



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

Leadership Practices that Transform Scarcity into Abundance

**The Leadership for a Changing World
Research and Documentation Archive**

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>.

Published Academic Works

Journal Articles

Ospina, Sonia and Angel Saz-Carranza. 2010. **Paradox and collaboration in network management.** *Administration & Society*, 42(4): 404-440.

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Saz-Carranza, Angel and Sonia Ospina. 2010. **The behavioral dimension of governing interorganizational goal-directed networks—Managing the unity/diversity tension.** *Journal of Public Administration, Research and Theory*, 21(2): 327-366.

Su, Celina. 2010. **We call ourselves by many names: storytelling and inter-minority coalition-building.** *Community Development Journal*, 45(4): 439-457.

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

Ospina, Sonia and Erica Gabrielle Foldy. 2009. **A critical review of race and ethnicity in the leadership literature: Surfacing context, power and the collective dimensions of leadership.** *The Leadership Quarterly*, 20(6): 876-96.

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

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Dodge, Jennifer, Sonia Ospina, and Erica Gabrielle Foldy. 2005. **Integrating rigor and relevance in public administration scholarship: The contribution of narrative inquiry.** *Public Administration Review*, 65(3): 286-300.

Ospina, Sonia, Jennifer Dodge, Bethany Godsoe, Joan Miner, Salvador Reza, and Ellen Schall. 2002. **From consent to mutual inquiry: Balancing democracy and authority in action research.** *Action Research*, 2(1): 47-69.

Book Chapters

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El Hadidy, Waad, Sonia Ospina, and Amparo Hofmann-Pinilla. 2011. Popular education. In *Political and civic leadership*, ed. R. Couto. Number 96, Vol. II. Thousand Oaks: Sage.

Ospina, Sonia and Angel Saz-Carranza. 2010. Leadership and collaboration in coalition work. In *Leadership in social care*, ed. Z. van Zwanenberg (pp. 103-128). London: Jessica Kingsley Publishers.

Ospina, Sonia and Jennifer Dodge. 2009. Narrative Inquiry. In *Encyclopedia of Public Administration and Public Policy*, eds. J. Rabin and T. A. Wachhaus (2nd ed., 1285- 1288). London: Taylor and Francis.

Ospina, Sonia, Jennifer Dodge, Erica Gabrielle Foldy, and Amparo Hofmann-Pinilla. 2008. Taking the action turn: Lessons from bringing participation to qualitative research. In *Handbook of action research: Participatory research and practice*, eds. P. Reason and H. Bradbury (2nd ed., pp. 420-434). London: Sage.

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Yorks, Lyle, Arnold Aprill, LaDon James, Anita Rees, Amparo Hofmann-Pinilla, and Sonia Ospina. 2008. The tapestry of leadership: Lessons from six cooperative inquiry groups of social justice leaders. In *Handbook of action research: Participatory research and practice*, eds. P. Reason and H. Bradbury (2nd ed., pp. 487-496). London: Sage.

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

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Practitioner Reports

Practitioner Booklets

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Available in Spanish: Theodore, Nik. 2009. ***Cuando los trabajadores asumen el liderazgo: Desarrollo del Liderazgo en la Red Nacional de Jornaleros (NDLON)***. New York, NY: Research Center for Leadership in Action.

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

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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.

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Leadership Stories

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

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

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

Hicks, Reverend Tyrone, Carmen Mirazo, and Pastor Cornelius Taylor, Jr. 2005. *Building community power by building grassroots leaders: Sacramento Valley Organizing Community.* New York, NY: Research Center for Leadership in Action.

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Valdés, Javier, David Levin, Jonathan Walters, and Maria Martinez. 2005. *The power of knowledge: Workers overcoming fear. Teamsters for a Democratic Union.* New York, NY: Research Center for Leadership in Action.

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- Fine, Melinda, Jonathan Walters, Sister Mary Scullion, and Joan Dawson McConnon. 2004. *Reframing the problem of homelessness: Project H.O.M.E.* New York, NY: Research Center for Leadership in Action.
- Fine, Melinda, Jonathan Walters, and Julie Stewart. 2004. *Putting a human face on injustice: Reversing a political juggernaut. Families Against Mandatory Minimums*. New York, NY: Research Center for Leadership in Action.
- Foldy, Erica Gabrielle, Jonathan Walters, Mary Houghton, and Brenda Torpy. 2004. *The power of balance: Lessons from Burlington Community Land Trust*. New York, NY: Research Center for Leadership in Action.
- Hofmann-Pinilla, Amparo, Jonathan Walters, Susana Almanza, and Silvia Herrera. 2004. *From dumping ground to fertile fields for community action: People Organized in Defense of Earth and her Resources (PODER)*. New York, NY: Research Center for Leadership in Action.
- Walters, Jonathan, Betsy Lieberman, and Jennifer Dodge. 2004. *A place to call home: AIDS Housing of Washington*. New York, NY: Research Center for Leadership in Action.
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- Walters, Jonathan, Cynthia Chandler, Cassandra Shaylor, Bethany Godsoe, and Erica Gabrielle Foldy. 2003. *Important things to tell: Justice Now*. New York, NY: Research Center for Leadership in Action.
- Walters, Jonathan, Rufino Dominguez, Erica Gabrielle Foldy, and David Alvarez. 2003. *Rediscovering pride: Oaxacan Indigenous Binational Front*. New York, NY: Research Center for Leadership in Action.

