Police Supercomplaints in the UK. Paper presented at the 2022 TransAtlantic Dialogues Conference, June 2022, Denmark (with Valentina Mele and Rebecca Kirley).

Identity Construction and Leadership Work Among Indigenous Women: Case Studies from two Colombian Indigenous Groups. Paper presented at *Co-LEAD Net International Conference*, University of Manitoba, Winnipeg, October 2019 (with M. de Santibañes, S. Lee, A. Santamaría and M. Evans)

The Political Dimension Of Network Leadership: A Review And Research Agenda. Presented at the *Public Management Research Conference*, Washington DC, June 2019 (with A. Saz-Carranza)

Network Leadership and the Autonomy/Accountability Tension: Surfacing the Network Political Behavior. Presented at the Research Conference of the *International Research Society for Public Management*, New Zealand, April, 2019 (presenter, with A. Saz-Carranza)

When Tensions Become Opportunities: Managing Accountability Demands in Collaborative Governance. Presented at the Research Conference of the *International Research Society for Public Management*, New Zealand, April, 2019 (with S. Lee)

Managing Accountability in Collaborative Governance. Presented at the American Society for Public Administration Conference, Pittsburg, March 2019 (with S. Lee)

Leadership of whole networks: the subordination/autonomy tension in intergovernmental organizations. Presented at the *Public Management Research Conference*, Singapur, June 2018 (with A. Saz-Carranza)

Capturing the Work of Leadership: Leadership Practices and Social Transformation. Presented at the *Collective Leadership Network Research Finding Workshop*, Montreal, May, 2018 (first author with E.G. Foldy and S. Lee)

Accountability Challenges in Collaborative Governance. Presented at the *Public Management Research Conference*, Washington DC, June, 2017 (with S. Lee)

What do we know about the study of goal directed networks? Striving for State of the Art via Meta-Synthesis (A White Paper). In *Goal Directed Networks: The state of the Art*”, Workshop, June 2016. (with Lamaire, Mannak, and Groenleer)

Assessing Qualitative Studies in Public Management Research. In the *Public Management Research Conference*, Denmark. June, 2016 (with Marc Esteve and Seulki Lee)

Collective Leadership And Context: Linking Public Leadership Research To Leadership Studies, Scholarly track of the *International Leadership Association's 17th Annual Global Conference*, October 14 - 17, 2015, Barcelona, Spain.

Social innovation as response to gentrification: new collective leadership forms? XX CLAD International Congress of State and Public Administration Reform, November 2015, Perú (first author with M. Parés and C. Freiser).

Assessing the nature and use of qualitative studies in Public Management Research. *Research Conference of the Public Management Research Association*, June 2015, Minnesota (first author with M. Esteve).

Innovative Collaboration for a Complex World: Reaching across Institutional Divides. Round Table, 4th International Symposium on Cross Sector Social Interactions. Suffolk University, Boston, May 2014. (with Diana Trujillo)

The Elusive Presence of Leadership Research in Public Administration, paper presented at the American Society of Public Administration Annual Conference, in the Panel: Vexing Issues in PAR's Future Agenda, March, 2014.

Value Creation and Appropriation in Cross-Sector Collaboration, paper presented at the Academy of Management Meeting, Florida, August 2013 (presenter, co-authored with D. Trujillo).

Civil society capacity for public action: leadership development lessons from social change organizations in the US, CLAD XVII International Annual Congress of State and Public Administration Reform, Cartagena, Colombia, November, 2012 (in Spanish).

Developing Advocates for Change: A Practice Approach to Understanding Grassroots Associations as "Schools of Democracy" co-author with Jennifer E. Dodge, ARNOVA Research Conference, Indianapolis, November 2012.

Value Creation in Cross-sector Collaborations and the Nature of Public Value, Creating Public Value Conference, University of Minnesota, September, 2012 (co-authored; presented by D. Trujillo).

Relational leadership as collective leadership: Mapping the territory, presented with Erica G. Foldy, 2012. Academy of Management Annual Meeting, Boston, August, 2012.

Theorizing about Social Change Leadership, presenter and first author with Erica Gabrielle Foldy, Waad El Hadidy, Jennifer Dodge, Amparo Hofmann-Pinilla, and Celina Su. 2011 Academy of Management Annual Meeting, San Antonio, August, 2011

Performance Measurement and Evaluation Systems: Institutionalizing Accountability for Governmental Results in Latin America presenter, with Nuria Cunill Grau. 11th Biannual Public Management Research Conference, Maxwell School of Citizenship, Syracuse University. June, 2011

Leadership Research 2.0 with Amparo Hofmann-Pinilla, International Leadership Association, Global Conference, Boston, MA, October, 2010

"Advancing the Field of Leadership through the Global Network University: Leadership for Public Wellbeing in the Middle East," with Bill Gallagher, Associate Vice Chancellor of Operations and Administration and Campus, Operating Officer for NYU Abu Dhabi, and Waad El Hadidy. International Leadership Association, Global Conference, Boston, MA, October 2010

The Leadership Practices of Social Change: Realizing Abundance Amidst Scarcity. International Leadership Association annual meeting, November 2009, Prague, Czech Republic (co-authored; presented by W. El Hadidy and A. Hofmann-Pinilla)

