2010 YEAR IN REVIEW
RESEARCH CENTER FOR LEADERSHIP IN ACTION
ABOUT THE RESEARCH CENTER FOR LEADERSHIP IN ACTION

The Research Center for Leadership in Action is the leadership center at New York University’s Robert F. Wagner Graduate School of Public Service, a nationally top-ranked school for public affairs. We make our home at a university and are deeply rooted in the world of practice. We are committed to making the world better by making organizations better. We view practitioners as experts. Our greatest asset is our unique ability to partner with working leaders of all kinds, organizations of all sizes, scholars and funders to translate ideas into action. With our partners we generate breakthroughs in both scholarship and practice.

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

**IT IS WITH GREAT PRIDE** that we share this summary of 2010 activities at NYU Wagner’s Research Center for Leadership in Action (RCLA). It was a busy and productive year as RCLA produced groundbreaking scholarship on leadership for the public good, built new capacity for diverse leadership in public service, and contributed to making NYU Wagner a leadership school in the field of public affairs. Perhaps the most exciting development was the global role we forged as a voice for a new approach to leadership and leadership development around the world.

Highlights from our global engagements include research and leadership development efforts, as well as work with NYU’s new portal campus in Abu Dhabi. RCLA expanded its research agenda this year to include two evaluations of global leadership development programs—one with the Institute of International Education’s West Coast Center focused on their Leadership Development for Mobilizing Reproductive Health program and one with the MasterCard Foundation and Women’s World Banking focused on the Center for Microfinance Leadership. While these projects had us working with leaders in over a dozen countries representing Africa, Asia, Europe and Latin America, we advanced a community of practice among leadership scholars and practitioners in the Middle East through our NYU Abu Dhabi Institute-sponsored conference, *Leadership for Public Wellbeing in the Middle East: Transcending Boundaries of Identity and Action*. As our global engagements grew, we attracted inquiries about public sector leadership development programs from China, Brazil and Malaysia.

Back home our signature programs, including the Fellowship for Emerging Leaders in Public Service, the Leading Large Scale Change Executive Briefing Series for NYC government officials, and the Social Change Leadership Network, continued to advance leadership across the field of public service in New York City. At our home institution, NYU Wagner, RCLA launched the Wagner Leadership Academy for student leaders and introduced new courses on Strategic Leadership and Leadership and Social Transformation. And, we opened a new line of research on leadership diversity at the national level in partnership with the National Urban Fellows.

This work was very much like the leadership we study and seek to develop—a collective achievement. We are deeply appreciative of our many partners, including scholars, fellows, funders and leaders from around the world.

We hope you will take time to read more about these and many other exciting RCLA initiatives from 2010. We look forward to hearing your reactions to this Year in Review and to working with you to advance scholarship and build diverse leadership at all levels in 2011.

Warm regards,
Sonia Ospina and Bethany Godsoe
IN THE LAST YEAR, RCLA continued to expand on our partnerships with national and international organizations on research and evaluation projects that meet the highest standards of academic rigor while producing knowledge that can be directly applied to work on tough social issues. Examples include:

Center for Microfinance Leadership Evaluation with Women’s World Banking and the MasterCard Foundation

The MasterCard Foundation engaged RCLA to launch a three-year participatory evaluation of the Center for Microfinance Leadership. The center was recently established by Women’s World Banking in response to rapid growth and changes in the microfinance industry, from a decrease in the number of women staff members at microfinance providers to increasing commercialization. It aims to bring the best of leadership development and gender diversity initiatives to the microfinance sector through training, coaching, learning exchanges and support for organizational change. The evaluation engages Center participants in deep conversations about programmatic impacts at the individual and organizational levels and seeks to understand leverage points in the design for wider industry learnings.

Reproductive Health Leadership Program Evaluation with the Institute of International Education

Over the last decade, the Institute of International Education West Coast Center’s Leadership Development for Mobilizing Reproductive Health Program has helped develop and sustain leaders working on the front lines of family planning and health issues in countries such as Ethiopia, India, Nigeria, Pakistan, and the Philippines. The IIE West Coast Center and the Packard Foundation engaged RCLA to conduct a participatory evaluation that examines and documents the impact of the leadership program on improving health outcomes for vulnerable people. RCLA evaluators have engaged key stakeholders, national evaluators and IIE staff in the evaluation process as “co-researchers” to collectively assess the gains made and lessons learned from the program over the last decade and how they can be integrated into future health leadership programs. The evaluation will be completed in 2011, and findings will be shared broadly with stakeholders in the global health and leadership fields.
Research Grant on the Government’s Role in Multi-Sector Collaborations

