



ADVANCING DIVERSITY AND INCLUSION IN PUBLIC SERVICE

A Review of Leadership Development
Programs in the US



By the Research Center for Leadership in Action, NYU Wagner



Advancing Diversity and Inclusion in Public Service: A Review of Leadership Development Programs in the US reports on a 2010 project developed at NYU Wagner's Research Center for Leadership in Action in support of the National Urban Fellows Public Service Leadership Diversity Initiative. The research team, under the direction of Professor Sonia Ospina, consisted of Grisel Caicedo and Waad El Hadidy, with support from Amanda Jones. A second report, ***Leadership, Diversity and Inclusion: Insights from Scholarship***, complements this work. Bethany Godsoe contributed to the conceptualization of the overall project.

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It is our sincere expectation that the Public Service Leadership Diversity movement will enhance and empower the lives of people of color to become the leaders and change agents of our country's present and future.



ABOUT THE NATIONAL URBAN FELLOWS

National Urban Fellows seeks to inspire excellence and diversity in public service leadership.

Founded in 1969 to counter the underrepresentation of people of color and women in leadership, National Urban Fellows is one of the oldest leadership development organizations in the United States, and a premier voice of authority on leadership diversity for public, private and nonprofit sectors.

The organization's range of mid-career leadership development programs includes: the 40-year-old MPA Fellowship, a 14-month program linking graduate-level academic training with a critical leadership experience in a large nonprofit or government agency; an alumni program offering life-long networking, career enhancement and personal development opportunities; and America's Leaders of Change, a career acceleration program for leaders on the rise in government, nonprofit and private sectors.

Today, together with its fellows, alumni, mentors and community leaders across the country, National Urban Fellows is making an impact on social justice and equity, by identifying issues, shaping solutions and forming equitable public policies.

National Urban Fellows develops the leadership for a changing America.

Learn more at www.nuf.org.



ABOUT THE RESEARCH CENTER FOR LEADERSHIP IN ACTION AT NYU WAGNER

The Research Center for Leadership in Action (RCLA) is a research center at New York University's Robert F. Wagner Graduate School of Public Service, a nationally top-ranked school for public affairs. RCLA's research complies with the highest academic standards while at the same resonating with both practitioners interested in learning about leadership practice and scholars interested in developing theories of leadership. Our research is done in partnership *with* leaders rather than *on* leaders to uncover and cultivate insights that describe leadership clearly and with an authentic voice.

RCLA has a long-standing commitment to research that supports diverse leadership at all levels of organizations and across all sectors for the common good. Examples of our recent work include a study exploring the relationship between race and leadership in social change organizations. In another study, RCLA scholars catalogue how "race-ethnicity" is treated in the leadership literature and present an integrative framework for understanding the relationship between race and leadership. In a report based on an RCLA-facilitated action learning inquiry, leaders of color committed to social justice offer strategies for community-based leaders of color to maintain the integrity of their work and remain accountable to communities, develop supportive relationships, deepen their understanding of race and educate others, and nurture new leaders. This research is part of RCLA's work to support leadership that taps the resources of many voices to make systems and organizations effective, transparent, inclusive and fair.

Learn more at www.wagner.nyu.edu/leadership.



ABOUT THE NATIONAL URBAN FELLOWS PUBLIC SERVICE LEADERSHIP DIVERSITY INITIATIVE

America was founded on the principles of justice, equality and inclusion. As a nation, we continue to strive for full participation and equality for all citizens, upon whose shoulders rest the responsibility for upholding these principles. America is a multicultural society dedicated to inclusive participation in our democracy, and our laws and social policies have evolved over time to reflect this commitment.

For our nation, we endeavor to build upon the diversity of our citizens to embrace the fullness of our democracy, and in doing so we advance inclusion as both a moral imperative and an excellent business model. The public service sector—from government and academic think tanks to foundations and nonprofit organizations—must be inclusive if we are to develop fair and effective structures to fulfill the intention of our democracy. This can be accomplished through removing cultural and structural barriers as well as individual acts of discrimination or bias.

Though growing in population, people of color remain underrepresented in the leadership of the public service sector, an issue that can and must be resolved if we are to effectively change our nation's most pressing social issues—from education to health, environment and justice. Our country is now composed of one-third, or 34 percent, people of color—a population that will grow to 54 percent by 2042.¹ However, federal government leadership is only 16 percent people of color.² On the state level, people of color hold only 15 percent of statewide elective executive positions across the country. Moreover, only 18 percent of nonprofit leadership positions are filled by people of color³, and only 17 percent of foundation executives are people of color.⁴

When current disparities in public service leadership are addressed, the public service sector will have greater ability and appeal to people of color with the leadership skills to solve social policy dilemmas. The participation of people of color and the infusion of diverse voices and experiences into decision-making processes ensure a sense of cultural competency and effectiveness within policy-based solutions to social issues. As champions of transformational change, our goal is to not only achieve proportional representation in the public service sector by building a pipeline of talented, highly skilled candidates of color, but also to dismantle the barriers to inclusion of people of color in leadership positions and to support the public's recognition that diversity in leadership leads to organizational excellence.



The National Urban Fellows Public Service Leadership Diversity Initiative inspires and advocates for excellence and diversity in public service leadership for America. With a dual emphasis on individuals and systems, and through research, communications, stakeholder mobilization and action, the Public Service Leadership Diversity Initiative will develop a new, inclusive paradigm of public service leadership.

SOURCES:

¹ US Census Bureau. (2008).

² Congressional Research Service. (2008). *Membership of the 111th Congress: A Profile*.

³ The Annie E. Casey Foundation. (2004). *Change Ahead: The 2004 Nonprofit Executive Leadership and Transitions Survey*, 2.

⁴ CompassPoint Nonprofit Services. (2006). *Daring to Lead*, 25.

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OVERVIEW

In its 40th year, the National Urban Fellows convened a series of national and regional leadership diversity summits to “shift the national leadership paradigm.” The goal is to move toward a paradigm that is inclusive of leadership models found in diverse communities, embraces collective approaches and defines a new institutional diversity standard. Given the NYU Wagner Research Center for Leadership in Action’s mission to develop knowledge and capacity for leadership at all levels of organizations and across diverse sectors of society, we have partnered with NUF to further the diversity agenda.

This scan of diversity leadership development programs is one of the products of the work, coupled with a review of existing scholarship about leadership diversity in the United States, with a focus on public service. The scan provides insights into how various programs around the US have supported the development of leaders of color as well as leaders of all backgrounds interested in leveraging diversity and creating inclusive environments in public service.

How to Read This Document

This document features existing leadership development programs for people of color in public service and general leadership programs in public service that focus on diversity. We defined leadership development programs as formal programs with allocated resources that provide specific content expertise and skill building in a group setting. These programs are designed to help people advance their leadership capacity and/or advance professionally.

This document starts with a general discussion of findings, making sense of the variety and numbers of programs found, followed by our own observations from the outreach process (which included interviews with selected experts and contacts of identified programs). We then present tables with a listing of programs found, classified in four categories:

- 1) Leadership development programs for public service leaders of color;
- 2) Leadership development programs committed to diversity and open to all public service leaders;
- 3) Leadership development programs for diversity management; and
- 4) Funding support for leadership development programs advancing diversity in public service.

Tables for the first three categories include a description of each program and its key components as well as contact information.

Appendices include:

- 1) A description of the Methodology used to produce the scan;
- 2) A listing of programs from a category of selected Social Justice and Equity Programs excluded from the scan, but which may offer useful information because they promote racial justice and equity at a systemic level;
- 3) Interview protocols used during outreach to selected experts and program contacts; and
- 4) Protocols for interviews regarding specific programs.

FINDINGS FROM THE SCAN

The Main Categories

The availability of different types of programs that advance people of color and support diversity is an encouraging sign of the commitment to diverse leadership in public service. Initially we sought to identify leadership development programs that specifically target people of color in public service. Early on we found that the scan would be incomplete unless we considered the many leadership development programs that are conscious about attracting a diverse pool, even when they don't specifically target people of color, and other programs that support organizations in creating more inclusive environments. The classification of programs into the different categories described below indicates that there are multiple entry points for diversity, which from a systems perspective means that multiple levels are being addressed. Entries in the scan are representative of each category but are not exhaustive.

CATEGORY A: Leadership Development Programs for People of Color in Public Service

This category includes leadership development programs targeting leaders of color in the context of public service. The programs may target a particular ethnic group or they could target a diverse mix of people of color.

CATEGORY B: Public Service Leadership Development Programs with a Commitment to Diversity

This category includes leadership development programs targeting public service leaders in general, without an exclusive focus on people of color. Online information for entries under this group indicates a conscious effort from program administrators and organizers to ensure a diverse pool of applicants and participants. As a consequence, a large percentage of the group is assumed to be people of color. De facto, these represent another important source of leadership development for people of color.

CATEGORY C: Leadership Development for Diversity Management

This category includes training and leadership development programs to help people (and organizations) better deal with or leverage racial diversity. These programs do not explicitly target people of color to advance their own leadership but do target people with decision-making capacity— independent of their race—so that they can create the right kinds of environments and programs that support people of color. This category also includes programs that target organizations to better equip them to address diversity.

CATEGORY D: Funding Support for Leadership Diversity in Public Service

This category separately lists funders that support diversity programs identified in this scan.

Additional Category Not Pursued in the Scan: Social Justice and Equity

Programs not pursued in the scan include those that support diversity from a political economy lens by seeking racial justice at the broader societal level. They promote a more equitable distribution of resources in society and propose ways to provide more access to communities of color. While these programs advance the agenda for racial justice, they are not explicitly designed to support people of color to advance to positions of leadership. Because of their large scope they are not included in the main scan document, but we include a few examples of such programs in Appendix II.

What the Numbers Suggest

The distribution of the identified programs according to two key dimensions in the tables below is suggestive. Program locale refers to whether the program is open to anyone in the United States or only to participants from a certain geographic region (whether at the state, city or community level). In this document we will refer to programs as either “national” or “regional.” Sector focus refers to whether the program only targets participants from a particular sector, for example from the nonprofit sector, versus being open to any public service context independent of sector. Table 1 shows that the majority of programs across the three categories do not have a bounded geographic focus, with a total of 66 percent being located at the national level, and 34 percent being regional or geographically bounded in nature.

In sector focus (Table 2), we identified the programs that have an explicit nonprofit focus—whether they are run by nonprofit organizations or attract individuals from the nonprofit sector, versus those with a general public service angle. The latter of course can also address the nonprofit sector, but are not solely focused on it. It was difficult to single out programs exclusively devoted to the public sector. Program descriptions were not clear on whether there were programs solely focused on government. About a quarter of all programs focus on the nonprofit sector explicitly, which is considered significant.

Finally, within Category A—leadership development programs for people of color in public service—it is interesting to distinguish programs according to their focus on specific racial/ethnic groups versus those that target people of color generally.

TABLE 1: PROGRAM LOCALE

	Category A	Category B	Category C	Total	
National	35	12	15	61	66%
Regional	13	11	8	32	34%
Total	48	23	23	93	100%

TABLE 2: SECTOR FOCUS

	Category A	Category B	Category C	Total	
Nonprofit	9	5	4	18	19%
General Public Service	39	18	19	75	80%
Total	48	23	23	93	100%

TABLE 3: DISTRIBUTION BY RACE/ETHNIC GROUP TARGETED IN CATEGORY A

Program Target	Total %	
African Americans only	4	9%
Asian Americans/Pacific Islanders only	2	4%
Hispanics/Latinos only	9	19%
Native Americans only	2	4%
Diverse immigrants	2	4%
LGBT people of color only	1	2%
People of color – no special focus	28	58%
Total	48	100%

This table suggests that less than half of the programs in Category A (42 percent) have a specific group focus, and 58 percent represent multi-racial/ethnic initiatives. Considering the 42 percent of programs that do target a specific group, a significant number (19 percent) targets Hispanics/Latinos, followed by 9 percent that target African Americans. There are two programs targeting Asian Americans, two programs targeting Native Americans, and only one program specifically targeting the LGBT community.

General Observations and Patterns

We offer below a few observations based on our understanding of the identified programs, the numbers presented above, and the insights gained from the outreach interviews and 27 conversations with program representatives. For a description of the interview protocol used in these exchanges, please see Appendix V.

An abundance of boutique programs

There is a plethora of programs with thoughtfully defined niches. The majority of these programs

have cohorts of no more than 15 participants or fellows, and a number of programs have groups that are as small as three or four participants.

Despite the predominant need for programs to differentiate from one another, programs in our scan, especially those falling in Category A, tend to take quite similar approaches. They are generally concerned with building skills and incorporating a networking component, whether among fellows or between fellows and mentors. The niche then is defined according to a particular group or a specific locale, not as having a markedly different approach to developing leadership. The rationale is that if other programs are taking a particular approach, then it must be tried and tested. An organization’s emulation of what is already out there may be validating.





An example of an innovative exception in the scan would be a program that targets groups with intersecting identities such as race-ethnicity combined with LGBT identities, where the overlap creates a particular system of privilege and dis-privilege. Another example of programs that push the envelope are those taking an intergenerational approach. Only two such programs are included in the scan.

Some of the reasons behind the small scale include ensuring a meaningful experience for program participants, ease of management and increased competitiveness, which is associated with more prestige and rigor for a program. Niche-seeking is also often driven by funders demanding that programs define how they are different from others or how they address an underserved need. Yet, while this intimate design can allow for a deep learning experience, it is difficult to see how the leadership development field will achieve transformative change in the diversity agenda when individual programs operate at such small scale. While maintaining a meaningful experience for program participants, one of the most direct means for expanding impact would be providing such leadership development opportunities to a larger pool. Funders may consider pooling their resources so that existing successful programs can perhaps double their number of participants or serve broader geographical areas in the cases where the focus is regional.

Shifting to a systems approach—addressing the collective niche

One of the potential downsides of having many small-scale programs targeting specific groups is the challenge of effecting large-scale change on a systems level. One of the experts commented that many programs and initiatives are most concerned with finding their niche, rather than with taking a systems approach, how they add to others or how collectively they can contribute to having an impact. She suggested that the main concern should be how to “widen the tent” rather than carve out a niche.

Concomitantly, the scan suggests that very few of these programs explicitly incorporate a systems approach in their delivery, despite the fact that many programs seek to infuse their participants with systems thinking. So there may be a mismatch between what these programs hope to achieve and how they are implemented. Adding an explicit element focused on a systems approach to the program curriculum may be a first step to address the gap. In addition, there are many opportunities for collaboration among programs that may lead to collective gains rather than stretching efforts in multiple directions. Shifting attention and energy from “my niche” to “our niche” is more likely to accomplish systems-wide change and grow the cumulative impact of the leadership development field. A collaborative or simply a coordinated approach is likely to benefit individual programs too. A first step may be participating in the National Urban Fellows Public Service Leadership Development Initiative (PSLDI) as network members.