Exploring the collective dimensions of leadership by studying the work of social change organizations. Presented at 14th International Congress on State and Public Administration Reform of CLAD (Centro Latinoamericano de Administración para el Desarrollo), Salvador-Bahia, Brazil. October 2009

Context and theory of the discussion of possible forms of relationships between academics and public administrators for the production of knowledge about public administration. INPAE (Inter-American Network of Public Administration Education) Annual meeting. May, 2009, Bogotá, Colombia

Integrative Leadership Practices in Social Change, Academy of Management Annual Meeting, Anaheim, California, August 2008

Building Bridges from the Margins: The Work of Leadership in Social Change Organizations, Center for Integrative Leadership Annual Conference, Minneapolis, Minnesota, October, 2008 (with E. G. Foldy)

Race and the Work of Leadership in Social Change Organizations, Association of Public Policy and Management, Los Angeles, November, 2008 (with C. Su)

Leading Networks: Managing the Unity/Diversity Paradox, Academy of Management Annual Meeting, Philadelphia, Pennsylvania, August, 2007 (with A. Saz-Carranza)

From Clients to Leaders: Community-Based Latino Immigrant Organizations Shifting Power Structures through Popular Education, Congress of the Latin American Studies Association, LASA, Montréal, Canada, September, 2007 (with A. Hoffman and W. El-Hadidy)

The Role of Cooperative Inquiry in Healing the Practitioner-Academic Divide: Lessons from Experience, GUNI 4th International Conference on Higher Education: New Challenges and Emerging Roles for Human and Social Development, Barcelona, Spain, March, 2008 (with A. Hoffman)

Strengthening Monitoring and Evaluation Systems in Latin America. A comparative Study of 12 Countries (in Spanish), presented at the Latin American Center for Development Administration (CLAD) 12th Annual International Congress on State and Public Administration Reform, Dominican Republic, November, 2007 (with N. Cunill)

Assets-Based Leadership: Activating Capacity for Action, presented at the 35th Annual ARNOVA Conference, Chicago, IL, November, 2006 (with M. Herr and S. Rao). Presenter: Rao

Lessons from Bringing Participation to Qualitative Research presented at the 2nd International Congress of Qualitative Inquiry, Urbana-Campaign, IL, May, 2006 (with J. Dodge, E. G. Foldy, A. Hofmann, and M. Krauskopf). Presenters: Ospina and Dodge

Becoming Latina/o: Latin American Immigrants and the Politics of Identity and Resistance, presented at the 26th International Congress of Latin American Studies Association (LASA), San Juan, Puerto Rico, March, 2006. (with M. Olavarria and A. Hofmann-Pinilla) Presenter: Olavarria

Collective Narrative, Identity and Leadership: A Comparative Analysis of Immigrant Worker, Environmental and Indigenous Grassroots Groups, presented at the Annual Conference of the Sonia M. Ospina

Association for Research on Non-Profit Organizations and Voluntary Action (ARNOVA), Washington DC, November, 2005 (with A. Hofmann-Pinilla, M. Olavarria). Presenter: Hofmann-Pinilla

An Invisible Actor in US Governance: the Role of the Civil Society Organizations in the Creation of social Change Leadership, presented at the 10th Annual International Conference of CLAD (Latin American Center for Development Administration), Santiago de Chile, October, 2005 (in Spanish)

Culture and Identity, presented at the Association for Research on NonProfit Organizations and Voluntary Action (ARNOVA), Washington DC, November, 2005 (with A. Hofmann)

Toward a Framework of Social Change Leadership, presented at the 8th Public Management Research Conference of the Public Management Research Association, California, September, 2005 (with E. G. Foldy)

Paradoxes and Collaboration in Coalition Work, presented at the Academy of Management, Honolulu, Hawaii, August, 2005 (with A. Saz-Carranza)

How Community-Based Social Change Organizations Use Dialogue and Other Relational Practices to Respond to Leadership Challenges: Findings from Narrative Inquiry, presented at the Association for Research on Non-Profit Organizations and Voluntary Action (ARNOVA), California, November, 2004 (with J. Dodge)

Shaping Policy, Making History: How Nonprofit Organizations Combine Multiple Approaches to Create

Social Change, presented at the Association of Public Policy and Management (APPAM), Washington, DC, October, 2004 (with E. G. Foldy)

Performance Evaluation, Public Management Improvement and Democratic Accountability: Some

Lessons from Latin America, presented at the 25th Annual Research Conference of the Association for Public Policy and Management (APPAM), Washington, DC, November, 2003 (with N. Cunill and A. Zaltsman)

Discovering the Deep Blue Sea: Implications for Leadership Research, presented at the 2002 International Leadership Association Conference (ILA), Seattle, WA, November, 2002. (with B. Godsoe)

Appreciative Narratives as Leadership Research: Matching Method to Lens, presented at the 24th Annual Research Conference of the Association for Public Policy and Management (APPAM), Dallas, TX, October, 2002 (with E. Schall and J. Dodge)

Reconsidering Leadership Research: Insights form Emerging Perspectives, presented at the 2002 Academy of Management Research Conference, San Diego, August, 2002

New Lenses on Leadership, presented at the 23rd Annual Research Conference of the Association for Public Policy and Management (APPAM), Washington, DC, 2001 (with E. Schall)