RCLA scholars secured funding from the Wagner Faculty Research Fund for academic year 2010-2011 to undertake an in-depth review of the literature to identify state-of-the-art knowledge about the impact of State strength on the process and the outcomes of multi-sector collaboration. The goal is to develop a conceptual model that can be empirically tested in a subsequent field research project.
Partnership with the National Urban Fellows on the Public Service Leadership Diversity Initiative

The National Urban Fellows (NUF) convened a series of national and regional leadership diversity summits during its 40th anniversary year, with the goal of shifting the national leadership paradigm to include leadership models found in diverse communities, to embrace collective approaches and to define a new institutional diversity standard. Based on feedback from these summits, NUF is advancing the Public Service Leadership Diversity Initiative, a collaborative network and campaign action plan to inspire excellence and diversity in public service leadership. The national network of over 125 participating partners will work to create awareness of the need for leadership diversity and inclusion, while developing a pipeline of people of color who are prepared and ready for leadership positions of influence and power.

Because of the alignment with RCLA’s goal to develop knowledge and capacity for leadership at all levels of organizations and across diverse sectors of society, NUF and RCLA are working together to further the diversity agenda.

As one of the first steps in this endeavor, RCLA conducted a review of the latest scholarly thinking about leadership diversity in the United States, with a focus on public service. The report is entitled Leadership, Diversity and Inclusion: Insights from Scholarship. The goal of the review was to establish a broad and shared knowledge of the latest thinking about leadership diversity; establish solid theoretical grounding for the NUF initiative; and produce actionable recommendations for public service leadership development programs, advocates concerned with diversity issues, and public and nonprofit institutions seeking to build leadership diversity within their organizations.

RCLA also produced Advancing Diversity and Inclusion in Public Service: A Review of Leadership Development Programs in the US, a scan of 93 leadership development programs. The review provides insights into how various programs across the nation 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.

This work underscores the importance of advancing leadership diversity at two levels: 1) by equipping leaders of color to move to positions of power, while training all leaders, regardless of their race, in cultural competence; and 2) supporting organizations in leveraging diversity as part of becoming more adaptive.

NUF and RCLA will continue to collaborate going forward to advance the research agenda on leadership diversity. We will also encourage other organizations to get involved in the Public Service Leadership Diversity Initiative to ensure that leadership positions reflect the increasing demographic diversity within the United States and that leaders of color have the support they need to excel in public service.
Book Chapters and Peer-Reviewed Articles

Academic publications by RCLA scholars in 2010 included:

“Popular Education”
By Waad El Hadidy, Sonia M. Ospina, and Amparo Hofmann-Pinilla
In Political and Civic Leadership, Richard A. Couto, PhD, Ed., October 2010
Popular education, initially an approach to critical education and literacy, is gaining currency in the social change field as a useful approach to organizing. In the chapter, RCLA scholars discuss how Latino social change organizations use popular education to nurture learning and leadership for action within their communities. They also share implications for the field in terms of leadership as a collective achievement. The book is an authoritative undergraduate-level reference resource on political and civic leadership, offering detailed but accessible discussions of 100 of the most important topics, issues, questions and debates related to politics and civic society.

“The Behavioral Dimension of Governing Interorganizational Goal-Directed Networks—Managing the Unity-Diversity Tension”
By Angel Saz-Carranza and Sonia M. Ospina
Journal of Public Administration Research and Theory, September 2010
Current management research documents how individual members of networks advance their own goals but offers little insight into work that advances the goals of the network as a whole. The authors examine how staff members who coordinate inter-organizational networks manage the tension between unity and diversity to foster concerted decision-making and joint action among autonomous entities with distinctive organizational aspirations, goals and characteristics.
“A Pedagogical Model for Increasing Race-related Multicultural Counseling Competency”

By Erica Gabrielle Foldy and Tamara R. Buckley

*The Counseling Psychologist, May 2010*

With the increasing need for multicultural competence, questions have emerged about classroom strategies to cultivate growth in this area. The authors offer a model that focuses on race, racism and racial identity development, with the premise that both psychological safety and identity safety must be present.

