Leadership for a Changing World
Research and Documentation Archive
About the Research Center for Leadership in Action

The Research Center for Leadership in Action is committed to advancing innovative scholarship on leadership for the public good and to developing a deep and diverse pool of public service leaders. As the leadership center at NYU’s Robert F. Wagner Graduate School of Public Service, a nationally top-ranked school for public service, RCLA works across the diverse domains of public service, attending to both the individual and collective dimensions of leadership. Our greatest asset is our unique ability to partner with leaders to translate ideas into action, generating breakthroughs in both scholarship and practice. Partners have included more than 700 social change organizations, universities and leadership centers in the United States and abroad, local and state government leaders, and major foundations and corporations including the Ford Foundation, Edna McConnell Clark Foundation, Annie E. Casey Foundation, Rockefeller Foundation, AVINA Foundation, and Accenture.

To learn more, please visit: http://wagner.nyu.edu/leadership.
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Published Academic Works

Journal Articles

Saz-Caranza, Angel and Sonia Ospina. The behavioral dimension of governing interorganizational goal-directed networks—Managing the unity/diversity tension. *Journal of Public Administration, Research and Theory*.


Book Chapters


Dissertations


Practitioner Reports

Practitioner Booklets


Hall, Kathleen. 2006. *Until all of us are home: The process of leadership at project H.O.M.E.* New York, NY: Research Center for Leadership in Action.


Almanza, Susana, Monica Byrne-Jiminez, Michelle de la Uz, Stan Eilert, Theresa Holden, Mary Houghton, Linda Smith, and Deborah Warren. 2006. *Seeking the common values of successful social change leadership.* Maryland: Maryland Browser Media.


**Leadership Stories**


Ethnographic Reports


Cooperative Inquiry Reports


Alcántara, Lucia, Victoria Kovari, Reverend Tyrone Hicks, Larry Ferlazzo, Craig McGarvey, Mary Ochs, and Lyle Yorks. 2005. *Leaders as lead learners: A cooperative inquiry into the question; how can we be more effective in helping others become more strategic, conceptual, and creative in their thinking?* New York, NY: Research Center for Leadership in Action.


Curricular Resources

The Electronic Hallway

The Electronic Hallway at the University of Washington’s Evans School of Public Affairs, one of the top sources of teaching cases for schools of public affairs throughout the United States and internationally, now features a series of RCLA curricular resources.

RCLA’s curricular materials are available for courses on leadership, nonprofit and public management, strategic planning, community organizing and social movements. The Leadership Stories, Ethnographies and associated Usage Notes examine critical issues facing many nonprofits, offering depth and context to theoretical examinations of issues. They include:

- **Leadership Stories on initiating strategic responses to social needs**: These Leadership Stories can stimulate discussion and sharing around the defining moment or key event that caused a group to decide to act; the strategic approaches used to seize that moment; how the group handled pressure to reprioritize; the unusual partnerships they developed; and their approaches to leadership development.

- **Leadership Stories on building capacity**: The extent and quality of capacity is a huge determinant of an organization’s ability to fulfill its mission. These Leadership Stories enhance classroom examination and understanding of capacity strengths and deficiencies and suggestions for improving capacity.

- **Leadership stories on organizational responsiveness to evolving social needs**: Organizations that decide to focus on a new or significantly expanded purpose often have to overcome organizational and structural constraints. These Leadership Stories can prompt discussions and learning about how organizations at more advanced stages in the developmental life cycle have adapted to emerging social issues.

- **Ethnographies**: Ethnographical Studies can provide an important tool in classroom case evaluation by offering breadth, depth and context that expand the way students understand a neighborhood, a culture, an organization, a community or a community of interests, contributing to students’ insights about an appropriate course of action.

- **A Case Study on how a coalition can be a model for nonprofit effectiveness**: The primary strength of coalitions is that they gather together many and varied interests. However, that breadth of approach makes them especially vulnerable to internal disputes and resulting programmatic weakness. Based on the success of the New York Immigration Coalition, this Case Study offers opportunities for discussion about specific ways in which a nonprofit coalition can thrive and become a model of success.

- The Curricular Resources are available online here and by clicking the title of each publication. They are also available through the Electronic Hallway.


Hall, Kathleen. *Until all of us are home: The process of leadership at project H.O.M.E.* The Electronic Hallway and Research Center for Leadership in Action, 2006.