The Cognitive and Behavioral Dimensions of Labor-Management Cooperation: A Theory Building Exercise, presented at the Academy of Management Annual Meeting, Washington, DC, August, 2001 (with A. Yaroni)

Managing Diversity in Civil Service: A Conceptual Framework for Public Organizations, presented at the UN International Expert Group Meeting on Managing Diversity in the Civil Service, New York, 2001

The Social Functions of Public Management Innovation: Innovation, Reform and Governance in Latin America, presented at the 2000 Academy of Management Research Conference, Toronto, 2000

Public Management Evaluation: Concepts and Applications in Two Latin American Countries (La Evaluación de la Gestión Pública: Conceptos y Aplicaciones para el Caso Latinoamericano), presented at CLAD's 5th International Congress of State and Public Administration Reform, Santo Domingo, 2000 (in Spanish)

The Behavioral Dimension of Labor-Management Cooperation: Toward a competency model, presented at the Conference on The Future of Public Sector Labor-Management Relations: Working Together to Achieve Excellence for the 21st Century, Chicago, IL, 2000 (with A. Yaroni)

SPEAKER AND OTHER CONFERENCE ROLES

Guest Speaker (please see Honors for Keynote roles)

Collaborative Governance: Feedback for the Provincial Council of Gipúzcoa's initiatives, (the Basque Country, Spain). Building the Future, Torkizuna Eraikiz Congress, December, 2021.

Beyond the Leader: Theory and Practice of Collective Leadership. Zoom session. Inaugural Conference of the annual Seminar "Public Leadership: Trends and New Visions." Center of Public Leadership, Alberto Lleras Camargo School of Government, Universidad de los Andes, Colombia. November, 2020.

Indigenous Leadership for Social Change: What Indigenous women leaders from Colombia teach us about how to construct leadership. Zoom session, Faculty Working Group of the Colombia Studies Initiative, NYU Center for Latin American and Caribbean Studies, October 2020.

From person-centered leadership to collective leadership. Zoom session, Diplomado Indígena, Sierra Nevada de Santa Marta, Universidad del Rosario. October 2020 (with Mariana de Santibañes).

Indigenous Leadership for Social Change: Experiences from the US. Presentation at the Intercultural Certificate Course, Intercultural School of Diplomacy (Diplomado Intercultural de la Sierra Nevada de Santa Marta, Escuela Intercultural de Diplomacia), Universidad del Rosario, Colombia, September 2018.

Assessing Qualitative Studies in Public Administration Research. Doctoral Colloquium: School of Public Affairs, American University, Washington DC, April 2018.

Assessing Qualitative Studies in Public Administration Research. Doctoral Colloquium: School of Public Administration and Affairs, Rutgers University, Newark, October 2017.

Local Indigenous Leadership and International Diplomacy. Lecture in the Conference *100 Años de Diplomacia del Pueblo Arhuaco*. Escuela Intercultural de Diplomacia, Universidad del Rosario, Colombia, October 2016 (in Spanish).

Citizen Capacity for Public Action: The role of collective leadership in social organizations (in Spanish). Public Lecture, Graduate Program of Nonprofit Organizations, School of Management and Business, Universidad de San Andrés, August 15, 2014.

Social Change leadership: Challenges, dilemmas and learning from a research project (in Spanish). Faculty Colloquium, Universidad de San Andrés, Buenos Aires, August 12, 2014.

Advancing Relational Leadership Research: A Dialogue Among Perspectives. The International Leadership Association Webinar Series, Leadership Perspectives Second Presentation, Featuring Mary Uhl-Bien and Sonia Ospina, Wednesday, Nov. 12, 2014.

Three perspectives around the construct of 'publicness' (in Spanish), Faculty of Economic Sciences Colloquium, National University of Colombia, December, 2013.

Research challenges in the study of relational leadership. Doctoral Colloquium, Universidad de Los Andes School of Administration, October, 2012.

Results oriented public management evaluation systems: their institutionalization in Latin America. Public Lecture delivered in Madrid and in Barcelona, ESADE Business School, April, 2012

Leadership research in a fractured field: the challenges of production and dialogue. Presentation in the workshop The production and consumption of leadership (studies). University of Lund, Organizational Studies Group, School of Business, May, 2012

Unpacking leadership for social change: a case study of leadership research in a fractured field. Distinguished Speaker Series, HRM-OB group at the University of Amsterdam Business School, May, 2012

Leadership, Collective Capacity and Social Change. Public Lecture. School of Law, Political and Social Sciences, Department of Political Science at Universidad Nacional de Colombia. November, 2011

Public-Private Collaborations. Public Lecture. Ibero-American School of Management and Public Policy, National School of Public Administration (ENAP - Escola Nacional de Administração Pública), Brasilia, Brazil, August, 2010

RCLA's Approach to Leadership and Implications for Research and Teaching, Faculty Workshop, National School of Public Administration, ENAP, Brasilia, Brazil, August, 2010

Using Narrative Inquiry: Two Approaches to Study Social Change Leadership. Applied Research Methodologies Thought Leaders Forum, The Banff Centre, Alberta Canada, April, 2010
Workshop/dialogue on applied research methodology approaches.

