Dear Colleagues,

It is our pleasure to share with you the Leadership for a Changing World research and documentation program archive. The materials classified and recorded here reflect eight years of research that NYU Wagner’s Research Center for Leadership in Action conducted—in partnership with the Ford Foundation—with 150 social change leaders and their 92 organizations across the United States.

As societies across the globe experience the limits of hierarchical leadership models, the findings of this research offer a unique window into how nonprofits are effectively practicing more collective forms of leadership to produce social change in their communities. The catalogued materials illuminate the leadership practices through which these organizations convert material scarcity into pockets of abundance. By building leadership capital, they generate the power to shape public spaces for deliberation, contestation and collective action aimed at transforming thinking, policy and systems. While each entry in this archive documents a particular dimension of this leadership work, you can find an overview of our findings in “How Social Change Organizations Create Leadership Capital and Realize Abundance amidst Scarcity.” This short document summarizes the arguments we will advance in a forthcoming book.

The archive reflects RCLA’s commitment to producing research that is both rigorous and relevant. It includes peer-reviewed articles in top academic journals, reports to support practitioners in their social justice endeavors, an array of curricular resources, and events at which we have shared our findings. These resources offer ways to understand leadership as a collective achievement and document participatory research methods that engage community practitioners as genuine partners in discovery.

Inside this archive you will find:

- Curricular resources for undergraduate and graduate-level courses on leadership, nonprofit management, participatory research methods, social justice, and public affairs;
- Materials for trainings, presentations and practice, based on timely insights from experienced nonprofit leaders about how to develop leadership within organizations and communities; and
- A source for primary and secondary research data with rich detail on nonprofit leadership practices, research approaches that bridge the academic-practitioner divide and voices of people engaged in making social change possible.

We are thankful to the many scholars and practitioners who continue to inform our research and approach to leadership and look forward to generating new knowledge with you in the future.

Sincerely,

Sonia M. Ospina, PhD
Faculty Director

Bethany Godsoe
Executive Director
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Many resources listed link directly into the original publications. The practitioner and research reports without direct links are available from the Research Center for Leadership in Action's Web site at: [http://wagner.nyu.edu/leadership](http://wagner.nyu.edu/leadership).
Published Academic Works

Journal Articles


**Book Chapters**


**Dissertations**


Practitioner Reports

Practitioner Booklets


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


Leadership Stories


Research Reports

Ethnographic Reports


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


Cooperative Inquiry Reports


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


Curricular Resources

The Electronic Hallway

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

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

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

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

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

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

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

The RCLA and Electronic Hallway curricular resources are available by clicking the title of each publication in blue on the following pages, as well as on RCLA’s site and through the Electronic Hallway.


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


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


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

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


A world without prisons: Improving prisoners’ lives and transforming the justice system. Important things to tell: Justice Now (JN). The Electronic Hallway and Research Center for Leadership in Action.


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


**Usage Note: Building Capacity with Constituents and in Communities**

**Usage Note: Initiating Strategic Responses to Social Needs**

**Usage Note: Organizational Responses to Evolving Social Needs**

**Usage Note: Use of Ethnographic Studies in Case Teaching**

**Multimedia Resources**


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

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

Convenings


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

Conference Presentations


Ospina, Sonia. 2009. Exploring the collective dimensions of leadership by studying the work of social change organizations. Presented at 14th International Congress on State and Public Administration Reform of CLAD (Centrolatinoamericano Administracion Desarrollo), Salvador-Bahia, Brazil.


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


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


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


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


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


Exhibition

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Professor Sonia M. Ospina served as principal investigator for the LCW Research and Documentation program, with primary responsibility for the overall conduct and academic quality of the project and research, including all technical, programmatic, financial, compliance, and administrative aspects. Amparo Hofmann-Pinilla served as program director, overseeing the writing, production and dissemination of practitioner resources and the management of events and convenings to highlight this work. The Archive was produced under their direction by Amanda Jones, Jennifer Dodge, Waad El Hadidy and Colleen SchwartzCoffey.

About the Leadership for a Changing World Program

Leadership for a Changing World was a program of the Ford Foundation that recognized and supported social change leaders known in their communities but not known broadly. In addition, it sought to shift the public conversation about who are authentic leaders to include the kinds of leaders participating in this program. Each year from 2001–2005, Leadership for a Changing World recognized 17 to 20 leaders and groups. Awardees received $115,000 and participated in semi-annual program meetings, collaborative research and a strategic communications effort. LCW was a signature program of the Ford Foundation in partnership with the Institute for Sustainable Communities and the Research Center for Leadership in Action.

About the Research Center for Leadership in Action at New York University’s Robert F. Wagner Graduate School of Public Service

The Research Center for Leadership in Action builds knowledge and capacity for excellence in public service leadership. Housed at NYU’s Robert F. Wagner Graduate School of Public Service, a top-ranked school for public service, the Center’s unique approach integrates research with practice, bridges individual pursuits and collective endeavors, and connects local efforts with global trends. RCLA scholars use innovative research methodologies to advance big ideas in leadership. RCLA also offers customized leadership development and capacity-building programs that facilitate critical reflection, peer-to-peer learning and transformation at the individual, organizational and systems levels.

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