



**Research Center for  
Leadership in Action**  
NYU Wagner

# **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>.

# Table of Contents

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Please click on a category below to jump directly to those resources.

<b>I. Published Academic Works</b>	<b>2</b>
• Journal Articles	2
• Book Chapters	3
• Dissertations	4
<b>II. Practitioner Reports</b>	<b>4</b>
• Practitioner Booklets	4
• Leadership Stories	6
<b>III. Research Reports</b>	<b>9</b>
• Ethnographic Reports	9
• Cooperative Inquiry Reports	10
<b>IV. Curricular Resources</b>	<b>11</b>
•The Electronic Hallway	11
•Multimedia Resources	16
<b>VII. Research Events</b>	<b>16</b>
• Convenings	16
• Conference Presentations	17
• Exhibitions	19

# 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*.

Su, Celina. Forthcoming. We call ourselves by many names: storytelling and inter-minority coalition-building. *Community Development Journal*. Advance access: April 15, 2009.

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Dodge, Jennifer. 2009. **Environmental justice and deliberative democracy: How social change organizations respond to power in the deliberative system.** *Policy and Society* 28, (3): 225-39.

Ospina, Sonia, and Erica Gabrielle Foldy. 2009. **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.

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Ospina, S. and M. Uhl-Bien. Forthcoming. Introduction. In *Advancing relational leadership theory.* eds. Mary Uhl-Bien, Sonia Ospina. Greenwich, CT: Information Age.

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## Dissertations

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## Practitioner Reports

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Holden, Teresa, John Arvizu, Suzanne Bring, Michele Nicole Johnson, Alice Kim, Kevin Lind, Sonia Ospina, and Beatrice Shelby. 2007. ***Better together: Peer-led fundraising workshops for social change***. New York, NY: Research Center for Leadership in Action.

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Alcántara, Lucia, Larry Ferlazzo, Reverend Tyrone Hicks, Victoria Kovari, Craig McGarvey, Mary Ochs, and Lyle Yorks. 2005. ***Don't just do something, sit there: Helping others become more strategic, conceptual, and creative.*** New York, NY: Research Center for Leadership in Action.

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Buckley, Tamara, Jonathan Walters, and Victoria Kovari. 2005. *A different kind of stew, magnifying the power of the pulpit: Metropolitan Organizing Strategy Enabling Strength (MOSES).* New York, NY: Research Center for Leadership in Action.

Chen, Pei-Yao, Jonathan Walters, and Gerry Roll. 2005. *Homegrown help in Appalachia, Collaborating with the enemy: Hazard Perry County Community Ministries.* New York, NY: Research Center for Leadership in Action.

Fine, Melinda, Jonathan Walters, and John Parvensky. 2005. *Staying the course for the right cause: Colorado Coalition for the Homeless.* New York, NY: Research Center for Leadership in Action.

Foldy, Erica Gabrielle, Jonathan Walters, KaYing Yang, and Max Niedzwiecki. 2005. *The power of diverse voices: Southeast Asia Resource Action Center.* New York, NY: Research Center for Leadership in Action.

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Valdés, Javier, Jonathan Walters, and Harold Mitchell. 2005. *Cleaning up a community. It takes generations: ReGenesis.* New York, NY: Research Center for Leadership in Action.

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Walters, Jonathan, Betsy Lieberman, and Jennifer Dodge. 2004. *A place to call home: AIDS Housing of Washington*. New York, NY: Research Center for Leadership in Action.

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Walters, Jonathan, Salvador Reza, Sonia Ospina, Jennifer Dodge, and David Gomez. 2003. *Sun of justice rising: Tonatierra Community Development Institute*. New York, NY: Research Center for Leadership in Action.

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Walters, Jonathan, Gail Aska, Paul Getsos, LaDon James, Joan Minieri, Dianne Reese, Tyletha Samuels, and Jennifer Dodge. 2002. *I got the tools to fight for myself: Community Voices Heard*. New York, NY: Research Center for Leadership in Action.

# Research Reports

## Ethnographic Reports

Blackwell, Maylei. 2007. *Líderes campesinas: Grassroots gendered leadership, community organizing, and pedagogies of empowerment*. New York, NY: Research Center for Leadership in Action.