Building Leadership Capital for Social Justice: how community organizations turn scarcity into abundance, Community Practice and Social Justice Grand Rounds, Columbia University School of Social Work, April, 2009

Shifting Mindsets to Promote Effective Civic Engagement, Presented at the United Nations 7th Global Forum on Reinventing Government: Building Trust in Government, Vienna, Austria, June, 2007

Integrative Leadership at the Community Level, 2007 Leadership Scholarship Research Conference, Center for Integrative Leadership, University of Minnesota, Minneapolis/St. Paul, November, 2007

Evaluation, Monitoring and Management by Results: Lessons from Latin America, International Seminar on Evaluation and Public Management: Connections between Knowledge and Action, Fundación Juan Pineiros, Belo Horizonte, Brazil, August, 2006

Qualitative Methods and the Connection between Academics and Practitioners: Assumptions, Uses and Consequences from Narrative Inquiry, International Seminar on Evaluation and Public Management: Connections between Knowledge and Action, Fundación Juan Pineiros, Belo Horizonte, Brazil, August, 2006

Public Administration Evaluation in Latin America: Monitoring and Evaluation to Consolidate the Effectiveness in Development, Social Development Week, Inter-American Development Bank, Washington, DC, October, 2005

Building Leadership Theory from the Ground Up: The LCW Research and Documentation Project, Center for Health and Public Service Research – New York University, January, 2004

The LCW Research and Documentation Project: Building Theory from the Ground Up, Department of Psychology, New York University, April, 2004 (with E. G. Foldy and J. Dodge)

Building Leadership Theory from the Ground Up: A Novel Approach, Center for Public Leadership, Harvard University, Cambridge, MA, 2003 (with M. Krauskopf)

Reconsidering Leadership: Implications for Research, Milano Graduate School, New School University, New York, April, 2002 (with E. Schall)

A Novel Use of Qualitative Methods for Leadership Research, Faculty Colloquium, Center for Interpretive and Qualitative Studies, Duquesne University, Pittsburgh, PA, 2002

Globalization and Local Development, Featured Speaker at the Fifth Ibero-American Congress of Municipalists, Baeza, Spain, 2000 (in Spanish)

Rapporteur and Facilitator/Convener

Co-designer and co-facilitator: “*Catalyzing Discovery for Social Impact: Exploring the Power of the Research-Academic-Policy Nexus to Stimulate Policy Innovation*” NSF Funded Workshop at the University of Texas, Austin, September, 2013.

Facilitator: *Addressing Public Issues: Perspectives on Public Leadership*. Doing Well by Doing Good: Academy of Management Conference, Philadelphia, August, 2007

Symposia Convener and Organizer: *Can Social Change Organizations Lead the Social Justice Movement?: A Conversation about Their Role in Moving the Nonprofit Sector*, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Atlanta, November, 2007

Roundtable Convener/Panelist: *Leadership for Uncertain Times: The Role of University-Based Leadership Centers*, NASPAA 2007 National Conference, Seattle, October, 2007

Convener, Facilitator, and Panelist: *Addressing Public Issues: Perspectives on Public Leadership*, Professional Development Workshop at the 67th Annual Meeting of the Academy of Management, Philadelphia, August, 2007, (w/ B. Crosby and J. Bryson)

Program Committee, Reviewer and Rapporteur for Area 3: Planning, Budgeting and Results Evaluation, at the Latin American Center for Development Administration (CLAD) 11th Annual International Congress on State and Public Administration Reform, Guatemala, October, 2006

Rapporteur: *Toward the Institutionalization of Monitoring and Evaluation Systems in Latin America and the Caribbean*, Second Regional Conference on Monitoring and Evaluation of the Latin American Informal Network of Monitoring and Evaluation, Inter-American Development Bank, Washington, DC, May, 2006

Facilitator: *Toward the Institutionalization of Evaluation and Monitoring Systems to Support Budgetary Process in Latin America and the Caribbean*, Regional Conference on Monitoring and Evaluation in Latin America, World Bank, Washington, DC, June, 2005

Selected Conference/Preconference Session Organizer/Chair

Public Leadership and Societal Challenges: The Role of Political, Managerial and Community Leadership. Conference track for the 2021 International Research Society for Public Management Conference, Co-organizer (with J. Bryson, R. Callahan, B. Crosby, J. Hartley, B. Kuipers, B. Jackson, K. Lasthuizen, R. Metz, A. Sancino and Siv Vangen).

Collective Leadership and Collaborative Governance for Public Value-Creation, Conference Track for the 2019 International Research Society for Public Management Conference, Co-organizer (with J. Bryson, A. Sancino, B. Crosby, R. Hambleton, J. Hartley, B. Jackson, and Tina Nabatchi).

Methodological Reporting Standards in Public Management Scholarship: An Interplay, Pre-workshop Conference Co-Organizer (with V. Mele, M. Esteve and S. Lee), the Public Management Research Conference, Washington DC, June, 2017.

Social Change and the Work of Leadership. Workshop organizer and presenter. International Leadership Association/ Universidad del Pacífico Conference: Exploring Leadership in Latin America. August 2016 (with Amparo Hoffman-Pinilla).

Principles and Capabilities for Developing Collective Leadership, Session Organizer and Chair, International Leadership Association Conference, Barcelona, October 2015

Adventures in Publishing Qualitative Research, Co-Organizer (w/ Martha Feldman), Pre-conference Workshop, Public Management Research Association Conference PMRA, Mineapolis, June 2015.