“The Work of Social Change Leadership: Building Bridges from the Margins”

By Sonia M. Ospina and Erica Gabrielle Foldy

*The Leadership Quarterly, April 2010*

In spite of fundamental differences in purpose or structure, social change organizations often collaborate with each other to achieve shared goals. The authors draw on data from a national multi-year study to explore five leadership practices that contribute to interdependence between independent organizations by forging new connections, bolstering existing connections or capitalizing on strong connections.

“Re-creating Street-Level Practice: The Role of Routines, Work Groups and Team Learning”

By Erica Gabrielle Foldy and Tamara R. Buckley

*Journal of Public Administration Research and Theory, 2010*

Front-line public servants are often criticized for being either unwilling or unable to break with established and ineffective ways of working and create innovative approaches. This study observed teams of state child welfare workers over more than two years, documenting whether they discarded old work routines and learned new ones. The study shows that team characteristics such as clear direction and reflective behaviors had greater influence on team learning than individual characteristics such as stress level, tenure and educational level.
AS PART OF OUR COMMITMENT TO SHARING THE RESULTS OF OUR RESEARCH, new insights into leadership practice and theory, and practical tools that are helpful to practitioners in their daily work, RCLA published the following reports and guides:

**Training for Trainers: A Guide to Designing Interactive Trainings Using Popular Education Techniques**
*By Joan Minieri, March 2010*
Based on the RCLA Social Change Leadership Network’s successful trainings, this handbook provides a step-by-step guide to designing trainings that engage participants in creative ways of learning. It includes fundamentals on different learning styles, the six steps for designing a training, facilitator tips for keeping participants energized, and a variety of sample activities.

**Peer Consultations: Developing Reflective Leadership by Giving and Getting Expert Advice**
*February 2010*
This RCLA Practice Note offers a behind-the-scenes look at how to design and run peer consultations that allow practitioners to bring leadership challenges or dilemmas to “workshop” with a learning group in a way that both taps the knowledge and experience of other group members and offers them insights into similar challenges they face in their own work.

**Reflections on Social Justice Organizing and Leadership**
*By David Cohen, Margo Hittleman and Jennifer Dodge, January 2010*
This report focuses on elements of organizing often overlooked in conventional discussions of models and methods. The authors examine the ways cultural practices and symbols can be important resources to strengthen cohesion, galvanize people to act for social justice and serve as tools for liberation. They also explore the ways women-centered approaches place personal relationships and healing at the forefront of their work to have a transformational impact on both the public and personal lives of the people they organize.
RCLA also published a series of papers as part of a high-level workshop with the NYU Abu Dhabi Institute on “Leadership for Public Wellbeing in the Middle East.” They include:

Exploring Leadership for Public Wellbeing:
New Vistas for Understanding and Fostering Leadership
By Waad El Hadidy and Sonia M. Ospina, February 2010

Reflections on Civic Participation and Emerging Leadership in the Arab World
By Carol Underwood and Bushra Jabre, Johns Hopkins University, February 2010

Taking Stock and Looking Forward:
Leadership Development in the Arab World
By May Al-Dabbagh and Christine Assaad, Dubai School of Government, February 2010

Annotated Bibliography on Leadership in the Middle East
By the Research Center for Leadership in Action, February 2010

Appreciating and Advancing Leadership for Public Wellbeing:
Final Workshop Report
By Waad El Hadidy, February 2010
Baby Boomers, Public Service and Minority Communities: A Case Study of the Jewish Community in the United States

By David M. Elcott, June 2010

In this report, co-published with the Berman Jewish Policy Archive at NYU Wagner, Dr. David Elcott finds that most Jewish Baby Boomers see retirement as a time for work and service, not rest. But he argues that organizations serving ethnic or religious communities are unprepared to tap this potentially huge influx of talent and experience. His findings are based on a nationwide survey of 34 metropolitan Jewish communities that elicited the attitudes of more than 6,500 individual Baby Boomer respondents about their future plans for public service and civic engagement. In addition to analyzing the survey data, Dr. Elcott offers recommendations on how the Jewish community can find substantial pathways that will engage Baby Boomers in communal institutional life.

The report release event hosted by the Berman Jewish Policy Archive and RCLA featured (from left):

Steven M. Cohen, Director, Berman Jewish Policy Archive at NYU Wagner; Gary Rosenblatt, Editor and Chief of The Jewish Week, the largest Jewish newspaper in the United States, the event moderator; David M. Elcott, PhD, report author, RCLA faculty member, and Henry and Marilyn Taub Professor of Practice in Public Service and Leadership, NYU Wagner; Roberta Leiner, Managing Director of the Caring Commission of the UJA-Federation of New York; and Stuart Himmelfarb, Chief Marketing Officer for the UJA Federation of Northern New Jersey.