One way to infuse the field with new thinking at the systems level is to consider looking in new places for ideas. For instance, while we excluded from the scan a category of programs that seek to improve

access and equity for communities of color, these represent an important group of programs that may indirectly result in the leadership advancement of people of color. The reality is that these programs, which tend to have a more systemic orientation, may represent an important informal source of leadership development for people of color, and yet these new, less traditional leaders may not be able to apply their leadership in other contexts because of lack of access. A simple solution would be to explicitly find the adequate bridges to more traditional pipelines that are not relying on graduates from social justice as a feeder. Another prospect is to look more deeply to unearth the ways in which such programs support leadership development, and to adapt such practices to formal leadership development programs.

Building the evidence base

If leadership development programs are looking to scale impact, then they must first build the evidence base. Through the follow-up outreach to organizations in the scan we found that most programs have not instituted formal tracking procedures beyond the administration of satisfaction surveys, and in the best cases, pre- and post-test instruments. Most programs do not seem to have a codified theory of change. Only a few programs have had the privilege of formal outsider evaluations, which, of course, are costly endeavors.

When we asked program representatives what defines success for their programs, respondents foremost spoke to program completion or graduation. Because of the intensity of many of these programs, their organizers are concerned that their fellows can indeed complete the program amidst competing demands. Other measures of success noted include taking back the learning to participants' organizations. So the

individual participant is often seen as a conduit for organizational development—an indicator of spillover impact—in addition to being a target for development in their own right and as a contributor to a more diverse leadership pipeline. One limitation of this scan is the lack of complete information about programs' length of existence, which is an important marker for assessing impact.

Overall, leadership development programs are inherently difficult to measure. While invaluable, the leadership skills and practices they seek to instill are more visible in the long-term and are difficult to quantify. This exacerbates the funding challenge, especially when funders are increasingly turning to measurable outcomes as indicators of investment success. Because this challenge holds true across the leadership development field, there is an opportunity for diversity programs to help lead the way in crafting or identifying methods for assessing impact more reflective of the realities facing the field.

Promoting leadership development opportunities more systematically

The good news is that there is a plethora of programs for people of color. However, people of color may not be looking at these different types of programs as opportunities for leadership and professional development. For instance, Category B may be overlooked by applicants of color or by their supporters because programs here do not have an explicit diversity focus. This scan is a first step in the endeavor to disseminate information about the abundance of leadership development opportunities.



Observations from the Field

We end this section by reporting on selected reflections from the experts contacted for the outreach. These observations represent the thinking of people with many years of experience designing, running and participating in various leadership development or diversity programs.

Avoid burnout and tokenism

One of the experts interviewed made the important point that influential leaders of color often experience feelings of burnout and tokenism when they receive repeated requests to speak on panels, serve as mentors on programs, etc. Ironically, oftentimes the objective of such engagements and programs is to widen the pool of leaders of color, with the desire to one day be able to tap a wider pool of influential leaders instead of the usual suspects. Yet when programs repeatedly make requests of the same people they can end up alienating their best supporters.

Networking among programs as a systems approach

Several experts spoke to the need for networking not only among participants of a program, but among organizations running such programs. Program organizers themselves need to become more adept and fluid in understanding the different vehicles by which they operate and connect – creating new networks and utilizing their connections to multiple networks. Coalitions and partnerships are one way to take a systems approach to diversity. Funders also can play a crucial role by investing in leadership programs that take a systems approach or encouraging individual programs to take a more collective approach.

Critical components of leadership development programs for people of color

When asked about the key elements of leadership development programs for people of color, experts noted the need for a systems perspective as a way to understand how both race and structural racism play out in everyday life. Respondents were mixed in terms of the importance of a critical perspective, with some mentioning it is important for program participants to understand class, race, culture and power, while other experts emphasizing more technical and management skills. Other key components include networking, formal curriculum and action learning where participants get to do real work that furthers their practice.

Reframe and revamp highly institutionalized, well-resourced prestigious programs

One expert highlighted the importance of considering existing generic leadership development programs with high impact, reputation and resources—such as federal fellowship programs—as important potential sources of leadership development for people of color. In these cases, she argued, there is a need for working with program organizers to revamp the programs and find mechanisms to ensure a larger number of candidates of color are accepted. We know from Category B in the scan that when the leaders of these initiatives do make an explicit commitment to ensure diversity, the change in the composition of its participants both represents a gain for the programs and opens new opportunities for people of color.

THE SCAN:

INFORMATION ABOUT

NATIONAL PROGRAMS,

REGIONAL PROGRAMS

AND FUNDERS



NATIONAL PROGRAMS

Category A Leadership Development Programs for People of Color in Public Service

	Organization	Program	Description	Contact
1	American Association of Medical Colleges	Minority Faculty Career Development Seminar	This three-day professional development seminar is designed for junior faculty (senior fellows, instructors, and assistant professors) who are members of underrepresented racial and ethnic minority groups and who aspire to leadership positions in academic medicine. Objectives include: to identify professional development goals and design a career path; understand the realities of advancement in academic medicine by exploring the requirements for appointment, promotion and tenure, and plan progress through the system; develop key professional competencies in academic and organizational leadership; identify personal and professional skills that are vital to academic advancement and provide opportunities for their development; and identify and cope with special challenges facing underrepresented racial and ethnic minority faculty.	Lily May Johnson 202-828-0570 lmjohnson@aamc.org Location: Washington, DC Website: https://www.aamc.org



NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
2	American Council on Education (ACE), Center for Effective Leadership	Spectrum Initiative: Summit for Women of Color Administrators in Higher Education	<p>Advancing Diversity in the College Presidency is an initiative of a group of leading higher education associations that seek to capitalize on the imminent wave of college presidents' retirements and the resulting opportunity to ensure a more inclusive pool of leadership talent. The goals are to broaden and strengthen the leadership pipeline for women and racial/ethnic minority administrators and prepare them for senior leadership positions in higher education; ensure that the presidential search and selection process is widely inclusive; and to promote on-campus leadership development, mentoring, and succession planning.</p> <ul style="list-style-type: none"> • Participants hone skills in critical areas such as fundraising, crisis management, working with the media and managing multiple constituencies. They interact with current and former women presidents and chancellors of color to learn more about their career trajectories, experiences and strategies for success. • The 2008 Summit in Atlanta, Georgia, gathered a total of 130 women of color (85 percent African American, 10 percent Hispanic, 2 percent Asian and 2 percent Native American) mostly senior administrators (VPs, Associate Provosts and Deans) with a smaller number of general administrators. Participants explored and reflected on the most promising strategies for the advancement of women of color into senior administrative positions in higher education. The program will run again in 2011. A two-and-a-half day program consists of consultant-led presentations focusing on mock situations. They are planning to have smaller group dialogue in the future. The program is currently not engaged in formal evaluation, but participants complete satisfaction surveys, which rated 4.8 out of 5.0 in 2003 and 4.9 in 2008. 	<p>Lachone Fuquay lachone_fuquay@ace.nche.edu caree@ace.nche.edu</p> <p>Location: Washington, DC</p> <p>Website: http://www.acenet.edu</p>
3	Center for Social Inclusion	Alston Bannerman Senior Fellowship Program	<p>The Alston Bannerman Senior Fellowship program seeks to transform structural inequity and exclusion into structural fairness and inclusion by supporting visionary leaders of color to develop new ideas and strategies for structural change. Beyond providing fellowships, the Initiative is building an active network of Fellowship alumni and other leaders who can cooperate in overcoming barriers to racial equity and inclusion.</p> <ul style="list-style-type: none"> • The Fellowship supports experienced community-based leaders of color who have demonstrated their ability to develop proactive strategic ideas. (There were three participants in 2009 and two in 2010.) With this \$25,000 award, Senior Fellows conduct projects of their own design applying a racial justice lens to important issues facing communities of color. 	<p>Madelyn Adamson madamson@thecsi.org</p> <p>Location: Baltimore, MD</p> <p>Website: http://www.lstonbannerman.org/</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
4	Center on Philanthropy at Indiana University	Third Millennium Philanthropy and Leadership Initiative	Millennium has three major constituencies: youth, women and people of color. Specifically, Millennium seeks to identify and encourage young people to explore the history, principles and practices of philanthropy, which will lead to succeeding generations of philanthropic leaders. Millennium facilitates the expansion of executive leadership opportunities for women and people of color in the philanthropic sector. They do so via professional development, research, peer-to-peer networking, lectures, workshops, and a host of other activities.	Dr. Dwight F. Burlingame (317) 278-8926 dburling@iupui.edu Location: Indianapolis, IN Website: http://www.philanthropy.iupui.edu/Millennium/
5	Conference on Asian Pacific American Leadership (CAPAL)	Washington Leadership Program	Each summer, the Conference on Asian Pacific American Leadership (CAPAL) organizes a leadership training program called the Washington Leadership Program (WLP) for interns in Washington, DC. For the last two decades, WLP has been the only educational and leadership development working series in Washington, DC that focuses specifically on the Asian Pacific American (APA) community and its role in public policy. <ul style="list-style-type: none"> • WLP is a series of weekly sessions that build professional skills, leadership skills and public policy knowledge. This year's sessions included keynote speakers from the White House and Capitol Hill, a resume and interviewing skills workshop, policy discussions and a leadership development session on coalition building. • The participant makeup is 75 percent East Asian, 15 percent South Asian, 10 percent Southeast Asian. Additional diversity exists in terms of geographic location, ethnic background, academic studies and age. • Evaluation forms are collected from participants at the end of each session rating the effectiveness of the session and the level of interest in the content. The program is effective in that it creates a community of Asian American leaders within public service that participants can link into for their own professional development. It is also effective in that it builds policy knowledge in the Asian community, where there has historically been a low rate of public engagement. 	Swathi Bonda swathi.bonda@capal.org Location: Washington, DC

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
6	Congressional Black Caucus Foundation	Leadership Institute for Public Service	<p>The Leadership Institute for Public Service is the vehicle through which the Congressional Black Caucus Foundation prepares the next generation to take its rightful place in community service and policy development arenas.</p> <ul style="list-style-type: none"> • The Leadership Institute’s primary goal is to increase the pool of black leaders in community-based programs and public service careers. • It offers numerous educational and leadership development programs for individuals ranging from junior high school students through young adults (generally ages 40 and under). Participants are provided with opportunities to learn the inner workings of Congress, explore public service and public policy careers, discuss current events and policy initiatives and see close up leadership at its very best by working with and learning from Congressional Black Caucus members. 	<p>(202) 263-2800 khalh@cbcfinc.org</p> <p>Location: Washington, DC</p> <p>Website: http://www.cbcfinc.org</p>
7	Congressional Hispanic Caucus Institute	CHCI Public Policy Fellowship CHCI Graduate Fellowship Program	<p>This paid fellowship program offers exceptional Latinos who have earned a graduate degree or higher related to a chosen policy issue area within three years of the program start date unparalleled exposure to hands-on experience in public policy. This unique fellowship program seeks to enhance participants’ leadership abilities, strengthen professional skills and increase the presence of Latinos in public policy areas. Graduate program focus areas include: Higher Education, Secondary Education, Health, Housing, International Affairs (includes three months abroad in Mexico), Law, STEM (Science, Technology, Engineering and Math).</p>	<p>(202) 543-1771 rdecerega@chci.org</p> <p>Location: Washington, DC</p> <p>Website: http://www.chci.org</p>
8	Council for Advancement and Support of Education (CASE)	Minority Advancement Institute	<p>The Minority Advancement Institute was created in an effort to foster the development of diverse leaders in the advancement profession. Advancement is a strategic, integrated method of managing relationships to increase understanding and support among an educational institution’s key constituents, including alumni and friends, government policy makers, the media, members of the community and philanthropic entities of all types.</p> <ul style="list-style-type: none"> • The program focuses on management, leadership and mentoring of advancement professionals of diverse backgrounds. Components of the November Conference include: A Workplace Imperative, Dimensions of Leadership, What is Leadership? How Does One Get Better at Leading?, What Differentiates the Good Leaders from the Bad Leaders? and Managing Professional Relationships. • The program strives to examine the important distinguishing characteristics of leadership and discuss concrete approaches individuals can take to enhance their impact on organizations. 	<p>Rob Henry Henry@case.org</p> <p>Location: Washington, DC</p> <p>Website: http://www.case.org</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
9	Council on Foundations	Career Pathways	<p>The goal of Career Pathways is to increase the number of candidates from diverse backgrounds in the leadership pipeline who are considered, appointed and retained in senior and executive philanthropic leadership positions.</p> <ul style="list-style-type: none"> • The 12-month leadership preparation program includes three 1.5- to 2.5-day, in-person, small group learning sessions with 9-12 peer participants, held during the program's first six months between July and December 2010. • Program topics include: leadership and institutional change, managing philanthropic institutions as levers for social change, strategic philanthropy, cultural competency, investment and financial management, board relationship management, personal and interpersonal dimensions of leadership, public speaking, executive interview preparation, successful networking and mentoring strategies, and working with executive search firms. • Effective leadership is the goal. The 2010 inaugural cohort of 14 people will be specifically tracked to measure their progress as professional high-level executives. There is a commitment to professional development and mentorship. The indicators of success are in the short-term: benefits to the participant's institution and philanthropy in general; mid-term: development of leadership capacity; long-term: advancement within the philanthropic world. 	<p>Renée B. Branch (703) 879-0625</p> <p>Locations: Arlington, VA; Charlotte, NC and Tempe, AZ</p> <p>Website: http://www.cof.org</p>
10	Families USA	Wellstone Fellowship for Social Justice	<p>The Wellstone Fellowship for Social Justice is designed to foster the advancement of social justice through participation in health care advocacy work that focuses on the unique challenges facing many communities of color. It is designed to increase the number of low-income, American Indian & Alaska Native, Asian American, Black/African American, Latino, and Native Hawaiian & Pacific Islander social justice leaders.</p> <ul style="list-style-type: none"> • The goal of the Wellstone Fellowship program is three-fold: to address disparities in access to health care; to inspire Wellstone Fellows to continue to work for social justice throughout their lives; and to increase the number and racial and ethnic diversity of up-and-coming social justice advocates and leaders. • Families USA will select one talented and motivated candidate to complete this 12-month fellowship. 	<p>Melissa Rosenblatt melissarosenblatt@familiesusa.org</p> <p>Location: Washington, DC</p> <p>Website: http://www.familiesusa.org</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
11	Hispanic Federation	Hispanic Leadership Institute	The Hispanic Federation operates the Hispanic Leadership Institute (HLI) in partnership with the School of Public Affairs (SPA) at Baruch College/CUNY. The HLI aims to help Latino nonprofit managers develop and improve their management skills, enhance the operations of their organization, and work more effectively within the broader community. Specifically, through the Institute, the Hispanic Federation seeks to develop a cadre of nonprofit leaders who will strengthen institutions that advance the quality of life of the Latino community.	Carmen Piñero 212.233.8955 ext 137 Location: New York, NY Website: http://www.hispanicfederation.org
12	Indian Health Service, US Department of Health and Human Services	Executive Leadership Development Program	The program's mission is to raise the physical, mental, social, and spiritual health of American Indians and Alaska Natives to the highest level. The goal is to assure that comprehensive, culturally acceptable personal and public health services are available and accessible to American Indian and Alaska Native people. The program's foundation is to uphold the federal government's obligation to promote healthy American Indian and Alaska Native people, communities and cultures and to honor and protect the inherent sovereign rights of Tribes. <ul style="list-style-type: none"> • Designed for current and future leaders, the goal of the program is to reduce barriers, increase innovation, ensure a better flow of information and ideas, and lead change. This will contribute to the advancement of participants within their organizations. • Three one-week seminars are offered each spring. • Each year 45 people participate, Native Americans almost exclusively. • In terms of tracking success, the program asks participants to complete exit questionnaires. The organization is working to develop a way to track participants after they leave the program. 	Gigi Holmes (602) 364-7777 Location: Aurora, CO Website: http://www.ihs.gov