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Walters, Jonathan, Margie McHugh, and Sonia Ospina. 2003. *Power in diversity: New York Immigration Coalition*. New York, NY: Research Center for Leadership in Action.

Walters, Jonathan, Barbara Miller, and Bethany Godsoe. 2003. *Leveling the playing field: Silver Valley People's Action Coalition*. New York, NY: Research Center for Leadership in Action.

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Walters, Jonathan, Sonia Ospina, Eduardo Lopez, and Arturo Salcedo. 2003. *Working magic through the power of television: Educational Videos in Spanish*. New York, NY: Research Center for Leadership in Action.

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Walters, Jonathan, Phill Wilson, and Jennifer Dodge. 2003. *Saving our own lives: Black AIDS Institute (formerly African American AIDS Policy and Training Institute)*. New York, NY: Research Center for Leadership in Action.

Walters, Jonathan, Ruth Wise, and Sonia Ospina. 2003. *A place worth saving: New Road Community Development Group of Exmore, Inc.* New York, NY: Research Center for Leadership in Action.

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

Research Reports

Ethnographic Reports

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

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

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Lau, Barbara. 2003. *Each one teach one: Learning leadership at TROSA. Triangle Residential Option for Substance Abusers*. New York, NY: Research Center for Leadership in Action.

Motley, Sabrina Lynn, Antonne Moore, Phill Wilson, and Elizabeth Gonzales. 2004. *Black AIDS/Black faith: A collaborative project between the Black AIDS Institute and Cornerstone Theater Company*. New York, NY: Research Center for Leadership in Action.

Cooperative Inquiry Reports

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

Herr, Meredith, Theresa Holden, Peggy Berryhill, Derwyn Bunton, Bob Fulkerson, Roger Sherman, Loris Ann Taylor, and LuAnn Leonard. 2007. *Building a movement that reflects an organic relationship between the transformation of the self and the transformation of the social order*. New York, NY: Research Center for Leadership in Action.

Alcántara, Lucia, Kehaulani Filimoe'atu, Wanda Hopkins, Rose Miller, William Alanson, Anita Rees, Ken Tool, and Marcy Westerling. 2006. *Effective movement for social change leadership success*. New York, NY: Research Center for Leadership in Action.

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

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

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

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

Curricular Resources

The Electronic Hallway

The Electronic Hallway at the University of Washington's Evans School of Public Affairs, one of the top sources of teaching cases for schools of public affairs 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](#).

- Hufford, Mary and Rosina S. Miller. 2007. **Piecing together the fragments: An ethnography of leadership for social change in North Central Philadelphia 2004 - 2005.** *The Village of Arts and Humanities (VAH).* The Electronic Hallway and Research Center for Leadership in Action.
- Umoja, A. **Aid to children of imprisoned mothers: An ethnographic study.** 2007. The Electronic Hallway and Research Center for Leadership in Action.
- 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.
- Blackwell, Maylei. 2005. **Líderes campesinas: Grassroots gendered leadership, community organizing, and pedagogies of empowerment.** The Electronic Hallway and Research Center for Leadership in Action.
- Brooks, Amy, Jennifer Dodge, and Jonathan Walters. 2005. **How North Carolina's religious congregations are building a volunteer network to sustain people with HIV/AIDS: Getting to know you, the power of personal relationships. Regional AIDS Interfaith Network (RAIN).** The Electronic Hallway and Research Center for Leadership in Action.
- Buckley, Tamara and Jonathan Walters. 2005. **Building community power by building grassroots leaders: Sacramento Valley Organizing Community (SVOC).** The Electronic Hallway and Research Center for Leadership in Action.
- . 2005. **Creating a regional transportation authority in Detroit by connecting city and suburban interests: A different kind of stew. Metropolitan Organizing Strategy Enabling Strength (MOSES).** The Electronic Hallway and Research Center for Leadership in Action.
- Buckley, Tamara and Jonathan Walters. 2005. **Developing leadership and political capacity among Laotian refugees: Healing a culture, building a community. The Laotian Organizing Project (LOP).** The Electronic Hallway and Research Center for Leadership in Action.
- Chen, Pei-Yao and Jonathan Walters. 2005. **Serving connected needs in Appalachia: Homegrown help in Appalachia. Hazard Perry County Community Ministries (HPCCM).** The Electronic Hallway and Research Center for Leadership in Action.
- Dodge, Jennifer and Jonathan Walters. 2005. **Bringing salmon back to the Columbia river: How Native American tribes are implementing a watershed-wide plan. Columbia River Inter-tribal Fish Commission.** The Electronic Hallway and Research Center for Leadership in Action.

Fine, Melinda. 2005. **Changing mandatory drug sentencing laws on the federal and state levels: Putting a human face on injustice, reversing a political juggernaut. Families Against Mandatory Minimums (FAMM).** The Electronic Hallway and Research Center for Leadership in Action.

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

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

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Usage Note: Building Capacity with Constituents and in Communities

Usage Note: Initiating Strategic Responses to Social Needs

Usage Note: Organizational Responses to Evolving Social Needs

Usage Note: Use of Ethnographic Studies in Case Teaching

Multimedia Resources

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

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

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

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

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

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Conference Presentations

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

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

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

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

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

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

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

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Exhibition

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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.

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