More information on the Berman Jewish Policy Archive is available at www.bjpa.org.
RESOURCES IN SPANISH

AS PART OF RCLA’S GLOBAL RESEARCH AND LEADERSHIP DEVELOPMENT, we continue to add to the growing list of our titles and resources available in Spanish.

Desarrollo de Liderazgo y Gobernabilidad Democrática: El Caso del Programa de Capacitación en Derechos Humanos para Personeros Municipales en Colombia

**Leadership Development and Democratic Governance: The Case of the Training Program in Human Rights for Municipal Personeros in Colombia**

By Sonia M. Ospina, Amparo Hofmann-Pinilla, Andrés Muñoz, and María Angélica Lozano, September 2010

This report examines how a capacity-building program in human rights and international law in Colombia contributed to shifts in the roles of Personeros Municipales, or community spokespeople. The aim of the program was to better prepare Personeros to promote government accountability at the municipal level.

RCLA also released Spanish versions of two of our most requested reports.

**Una Danza que Crea Iguales**

*A Dance that Creates Equals: Unpacking Leadership Development*

By Denise Altvater, Bethany Godsoe, LaDon James, Barbara Miller, Sonia Ospina, Tyletha Samuels, Cassandra Shaylor, Lateefah Simon, and Mark Valdez, July 2010

The report offers insights on how seasoned leaders can strategically “step back” and emerging leaders can take the authority to “step up” as part of the leadership development process.

**¿Puede el Arte Cambiar el Mundo?**

*Can the Arts Change the World?*

By Arnold Aprill, Elise Holliday, Fahari Jeffers, Nobuko Miyamoto, Abby Scher, Diana Spatz, Richard Townsell, Lily Yeh, Lyle Yorks, and Sandra Hayes, July 2010

The report documents the transformative power of the arts in communities across the United States—from Chicago to Brooklyn, Seattle to Los Angeles.
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:
- 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.

When Fellows complete the program, they become part of an active alumni network that offers ongoing networking and professional development events, regular email updates with career and public service resources, community service activities, and a public service book club.
Fellowship for Emerging Leaders in Public Service 2010 Speakers

Fellows hear from senior executives across the spectrum of public service who offer insights into their own career trajectories, practical strategies for succeeding in public service and analysis of new trends.

Speakers for the 2010 program included:

Khary Lazarre-White  
Co-founder and Executive Director  
Brotherhood-Sister Sol

Iain Levine  
Director of Programs  
Human Rights Watch

Ana Oliveira  
President and CEO  
New York Women’s Foundation

Ellen Schall  
Dean  
NYU Wagner

Scott Stringer  
Manhattan Borough President

Jay Sullivan  
Managing Partner  
ExecComm

2010 Fellows’ Organizations

Fellows represent a broad cross-sector of public service organizations. In 2010 these included:

- American Heart Association  
- Behind the Book  
- The Breast Cancer Research Foundation  
- Brennan Center for Justice at NYU Law  
- Brooklyn Democracy Academy  
- Christopher & Dana Reeve Foundation  
- DreamYard Project, Inc.  
- Everybody Wins! Foundation  
- Fifth Avenue Committee  
- iMentor  
- MDRC  
- NYC Administration for Children’s Services  
- NYC Dept of Health & Mental Hygiene  
- NYC Dept of Small Business Services  
- NYC Dept of Youth & Community Development  
- Office of the Manhattan Borough President  
- Office of US Senator Kirsten Gillibrand  
- Prep for Prep  
- Public Interest Projects  
- Ridgewood Bushwick Senior Citizen’s Council  
- Sanctuary for Families  
- Seedco  
- Teach For America  
- Uncommon Schools  
- United Way of New York City  
- Urban Justice Center  
- Wildcat Service Corporations

2010 Career Guides

Career Guides who are senior managers serve as mentors throughout the program. For 2010 they included:

Josh Klainberg  
Deputy Director  
New York League of Conservation Voters

Krystal Reyes  
Senior Advisor  
Children and Family Services, New York City  
Office of the Deputy Mayor for Health & Human Services

Dawn Saffayeh  
Assistant Commissioner of Strategic Resource Management and Reporting  
New York City Administration for Children’s Services

Sam Schaeffer  
Executive Director of CEO National  
CEO-Center for Employment Opportunities

Leticia Smith-Evans  
Civil Rights Attorney  
NAACP Legal Defense and Educational Fund
FOR MORE THAN SEVEN YEARS, RCLA and Accenture have convened senior and mid-level New York City officials at quarterly executive briefings to candidly explore how leaders successfully advance large-scale change initiatives in the highly political, volatile and visible world of government.
This year’s Leading Large Scale Change series included the following sessions:

**Creating and Managing Innovation in Service Performance at All Levels of City Government**
September 22, 2010

This briefing analyzed the need for “continual innovation” and provided a look into a number of leading-edge programs in various government agencies to improve service delivery and the quality of New York City programs.