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
13	Leadership Education for Asian Pacifics (LEAP)	Emerging Leaders Program	The Emerging Leaders Program (ELP) is a three-part, six-month program designed to build nonprofit organizational capacity by developing Asian and Pacific Islander (API) staff for future and current leadership and management roles in nonprofit organizations, as well as increasing the retention of APIs who are committed to working in the nonprofit sector. Through the program, mid- to senior-level nonprofit managers will develop an understanding of strategies needed to grow and strengthen their organization by learning directly from peers, long-time Executive Directors, nonprofit consultants, and funders. Participants will combine personal and professional growth within the context of their work, explore and advance meaningful leadership practices, and sharpen strategic management skills. Through a six-session coaching process, participants will be able to implement their lessons learned and sharpen their skills through one-on-one coaching and with their peer mentors.	<p>Nancy Yap (213) 485-1422 ext 4119 nyap@leap.org</p> <p>Location: Pomona, CA</p> <p>Website: http://www.leap.org</p>
14	Mestiza Leadership International	Latino Leadership Development Program (LLDP)	The Latino Leadership Development Program (LLDP) was designed to meet the need to develop competent Latino leaders at all levels of an organization, particularly in the executive ranks, by assisting mid-level to senior-level managers to become more effective organizational leaders, increase their visibility, and strengthen their management capacity. The LLDP is a professional development process combining individual assessment, one-on-one coaching, and peer feedback. Participants learn about their assets and developmental needs and then develop an action plan that capitalizes on their strengths and builds on their leadership potential.	<p>Juana Bordas jbordas333@aol.com</p> <p>Location: Estes Park, CO</p> <p>Website: http://www.mestizaleadership.com</p>
15	National Association for the Advancement of Colored People	Law Fellow Program	The NAACP program was created with the vision of developing future generations of civil rights attorneys. Under the direction of NAACP Interim General Counsel Angela Ciccolo, the NAACP Law Fellow Program was initiated in 2003. Since its inception, the Law Fellow Program has been funded by generous grants from the Kellogg's Corporate Citizenship Fund. Several students from law schools across the nation participate in the summer Law Fellow Program. Students are from diverse backgrounds and share a common interest in civil rights law. Law Fellows work at NAACP headquarters in Baltimore, Maryland, participating in projects involving legal research, writing, and NAACP initiatives such as criminal justice, education, housing, voting and civil rights, and environmental justice. Additionally, fellows moderate panels at the Lawyers Continuing Legal Education (CLE) Seminar at the NAACP National Convention.	<p>Sandra Grice (877) 622 2798 ext 5790 Sgrice@naacpnet.org</p> <p>Location: Baltimore, MD</p> <p>Website: http://www.naacp.org</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
16	National Association of Latino Elected and Appointed Officials (NALEO)	NALEO National Institute for Newly Elected Officials	Now considered a “boot camp” among newly elected Latino officials, the NALEO National Institute for Newly Elected Officials provides a comprehensive introduction to public service. The Institute is a national training seminar held every two years in November following the general election. It provides newly elected Latino officials with the opportunity to develop new skills and network with newly elected colleagues from all over the country. In addition to learning how to launch their careers in public service, participants hear local and national experts speak on specific topics such as Latino leadership, media management, budgets, public financing and staffing, among others.	Alma Siliezar (213) 747-7606 asiliezar@naleo.org Location: Washington, DC Website: http://www.naleo.org
17	National Community for Latino Leadership	Leadership workshops and trainings	The mission of the National Community for Latino Leadership, Inc. (NCLL), formerly known as the Hispanic Leadership Opportunity Program (HLOP), is to develop leaders who are 1) committed to ethical, responsible and accountable actions on behalf of the US Latino population and the broader community; and 2) dedicated to promoting the social, cultural and economic advancement of the Latino community. Guiding principles include “Listening, Learning, Leading.” NCLL produces innovative, baseline research on Latino leadership utilizing surveys, focus groups and individual interviews (Listening); promotes the effective practices of Latino leaders through networking and collaboration (Learning); and provides support for Latino leaders through leadership training, technical assistance and resources (Leading). Leadership programs include leadership development training; mission development: personal, team, organizational and coalition; program design, management, development and evaluation; curriculum development; and benchmarking and best practices.	Alfred Ramirez aramirez@ latinoleadership.org Location: Washington, DC Website: http://www. latinoleadership.org
18	National Council of Negro Women	Dorothy I. Height Leadership Institute	The Dorothy I. Height Leadership Institute is a leadership development center for emerging and established African-American women leaders in national organizations, community organizations, on college campuses and in other public and private sector institutions. The Institute takes into consideration the need for intergenerational leadership in all parts of the National Council of Negro Women (NCNW)’s family of organizations as well as other African-American women’s organizations. Leaders of NCNW undergo intensive, customized and interactive leadership development that draws upon current research-based theories and applications of leadership. This program enables NCNW to organize college student leadership units, initially on 20 college and university campuses, and focus learning around leadership knowledge and skills designed to help African-American college women select and manage community projects in their off-campus communities while also developing their leadership potential.	Dr. Avis Jones-Deweever jones-deweever@ ncnw.org Location: Washington, DC Website: http://www.ncnw.org

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
19	National Hispana Leadership Institute	Executive Leadership Program	<p>The National Hispana Leadership Institute’s mission is to develop Hispanas as ethical leaders through training, professional development, relationship building and community activism. The Institute ensures that Hispanic women are in leadership positions and have the access and power to influence public policy and shape an equitable and humane society. It enhances and develops leadership abilities among Hispanic women whose commitment, contribution and dedication will help ensure a vibrant and sustainable future for the United States. Finally it provides visible role models and mentors for Hispanic women leaders. The program includes training, mentorship and field projects. The rigorous training curriculum consists of four one-week sessions, each implemented in a different city, that develop participants’ skills in cross-cultural communication, strategic management, public policy and leadership building. The mentorship component commits participants to mentoring at least two other Latinas for at least two years. Additionally, participants design and complete their own leadership projects that have a significant impact in the community. Graduates keep working within the community on their personal projects and continue mentor relationships. The program is 23 years old and measures impact every ten years. The last evaluation found that alumnae were succeeding in areas of education and income.</p>	<p>Evelyn Garcia Morales (703) 527-6007 evelyn@nhli.org</p> <p>Location: Washington, DC</p> <p>Website: http://www.nhli.org</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
20	National Hispanic Medical Association	NHMA Leadership Fellowship	<p>The purpose of the NHMA Leadership Fellowship Program is to promote leadership development among members of the National Hispanic Medical Association. The emphasis is on developing knowledge and skills necessary to take a leadership role in health policy development and advocacy at local, state and national levels on issues of importance to the health of the Hispanic community. Hispanic physicians receive support to enhance their leadership capability, increase understanding of current key national/state health policy issues and develop innovative perspectives on solutions to critical issues in current public services affecting Hispanic populations. They develop and present a proposal for policy action to improve health care in the Hispanic community. In addition, the program provides Fellows the opportunity to develop a unique network with national experts in health policy and public service careers, communicate with colleagues across the nation, and participate in the development of future NHMA initiatives in health policy.</p> <ul style="list-style-type: none"> • This year’s cohort of ten mid-career Hispanic doctors focused on policy issues related to obesity and workforce diversity. • Program evaluations measure program satisfaction. Other measures of success include leadership positions of graduates and their participation in health policy debates through activity in Medical Societies. 	<p>Astrid Jimenez (202) 628-5895</p> <p>Location: Washington, DC</p> <p>Website: http://www.nhmamd.org</p>
21	National Minority AIDS Council	Women of Color Leadership Institute	<p>The Women of Color Leadership Institute is a new leadership program designed to identify, train, organize and support local women of color to lead community-based HIV/AIDS service programs. The project focuses on small community-based agencies, clinics and social-service providers that target women of color who are disproportionately affected by the HIV/AIDS epidemic. After individual needs assessments, the women are trained in three-day workshops followed by one-day coaching sessions held four months after the initial training. The workshop topics range from personal leadership development to women’s health, government relations and advocacy, communication and media, and collaboration.</p>	<p>woc@nmac.org (202) 483-6622 ext 316</p> <p>Location: Washington, DC</p> <p>Website: http://www.nmac.org</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
22	National Urban Fellows	Master of Public Administration Fellowship	<p>National Urban Fellows' public service leadership development program is a rigorous, 14-month, full-time graduate degree program comprising two semesters of academic course work and a nine-month mentorship assignment. Fellows receive a \$25,000 stipend, health insurance, a book allowance, relocation and travel reimbursement, and full payment of tuition, in addition to their ongoing personal and professional development. The program culminates in a Master of Public Administration (MPA) degree from the City of New York's Bernard M. Baruch College, School of Public Affairs. During the nine-month mentorship, Fellows complete course work via distance learning. An MPA degree is awarded to Fellows upon completion of all academic and program requirements. Fellows apply their expertise in the public sector, contributing their newly acquired leadership skills to public service for the betterment of their communities and the nation. They return to their former or new occupations more experienced in public policy decision-making and are better prepared to make a strong commitment to equity and social justice, thereby fulfilling the mission of the program.</p>	<p>Miguel A. Garcia Jr. 212.730.1700 mgarcia@nuf.org</p> <p>Location: New York, NY</p> <p>Website: www.nuf.org</p>
23	National Urban Fellows	America's Leaders of Change	<p>America's Leaders of Change (ALOC) is a continuing leadership development program and network, created for leaders on the rise in government, nonprofit and private sectors. Founded in 2009, the program accelerates the leadership potential of participants who possess the talent to effect positive change in our nation. ALOC is a one-year intensive program comprising 50-60 successful leaders from across the nation, including National Urban Fellows Alumni. A unique cross-sector leadership development experience, ALOC is based upon inputs from the program participants, including the challenges faced in achieving personal and professional goals. Upon completion of the program, participants have the additional skills, resources and the enhanced knowledge to identify issues, shape solutions and develop policies. America's Leaders of Change is a program of National Urban Fellows in partnership with Walmart; the University of Kansas is the academic partner for America's Leaders of Change. Program benefits include:</p> <ul style="list-style-type: none"> • Personal discovery, breakthrough leadership activities and self-transformation; • Individual skill development, by creating personal development plans for leadership and career advancement; and • Enhanced organizational leadership capabilities. 	<p>Bobbi Hahn 212.730.1700 bhahn@nuf.org</p> <p>Location: New York, NY</p> <p>Website: www.nuf.org</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
24	National Urban League	American Express/ National Urban League Emerging Leaders Program	<p>The American Express/National Urban League Emerging Leaders Program is a competitive, 13-month development opportunity. The program provides a unique chance for 20 participants to develop analytical and critical leadership skills in the nonprofit sector.</p> <ul style="list-style-type: none"> • The curriculum covers all the competencies in the League’s Leadership Model, and includes face-to-face mentoring, podcasts and webinars, assessments, feedback and coaching, and outside assignments. Through this inclusive instruction, NUL prepares its high-potential employees to enter the ranks of senior-level leadership throughout the affiliate network, continuing its mission of enabling African Americans to attain economic self-reliance and power while increasing localized services. • The overall goal of the program is to enhance the selection and retention of affiliate leaders by creating a pipeline for the next generation of leaders. • Satisfaction surveys are collected from participants. 	<p>Chontel Simmons csimmons@nul.org</p> <p>Location: New York, NY</p> <p>Website: http://www.nul.org</p>
25	Nonprofit Leadership Alliance	Next Generation Nonprofit Leaders Program (NextGen)	<p>Nonprofit Leadership Alliance offers the only national nonprofit management leadership credential developed with, and recognized by, the nonprofit sector. Certification requirements include the completion of the following components:</p> <ul style="list-style-type: none"> • Nonprofit Competencies: outline the knowledge, skills and abilities needed to lead and manage a nonprofit organization; • Internship Experience: 300-hour internship or professional employment with a nonprofit organization; • Leadership and Service Activities: demonstrated community leadership skills in diverse situations; and • Management/Leadership Institute® (AHMI) Attendance and a Baccalaureate Degree. <p>The Next Generation Nonprofit Leaders Program (NextGen) is designed to help a racially and ethnically diverse group of students with demonstrated leadership potential complete their American Humanics (AH) certification requirements, specifically the minimum 300-hour nonprofit internship. NextGen Leaders earn a scholarship of \$4,500 from AH during their internship, along with access to and support from a network of nonprofit leaders who will serve as Career Coaches.</p>	<p>Phyllis Wallace phyllis.wallace@humanics.org</p> <p>Location: Orlando, FL</p> <p>Website: http://www.humanics.org</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
26	NYU Wagner, Women of Color Policy Network	Lead the Way	<p>The Women of Color Policy Network, an affiliate of the Research Center for Leadership in Action, developed the Lead the Way leadership program to provide emerging women of color executive directors and mid-level managers with the opportunity to build their skills so that they can advance in their careers and effectively manage and sustain nonprofit organizations. It seeks to promote networking and share best practices among organizations with similar goals and missions; identify women of color leaders with high potential and establish ongoing support; network to exchange information and resources; create a diverse pipeline of talented nonprofit leaders who will be prepared to take up leadership roles once transitions occur in organizations; and identify challenges and barriers to success for women of color working in the nonprofit sector. The annual program brings 15-20 fellows together for a five-day retreat, which includes skills-building seminars and a series of Talk-Stories where participants will be able to share their experiences, exchange strategies, and offer lessons learned.</p> <ul style="list-style-type: none"> • Lead the Way is funded by American Express, the Ms. Foundation for Women and the Megan E. McLaughlin Leadership Fund. 	<p>Ayesha Husain (212) 998-7563 ayesha.husain@nyu.edu</p> <p>Location: New York, NY</p> <p>Website: http://wagner.nyu.edu/wocpn</p>
27	Public Allies	AmeriCorps program	<p>Through their signature AmeriCorps program, Public Allies identifies talented young adults from diverse and under-represented backgrounds that have a passion to make a difference and helps them turn that passion into a viable career path. Participants become leaders who can engage and unite people of all backgrounds, lead effective projects and organizations, and commit long-term to creating a more just society with opportunity for all. The program offers full-time paid apprenticeships in local nonprofit organizations and a rigorous leadership development curriculum delivered by community leaders, practitioners and educators. This includes intensive weekly skills trainings and leadership development seminars; critical feedback, reflection and personal coaching toward individual performance and professional goals; community building and team projects with a diverse cohort of peers; and presentations of learning at the end of the year to demonstrate how each Ally met the learning outcomes of the program.</p>	<p>Todd Wellman toddw@publicallies.org</p> <p>Location: Milwaukee, WI</p> <p>Website: http://www.publicallies.org</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
28	Public Policy and International Affairs Program (PPIA)	Diversity and Leadership in Public Service	This 20-year-old initiative was designed to bring diversity to public service by enabling US students of color to gain experience in public service professions and receive financial support for master's degrees in public policy and international affairs. The program is sponsored by the Association for Public Policy Analysis and Management and the American Political Science Association. The core belief is that citizens are best served by public managers, policy makers and community leaders who represent diverse backgrounds and perspectives. Furthermore, international affairs are increasingly mixed with local concerns. Addressing such global issues makes diversity a critical goal in professional public service. It offers student training and financial support for graduate school and facilitates ongoing professional development. The consortium of top public and international affairs graduate programs in the nation include Brown, Columbia, Harvard, MIT, NYU Wagner and others.	Marvin Ward (877) 774-2001 Location: Washington, DC Website: http://www.ppiaprogram.org/
29	The Commonwealth Fund	The Commonwealth Fund/Harvard University Fellowship in Minority Health Policy	Moving toward a high-performance health care system requires trained, dedicated physician leaders who can promote policies and practices that improve minority Americans' access to high-quality care. The year-long Minority Health Policy Fellowship offers intensive study in health policy, public health and management. Fellows also participate in leadership forums and seminars with nationally recognized leaders in minority health and public policy. Under the program, fellows complete academic work leading to a Master of Public Health degree at the Harvard School of Public Health. <ul style="list-style-type: none"> • In 2010–11, seven physicians were selected as Minority Health Policy Fellows 	Trupti Patel (212) 606-3800 tp@cmwf.org Location: New York, NY Website: http://www.commonwealthfund.org