Publishing in International Top Journals: Latin American Contributions to the Public Management Research Conversation, One day preconference workshop during the Public Management Research Association Conference PMRA, Madison, June, 2013 (with Ken Miers).

Motivating, Developing and Leading Human Resource Management, Session Chair, Association for Public Policy Analysis and Management (APPAM) Conference, Boston, MA, November, 2010

The Role of Leadership in the Future of NASPAA Schools: Contributions of Leadership Centers. National Association of Schools of Public Affairs and Administration Annual Conference. Minneapolis, October, 2008

Can social change organizations lead the social justice movement? A conversation about their role in moving the nonprofit sector. Colloquy in the Conference Theme Track: Social Justice, at the ARNOVA Research Conference, Atlanta, November, 2007

Leadership for Uncertain Times: The Role of University-Based Leadership Centers, Convener/panelist. Roundtable at the NASPAA 2007 National Conference, Seattle, October, 2007

Addressing public issues: Perspectives on Public Leadership, Convener, facilitator, panelist. Professional Development Workshop at the 67th Annual Meeting of the Academy of Management, Philadelphia, August, 2007 (with B. Crosby and J. Bryson)

Outcome Evaluation for a Modern and Democratic Public Management: Latin American Experiences, Organizer/panelist. Panel at the Latin American Center for Development Administration (CLAD) 8th Annual International Congress on State and Public Administration Reform, Panama City, Panama, October, 2003 (in Spanish)

Doing Research on "Post-Heroic" Leadership: Conceptualization, Operationalization and Measurement Challenges, Convener / presenter. Caucus at the Annual Academy of Management Conference (AOM), Seattle, August, 2003

Collaborative Research and Leadership Development: A Workshop about the Power of Action-reflection, Organizer / presenter. Workshop at the World Congress of Participatory Action Research, Pretoria, South Africa. September, 2003

From the Ground up: Community-Based Practitioners at the Policy Table, Convener / panelist. Roundtable at the Association of Public Policy and Management Conference (APPAM), Washington, DC, November, 2003

Research as Reflection, Organizer / presenter. Workshop at the Annual Conference of the Leadership Learning Community (LLC) Creating Space Conference, San Francisco, 2003

Governance and Public Management: How Do They Affect Government Performance? Panel at the Association for Public Policy Analysis and Management Annual Conference (APPAM), Dallas, November, 2002

Co-producing Knowledge: Practitioners and Academics Working Together to Understand Leadership, Organizer/presenter. Roundtable at the Annual Conference Program of the International Leadership Association (ILA), Miami, November, 2001

Government, Non-profits, and Corporations: Creating Value through Cross-Boundary Partnerships, Organizer/panelist. Symposium at the Academy of Management Research Conference, Washington, DC, August, 2001 (with K. Fairfield)

Selected Participation in Conference Panels

Leadership beyond leaders: Relationality, followers, inclusivity and the collective. Presenter in Academy of Management Panel symposium, Against Or After Leadership? Exploring Possibilities For Radical Change. Academy of Management Research Conference, Boston: August 2019

Balances and Perspectives, frontiers for research and action on State Capacity in Iberoamérica. CLAD
Sonia M. Ospina

XXII International Congress on State and Public Administration Reform, Special Panel of CLAD's Scientific Council Members. Madrid, November 2017

Social Innovation and Democratic Leadership: Communities and Social Change from Below: Author's Book Presentation, CLAD XXII International Congress on State and Public Administration Reform, Madrid, November 2017

Heart, Head, and Hands: Developing the Courage and Acumen to Lead. Panelist. ILA International Conference. Brussels, Belgium, October 2017

From Research to Dialogue to Impact: Scholarship and Development Confront Leadership Challenges That Matter. Panelist. ILA International Conference. Brussels, Belgium, October 2017.

Social Change Leadership as Meaning Making: What Happens When People Achieve Collective Leadership. ILA International Conference. Atlanta, November 2016 (with Amparo Hofmann-Pinilla)

Local Indigenous Leadership and International Diplomacy. Conference: 100 Años de Diplomacia del Pueblo Arhuaco. Escuela Intercultural de Diplomacia, Universidad del Rosario, Colombia, October 2016 (in Spanish)

Improving Accountability through results-oriented monitoring and evaluation systems, a chapter from the Handbook of Public Administration in Latin America. CLAD International Congress of Public Administration and State Reform, Uruguay, November, 2013

International Forum: A Human Talent Development Policy for the Colombian Public Sector of the 21st Century. Colombia, October, 2013

Improving Accountability through results-oriented monitoring and evaluation systems, in CLAD International Congress of Public Administration and State Reform, Uruguay, November, 2013

Leadership Work to Change Power Relations, in "Making space for Indigenous worldviews: from received economic hegemony to diverse ways of knowing", All-Academy Symposium, Academy of Management Meeting, Florida, August 2013

Education in Leadership for Democratic Governance, IX Annual Conference, Inter-American Network of Public Administration Education, INPAE, May, 2013

Leadership in the Informal Economy: Addressing challenges from the field. Network of Leadership Scholars, Second Annual Research/Practice Conference, Boston, August, 2012