**Panelists:**
Linda Gibbs, *Deputy Mayor for Health and Human Services*
Stephen Goldsmith, *Deputy Mayor for Operations*
Alan Aviles, *President, Health and Hospitals Corporation*
Meryl Weinberg, *Executive Director, Metropolitan Hospital Center*
Seth Diamond, *Commissioner, Department of Homeless Services*
Joanne Jaffe, *Chief, Housing Bureau, New York Police Department*
Jeanne B. Mullgrav, *Commissioner*, and Chris Caruso, *Assistant Commissioner for Out of School Time Programs, Department of Youth and Community Development*

**Moderator:** Paul C. Light, *NYU Wagner’s Paulette Goddard Professor of Public Service and founding principal investigator of the Organizational Performance Initiative*

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**Operational Efficiency in New York City Government**
June 15, 2010

The fiscal crisis has put enormous pressure on New York City agencies and authorities to find ways to operate more efficiently, including centralizing and consolidating operations, among other strategies, to prevent cutbacks in the city’s core services.

**Panelists:**
Cas Holloway, *Commissioner, NYC Department of Environmental Protection*
Jeffrey A. Kay, *Director, Mayor’s Office of Operations*
Charles Monheim, *Chief Operating Officer, Metropolitan Transportation Authority*
Carole Post, *Commissioner, NYC Department of Information Technology and Telecommunications*

**Moderator:** Anthony Shorris, *former Director of the Rudin Center for Transportation Policy and Management at NYU Wagner and former Executive Director of the Port Authority of New York and New Jersey and Commissioner, NYC Department of Finance*
Transforming the City’s Delivery of Affordable Housing
May 6, 2010

As leaders seek creative ways to increase the affordable housing available for low- and moderate-income residents, they are evaluating the past, looking at new programmatic ideas, and most importantly, establishing new cross-sector partnerships.

Panelists:
Rafael E. Cestero, Commissioner of the NYC Department of Housing Preservation and Development
Seth Diamond, Professor of Public Policy and Urban Planning at NYU Wagner and Faculty Co-Director of the Furman Center for Real Estate and Urban Policy
Marc Jahr, President of the NYC Housing Development Corporation
John B. Rhea, Chairman of the NYC Housing Authority
Adam Weinstein, President and CEO of the Phipps Houses Group and Chairman of the Phipps Community Development Corporation
Moderator: Ingrid Gould Ellen, Professor of Urban Planning and Public Policy at NYU Wagner and Co-Director of the Furman Center for Real Estate and Urban Policy
The Next Wave in Health Care: Using Health Information Technology for Improving Front Line Programs
January 27, 2010

The recovery funding being directed toward the sharing of health care information has the potential to dramatically change how the government serves clients, creates jobs and provides a range of services, including for mental health and substance abuse. Panelists discussed how agencies can use this information to create a more connected community.

Panelists:
Rachel Block, Deputy Commissioner Office of Health Information Technology Transformation, NYS Department of Health
Robert Doar, Commissioner, NYC Human Resources Administration
Thomas Farley, Commissioner, NYC Department of Health and Mental Hygiene
Robert Walsh, Commissioner, NYC Department of Small Business Services
Moderator: William S. Bernstein, Chair, Healthcare Division, Manatt, Phelps & Phillips
THROUGH THE SOCIAL CHANGE LEADERSHIP NETWORK, RCLA partners with grassroots leaders to co-produce knowledge and facilitate learning about leadership that deepens civic participation and makes social transformation possible. The Network has three main aims:

- To document and share knowledge within the public service field about effective social change leadership practices through a process that strengthens the relationship between academics and social change organizers;
- To support and connect leaders effectively advancing social change by facilitating opportunities for personal and organizational capacity-building and dialogue; and
- To foster global leadership by connecting local efforts to international networks and frameworks.
Leadership Advisory Circle
This year the Network welcomed a Leadership Advisory Circle of distinguished nonprofit leaders who have received national recognition for work in communities in New York City and beyond. The Circle will help shape the training, leadership development and networking SCLN offers to help grassroots leaders and organizations succeed.