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
30	The Greenlining Institute	Leadership Academy: Fellows Program	<p>The Greenlining Institute’s mission is to empower communities of color and other disadvantaged groups through multi-ethnic economic and leadership development, civil rights, and anti-redlining activities. The leadership academy offers a year-long training program for young leaders that have completed, at minimum, their undergraduate degrees by the start of the program. Fellows are assigned to specific program areas and develop expertise with the direction of a Program Manager and the Academy Director.</p> <ul style="list-style-type: none"> • As part of their work, Fellows receive intensive training to prepare them for policy work at the highest level, which includes participating in leadership skills workshops, attending power lunch series with key stakeholders, and conducting site visits to community, government and corporate entities. Additionally, Fellows receive regular professional and personal skills development and are given opportunities to interact with the media, write reports/press releases, fundraise, testify at key policy hearings, and participate in key meetings with top government officials, corporate CEOs and political leaders. • There are five annual fellows and about ten students each summer. • Pre- and post- self evaluations are used to assess leadership skills, analytic skills and relationships with mentors and staff members 	<p>Claudia Paredes (510) 926-4013 claudia@greenlining.org</p> <p>Location: Berkeley, CA</p> <p>Website: http://greenlining.org</p>
31	The Institute for Responsible Citizenship	Washington Program and Youth Scholar Academy	<p>The Institute prepares high-achieving African-American men for successful careers in business, law, government, public service, education, journalism, the sciences, medicine, ministry, and the arts. Students are required to complete rigorous academic seminars in government and economics, work at high-level internships, and participate in lectures, seminars and roundtable discussions with some of the nation’s most prominent public and private sector leaders.</p> <ul style="list-style-type: none"> • The program’s goal is not only to help talented African-American men achieve career success, but also to train these young leaders to be men of great character who will make significant contributions to their communities, their country and the world. • The Institute operates two programs in Washington, DC, and the Youth Scholar Academy for four African-American male college students who are interested in youth leadership and education. • The program receives 640 applications, from which 12 are enrolled for two cohorts. • Graduates will complete college and may go on to secondary education such as law school. The Program is nine years old and graduates are just beginning their careers. 	<p>John Saunders (202) 659-2831 jsaunders@i4rc.org</p> <p>Location: Washington, DC</p> <p>Website: http://www.i4rc.org</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
32	The Pipeline Project and Rockwood Leadership Institute	The 21st Century Fellows Program	<p>While the movement for equal rights for lesbian, gay, bisexual and transgender (LGBT) people has grown and achieved important victories in the years since the Stonewall riots in 1969, the leaders of LGBT organizations have remained overwhelmingly white. The movement's leadership has not reflected the real diversity of the community, and that has limited both its reach and effectiveness as a force for justice and equality.</p> <ul style="list-style-type: none"> • The pipeline project seeks to engage 22 individuals in a year-long program of leadership retreats, skills training and peer learning opportunities. Fellows are matched with experienced consultants who help them design individual leadership development plans. The program goals are to support and retain those managers who have committed themselves to a career in the movement, and to provide them with the assistance they need to further develop their leadership abilities. • Undergraduate and post-graduate students are placed in year-long internships at LGBT organizations around the country. In its first nine months of operation, the program recruited 132 intern candidates for 47 internships, ultimately placing interns in 30 percent of those positions. • Program success is measured by changes in levels of diversity within LGBT advocacy and service organizations and in the leadership of those organizations. 	<p>Clarence Patton (718) 623-6135 cpatton@lgbtpipeline.org</p> <p>Location: New York, NY</p> <p>Website: http://www.haasjr.org</p>
33	US Hispanic Leadership Institute	Grassroots Leadership Development	<p>A random survey that would ask respondents to name the 45 most influential elected and/or appointed officials in their community would find that few people could name more than ten. The Grassroots Leadership Development Program (GLDP) will change that and enable community leaders to better understand how government works, who makes it work, and how to make it work more effectively and provide public officials the opportunity to understand how to better serve the Latino community. The GLDP is a ten-week, interactive, bilateral government-oriented training for community leaders and local public officials.</p>	<p>Adrian Calderon acalderon@ushli.org</p> <p>Location: Chicago, IL</p> <p>Website: http://www.ushli.org</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PEOPLE OF COLOR IN PUBLIC SERVICE

	Organization	Program	Description	Contact
32	W.K. Kellogg Foundation	Minority Scholars in Health Disparities Program	<p>The program develops a cadre of future leaders in academic, policy-making, policy-advocacy and health-related agencies with an understanding of social determinants of health disparities, the role of communities in disparities research and policy development, and how health disparities research can influence federal, state and local health policy. It seeks to increase the racial and ethnic diversity of faculty at public health and other health professions schools and in leadership positions at health-related policy, advocacy and practice organizations.</p> <ul style="list-style-type: none"> • The Multidisciplinary Track provides exposure to public policy-making and knowledge exchange and the interactive process of translating research findings into policy and practice. Through mentoring, research training, publishing and policy workshops, and diverse professional meetings, Scholars' career development and leadership roles are enhanced. Scholars will have access to a wide range of resources at the participating sites including an individually tailored program of mentoring, research and training matched to Scholars' individual research needs and interests. • The 2009-2011 cohort includes ten scholars and the current 2010-2012 cohort consists of 18. Minorities comprise 79 percent of 125 postdoctoral Kellogg Health Scholars and alumni, and 89.5 percent of 30 pre-doctoral Fellow alumni. There is no funding currently available for a future cohort. The program was funded from 2005 through 2012, with an investment of \$13.5 million by the W.K. Kellogg Foundation, and it is currently seeking additional funding for future cohorts from the W.K. Kellogg Foundation and other funders. • The organization engages in formal evaluation and measurement of success. According to the December 2010 evaluators' annual report, scholarly output and community partnerships are used as measures of successful outputs. Successful outcomes include scholars in leadership positions and the creation of policy change. 	<p>Barbara Kivimae Krimgold bkrimgold@cfah.org</p> <p>Location: Washington, DC</p> <p>Website: http://www.kellogghealthscholars.org</p>
33	Women of Color Network (WOCN)	Leadership Training Institute	<p>The Women of Color Network (WOCN) Leadership Training Institute offers mentors training and resource materials to build concrete leadership skills among women of color activists. It is a unique opportunity for individuals to enhance their capacity in areas such as: program development, grant-writing, fundraising, community organizing, policy development and building multicultural relationships. The Leadership Institute aims to equip advocates and activists with the necessary skills and knowledge so they can apply them in their program and community.</p>	<p>(800) 537-2238, ext 137 wocn@pcadv.org</p> <p>Location: Harrisburg, PA</p> <p>Website: http://womenofcolor-network.org</p>

NATIONAL PROGRAMS

Category B Public Service Leadership Development Programs with a Commitment to Diversity

	Organization	Program	Description	Contact
34	Academy for Educational Development (AED)	Center for Leadership Development (CLD) New Voices National Fellowship Program	<p>New Voices, inaugurated in 1999, is a leadership development program that helps nonprofit organizations recruit and retain innovative, new talent. It awards salary-support grants to small nonprofits demonstrating a commitment to cultivating and strengthening the leadership potential of creative and diverse “new voices” in the field.</p> <ul style="list-style-type: none"> • Program components include two-year grants to selected nonprofits to hire a new staff member who is passionate about social change and brings valuable strengths to the organization. The program also includes dialogues about identity, diversity, privilege, and inequity; and training, coaching, and technical assistance in developing critical skills related to effective nonprofit leadership and management. • It started with a national program but switched to a local program serving communities affected by Hurricanes Katrina and Rita. • Twelve to 15 fellows participate each year (with 138 alumnae over the last ten years). • The program is closing after ten years of being funded by the Ford Foundation. • They have not conducted a formal external evaluation, but a program evaluation is being produced as part of the program close out. 	<p>Chrystal Rambarath (202) 884-8362</p> <p>Location: Washington, DC</p> <p>Website: http://newvoices.aed.org</p>



NATIONAL PROGRAMS: PUBLIC SERVICE LEADERSHIP PROGRAMS WITH A COMMITMENT TO DIVERSITY

	Organization	Program	Description	Contact
35	American Express	American Express Nonprofit Leadership Academy	American Express, in partnership with the Center for Creative Leadership (CCL), launched the American Express Nonprofit Leadership Academy. The Academy is a selective and rigorous training program convening the nation's top emerging nonprofit leaders to develop the personal and business skills required for successful leadership in the sector. Adding value to the training, American Express senior executives participate in the Academy and address the importance and application of customer service, leadership development, brand management and marketing for the nonprofit sector. Academy participants are selected from national organizations and local nonprofits located in American Express service center communities. Subsequent to participating in the Academy, nonprofit leaders can access CCL's robust Website resources, continue executive coaching sessions, and take advantage of ongoing personal assessment and leadership development opportunities.	<p>Stephen Martin martins@ccl.org</p> <p>Location: New York, NY</p> <p>Website: http://about.americanexpress.com</p>
36	American Leadership Forum	AFL Fellows Program & Senior Fellows Program	American Leadership Forum is a national network of chapters, each dedicated to building stronger communities by joining and strengthening leaders to serve the public good. It enhances leadership by building on the strengths of diversity and by promoting collaborative problem solving within and among communities. Each ALF chapter offers a year-long Fellows program, designed to build collaborative leadership skills and a boundary-crossing leadership network. Upon completing the Fellows program, program alumni become Senior Fellows. Several chapters have developed a Senior Fellows program to provide continuing education and civic engagement opportunities. The program includes a series of monthly seminars such as conflict management and resolution, ethics, vision and change, and emerging themes in leadership, as well as a weeklong wilderness experience in which each class faces the challenge of scaling a mountaintop. ALF distinguishes itself by creating an environment that builds trust among a broad cross section of individuals who are established leaders in their respective fields.	<p>Harriet Wasserstrum (713) 807-1253 harriet@alfhouston.com</p> <p>Location: Houston, TX</p> <p>Website: http://www.alfnational.org</p>

NATIONAL PROGRAMS: PUBLIC SERVICE LEADERSHIP PROGRAMS WITH A COMMITMENT TO DIVERSITY

	Organization	Program	Description	Contact
37	Annie E. Casey Foundation	Children and Family Fellowship	The 2010-2011 Children and Family Fellowship is designed for outstanding executives who lead large public sector service systems, major community-based service organizations, or advocacy initiatives aimed at improving outcomes for children, families, and communities. The Fellowship is an opportunity for these senior leaders to augment their knowledge and experiences, sharpen their skills, broaden their perspectives, and increase their influence. The Fellowship is a 20-month program where Fellows participate in a series of leadership opportunities, including executive seminars, site visits to learn about path-breaking agencies and organizations throughout the country that have pioneered innovative service delivery models, and application of learnings within their home organizations that strengthen their capacity to improve outcomes for children and families.	<p>Barbara Squires (800) 222-1099 bsquires@aecf.org</p> <p>Location: Baltimore, MD</p> <p>Website: http://www.aecf.org</p>
38	Brookings Institution	Brookings Executive Education	Brookings Executive Education offers high-quality courses for corporate and government leaders that explore critical issues, the policy-making process, and public leadership. The Institution offers a Certificate Program in Public Leadership open exclusively to government executives GS-13 to Senior Executive Service (SES); a Master of Science in Leadership (MSL) through the Olin Business School at Washington University in St. Louis and open to federal managers and executives GS-13 to GS-15, SES candidates and SES members; and the Legis Congressional Fellowship open to government employees (GS-13 or higher) and private-sector executives with significant interest in the operations and activities of the legislative branch.	<p>Sarah Fields (800) 925-5730 sfields@brookings.edu</p> <p>Location: Washington, DC</p> <p>Website: http://www.brookings.edu/execed.aspx</p>

	Organization	Program	Description	Contact
39	City Hall Fellows	City Hall Fellows	<p>The City Hall Fellows’ primary initiative is a 12-month, post-college, pre-graduate school Fellowship program that integrates hands-on, full-time work experience inside local government with intensive training.</p> <ul style="list-style-type: none"> • The program is structured around three main components. The first is a year-long placement based on the host government’s immediate needs and the Fellow’s skills. In addition, fellows participate in an intensive Civic Leadership Development Program (CLDP). CLDP is a curriculum consisting of a three-week orientation at the start of the program, weekly sessions throughout the year, and trips to the state capital and Washington, DC. Fellows complete three consulting projects as the final program component. • CLDP takes Fellows on a structured exploration through the context and operations of local government and builds networking and engaged reflection into this curriculum. Through guided discussions with policy-makers, policy-influencers and subject matter experts, behind-the-scenes site tours, reading assignments, and hands-on practice with policy-making (in the form of service projects), Fellows develop the knowledge, skills and network necessary to become effective local civic leaders. • During their service year Fellows are grouped in cohorts. Of the 15 Fellows in the current class, 11 are White, one is Asian American, one is African American, and two are Hispanic. Because of the small size of the program, the numbers fluctuate year to year; in the first two program years, the breakdown of all Fellows was 50 percent White, 17 percent African American, 17 percent Asian American, and 17 percent Hispanic. • Although it is too early to measure long-term impact, at this point almost half of alumni are still working directly or indirectly for municipal government. The rest have enrolled in graduate programs, and it is anticipated that many will return to municipal government or related fields when they complete their degrees. 	<p>http://www.cityhallfellows.org</p>