Bringing Relationality into Leadership Research: A Multi-paradigmatic Conversation. Academy of Management Symposium, AoM Annual Meeting, Boston, August, 2012

A Review of the Scholarship on Diversity and Leadership, Public Service Leadership Diversity Forum, hosted by RCLA and the National Urban Fellows, April, 2011

Key Trends in the leadership development field. The Surdna Foundation Board Meeting, February, 2011

A Review of the Scholarship on Diversity and Leadership, National Urban Fellows National Summit on the Public Service Leadership Diversity Initiative, Washington, DC, December, 2010, with Waad El Hadidy

Inter-sectoral collaboration in Latin America: Generating Public Agendas for collaborative problem solving, Inter-American Network of Public Administration Education (INPAE) Annual Conference, San Jose, Costa Rica, May, 2010

Collective Leadership Panel Discussion. U.S. Army Research Institute for the Behavioral and Social Sciences Consortium Research Fellows Program, Ft. Leavenworth Kansas, July, 2009

Relational leadership in social organizations: exploring the collective dimensions of leadership by studying the work of social change organizations. 14th International Congress on State and Public

Administration Reform of CLAD (Centrolatinoamericano Administracion Desarrollo), Salvador-Bahia, Brazil. October, 2009

Productive Relationships Between Public Managers and Academics Engaged in Research, Inter-American Network of Public Administration Education (INPAE) Annual Conference, Bogotá Colombia, May, 2009 (in Spanish).

Public Administration Graduate Education in Latin America. INPAE Annual Conference. Guatemala City, Guatemala, June, 2007 (in Spanish)

Leadership in the Public Domain: a constructionist approach applied to social change leadership, Academy of Management Annual Meeting, Philadelphia, August, 2007. (w/ A. Saz-Carranza and J. Dodge)

Choosing Methods for Action Research, Action Research in Public Administration: Capitalizing On Collaboration in Research. Association of Schools of Public Affairs National Conference, Washington, DC, March, 2007

Shared Leadership in Social Change Organizations: Insights from a Participatory Research Perspective, Panel presentation at the Creating Space VIII Conference, Leadership Learning Community (LLC), Baltimore, April, 2007 (with A. Hofmann-Pinilla)

Integrative Leadership at the Community Level, 2007 Leadership Scholarship Research Conference, Center for Integrative Leadership, University of Minnesota, Minneapolis/St. Paul, November, 2007

The Role of Research in Latin American Graduate Education for Public Affairs. INPAE Annual Conference. Bogotá, Colombia, May, 2006

Shifting Mindsets to Promote Effective Civic Engagement, Presented at the United Nations 7th Global Forum on Reinventing Government: Building Trust in Government, Vienna, June, 2007

Using Narrative Inquiry to Measure Effectiveness of Executive Education Programs, National Association of Schools of Public Affairs and Administration (NASPAA).Annual Conference, Minneapolis, October, 2006

Co-research with Social Change Leaders: Postmodern or What?, Panel presentation at the International Leadership Association Conference (ILA), Washington, DC, November, 2004

PROFESSIONAL SERVICE

Leadership Roles in Nonprofit Organizations

- 2016-present Advisory Council, B Stigma Free <http://bstigmafree.org/>
2015-present Advisory Council, Fund the People <http://www.talentphilanthropy.org/>
2007-2010 Board member, Leadership Learning Community (LLC). <http://leadershiplearning.org/>
Other roles: Co-chair, Board Nominations Committee; Partnership Committee; Learning Initiative Advisory Committee.
1995-1997 Oversight Committee, Agenda for Children Tomorrow (ACT). <http://www.actnyc.org>
1994-1996 Board of Directors, City Volunteer Corps (CVC), New York City. Program and Education Committees member, Human Resources Committee Chair

Co-Editorships and other editorial roles

- 2020 Guest Co-Editor, Race, Power and Inequality, *Journal of Public Administration Research and Theory*
2010-2018 Co-Editor, *Journal of Public Administration Research and Theory*
2011-2015 Co-Editor, Book Review Section, *Public Administration Review*

Editorial Boards

- 2019-2021 Editorial Board, *Perspectives on Public Management and Governance*
2017-present Editorial Board, *Gobernar* (Interamerican, in Spanish)
2009-present International Advisory Committee, *Revista Cuadernos de Administracion* (Colombia)
2009-present International Advisory Board, *Revista Cadernos Gestão Pública e Cidadania* (Brazil)
2007-present International Advisory Committee, *Estado, Gobierno y Gestión Pública* (Chile)
2005-2015 Advisory Editorial Board, *Action Research Journal*
2005-2019 Senior Advisory Board, *Journal of Public Management and Social Policy*
2016-2018 Editorial Board, *Public Administration Review*
2014-2016 Editorial Board, *The American Review of Public Administration*
2011-2016 Editorial Board, *Administrative Theory & Praxis*
2006-2007 Editorial Board, *Handbook of Action Research*

Ad hoc Referee/Reviewer: *Human Relations*, *Journal of Public Administration and Theory*, *Perspectives on Public Management and Governance*, *Public Administration Review*, *The American Review of Public Administration*, *Leadership*, *Administration and Society*, *Public Management Review*, *Journal of Public Affairs Education*, *Action Research Journal*, *The Leadership Quarterly*, *Academy of Management Review*, *Organization Studies*.