Buckley, Tamara, and Jonathan Walters. *Building community power by building grassroots leaders: Sacramento Valley Organizing Community (SVOC).* The Electronic Hallway and Research Center for Leadership in Action, 2005.

———. *Creating a regional transportation authority in Detroit by connecting city and suburban interests: A different kind of stew,* Metropolitan Organizing Strategy Enabling Strength (MOSES). The Electronic Hallway and Research Center for Leadership in Action, 2005.


Dodge, Jennifer and Jonathan Walters. *Bringing salmon back to the Columbia river. How Native American tribes are implementing a watershed-wide plan: Columbia River Inter-tribal Fish Commission.* The Electronic Hallway and Research Center for Leadership in Action, 2005.

———. Preventing homelessness and creating lasting solutions through housing development, service provision and advocacy. Staying the course for the right cause: Colorado Coalition for the Homeless (CCH). The Electronic Hallway and Research Center for Leadership in Action, 2005.


———. Enabling low-income families to buy their own homes while holding the land in trust for the community. The power of balance: Burlington Community Land Trust (BCLT). The Electronic Hallway and Research Center for Leadership in Action, 2005.


———. *How welfare recipients are building their power and changing the welfare system. I got the tools to fight for myself: Community Voices Heard (CVH).* The Electronic Hallway and Research Center for Leadership in Action, 2004.

———. *Engaging a new generation of Native Americans in cultural and social change. We have to reach back: American Friends Service Committee Wabnanaki Youth Program (WYP).* The Electronic Hallway and Research Center for Leadership in Action, 2004.


———. *From services to activism. How Latino day laborers and domestic workers are advocating for themselves. Creating “co-authors in justice:” CASA of Maryland, Inc. (CASA).* The Electronic Hallway and Research Center for Leadership in Action, 2004.


Using sensible legal strategies and unlikely alliances to achieve fairness for immigrants in Nebraska. A reasoned voice will take you far: Nebraska Appleseed Center for Law in the Public Interest. The Electronic Hallway and Research Center for Leadership in Action, 2004.


Usage Note: Building Capacity with Constituents and in Communities
Usage Note: Initiating Strategic Responses to Social Needs
Usage Note: Organizational Responses to Evolving Social Needs
Usage Note: Use of Ethnographic Studies in Case Teaching
Multimedia Resources


Ospina, Sonia, Khary Lazarre-White, Margie McHugh, Christine Kaufman, Ken Toole, Janet Keating, and Nobuko Miyamoto. *Building collaborative leadership from the ground up.* Connexus Communications. 2007.

Almanza, Susana, Monica Byrne-Jimenez, Michelle de la Uz, Stan Eilert, Theresa Holden, Mary Houghton, Linda Smith, and Deborah Warren. 2006. *Seeking the common values of successful social change leadership.* Maryland: Maryland Browser Media.

Research Events

Convenings


———. 2003. Reflecting on our work: The smoking mirror; A gathering of LCW awardees to discuss research findings. New York, NY.
Conference Presentations


Ospina, Sonia. 2009. 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 (Centrolatinoamericano Administracion Desarrollo), Salvador-Bahia, Brazil.


Ospina, Sonia, and Erica Gabrielle Foldy. 2008. Building bridges from the margins: The work of leadership in social change organizations. Presented at Center for Integrative Leadership Annual Conference, Minneapolis, MN.


Ospina, Sonia. 2005. Un protagonista invisible en la gobernanza de estados unidos: El papel de las organizaciones de la sociedad civil en la creación de liderazgo para el cambio social. Presented at Centro Latinoamericano de Administración para el Desarrollo Annual Conference, Santiago, Chile.


Ospina, Sonia, Amparo Hofmann-Pinilla, Lucia Alcàntara, Theresa Holden and Michelle de la Uz. 2004. Co-research with social change leaders in the United States;
A multi-stakeholder reflection of our research experience. Keynote presented at Emerging Approaches to Inquiry Conference, Hawkwood College, Stroud, UK.

Ospina, Sonia. 2003. Qualitative research as reflective practice: Towards humility and engagement in the social sciences. Presented at Center for Integrative and Qualitative Studies Conference on ethnographic and qualitative research in education, Duquesne University, Pittsburgh PA.


Ospina, Sonia, and Ellen Schall. 2001. Perspectives on leadership: Our approach to research and documentation for the leadership for a changing world program. Presented at NYU Wagner Graduate School of Public Service, Leadership for a Changing World Advisory Committee Meeting, New York, NY.


Exhibition

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