NATIONAL PROGRAMS: PUBLIC SERVICE LEADERSHIP PROGRAMS WITH A COMMITMENT TO DIVERSITY

	Organization	Program	Description	Contact
40	Congressional Hunger Center	Bill Emerson National Hunger Fellowship	<p>The Bill Emerson National Hunger Fellows Program develops effective leaders with a deep understanding of hunger and poverty at both the local and national level that enables them to find innovative solutions and create the political will to end hunger. Each year 20 participants are selected for this eleven-month program. Fellows are placed for half their term of service with urban and rural community-based organizations all over the country involved in fighting hunger at the local level, such as grassroots organizing groups, food banks, economic development agencies, local advocacy groups and faith-based organizations. They then move to Washington, DC to complete the year with national organizations involved in the anti-hunger and poverty movement.</p> <ul style="list-style-type: none"> The evaluation notes the program’s commitment to greater program diversity. 	<p>(202) 547-7022 acarr@hungercenter.org</p> <p>Location: Washington, DC</p> <p>Website: http://www.hungercenter.org/national/national.cfm</p> <p>Evaluation: http://www.hungercenter.org/CHC/NHFEvaluation.pdf</p>
41	National Council for Research on Women	Emerging Leaders Network	<p>The Emerging Leaders Network supports entry- to mid-level professionals in their efforts to develop leadership skills and build partnerships. A new project, funded by the American Express Foundation, it seeks to encourage young women to enter the nonprofit arena, and provides training and sustained support to become leaders. Over a two-year period, the Council will work with 25 entry- to mid-level nonprofit managers. The program will offer career-building skills workshops at an intergenerational conference focused on key leadership skills such as vision, strategic partnerships and planning, communications, and good management skills. The Council is presently launching an interactive Web platform to make it possible for program participants to interact in “real time” and will provide support for ongoing roundtables and information sharing. A mentorship and sponsorship network component will pair seasoned nonprofit managers with young leaders to create long-term, web-based mentoring relationships that foster career advancement. Outreach to key informants confirmed the program’s commitment to diversity.</p>	<p>Kyla Bender-Baird (212) 785-7335, ext 205 kbender-baird@ncrw.org</p> <p>Location: New York, NY</p> <p>Website: http://www.ncrw.org</p>

NATIONAL PROGRAMS: PUBLIC SERVICE LEADERSHIP PROGRAMS WITH A COMMITMENT TO DIVERSITY

	Organization	Program	Description	Contact
42	Stanford University	John Gardner Public Service Fellowship	The Gardner Fellowships provide opportunities for graduating seniors to invest their talent, energy and training in public service. Six fellows, three from Stanford and three from UC Berkeley, are selected each spring. Each is provided with a \$27,500 stipend plus health insurance for ten months and an assignment to work with a government or nonprofit agency. Travel and other related expenses are provided as appropriate. In addition, each fellow is matched with a leader in public service who works full-time at the placement organization and guides the student's professional growth and development and provides opportunities and exposure that exceed what is normally available to a recent graduate.	Megan Swezey Fogarty (650) 725-2870 megan.fogarty@stanford.edu Location: Stanford, CA Website: http://studentaffairs.stanford.edu
43	The White House	The White House Fellows Program	Founded in 1964, the White House Fellows program is one of America's most prestigious programs for leadership and public service. White House Fellowships offer exceptional young men and women first-hand experience working at the highest levels of the federal government. Selected individuals typically spend a year working as a full-time, paid Fellow to senior White House Staff, Cabinet Secretaries and other top-ranking government officials. Fellows also participate in an education program consisting of roundtable discussions with renowned leaders from the private and public sectors, and trips to study US policy in action both domestically and internationally. Fellowships are awarded on a strictly non-partisan basis. Fellows are expected to apply what they have learned by contributing to the nation as greater leaders in their respective communities, professions and in public service. <ul style="list-style-type: none"> • One of the selected expert interviews indicates that there is energy within the program to increase diversity within the fellowship. 	whitehousefellows@whf.eop.gov Location: Washington, DC Website: http://www.whitehouse.gov

NATIONAL PROGRAMS: PUBLIC SERVICE LEADERSHIP PROGRAMS WITH A COMMITMENT TO DIVERSITY

	Organization	Program	Description	Contact
44	The White House Project	Vote, Run, Lead	Vote, Run, Lead™ is a dynamic program of The White House Project designed to engage women in the political process as voters, activists and candidates through trainings, inspiration and networking. It offers four main trainings. Go Run provides the nuts and bolts of running for political office by focusing on areas like communications, fundraising and campaigning. Go Lead is designed to hone leadership skills with debate trainings, fundraising workshops and other continuing education sessions. In 2009, 16 Go Lead trainings were conducted in different states, field states trained at least 45 percent women of color and some states had an even more impressive level of diversity. Debate Boot Camps are day-long trainings to give women in-depth knowledge on a specific area of expertise and break down some of the larger barriers for women seeking office. Finally a Master Class training is a rigorous program where participants bring a diversity of training and community organizing experience.	Erin Vilardi (212) 261-4400 erin@thewhitehouseproject.org Location: New York, NY Website: http://www.thewhitehouseproject.org
45	US Office of Personnel Management	Presidential Management Fellows	The Presidential Management Fellows is a two-year paid leadership development program for recent graduate students. The program is designed to develop a cadre of potential government leaders. Program components include 160 hours of formal classroom training (on leadership, management, policy and other topics), challenging work assignments, feedback on work, at least one four- to six-month developmental assignment, potential for accelerated promotions and a certificate of completion, which permits immediate appointment to a position in the competitive or excepted service and carries prestige anywhere Fellows go thereafter.	(202) 606-1040 pmf@opm.gov Location: Washington, DC Website: http://www.pmf.gov

NATIONAL PROGRAMS

Category C Leadership Development for Diversity Management

	Organization	Program	Description	Contact
46	American Institute for Managing Diversity	Diversity Leadership Academy (DLA)	The Diversity Leadership Academy (DLA) offers state-of-the-art leadership skills in the area of diversity management to leaders across all sectors of society including business, nonprofit, religion, arts and culture, government, education, politics, etc. DLA targets Indianapolis, Atlanta and West Virginia. The Coca-Cola Company was the founding sponsor of DLA, awarding the American Institute for Diversity Management (AIMD) a \$1.5 million donation.	(404) 575-2131 parnold@aimd.org Locations: Atlanta, GA; Indianapolis, IN; Upstate and Low State SC Website: http://www.dlaa.org
47	American Red Cross	Diversity Leadership Council	The Diversity Leadership Council provides leadership and accountability for the implementation of American Red Cross diversity initiatives within and across all lines of service and functional areas. It implements a Strategic and Tactical (S&T) model for diversity business planning throughout the organization that helps units transition from stand-alone diversity plans to the total integration of diversity objectives within each unit's strategic business plan.	(507) 437-4589 mowearc@charter.net Location: Austin, MN Website: http://mowercounty.redcross.org



NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT FOR DIVERSITY MANAGEMENT

	Organization	Program	Description	Contact
48	Association of Black Foundation Executives	Connecting Leaders Fellows Program	This year-long experience is designed to sharpen the skills and strengthen the leadership capacity of foundation staff, donors and trustees who are committed to assisting Black communities through philanthropy. Approximately ten fellows will have the opportunity to learn from seasoned grantmakers on a regular basis, understand how to be more effective change agents within their institutions, and participate in a network that focuses on innovative solutions to community challenges. Each fellow will be assigned a leadership coach and mentor as part of the program. In addition, each fellow will be required to develop a plan to work with an organization that is serving Black communities in his or her home environment and to engage in a specific project during the fellowship period to help this organization develop its capacity.	<p>Marcus Walton (646) 230-0313 mw Walton@abfe.org</p> <p>Location: New York, NY</p> <p>Website: http://www.abfe.org</p>
49	Board Source	Moving Beyond Political Correctness: Cultivating a Diverse Board	This workshop moves beyond “political correctness” and engages participants in a meaningful discussion on establishing diversity goals. This session will ask the uncomfortable questions head-on, in an effort to understand the real value of integrating diversity and an inclusive environment into boards and organizations. Participants will learn about various tools and techniques for building diversity and cultural competency in their nonprofit boards of directors, and cover topics such as: making the case for inclusiveness, the benefits of valuing diversity, cultural attitudes and biases, and strategies for building an inclusive board.	<p>(877) 892-6273 netori@boardsource.org</p> <p>Location: Washington, DC</p> <p>Website: http://www.boardsource.org</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT FOR DIVERSITY MANAGEMENT

	Organization	Program	Description	Contact
50	Emerging Practitioners in Philanthropy	Philanthropology™ Program Foundation Work and Learning Initiative	The mission of Emerging Practitioners in Philanthropy is to strengthen the next generation of grantmakers in order to advance effective social justice philanthropy. Its unique grantmaker education program provides EPIP members with peer-based and inter-generational professional development through workshops, Web and print resources, partnerships and ongoing programs. Members gain: an in-depth orientation to the foundation field; resources to help individuals take up their roles and manage the paradoxes of philanthropy; and a safe space to learn about the complex relationships between foundations, donors, grantees and social change. It helps foundations provide diverse young people with meaningful work, service and learning opportunities in the field of organized philanthropy. It knows that young leaders can gain and contribute from staff and board roles, internships, fellowships and mentoring programs. The initiative seeks to educate young activists about the role of foundations in the nonprofit sector; promotes best practices for engaging young people in the life of foundations; and links EPIP members to the professional development opportunities they need to succeed.	Rusty Stahl (212) 584-8249 rusty@epip.org Location: New York, NY Website: http://www.epip.org
51	Hispanics in Philanthropy	Latino Giving Partnerships Talent Bank	All Giving Partnership grants are for capacity-building projects; they provide technical assistance, leadership training, and networking opportunities, which provide Latino organizations with new skills and greater visibility within the field of philanthropy. This initiative is being piloted through partnerships with the Latino Community Foundation of Colorado, a project of the Rose Community Foundation; and the Apoyo Fund, a project of the Westchester Community Foundation in New York. One of HIP's goals is to increase diversity within the field of philanthropy, and it has a variety of programs that focus on professional development. It is currently building a Talent Bank of members to be used by foundations and search firms when they are looking to fill staff and trustee positions. By helping organizations to better identify and locate talented individuals, it hopes to increase the overall diversity within the foundation community.	http://www.hiponline.org

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT FOR DIVERSITY MANAGEMENT

	Organization	Program	Description	Contact
52	MDC	The Autry Fellowship	The Autry Fellowship is a competitive fellowship program for talented and ambitious recent college graduates. The ideal Autry Fellow is open-minded and compassionate, curious and reflective, and deeply committed to advancing social equity and opportunity. It provides an opportunity to work for one year as a full-time, paid staff member at MDC, Inc. The Autry Fellowship supports MDC’s mission—to help organizations and communities close the gaps that separate people from opportunity—by developing a cadre of young leaders who have experience promoting economic development, increasing equity and excellence in education, building inclusive civic cultures, and who are poised and ready to apply their new learning to benefit this region.	<p>Breanna Detwiler (919) 968-4531 ext 371 bdetwiler@mdcinc.org</p> <p>Location: Chapel Hill, NC</p> <p>Website: http://www.mdcinc.org</p>
53	National Council of La Raza (NCLR)	Leadership Development Initiatives: California Advocacy Platform and Emerging Latino Communities	The National Council of La Raza (NCLR) works to develop the public leadership skills and advocacy capacity of its network of more than 250 Affiliates throughout the country, as well as partner with community-based organizations in emerging Latino communities in the United States. The California Advocacy Platform is a statewide leadership development and capacity-building model with its 57 California Affiliate organizations. The Emerging Latino Communities (ELC) Initiative combines capacity-building grants of up to \$20,000 with additional funding for targeted technical assistance aimed at strengthening the community-organizing and leadership development efforts of community-organizing groups in emerging Latino communities.	<p>Janet Hernandez (202) 776-1759 jhernandez@nclr.org</p> <p>Location: Washington, DC</p> <p>Website: http://www.nclr.org</p>
54	National Multicultural Institute	Core Training Programs	The mission of the National MultiCultural Institute (NMCI) is to work with individuals, organizations and communities to facilitate personal and systemic change in order to build an inclusive society that is strengthened and empowered by its diversity. NMCI designs customized training programs to meet the specific needs of its clients. Customized core training programs include among others, leadership development, building cultural competence, coaching and mentoring, and managing a diverse workforce.	<p>Kelly Reid (202) 483-0700 ext 226 kreid@nmci.org</p> <p>Location: Washington, DC</p> <p>Website: http://www.nmci.org</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT FOR DIVERSITY MANAGEMENT

	Organization	Program	Description	Contact
55	National Science Foundation	ADVANCE	<p>The goal of the ADVANCE program is to develop systemic approaches to increase the representation and advancement of women in academic science, technology, engineering and mathematics (STEM) careers, thereby contributing to the development of a more diverse science and engineering workforce. ADVANCE is an integral part of the National Science Foundation's (NSF) multifaceted strategy to broaden participation in the STEM workforce, and it supports the critical role of the Foundation in advancing the status of women in STEM academic careers. The program seeks to transform institutional structures; provide equitable career support by implementing leadership development, career coaching and network-building programs; provide work-life support; and empower individuals by providing faculty, department leaders and institutional administrators with the tools and resources to address gender equity barriers. The typical grant lasts for five years and provides several million dollars to colleges and universities that propose institutional changes to promote women in science and engineering. Since 2001, NSF has invested over \$135M to support ADVANCE projects.</p> <ul style="list-style-type: none"> • This program was cited in an academic article as advancing diversity. 	<p>Kelly Mack (703) 292-8575 kmack@nsf.org</p> <p>Location: Arlington, VA</p> <p>Website: http://www.nsf.gov</p>
56	NYU Wagner and UCLA's Luskin School of Public Affairs	Social Justice Initiative in Public Service Graduate Programs	<p>New York University's Robert F. Wagner Graduate School of Public Service and the University of California, Los Angeles Meyer and Renee Luskin School of Public Affairs, with support for the Ford Foundation, are collaborating on a two-year initiative to equip future public service leaders and policymakers with the necessary fluency in issues of race and inequality vital for their real world work on policy issues that affect communities. The initiative seeks to develop a social justice approach to public service education and engage regional peer schools in day-long dialogues aimed at creating a space and a framework for conversations on sensitive social justice issues in the context of graduate education in public affairs, public policy and public service.</p>	<p>Tracey Gardner tracey.gardner@nyu.edu</p> <p>Locations: New York, NY and Los Angeles, CA</p> <p>Website: http://www.spa.ucla.edu/conversations/</p>