Theodore, Nik, and Abel Valenzuela, Jr. 2007. *Leadership development through popular education: The National Day Laborer Organizing Network and the fight for workers' rights*. New York, NY: Research Center for Leadership in Action.

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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.

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Hayes, Sandra, Diana Bustamente, Anthony Flaccavento, Sarah Ludwig, Juan E. Rosario, Isabel Toscano, Mily Treviño-Sauceda, Imani Walker, Lisa Diane White, and Lyle Yorks. 2007. *Integrating human rights, social justice, and sustainability*. New York, NY: Research Center for Leadership in Action

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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.

Almanza, Susana, Monica Byrne-Jiminez, Michelle de la Uz, Stan Eilert, Theresa Holden, Mary Houghton, Linda Smith, and Deborah Warren. 2004. *Successful social change leading and its values: Discovery through cooperative inquiry*. New York, NY: Research Center for Leadership in Action.

Altvater, Denise, Bethany Godsoe, LaDon James, Barbara Miller, Sonia Ospina, Tyletha Samuels, Cassandra Shaylor, Lateefah Simon, and Mark Valdez. 2004. *A dance that creates equals: Unpacking leadership development*. New York, NY: Research Center for Leadership in Action.

Asis, Dale, Rufino Dominguez, Janet Fout, Sylvia Herrera, Sarah James, Lewis Jordan, Wing Lam, Milo M. Mumgaard, Salvador Reza, Linda Sartor, Gustavo Torres, and Ruth Wise. 2004. *Social justice leadership and movement building*. 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. 2004. *Successful social change leading and its values: Discovery through cooperative inquiry*. New York, NY: Research Center for Leadership in Action.

Altvater, Denise, Bethany Godsoe, LaDon James, Barbara Miller, Sonia Ospina, Tyletha Samuels, Cassandra Shaylor, Lateefah Simon, and Mark Valdez. 2004. *A dance that creates equals: Unpacking leadership development*. New York, NY: Research Center for Leadership in Action.

Asis, Dale, Rufino Dominguez, Janet Fout, Sylvia Herrera, Sarah James, Lewis Jordan, Wing Lam, Milo M. Mumgaard, Salvador Reza, Linda Sartor, Gustavo Torres, and Ruth Wise. 2004. *Social justice leadership and movement building*. 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**.

Hufford, Mary, and Rosina S. Miller. **Piecing together the fragments: An ethnography of leadership for social change in North Central Philadelphia 2004 - 2005. The Village of Arts and Humanities (VAH).** The Electronic Hallway and Research Center for Leadership in Action, 2007.

Umoja, A. **Aid to children of imprisoned mothers: An ethnographic study.** The Electronic Hallway and Research Center for Leadership in Action, 2007.

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Blackwell, Maylei. **Líderes campesinas: Grassroots gendered leadership, community organizing, and pedagogies of empowerment.** The Electronic Hallway and Research Center for Leadership in Action, 2005.

Brooks, Amy, Jennifer Dodge, and Jonathan Walters. **How North Carolina's religious congregations are building a volunteer network to sustain people with HIV/ AIDS: Getting to know you, the power of personal relationships. Regional AIDS Interfaith Network (RAIN).** The Electronic Hallway and Research Center for Leadership in Action, 2005.

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.

Buckley, Tamara and Jonathan Walters. **Developing leadership and political capacity among Laotian refugees: Healing a culture, building a community. The Laotian Organizing Project (LOP).** The Electronic Hallway and Research Center for Leadership in Action, 2005.

Chen, Pei-Yao, and Jonathan Walters. **Serving connected needs in Appalachia. Homegrown help in Appalachia: Hazard Perry County Community Ministries (HPCCM).** 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.

Fine, Melinda. **Changing mandatory drug sentencing laws on the federal and state levels. Putting a human face on injustice, reversing a political juggernaut: Families Against Mandatory Minimums (FAMM).** 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.

Fine, Melinda. **Promoting self-sufficiency among homeless people. A continuum of care and social policy alternatives reframing the problem of homelessness: Project H.O.M.E.** The Electronic Hallway and Research Center for Leadership in Action, 2005.