Contributor, GrantCraft Guides, the Ford Foundation (2006, 2007)

Academic Professional Associations

National Academy of Public Administration (NAPA); Academy of Management (AOM); Centro Latino Americano de Administración para el Desarrollo, (CLAD); International Leadership Association, (ILA); International Research Society for Public Management; Inter-American Network for Public Administration Education (INPAE)

Leadership Roles in Professional Association Boards

Public Management Research Association (PMRA)—Board Member (2019-2023)

Inter-American Network for Public Administration Education (INPAE) – President (2008-10); Vice-President (2006-2008); Executive Council (2003-2010); Steering Committee (2000-2003)

Association for Public Policy Analysis and Management (APPAM) - Policy Council, (1999-2002).
Other roles: Chair, Special Committee on the Role of Management in APPAM (2003-2004); Selection Committee for Editor of the *Journal of Policy Analysis and Management* (2002); Academy of Management Liaison with APPAM (2001); The future of APPAM, Policy Council Committee, (2001); Program Committee, APPAM Research Conferences (1998-2001)

Network of Schools of Public Policy, Affairs and Administration (NASPAA) - Executive Council (1996-1999); Other roles: International Education Committee (2008-2012); Co-Chair, Diversity Committee (1994-1998)

Other Academic Leadership Roles and Advisory Committees

- 2021-present Co-Director, the Global Action Research Institute for Indigenous Women Leaders, NYU/Rosario University, Colombia.
- 2019-present Co-Director, *Colombian Studies Initiative*, NYU/Wagner-Center for Latin American and Caribbean Studies and Universidad del Rosario (Colombia)
- 2018-2020 Advisory Council of the School of Government, Universidad de Los Andes (Colombia)
- 2018-2020 Regional Advisory Council, CLEAR, Latin American Regional Center for Learning and Evaluation Results, CIDE, Mexico
- 2015-2020 Scientific Council, CLAD, Venezuela
- 2018-2019 International Research Project Advisor, Nonprofit Organizations, Welfare State and Public Value Generation: The case of Colsubsidio in Colombia, School of Government, Universidad de los Andes.
- 2014-2016 Advisory Board, Faculty of Economics and Administration, Management Department, Universidad Javeriana, Bogotá, Colombia
- 2013-2016 Regional Advisory Council, CLEAR, Latin American Regional Center for Learning and Evaluation Results, CIDE, Mexico
- 2013- 2015 International Research Project Advisor, Innovation and Effectiveness in Human Talent development and management in the Colombian public sector, School of Government, Universidad de los Andes, Bogotá, Colombia
- 2012-2014 International Advisor, Academic Committee for the Master in Public Policy with specialization in evaluation, Universidad Nacional de Entre Rios, Argentina
- 2007-2015 International Advisor, School of Government Alberto Lleras Camargo, Andes University, Bogotá, Colombia
- 2006-2015 International Advisory Board, Doctoral Program in Management, Business School, Andes University, Bogotá, Colombia
- 2000-2001 Chair, Committee on Best Journal Article, Public and Non-Profit Division, Academy of Management
- 1999-2000 Selection Committee for Editor in Chief of the *Journal of Public Affairs Education*
- 1998-2000 Advisory Committee, “Growing up Hispanic and Healthy in New York State,” National

Coalition of Hispanic Health and Human Services (COSSHMO)/Puerto Rican Family Institute

Institutional Evaluation and Review Committees

2012-2017	International Evaluation Council, Annual Institutional Review, CIDE, Mexico City
2016	International Evaluation Committee, Bocconi University's Department of Policy Analysis and Public Management (2013-15), Milan, Italy
2011	External Evaluation Committee, Interdisciplinary PhD proposal, College of Community and Public Affairs at Binghamton University, US
2011	International Advisor, Master in Public Policy proposal, Universidad Nacional de Entre Rios, Argentina

Other Professional Service and Membership in Research Working Groups

- International Working Group on Policy Schools, Association for the Anthropology of Policy (ASAP) (2022-present)
- International Working Group for Collaborative Governance, Sinergiak Social Innovation Centre, Basque Country University and the Provincial Council of Gipúzcoa, the Basque Country, Spain (2020-present)
- Designer and Host of the Annual Seminar Cycle "Public Leadership: Trends and New Visions." Center of Public Leadership, Alberto Lleras Camargo School of Government, Universidad de los Andes, Colombia. 2020-2021.
- Journal of Public Administration Research and Theory (JPART) new editor selection committee, 2017-2018; Editorial Team, Call for Papers Framing the Study of Racism, Power and Inequality in Public Administration. 2020
- Planning committee for Co-Lead Net May 2018 conference in Montreal, Desautels Faculty of Management, McGill University, Fall 2017
- Mentor, Carnegie Research Fellowship Program, Aynur Nabiyeva, 2016-2017
- Ad hoc Committee on professional networking practices, Public Management Research Association (PMRA), Summer, 2014
- Nominating Committee for the PMRA Board, Vice-president and Treasurer, PMRA, Spring, 2015
- Ad hoc Advisory group, the Latin America project, NASPAA, Winter, 2014
- Jury, Inter-American Award: Innovation for Effective Public Management, 2014 cohort, Public Affairs Secretariat, Organization of American States (OAS), Washington DC (September 6-7 2014)