NATIONAL PROGRAMS: LEADERSHIP DEVELOPMENT FOR DIVERSITY MANAGEMENT

	Organization	Program	Description	Contact
57	Rockefeller Philanthropy Advisors (Formerly Diversity Philanthropy)	The D5 Project (formerly Diversity in Philanthropy Project - DPP)	<p>The D5 Project is a voluntary effort of leading foundation trustees, senior staff and executives committed to increasing field-wide diversity through open dialogue and strategic action. It believes that diversifying perspectives, talent and experience can help ensure philanthropy's continued leadership in a rapidly changing society.</p> <ul style="list-style-type: none"> The project is currently reconfiguring under a new banner and institutional host: The D5 Project is housed at Rockefeller Philanthropy Advisors, effective January 1, 2011. 	<p>Judy Belk JBelk@rockpa.org</p> <p>Mae Hong MHong@rockpa.org</p> <p>Location: New York, NY</p> <p>Website: http://www.diversityinphilanthropy.org</p>
58	Stanford University, Research Institute of Comparative Studies in Race and Ethnicity (CSRE)	Public Policy Leadership Institute	<p>The Research Institute of Comparative Studies in Race and Ethnicity (CSRE) sponsors an annual Public Policy Leadership Institute in September. The program seeks to expand the boundaries of knowledge about important dynamics in human relations related to race and ethnicity. The Public Policy Leadership Institute is a two-week, residence-based seminar that provides undergraduate students with exposure to major public policy issues directly affecting ethnic and racial groups in the United States. The Institute seeks to provide perspectives on what it takes to be a leader in a diverse society and to foster an intellectual and social community among the participants.</p>	<p>(650) 723 2244 ccsreinfo@stanford.edu</p> <p>Location: Stanford, CA</p> <p>Website: http://www.stanford.edu</p>
59	Teach For America	Diversity Inclusiveness Initiatives: Community Speakers Series	<p>Teach For America seeks to enlist the nation's most promising future leaders in the movement to eliminate educational inequity, and it knows these leaders will be diverse in ethnicity, race, and socioeconomic background. The Community Speakers Series is designed to engage communities and colleges in insightful and compelling town hall discussions about the educational opportunities and challenges impacting communities of color in this country.</p>	<p>(212) 279-2080 diversity@teachforamerica.org</p> <p>Location: New York, NY</p> <p>Website: http://www.teachforamerica.org</p>

REGIONAL PROGRAMS

Category A Leadership Development Programs for People of Color in Public Service

	Organization	Program	Description	Contact
60	City of Portland	Diversity and Civic Leadership Program: Diversity and Civic Leadership Organizing Project & Diversity and Civic Leadership Academy	<p>The City of Portland recognizes policy, planning and budgeting processes are best served when developed with public input representing a diverse cross-section of Portland’s increasingly diverse communities.</p> <ul style="list-style-type: none"> Forty community members from diverse immigrant/ refugee community organizations and community organizations of color in Portland are being recruited to participate in this 12-month leadership training program. Program goals include: to support efforts to build the organizational capacity and leadership skills of community organizations of color and immigrant/ refugee organizations to be more effective advocates for the advancement of policies to achieve economic and social equity for their constituencies; to create a source of leadership from communities of color to develop representation on City advisory committees, boards and commissions, neighborhood associations, and a wide array of City public involvement opportunities; and to encourage the development of collaborations and partnerships between a wide range of community organizations where there may be opportunities to work on common community and neighborhood livability issues. Success is in the increase of voices and engagement and increase in diversity of people of color in boards and commissions within the City of Portland. Quarterly and annual reports are used as evaluation tools, and last year they did an evaluation report which is in the draft stage. An intern also wrote his thesis on this work. 	<p>Jeri Williams (503) 823-5827</p> <p>Location: Portland, OR</p> <p>Website: http://www.portlandonline.com</p>

	Organization	Program	Description	Contact
61	CompassPoint	Next Generation Leaders of Color Leadership Development Program	<p>Launched in 2009 with a grant from The California Wellness Foundation, the Next Generation Leaders of Color program is an intensive leadership development program for managers of color working in Bay Area health and human service organizations. Using a multicultural leadership framework, NGLC focuses on two management areas critical for community-based managers and leaders to be successful. The first area is to supervise, develop, inspire and influence people. The second is to develop business acumen with an emphasis on financial strategy, comprehension and literacy. Program components include a 360 degree assessment tool, in-person seminars, facilitated peer coaching groups, leadership/executive one-on-one coaching based on growth areas identified in the 360 degree assessment, and a final cohort gathering.</p> <ul style="list-style-type: none"> • The first pilot program in 2009-2010 included 18 fellows; a second program will be launched in 2011 and will target a cohort of 20 fellows. • Program objectives were developed based on field research and a perceived match between the need to advance people of color in the leadership pipeline and aspirations of next generation people of color to seek leadership opportunities. The program applies a multicultural lens to leadership and management. • Program success will be measured against short-term, medium-term and long-term outcomes identified in the programs' logic model: increase awareness of multicultural framework and understanding and value for leadership development, application of acquired skills in career after fellowship, continued engagement with the peer network, and continued commitment to social change work. 	<p>Marla Cornelius (415) 541-9000 ext315 MarlaC@compasspoint.org</p> <p>Location: San Francisco, CA</p> <p>Website: http://www.compasspoint.org</p>



	Organization	Program	Description	Contact
62	Coro	Immigrant Civic Leadership Program (ICLP)	<p>The Immigrant Civic Leadership Program (ICLP) enhances the capacity of leaders working to strengthen immigrant communities. Participants explore strategies for shaping public policies that affect NYC as a whole and immigrant communities in particular. ICLP also challenges participants to examine their individual approaches to leadership in order to build and sustain their organizational and personal visions for change.</p> <ul style="list-style-type: none"> • The Immigrant Civic Leadership Program is an intense part-time, five-month program. Sixteen to 20 diverse participants are drawn from immigrant communities in NYC. An effort is made to include representatives from most immigrant groups in each cohort. • Components include an opening retreat, strategy days (full-day Tuesday sessions that meet once a month to explore multiple perspectives and interests shaping NYC immigration issues) and personal leadership days (full-day Saturday sessions that meet once a month to help participants develop practices for effective, sustainable leadership over the course of a lifetime). • Programmatic evaluations after each session and an annual evaluation are currently used to measure program success. 	<p>Kristen Ellis (212) 248-2935 ext 301</p> <p>Location: New York, NY</p> <p>Website: http://www.coro.org</p>
63	LeaderSpring	LeaderSpring	<p>The core of LeaderSpring’s two-year, on-the-job Fellowship is a leadership development program for executives of community-based organizations in the San Francisco Bay Area. Their theory of change is if the leadership of a nonprofit is strengthened, the agency’s capacity is strengthened, enabling it to deliver improved and expanded services.</p> <ul style="list-style-type: none"> • The program offers 14-15 Fellowships to nonprofit leaders annually, providing a Fellowship to 28-30 nonprofit leaders at any given time (typically 70 percent of participants are people of color). Cohorts are selected alternately from the East Bay and San Francisco. • Program characteristics include “action learning,” or contextual focus, and a two-year comprehensive period of goal-setting, training, mentoring and networking. It is designed to nurture collective leadership by strengthening the capacity of cross-organizational networks. The rich diversity of program participants (including mission, leadership tenure, size of agency, and ethnicity) makes it possible to deeply mine the multiple talents, knowledge, and wisdom for the benefit of all participating leaders. • Networking is fostered as a way to build community. Self evaluations take place after every step of the program. 	<p>Renato Almanzor (510) 286-8949 renato@leaderspring.org</p> <p>Locations: San Francisco and East Bay, CA</p> <p>Website: http://www.leaderspring.org</p>

REGIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PUBLIC SERVICE LEADERS OF COLOR

	Organization	Program	Description	Contact
64	Nehemiah Corporation of America	Nehemiah Emerging Leaders Program	The Nehemiah Emerging Leaders Program is a selective ten-month professional development program designed to prepare its Fellows for effective and ethical leadership in their companies and communities. It is the only program in the Sacramento region offering leadership training customized to the specific challenges faced by culturally diverse leaders. Fellows graduate ready to put their talents to work in the public and private sectors, acting as catalysts for positive change in the community. Through monthly full-day seminars, evening dialogues and mentorship by some of the Sacramento region's most influential leaders, Fellows learn cutting-edge leadership skills including: planning and delegation, constructive feedback, critical thinking and analysis, political and economic systems, leading and managing group processes, organizational analysis, project management, self and group awareness, strategic public speaking and presentation skills, change management and innovation leadership, civic leadership, issues facing regional private and public sectors, negotiation and conflict resolution and understanding community systems and community problem-solving.	<p>Marcia McClain mmclain@nehemiahcorp.org</p> <p>Location: Sacramento, CA</p> <p>Website: http://www.nca-nelp.org</p>
65	Partnership for Immigrant Leadership and Action (PILA)	Leadership Development Programs	The Partnership for Immigrant Leadership and Action's leadership development programs support organizations in developing immigrant leaders to catalyze concrete change in their communities. The Leadership Development Training Series (LDTS) is a year-long series for key staff and selected community leaders from diverse immigrant-serving organizations in the Bay Area. The program offers eight full-day training and peer learning sessions; a train-the-trainer approach and a toolbox of multilingual leadership development materials and curricula; peer-learning opportunities to share successful strategies; 12-month leadership development work plans that are developed, implemented and documented by each partner organization; technical assistance and coaching to support partner organizations in realizing work plan objectives; access to an organizational stipend to support participation in the program; two levels of training that are designed for varied levels of experience of emerging community leaders and staff; language accessibility for Spanish and Cantonese speakers; and an Executive Director roundtable to build commitment and a concrete action plan to sustain leadership development in partner organizations after LDTS.	<p>Xandra Ibarra xandra@pilaweb.org</p> <p>Location: San Francisco, CA</p> <p>Website: http://www.pilaweb.org</p>

REGIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PUBLIC SERVICE LEADERS OF COLOR

	Organization	Program	Description	Contact
66	Rockwood Leadership Institute	Fellowship for California Leaders of Color	<p>Rockwood’s Fellowship for California Leaders of Color is a multi-session leadership program for nonprofit leaders of color committed to creating and sustaining compelling visions for their organizations; inspiring and aligning others to work effectively toward common goals; dealing more effectively with leadership and organizational challenges; and engaging with a powerful learning community of leaders of color throughout the state.</p> <ul style="list-style-type: none"> • Over the course of nine months, the Fellowship is designed to teach powerful visioning, listening, speaking, presentation, coaching, team-building and feedback skills to emerging and established leaders of color working in California’s social change organizations. Each Fellow participates in two different residential retreats, peer coaching circles and four leadership practice assignments. • The most current cohort has six Latinos, six Asian Pacific Islanders and six African Americans. • Success is measured by the skills leaders gain to exercise their leadership more effectively in their organizations and create lasting relationships that strengthen their work. Success is measured through post-training evaluations and interviews with each participant. 	<p>Stacy Kono stacy@rockwoodleadership.org</p> <p>Locations: San Joaquin Valley, Northern Central Coast and Greater Bay, California</p> <p>Website: http://www.rockwoodleadership.org</p>
67	San Francisco Foundation	Multicultural Fellowship Program	<p>In an area with such a wealth of young talent, it is essential to cultivate the next generation of community leaders to reflect the diversity of the region. The Multicultural Fellowship Program selects young professionals of color with the promise and passion to create significant social change. By working on the Foundation’s grantmaking teams and contributing to numerous projects across the Foundation, fellows gain dynamic hands-on leadership experience. Former fellows now serve as executive directors and development directors in nonprofits, as program officers in foundations, as government officials, and as professionals and academics who serve or work with nonprofits.</p>	<p>Jamillah Washington-Weaver fellowship@sff.org</p> <p>Location: San Francisco, CA</p> <p>Website: http://www.sff.org</p>

REGIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PUBLIC SERVICE LEADERS OF COLOR

	Organization	Program	Description	Contact
68	Suffolk University	Oiste? Initiative for Diversity in Civic Leadership (IDCL)	The Initiative for Diversity in Civic Leadership provides education and training opportunities to enable individuals from diverse political backgrounds to successfully run for elective office, manage and run political campaigns, and serve in all levels of government. It seeks to develop a new generation of leaders of color committed to public service in order to ensure a more representative democracy and a diverse civic community in Greater Boston. The program strengthens and builds on existing leadership and support structures by engaging current elected and appointed leaders of color, legislative staff, and campaign veterans as mentors, speakers and trainers in a comprehensive program to advance civic leadership of color. One of the primary goals is to build relationships that create and sustain community among aspiring and current leaders who are engaged in public life. The main program components include: diversity@teachforamerica.org electoral and legislative skills trainings and briefings, individualized coaching and assessment, networking events, and access to online training and briefing materials.	Alejandra St.Guillen (617) 426-6633 astguillen@oiste.net Location: Boston, MA Website: http://www.initiativefordiversity.net
69	The Racial Diversity Collaborative	Board Pipeline Training Initiative	The Racial Diversity Collaborative seeks to advance the effectiveness of the nonprofit sector through more diverse leadership where leaders of color are increasingly visible as top leaders and board members of leading nonprofit organizations throughout the Baltimore-Washington region. <ul style="list-style-type: none"> • The collaborative is supported by the W.K. Kellogg Foundation through an Innovative Practice Fund originally managed by Fieldstone Alliance. • It offers social networking opportunities; conferences; audio recordings (such as the Association of Baltimore Area Grantmakers Diversity and Inclusiveness Task Force on current pipeline programs for people of color); and events such as the “Board Pipeline Training Initiative,” a program that matches professionals of color who want to serve as board members with nonprofit organizations that have a need for them. The program provides a three-hour evening training for three consecutive weeks and social/professional networking follow-ups. • The person contacted at this organization indicated that their programming at this time is an annual conference call for an invited group of nonprofit leaders. 	(301) 439-7188 Location: Baltimore, MD Website: http://www.racialdiversitycollaborative.org