Foldy, Erica G., and Jonathan Walters. **Building justice for immigrants and refugees by supporting local institutions and magnifying their impact. The power of diverse voices: Southeast Asia Resource Action Center (SEARAC).** 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.

Hofmann-Pinilla, Amparo, Sanjiv Rao, and Bertha O'Neal. **Using art and theater to support organizing for justice. Storytelling in the name of justice: Junebug Productions, Inc. (JP).** The Electronic Hallway and Research Center for Leadership in Action, 2005.

Hofmann-Pinilla, Amparo, and Jonathan Walters. **Keeping industrial polluters out of Austin's Latino and African American communities. From dumping ground to fertile fields for community action: People Organized in Defense of Earth and her Resources (PODER).** The Electronic Hallway and Research Center for Leadership in Action, 2005.

Rosenthal, Beth. **Engaging traditionally disenfranchised residents in community development: Changing the terms of the struggle. Fifth Avenue Committee, Inc. (FAC).** The Electronic Hallway and Research Center for Leadership in Action, 2005.

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———. **Across immigrant communities: Serving diverse needs and advocating for policy change. One goal, one voice: Coalition of African, Asian, European and Latino Immigrants of Illinois (CAAELII).** The Electronic Hallway and Research Center for Leadership in Action, 2004.

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Lau, Barbara. **Each one teach one. Learning leadership at TROSA: Triangle Residential Option for Substance Abusers (TROSAs).** The Electronic Hallway and Research Center for Leadership in Action, 2003.

**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, Bhairavi Desai, Ramon Ramirez, Pablo Alvarado, Sylvia Herrera and Susana Almanza. **Community leadership: Immigrants seeking equal rights.** Connexus Communications. 2007.

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-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.

## Research Events

### Convenings

RCLA and Leadership for a Changing World. 2009. Social change organizations and public leadership: The role of social change leadership in deepening democracy. Conversation with Scholars, NYU's Robert F. Wagner Graduate School of Public Service, New York, NY.

———. 2008. Race and leadership: Scholarly conversations at the intersection. Conversation with Scholars, NYU's Robert F. Wagner Graduate School of Public Service, New York, NY.

RCLA and Leadership Learning Circle. 2008. Yes we can: A new agenda for advancing leaders of color in social change. NYU's Robert F. Wagner Graduate School of Public Service, New York, NY.

RCLA and Leadership for a Changing World. 2006. Symposium on cooperative inquiry. New York, NY.

———. 2005. Exploring social change leadership through collaborative ethnography: Reclaiming voice and hope – A symposium. New York, NY.

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

## Conference Presentations

Ospina, Sonia and Amparo Hofmann-Pinilla. 2010. Leadership Research 2.0. Presented at International Leadership Association Global Conference, Boston.

Dodge, Jennifer. 2009. Discursive practice and environmental politics: How nonprofit organizations advance policy arguments. Presented at American Political Science Association Annual Conference panel, Toronto.

El Hadidy, Waad. 2009. Unleashing human potential. Presented at Leadership Learning Community Annual Creating Space Conference, Oakland.

Hofmann-Pinilla, Amparo. 2009. The cooperative inquiry process between university and civil society stakeholders. Presented at International Leadership Association Annual Conference, Prague.

Hofmann-Pinilla, Amparo, Jennifer Dodge, Diana Salas, and Cidra Sebastian. 2009. Dialogue on leadership and race. Presented at World Social Forum Annual Meeting, Belem, Brazil.

Hofmann-Pinilla, Amparo, and Waad El Hadidy. 2009. The leadership practices of social change; realizing abundance amidst scarcity. Presented at International Leadership Association Annual Conference, Vancouver.

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.

———. 2009. Building leadership capital for social justice: How community organizations turn scarcity into abundance. Presented at Community practice and social justice grand rounds, Columbia University School of Social Work.

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, Amparo Hofmann-Pinilla, and Waad El Hadidy. 2008. The role of cooperative inquiry in healing the practitioner-academic divide: Lessons from experience. Presented at Global University Network for Innovation, Barcelona.

Ospina, Sonia, and Celina Su. 2008. Race and the work of leadership in social change organizations. Presented at Association for Public Policy Analysis and Management Annual Meeting, Los Angeles, CA.