Selected University Service

New York University:

Faculty Affiliations: NYU Initiative on Human Rights Innovation, NYU/Law School's Bernstein Institute for Human Rights (2018-); NYU Cross-cutting Initiative to Reduce Inequality (2018-); Advisory Faculty Group, NYU Leadership Initiative (2013-2015); Executive Committee, Latino Studies Program (2005 – 2008); Faculty Committee, Gender Studies Program (2004-2010); Executive Committee, NYU Center for Latin American and Caribbean Studies, CLACS (2004-2006); Graduate Commission (2003-2004, 2009-2010); University Committee on Activities Involving Human Subjects (2002-2003); Faculty Council (2000-2001; Alternate 2014-2016); NYU President's Advisory Committee, Graduate and

Professional Opportunity; Fellowship Program (1994-1996, 1998-2000); University Fulbright Committee (2005; 2012, 2013). Minor in Multifaith and Spiritual Leadership Committee (2014).

Faculty engagement (2018-present): Second Reader, Masters Thesis, NYUGallatin School of Individualized Study; Member of the Wagner Faculty for Social Justice, Equity and Democracy (SEAD); Faculty Review Subcommittee, NYU Shanghai; Center for Latin American and Caribbean Studies, Colombian Studies Initiative. Steering Committee, Faculty of Color Caucus (2018-19)

Wagner Graduate School of Public Service:

Administrative:

Co-Founder and Faculty Director, Research Center for Leadership in Action (2003-2015); Director, Management specialization (2002-2003); Director of Doctoral Studies (1998-2001).

Committees:

Special Assignments: Chair Promotion and Tenure Committee (2019-2021); Co-Chair, Developing a Diversity Plan for the Wagner School (2016-2017); Chair, Diversity Committee (2015-2017); Chair, Management Faculty Search Committee (2014).

Member (over the years): Doctoral Board; Dean's Search; Leading Scholars' search; Curriculum Committee; Management Faculty Search Committee; Promotion and Tenure Committee; Faculty Coordinating Committee; Admissions Committee.

DOCTORAL ADVISEMENT

Dissertation Chair, Wagner School

- Mariana De Santibañes, *Building Care Agendas In Latin America: Evidence From A Comparative Study Of Uruguay And Chile*, fifth year
- Seulki Lee, *Accountability Challenges in Collaborative Governance*, 2020.
- Diana Trujillo, *Multi-stakeholder Alliances for Development*, 2016.
- Jennifer Dodge, *Deliberative Citizenship: Social Change Organizations and Critical Discourse in and Beyond the Forum*, 2011.
- Angela Beard, *No money, no mission: Financial performance, leadership structure and budgeting in nonprofit performing arts organizations*, 2011.
- Jenny Noelle Knowles, *From Global Paradigm to Grounded Policy: The socio-cognitive construction of participatory development in Cambodia*, 2008.
- Teodoro Ariel Zaltsman, *The role of monitoring and evaluation in the budgetary process: insights from a study of Chile's performance-based budgeting system*, 2008.
- Judith Albertine Robinson, *Sustaining Jamaica's Indigenous Policy Capacity in the Social Sector: The Role of Policy Formulation Styles in the Bureaucracy*, 2003.
- Bina Valaydon, *Health Sector Reform and the Civil Service in Mauritius: Analysis of Barriers to Management Reform in the Ministry of Health from 1988 to 1999*, 2002.
- Josephina Brunicelli, *Networks of Relation in Placement Programs serving the Transition from School to Work: The Case of Secondary School Electronics Majors in Venezuela*, 2001.
- Mahmoud Watad, *Organizational benefits associated with the introduction of information technologies in public service organizations*, 1993 (Co-chair).

Dissertation Committee member, Wagner School

- Richard Cho, *Examining the Relationship between Inter-Organizational Relations and Policy Implementation Success: The Ten Year Plans to End Homelessness*, 2016.
- Andrés Muñoz, *Three Essays on Fiscal Decentralization and Strategic Fiscal Interaction among Local Governments in the Context of Developing Countries: The Case of Colombia*, 2014.
- Jason Franklin, *Political Philanthropy: Situating Private Charitable Foundations as a Type of Actor in the Policymaking Process*, 2014.
- David Gómez Alvarez, *Local institutions matter for local development: The impact of municipal institutional capacities on human development in Mexico*, 2012.
- Keri-Nicole Dillman, *Ownership and outcomes: Investigating nonprofit and for-profit subsidized housing developers in New York City*, 2007.
- Alfred Vernis, *Organizing Services to the Elderly: A Tale of Two Cities*, 1999.
- Sara O. Briller, *Integrated Health Organizations: Health Partners of Southern Arizona*, 1998.

External Dissertation Co-Chair/Committee Member

- Co-Chair: Ivan Darío Sanchez, *Leadership for Social Change: An Analysis of the role of trust*, 2015, Management School at Universidad de los Andes, Bogotá, Colombia.
- Co-Chair: Angel Saz-Carranza, *Managing Inter-organizational networks: Leadership, Paradox, and Power. Cases from the U.S. immigration sector*, 2007, ESADE School of Business, Barcelona, Spain.

01/01/2024