REGIONAL PROGRAMS: LEADERSHIP DEVELOPMENT PROGRAMS FOR PUBLIC SERVICE LEADERS OF COLOR

	Organization	Program	Description	Contact
70	Tiwahe Foundation/ American Indian Family Empowerment Program (AIFEP)	Leadership Development Project	AIFEP's Leadership Development Project was awarded a multi-year grant in 2008 by Rockefeller Philanthropy Advisors. The new grant will support the development of culturally based philanthropy programs within the Indian community while further developing the skills and knowledge of the leadership participants. The Tiwahe Foundation Leadership Development Program aims to prepare Native people with the skills, knowledge and opportunities required to successfully lead their communities in the 21st century.	LaVon Lee info@grottofoundation.org Location: MN Website: http://www.grottofoundation.org
71	United Way of Greater Rochester	Latino Leadership Development Program (LLDP)	The mission of the Latino Leadership Development Program is to identify, train and promote the placement of Latinos on boards, committees and community projects and in policy-making positions in order to ensure that the Greater Rochester community and organizations are tapping the full potential of the Latino community. The program offers seven full-day training sessions and encourages community awareness, leadership and networking in the local Latino community. Curriculum topics include communication, leadership, decision-making, conflict resolution and board membership responsibilities.	Contact Tabita Torres (585) 242-6467 tabitatorres@uwrochester.org Location: Rochester, NY Website: http://www.uwrochester.org
72	We Are All Brooklyn Fellowship	We Are All Brooklyn Fellowship	The mission of We Are All Brooklyn is to promote and facilitate understanding, cooperation and mutual appreciation and respect among Brooklyn's richly diverse communities. We Are All Brooklyn recognizes that a true appreciation of the borough's diversity does not end with tolerance or acceptance. Rather, these are stepping stones to an active embrace of the "New Diversity," the idea that the more diverse the parts of a community, the stronger it is as a whole. The WAAB Fellowship is designed to empower ethnically diverse and talented young leaders who serve the community. The Fellowship seeks applications from promising leaders between the ages of 25-40 and who have at least three years of experience serving community or faith-based programs in Brooklyn. The Fellowship program consists of an opening full-day orientation, monthly professional and personal development seminars, roundtable discussions with decision makers, committee meetings to organize a Challenge Project, and a closing retreat.	Dori Zofand (212) 983-4800 ext 10 zofand@jcrny.org Location: New York, NY Website: http://www.waab.org

REGIONAL PROGRAMS

Category B Public Service Leadership Development Programs with a Commitment to Diversity

	Organization	Program	Description	Contact
73	Center for Progressive Leadership	Ohio Political Leaders Fellowship	The Ohio Political Leaders Fellowship is designed for a select group of individuals committed to advancing progressive political or policy change in the state. Fellows develop their leadership potential and expand their networks. The program works hard to have a truly diverse group, where a variety of experiences and opinions will be present across typical divides like race, class, gender, sexual orientation and age. CPL Fellows also represent the full diversity of the state's communities. Last year's Fellowship class was 55 percent women and 50 percent people of color. The fellowship is a nine-month leadership program for individuals committed to advancing progressive political or policy change in Ohio State. It includes weekend workshops, one-on-one and small group coaching, messaging and fundraising practice, peer coaching, mentorship and political networking. The program focuses on five core political leadership areas: 1) progressive philosophy, vision and values 2) fundraising 3) grassroots organizing and campaign planning 4) communications and messaging and 5) high-impact leadership.	(202) 775-2003 programs@progressleaders.org Location: Cincinnati, OH Website: http://www.progressiveleaders.org



	Organization	Program	Description	Contact
74	Community Foundation for Monterey County and California State University, Monterey Bay	LEAD: Leadership Education and Development	<p>LEAD is a partnership of the Community Foundation for Monterey County and California State University, Monterey Bay (CSUMB). It is a professional development institute designed to build excellent nonprofit leadership and management for Santa Cruz, Monterey and San Benito counties. LEAD helps to develop a cohort of future nonprofit leaders that serve and represent the diverse communities of the region. All aspects of the LEAD Institute integrate an approach of cultural competency and collaboration.</p> <ul style="list-style-type: none"> • The 2010 LEAD Cohort included 19 participants. Leadership development topics include judgment and decision-making, transformational leadership, communications, self-awareness, ethics, and acting as a change agent. It is structured around seven in-depth seminars (one per month, September – March). Five of these seminars are full-day trainings on a Friday. The other two are two-day sessions on a Friday and Saturday. It also includes five peer roundtables, professional development plans, organizational capacity building projects, and one-on-one coaching. 	<p>(831) 375-9712 lead@cfmco.org</p> <p>Location: Monterrey, CA</p> <p>Website: http://www.cfmco.org</p>
75	Coro	Coro Fellows Program in Public Affairs	<p>This full-time, nine-month, graduate-level experiential leadership training program prepares diverse, intelligent and committed individuals for effective and ethical leadership in the public affairs arena. Unconventional by traditional academic standards, the Fellows Program is rigorous and demanding, an unparalleled opportunity for personal and professional growth. The Fellows Program is offered in Los Angeles, New York, Pittsburgh, San Francisco and St. Louis. Sixty-eight Fellows are chosen nationally each year through a highly competitive selection process, including a day-long assessment at each center's city. The Fellows represent a broad range of academic, work, cultural, racial and economic backgrounds, ages and interests. What they share is an unwavering commitment to civic engagement. Recent participants have ranged from 21 to 53 years of age.</p>	<p>Kristen Ellis (212) 248-2935 ext 301</p> <p>Location: New York, NY</p> <p>Website: http://www.coro.org</p>

	Organization	Program	Description	Contact
76	Coro	Leadership New York (LNY)	Leadership New York (LNY) is a civic leadership development program for mid-career professionals from diverse backgrounds, sectors and perspectives. The program provides the skills and knowledge individuals need to effect change in their organizations and across New York City. Coro accepts a cohort of approximately 50 individuals each year to participate in LNY. Participants join a leadership community of over 800 LNY alumni who are impacting the City as Commissioners, executive directors and CEOs, community activists, journalists, business executives, and social entrepreneurs. The program is structured around leadership retreat days, strategy days, a neighborhood project and mentorship.	<p>Kristen Ellis (212) 248-2935 ext 301</p> <p>Location: New York, NY</p> <p>Website: http://www.coro.org</p>
77	Duke Endowment	Duke Endowment Fellowship Program	The Duke Endowment Fellowship program is a two-year, hands-on experience that prepares future leaders for service in the philanthropic sector. Throughout the program, Fellows gain exposure to the philanthropic landscape and develop their grantmaking leadership, while providing the Endowment with fresh perspective, new ideas and assistance with its endeavors. Program components include hands-on grantmaking, special projects, a capstone project and professional development.	<p>Heather Huskey (704) 376-0291 hhuskey@tde.org</p> <p>Location: Charlotte, NC</p> <p>Website: http://www.dukeendowment.org</p>

	Organization	Program	Description	Contact
78	Leadership California	The California Issues and Trends Program	Conducted quarterly at sessions around the state, this unique, issues-based program exposes participants to diverse perspectives and points of view relating to issues facing California and provides understanding for approaches beyond their own disciplines and areas of expertise. Sixty successful women are selected annually to participate in the program. Through the year-long experience, they gain valuable knowledge and relationships that can be leveraged in their jobs and community. This diverse group of women expands their spheres of influence and gains greater access to key leaders. Participants hear from experts on subjects such as changing demographics, economic development, education, housing and health care challenges. They discuss the implications for organizational development, business and community leadership, and personal and professional development. They also meet at the California State Capitol where they have the opportunity to speak with policymakers. They visit community organizations to experience firsthand the results of successful public/private partnerships.	(626) 793-7834 info@leadershipcalifornia.org Locations: Sacramento, Los Angeles, San Francisco, San Diego, CA Website: http://www.leadershipcalifornia.org
79	NYU Wagner's Research Center for Leadership in Action	Fellowship for Emerging Leaders in Public Service	The Fellowship for Emerging Leaders in Public Service (FELPS) inspires and connects a diverse group of recent college graduates through unique leadership and professional enrichment opportunities designed to assist them in developing successful public service careers. Through twice-monthly sessions over seven months, Fellows: <ul style="list-style-type: none"> • evaluate and refine their leadership skills and practices; • discuss public service issues, trends and career challenges with experts in the field; • craft a career plan based on personal assessments and professional goals; and • build a network of talented peers and mentors who can offer support and guidance. Fellows hear from senior executives across the spectrum of public service organizations, who offer insights into their own career trajectories, practical strategies for succeeding in public service and analysis of new trends. Fellows also receive ongoing mentorship from Career Guides, who are senior managers at leading public service organizations.	Colleen Schwartz Coffey (212) 998.7548 colleen.coffey@nyu.edu Location: New York, NY Website: http://wagner.nyu.edu/leadership/leadership_dev/felps/

	Organization	Program	Description	Contact
80	Partnership for New York City	David Rockefeller Fellows	<p>The David Rockefeller Fellows program aspires to: enhance individual business and civic leadership skills; recognize the connection between corporate interests and the city’s vitality; facilitate access to leadership tools and networks necessary for effective public-private partnerships; and explore ways to leverage corporate capacity in order to impact issues and influence private and civic sector participation in New York City affairs. Fellows should be: nominated by Partnership for New York City Partners or Associate Partners; senior executives in key leadership positions; individuals who have demonstrated interest in civic activities; individuals who will make the requisite time and energy commitment to the program, as well as a meaningful contribution to the class; and representative of the diversity of New York’s business community. The program is designed to reflect the goals and interests of each class of Fellows.</p> <ul style="list-style-type: none"> • Outreach to key informants confirmed the program’s commitment to diversity. Even though the program targets the business community, it is considered public service because it addresses civic issues. 	<p>(212) 493-7400 info@pfnyc.org</p> <p>Location: New York, NY</p> <p>Website: http://www.pfnyc.org</p>
81	Social Justice Leadership	Transformative Leadership Program	<p>The Transformative Leadership Program is the initial program of Social Justice Leadership. It is geared to bridge the innate connections between experiential personal transformation, organizational improvement and movement building through intentional skills building in the areas of leadership and management development. The Transformative Leadership Program offers a unique opportunity for organizational staff leaders to assess, develop and practice necessary individual and organizational skills to lead their organizations to higher performance.</p> <ul style="list-style-type: none"> • This intensive seven-month program includes: an initial, intensive four-day session, one-day retreat sessions every month for five months, monthly homework assignments, a peer coaching group, individual coaching and a final three-day intensive. 	<p>(212) 939-9770</p> <p>Location: New York, NY</p> <p>Website: http://www.sojustlead.org</p>

	Organization	Program	Description	Contact
82	The City of New York, Department of Citywide Administrative Services (DCAS)	New York City Urban Fellows Program	The Urban Fellows Program is a highly selective, nine-month fellowship that combines work in Mayoral offices and City agencies with an intensive seminar series that explores current urban issues impacting public policy. Program participants are diverse and come from all over the country to work in New York City.	(212) 669-3695 Urbanfellows@dcas.nyc.gov Location: New York, NY Website: http://www.nyc.gov
83	Third Sector New England	Nonprofit Leadership Development Seminar	Third Sector New England (TSNE) seeks to promote the diversity and richness of the nonprofit sector by supporting the variety of activities that happen within it. TSNE believes that everyone has leadership potential. To make leadership development opportunities available to all, they have created the Leadership Development Seminar. <ul style="list-style-type: none"> • TSNE’s Leadership Development Seminar goes well beyond a single session workshop through fostering development of a leadership action plan, participation on a team to support taking action, accountability for addressing a real organizational issue, extensive resource materials, opportunities for individual coaching and more. • Components of the Leadership Development Track include: a full-day introduction to leadership; a choice of two Better Nonprofit Management workshops on strategic thinking and planning, fundraising, communications, or finance; two half-day sessions exclusively for Leadership Development participants to go deeper into leadership content and application; peer team meetings exclusively for Leadership Development participants; a concluding full-day session with wrap-up that brings it all together; and discounts on any other Better Nonprofit Management workshops. 	(617) 523-6565 info@tsne.org Location: Boston, MA Website: http://www.tsne.org

REGIONAL PROGRAMS

Category C Leadership Development for Diversity Management

	Organization	Program	Description	Contact
84	Council of Michigan Foundations	Transforming MI Philanthropy through Diversity and Inclusion (TMP)	Transforming MI Philanthropy through Diversity and Inclusion (TMP) responds to the belief of the Council of Michigan Foundations that “diversifying perspectives, talent and experience can help ensure philanthropy’s continued leadership in a rapidly changing society.” It partners with the Community Research Institute, Johnson Center for Philanthropy & Nonprofit Leadership, Grand Valley State University, the Diversity in Philanthropy Project and the Michigan Nonprofit Association. It collects baseline data on demographics of Michigan foundation staff, trustees and community foundation youth grantmakers, policies and practices, and staff and board attitudes and perceptions. It educates and supports member efforts through news, information and resources; workshops; focus groups; and annual conference sessions. TMP convenes a peer action learning community of up to 15 member foundations in an effort to increase the capacity of CMF and the Board and develop a strategy for increasing diverse individuals’ access to careers and executive and trustee roles in foundations.	Vicki Rosenberg (616) 842-7080 vrosenberg@michiganfoundations.org Location: Grand Haven, MI Website: http://www.michiganfoundations.org



REGIONAL PROGRAMS: LEADERSHIP DEVELOPMENT FOR DIVERSITY MANAGEMENT

	Organization	Program	Description	Contact
85	Diversity Focus	Programs and Services	Diversity Focus is a nonprofit organization devoted to enhancing the diversity of the Cedar Rapids – Iowa City Corridor. The organization organizes the Courageous Leaders Conference, designed for current and up-and-coming leaders in the community interested in supporting diversity and inclusion efforts. These day-long events are facilitated by internationally renowned presenters. The organization also organizes the Student Diversity Leadership Conference that develops leadership skills in students by offering opportunities for students to understand diversity and its impact on the community and the global marketplace. Students participate in interactive workshops that provide a safe environment to engage in facilitated dialogue about diverse relationships and inclusion. The conference allows each participant to enhance interpersonal skills and communication among their peers and faculty, within their community and beyond.	Alfred Ramirez (319)363-3707 aramirez@diversityfocus.org Location: Cedar Rapids, IA Website: http://www.diversityfocus.org
86	Grace E. Harris Leadership Institute, Virginia Commonwealth University and the Virginia Legislative Black Caucus Foundation	Minority Political Leadership Institute	The Grace E. Harris Leadership Institute at Virginia Commonwealth University promotes the development of current and emerging leaders in academic institutions; public, private and nonprofit organizations; and in the community. Leadership programs are based on the principles of collaboration and partnership, with a strong commitment to long-term relationships between clients and participants. Additionally, the institute researches and disseminates knowledge on the best practices in leadership. The Minority Political Leadership Institute (MPLI) is a collaborative initiative of the Grace E. Harris Leadership Institute and the Virginia Legislative Black Caucus Foundation. The MPLI is an intensive five-month experience designed to promote leadership development for aspiring leaders interested in assuming leadership roles on issues relevant to minority and underserved communities. The MPLI program offers insights regarding personal leadership, policy and legislative processes, leadership legacy and culture, responsible stewardship, public service, and integrity for future leaders.	Kasey Martin (804) 827-1169 martinkj3@vcu.edu Location: Richmond, VA Website: http://www.pubapps.vcu.edu