El Hadidy, Waad, and Amparo Hofmann-Pinilla. 2007. From clients to leaders: Community based Latino immigrant organizations shifting power structures through popular education. Presented at Latin American Studies Association Annual Meeting, Montreal.

Chan, Angie, Jaime Grant, Kahseuss Jackson, Aeryca Steinbauer, and Marcy Westerling. 2007. Emerging leaders in action: The benefits and challenges of sustaining intergenerational leadership in different cultural contexts. Presented at International Leadership Association Annual Conference, Vancouver.

Chan, Angie, Angel Saz-Carranza, Erica Gabrielle Foldy, Jennifer Dodge, and Sonia Ospina. 2006. Co-producing knowledge for action: Developing practice-grounded research collaborations with practitioners. Presented at Academy of Management Annual Meeting, Atlanta.

Olavarria, Margot, Amparo Hoffman-Pinilla, and Sonia Ospina. 2006. Becoming Latina/o: Latin American immigrants and the politics of identity and resistance. Presented at Latin American Studies Association International Congress, San Juan, Puerto Rico.

Ospina, Sonia, Sanjiv Rao, and Meredith Herr. 2006. Assets-based leadership: Activating capacity for action. Presented at Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference, Chicago.

Su, Celina, and Sonia Ospina. 2006. Tackling race in social change organizations. Presented at Association for Research on Nonprofit Organizations and Voluntary Action Annual Meeting, Chicago.

Hofmann-Pinilla, Amparo, Margot Olavarria, and Sonia Ospina. 2005. Collective narrative, identity and leadership: A comparative analysis of migrant worker, environmental and indigenous grassroots groups. Presented at Association for Research on Nonprofit Organizations and Voluntary Action Conference, Washington, DC.

Krauskopf, Marian, Amparo Hofmann-Pinilla, Arnold Aprill, and Richard Townsell. 2005. The arts and social justice: Exploring the synergies of leadership challenges and models. Presented at International Leadership Association Annual Conference, Amsterdam.

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

Ospina, Sonia, and Erica Gabrielle Foldy. 2005. Toward a framework of social change leadership. Presented at Presented at the Annual Meeting of the Public Management Research Association, Los Angeles.

Ospina, Sonia, and Angel Saz-Carranza. 2005. Paradox and collaboration in coalition work. Presented at Annual Meeting of the Academy of Management, Honolulu.

Stack, Carol, and Sonia Ospina. 2005. Reclaiming self, reclaiming place. Presented at Exploring Social Change Leadership through Collaborative Ethnography: Reclaiming Voice and Hope, New York, NY.

Foldy, Erica Gabrielle, and Sonia Ospina. 2004. Shaping policy, making history: How nonprofit organizations combine multiple approaches to create social change. Presented at Association for Public Policy Analysis and Management Annual Meeting, Washington, DC.

Ospina, Sonia. 2004. Co-research with social change leaders: Postmodern or what? Presented at International Leadership Association Annual Conference, Washington DC.

Ospina, Sonia, Amparo Hofmann-Pinilla, Lucia Alcántara, 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.

Godsoe, Bethany, and Sonia Ospina. 2002. Diving in: Research in the deep blue sea. Presented at International Leadership Association Annual Conference, Berlin.

Ospina, Sonia. 2002. Reconsidering leadership research: Insights from emerging perspectives. Presented at Academy of Management Annual Conference, Denver.

Schall, Ellen, Ospina, Sonia, Godsoe, Bethany, and Jennifer Dodge. 2002. Appreciative narratives as leadership research: Matching method to lens. Presented at Association of Public Policy Analysis and Management Conference, Dallas.

Ospina, Sonia, Bethany Godsoe, and Ellen Schall. 2001. Co-producing knowledge: Practitioners and scholars working together to understand leadership. Presented at International Leadership Association Annual Conference, Miami.

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.

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## Exhibition

Lau, Barbara, and Cedric Chatterly. 2003. Each one teach one. Learning leadership at TROSA: Exhibition of photographs. New York, NY: Research Center for Leadership in Action and the Center for Documentary Studies, Duke University.

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