REGIONAL PROGRAMS: LEADERSHIP DEVELOPMENT FOR DIVERSITY MANAGEMENT

	Organization	Program	Description	Contact
87	The CAYL Institute	<p>The CAYL Schott Fellowship in Early Care and Education</p> <p>The CAYL Principals Fellowship in Early Care and Education</p>	<p>The CAYL Schott Fellowship in Early Care and Education is an innovative one-year leadership program that sensitizes leaders, regardless of racial/ethnic identity, to issues of diversity in their environment. The fellowship identifies and supports mid-career early childhood leaders in Massachusetts who demonstrate both commitment and experience working within communities of color and/or economically under-served communities. Since 2004, there have been 65 CAYL Schott Fellows. The purpose of the CAYL Schott Fellowship is to ensure opportunities for diverse and representative leadership in policy advocacy on behalf of children. The Fellowship seeks to expand Fellows' networks and capacity to engage with others in creating change for children in the Commonwealth. Over time, Fellows are expected to become visible in significant leadership positions affecting public policy. The CAYL Principals Fellowship provides cohorts of educational leaders with experiences that help them to design, implement and supervise the essential elements of quality education for young children. Fellows become skilled in promoting educational excellence and providing the foundations of educational attainment for young children.</p>	<p>Maurice Davis (617) 354-3820 mdavis@cayl.org</p> <p>Location: Cambridge, MA</p> <p>Website: http://www.cayl.org</p>
88	The David and Lucile Packard Foundation	Organizational Effectiveness Funds	<p>Organizational Effectiveness (OE) grants are made to current Packard Foundation grantees to undertake projects that transform their organizations in a sustained and meaningful way. Grants support a variety of capacity-building efforts for grantee organizations and networks. Eligible projects include: cultural competence or diversity initiatives, board development and governance executive coaching.</p>	<p>(650) 948-7658</p> <p>Location: Los Altos, CA</p> <p>Website: http://www.packard.org</p>

REGIONAL PROGRAMS: LEADERSHIP DEVELOPMENT FOR DIVERSITY MANAGEMENT

	Organization	Program	Description	Contact
89	The Denver Foundation	Inclusiveness Project	Some organizations may choose to approach their inclusiveness work by focusing on specific individual activities—finding particular topics of interest for the immediate future. Other organizations may choose to approach their inclusiveness work by focusing comprehensively on multiple activities that would include research gathering and analysis and detailed action plans. Such a comprehensive approach is what The Denver Foundation calls an Inclusiveness Initiative—a concerted, organized effort on the part of an organization to become more inclusive. The Inclusiveness Initiative is a six-step process that includes (1) creating an inclusiveness committee; (2) engaging in training; (3) defining inclusiveness and creating the case for inclusiveness for the organization; (4) completing and analyzing information gathered; (5) completing an inclusiveness blueprint; and (6) implementing the blueprint.	(303) 300-1790 Location: Denver, CO Website: http://www.nonprofitinclusiveness.org
90	Third Sector New England	Diversity and Inclusion Initiative	The Diversity and Inclusion Initiative was established in 1990 to provide technical assistance and funding to Greater Boston nonprofit organizations committed to creating greater racial, ethnic and cultural diversity within their staff and boards. The Initiative creates a community of practice and learning through financial and technical support that enables nonprofits individually and collectively to become more effective and responsive as they increase inclusion through policies and delivery of programs in order to shift leadership and influence in their organizations and communities.	(617) 523-6565 info@tsne.org Location: Boston, MA Website: http://www.tsne.org
91	United Way of New York	BoardServeNYC	BoardServeNYC builds the capacity of nonprofits in New York City by connecting them to a pool of prospective board members. The candidates represent a cross-section of New Yorkers of varied skills and backgrounds, all of whom are interested in joining boards. Training the board member candidates in nonprofit governance and actively preparing nonprofits to recruit, engage and utilize new board members are integral components of BoardServeNYC. <ul style="list-style-type: none"> • A representative from the organization noted that this is an important program for improving diversity in boards. • The initiative was launched in response to “NYC Service—A Blueprint to Increase Civic Engagement,” Mayor Michael R. Bloomberg’s plan to increase volunteerism and support nonprofits within New York City. 	(212) 251-2500 Boardservenyc@uwnyc.org Location: New York, NY Website: https://www.uwnyc.com

FUNDERS

Category D Funding Support for Diversity in Public Service

	Organization	Funded Program
1	American Express	<ul style="list-style-type: none"> • American Express/National Urban League, Emerging Leaders Program • Leadership Education for Asian Pacifics, Emerging Leaders Program • National Minority AIDS Council, Women of Color Leadership Institute • NYU Wagner’s Women of Color Policy Network, Lead the Way
2	Annie E. Casey Foundation	Approach to Ensuring Racial and Ethnic Equity, Leadership Development Initiatives
3	Arcus Foundation	<ul style="list-style-type: none"> • Council of Michigan Foundations, Transforming MI Philanthropy through Diversity and Inclusion (TMP) • The Pipeline Project and Rockwood Leadership Institute, The 21st Century Fellows Program
4	Evelyn and Walter Haas, Jr. Fund	• The Pipeline Project and Rockwood Leadership Institute, The 21st Century Fellows Program
5	Ford Foundation	• The Academy for Educational Development (AED), Center for Leadership Development (CLD), New Voices National Fellowship Program
6	Gill Foundation	• The Pipeline Project and Rockwood Leadership Institute, The 21st Century Fellows Program
7	Megan E. McLaughlin Leadership Fund	• NYU Wagner’s Women of Color Policy Network, Lead the Way
8	Ms. Foundation for Women	• NYU Wagner’s Women of Color Policy Network, Lead the Way
9	ONG Family Foundation	• Leadership Education for Asian Pacifics, Emerging Leaders Program

FUNDERS: FUNDING SUPPORT FOR DIVERSITY IN PUBLIC SERVICE

	Organization	Funded Program
10	Rockefeller Philanthropy Advisors	<ul style="list-style-type: none"> •The D5 Project (Formerly Diversity in Philanthropy Project - DPP) •Tiwahe Foundation/American Indian Family Empowerment Program (AIFEP), Leadership Development Project
11	The California Wellness Foundation	<ul style="list-style-type: none"> •CompassPoint, Next Generation Leaders of Color Leadership Development Program
12	The Charles Stewart Mott Foundation	<ul style="list-style-type: none"> •Center for Diversity and the Environment and the Arab Community Center for Economic and Social Services (ACCESS), Building Capacity through Diversity (Michigan) •Council of Michigan Foundations, Transforming MI Philanthropy through Diversity and Inclusion (TMP) •Hispanics in Philanthropy
13	The Coca-Cola Company	<ul style="list-style-type: none"> •Leadership Education for Asian Pacifics, Emerging Leaders Program •American Institute for Managing Diversity, Diversity Leadership Academy (DLA)
14	The David & Lucile Packard Foundation	Community Foundation for Monterey County, LEAD: Leadership Education and Development
15	The Kresge Foundation	Council of Michigan Foundations, Transforming MI Philanthropy through Diversity and Inclusion (TMP)
16	The Rose Community Foundation	Hispanics in Philanthropy, Latino Giving Partnerships
17	The Skillman Foundation	Council of Michigan Foundations, Transforming MI Philanthropy through Diversity and Inclusion (TMP)
18	The W.K. Kellogg Foundation	Council of Michigan Foundations, Transforming MI Philanthropy through Diversity and Inclusion (TMP)
19	The Westchester Community Foundation	Hispanics in Philanthropy, Latino Giving Partnerships

APPENDIX I

Methodology

From September through early December 2010 the Research Center for Leadership in Action conducted an extensive internet search of leadership development programs, interviewed nine selected experts in the field of leadership development, engaged in several iterations of analysis that resulted in the final categories, contacted programs in the three main categories found in the scan and conducted follow-up interviews with 27 programs who responded to our outreach.

The internet search originally included the search term “diversity leadership programs” which resulted in a majority of programs found in the private sector. Searching separately for the terms “diversity programs” and “leadership programs” generated a larger set from which public service initiatives could be filtered. The search was expanded to include programs using any of the following terms: “minority,” “social or racial justice,” “advancing leaders of color,” “race and ethnicity,” “inclusion,” “multicultural,” and “cultural intelligence or competency.” We applied separate leadership development, leadership, public sector, nonprofit and government lenses in order to identify a critical mass of programs.

In an effort to complement the Internet search and refine the categories identified through the internet search process, we requested the expertise of a selected group of individuals in the leadership development field (see list in Appendix III). We also examined with them what in their opinions are critical design elements of a hypothetical program aimed at advancing people of color to positions of impact. These observations can be found in the “Observations from the Field” section in this report.

As a final step, in order to validate the information found in the internet scan, we contacted all 93 programs in the scan and obtained responses from 27. Follow-up interviews were conducted with those who responded to verify current program activity, program structure and offerings, objectives, demographics, and individual efforts to monitor and measure program success. Independent of response, we were able to determine that all programs included in the scan are currently active.

After several rounds of search, when no new programs were being identified through the internet or selected experts, we organized the programs into four main categories, as discussed earlier. The categories themselves represent an important finding from the scan, as they show the substantive differences among the existing supply of programs available. Entries in the scan are representative of each category but are not exhaustive.

APPENDIX II

Social Justice and Equity Programs (Examples)

Organization	Program	Description	Website
Center for Legal Aid Education	Justice Training Project/CLAE Leadership Institute	The Center for Legal Aid Education (CLAE) Leadership Institute is a year-long Institute for emerging legal aid professionals to exercise leadership in a social justice context. It offers four multi-day, on-site retreats and Web-based distance learning activities in between. The curriculum focuses on seven core competencies: communicating strategic intent, self awareness, achieving workable unity (cultural competence and cross-cultural communications mentioned), system and strategic thinking, delivering on strategic intent, developing new leaders, and fostering the process of renewal. It include reflection exercises, development plans, 360 feedback, one-on-one mentoring from an outside legal services program, and Leadership Initiatives or a ‘live’ laboratory for active experimentation. Each fellow plans, implements and evaluates a project that expressly benefits their program and clients.	http://www.legalaideducation.org/leadership_institute2
Khmer Girls in Action	KGA Leadership Development Programs	The Khmer Girls in Action leadership development programs build the capacity of high school members to understand how their physical, emotional and mental well-being is influenced by political, social, cultural and economic factors. Each program fosters the development of positive self-image, feminist principles and supportive female alliances. As each member graduates from and moves into the next program they receive advanced leadership and community organizing skills so that they are equipped with the necessary tools and skills to identify and impact positive change in their communities.	http://www.kgalb.org/programs/leadership.html
National Asian Pacific American Women’s Forum	California Young Women’s Collaborative Leadership Development	The California Young Women’s Collaborative (CYWC) is NAPAWF’s comprehensive youth-led research and activism project. Through youth empowerment, leadership development and skills building, Asian Pacific Islander (API) undergraduate college women develop and lead community-based research and organizing campaigns around women’s sexual health issues. The students’ own groundbreaking research findings guide their subsequent campus and community involvement. The current CYWC cohort is made up of 23 API students at California State University Fullerton.	http://napawf.org/programs/young-womens-leadership/

Organization	Program	Description	Website
The Leadership Development in Interethnic Relations (LDIR) Program	Central Valley 2010	The Leadership Development in Interethnic Relations (LDIR) Program and Healthy House Within A MATCH Coalition partnered to offer an exciting training in California’s Central Valley. The 2010 Central Valley LDIRship for Social Change program offers training and resources to a diverse cohort of nonprofit and emerging leaders from underrepresented communities serving Merced, Stanislaus, Madera, Fresno, and Tulare Counties. It takes place over two intensive weekends, including an overnight weekend retreat and provides participants a key opportunity to deepen their analysis and awareness of social justice issues while enhancing their skills in self-reflective leadership, coalition building and facilitation.	http://www.ldir.org
The Leadership Development in Interethnic Relations (LDIR) Program	Community-based Programs	The Community-based Program is a six-month intensive that provides hands-on, interactive leadership training and experiences. Three primary training goals outline the philosophy of the LDIR program since its inception in 1991: provide awareness of the root causes of structural inequalities, provide leadership skills needed in coalitions to address these inequities, and provide the action steps necessary to foster positive intergroup relations. Currently, the Community-based Program is being held yearly in Flint, Michigan.	http://www.ldir.org
The Leadership Development in Interethnic Relations (LDIR) Program	LDIRs in Health	LDIRs in Health seeks to challenge and support individuals to broaden their ideas about community health and leadership while building deeper solidarities across sectors and communities. While working broadly to improve community health, individuals practice self-reflective leadership in the context of wider social and economic justice principles. Participants work as a diverse cohort and in collaborative teams in order to develop progressive community health projects for social change. LDIRs in Health is currently held bi-annually in Los Angeles.	http://www.ldir.org

APPENDIX III

Selected Experts and Interview Protocol

1. Shifra Bronznick, President, Advancing Women Professionals and the Jewish Community and Senior Fellow, NYU Wagner Research Center for Leadership in Action
2. Erica Gabrielle Foldy, PhD, Associate Professor of Public and Nonprofit Management, NYU Wagner
3. Kristen Illes, Senior Director of Programs, Coro New York Leadership Center
4. Francis Kunreuther, Project Director, The Building Movement Project, Demos
5. C. Nicole Mason, PhD, Assistant Research Professor of Public Administration and Executive Director of the Women of Color Policy Network, NYU Wagner
6. Laurel McFarland, Executive Director, National Association of Schools of Public Affairs and Administration (NASPAA)
7. Deborah Meehan, Executive Director, Leadership Learning Community (LLC)
8. Ellen Schall, Dean and Martin Cherkasky Professor of Health Policy & Management, NYU Wagner
9. Diane Yu, Chief of Staff and Deputy to the President and Executive Director of the Sheikh Mohamed bin Zayed Scholars Program, New York University

Interview Protocol

1. In your experience, do you know of any leadership development programs specifically designed to support leaders of color getting to positions of impact in public service?
2. What is it? Could you describe it? Do you know if it is still running? If possible, provide the name of the program, description and contact information. What was your sense of the impact of this program?
3. If you were to design a leadership development program to help people of color get to positions of impact, what would that program look like and why?
4. Is there anything additional you'd like to add regarding what you think is most needed to help people of color get to positions of impact?

APPENDIX IV

Scan Validation Interview Protocol

Short Interview (30 minutes)

Hello my name is [name] from New York University's Robert F. Wagner Graduate School of Public Service Research Center for Leadership in Action (RCLA). I am contacting you with regards to a research project RCLA is conducting, on behalf of the National Urban Fellows, to inform the organization's national campaign to promote public service leadership diversity. One component of this project is a comprehensive scan of leadership development programs for leaders of color in public service.

I would like to speak with someone who is familiar with [program name], which we understand is run by your organization. The call would take no more than 20-30 minutes to complement the information we found about the program on the internet. We plan to highlight information about this program in a report of leadership development programs that either address diversity or help people of color in public service advance to positions of impact.

Interview Questions:

1. Determine if program is still active: Is the program still working? Could you describe it? If the program is not active, when and why did it end? What is the most current description of the program?
2. Identify program structure and activities: How is/was it structured? Probe by asking what are/were the main program elements or whether there is/was a curriculum component.
3. Demographics: What is the current racial/ethnic make-up of the program? If the program ended, what was it for the most current cohort?
4. Program objectives/theory of change: How do you define success for this program? If the program ended, what was your sense of the impact of this program?
5. Determine program effectiveness and measures of success: Do you currently use performance measures to assess program effectiveness? Has there been a formal evaluation of the program? What are two to three reasons why this program is/was effective in helping leaders of color advance to positions of impact?
6. Do you have any literature about the program that you can send me? (report, public evaluation report, press releases, etc.?)

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