Members include (from left):

Ana María Archila, Co-Executive Director, Make the Road New York
Michelle de la Uz, Executive Director, Fifth Avenue Committee
Omar Freilla, Founder and Director, Green Worker Cooperatives
Jeremy Saunders, Lead Organizer, New York City AIDS Housing Network/VOCAL
Cidra M. Sebastien, Associate Director, The Brotherhood/Sister Sol
Joanne Ninive Smith, Founder and Executive Director, Girls for Gender Equity

Learning Sessions
The Social Change Leadership Network designs learning sessions to provide a space for leaders to obtain new skills, reflect critically on their work and learn from other individuals and organizations confronting similar dilemmas. A main goal of these workshops is to yield new and practical insights and strategies that contribute to social change organizations’ capacity and sustainability, while enhancing individual and collective leadership capacity for social action.

More than 110 social change leaders from 88 different organizations attended this year’s free sessions, which focused on topics including:

- Training for Trainers on Essential Tools for Essential Organizing: This session offered social change leaders practical methods of designing memorable trainings that provoke critical thought, participation and partnership among staff, volunteers and community members.
- Community Organizing Basics: Participants explored what community organizing is, how organizing for power is different from other approaches to addressing community problems, and how to start or strengthen their own community organizing initiatives.
- Using Social Media Tools to Enhance Social Justice Impact: This three-part series provided insight into new trends; hands-on experience using the latest tools; and guidance on applying the latest social networking applications to advance a nonprofit’s broader strategies.
- Connecting across Differences: This workshop enabled participants to surface and reflect on their often unconscious understandings of race. They explored how race affects them and their work as part of becoming better equipped to engage issues of race and ethnicity.
Virtual Social Change Network

In addition to in-person learning sessions, the Social Change Leadership Network has established an online community through a Ning social media site that enables grassroots nonprofit leaders to connect with other advocates, share their latest work, engage in dialogue around social change and policy issues, and exchange resources. The site features: upcoming events and conferences; discussion questions and insights into timely issues; professional development opportunities for social change leaders; funding opportunities and RFPs; research ideas; and more. Join the Network at http://rclaleaders.ning.com.
RCLA’S LEADERSHIP DEVELOPMENT PROGRAMS BUILD KNOWLEDGE AND CAPACITY for excellence in public service at the individual, organizational and systems levels. We begin with an appreciation of public service leaders' expertise and co-design leadership development programs tailored to meet the needs of their organization or the particular leadership challenge of the group. Through these hands-on experiences, leaders build profound, lasting connections; engage in transformative learning; and improve individual and team performance. Programs in 2010 included:

Trinity Wall Street’s Academy for Social Leadership
The Trinity Academy for Social Leadership (TASL) strives to educate and develop leaders who can generate social change in their communities, in their neighborhoods and around the world. Members of the Academy undergo a two-year program where they receive social leadership training and utilize their skills on self-designed social projects.

Trinity Wall Street engaged RCLA to design and facilitate a Cooperative Inquiry (CI), an action learning process, as the capstone experience for TASL. The purpose of the inquiry was to offer participants a structured opportunity to reflect on what they were learning about the process of leadership and about themselves as leaders as they pursued their individual, self-designed projects. With support from two RCLA facilitators, participants defined a question that they wanted to address through the CI: How can I move from idea to action to sustainability?

Participants explored this question through a series of action-reflection cycles over a six-month period through which they came together to reflect on their experience advancing their projects and individually carried out actions to help test group insights. As a result of the process, participants identified a set of critical practices that helped them move from idea to action to sustainability.
Association of Performing Arts Presenters Leadership Development Institute
The Association of Performing Arts Presenters (APAP) partnered with RCLA to design and launch a signature Leadership Development Initiative (LDI) for mid- to senior-level leaders in performing arts organizations across the United States.

The LDI focuses on advancing knowledge and capacity around a set of 12 core leadership competencies that RCLA developed through a collaborative process with APAP and representatives from its network of member organizations in 2009.

In this first year of the new LDI, RCLA facilitated an eight-month Cooperative Inquiry (CI) action learning process with 12 mid-career representatives focused on building adaptive missions and organizational resiliency. Through the CI, participants received leadership development support while advancing change in their home institutions and building cutting-edge knowledge for their field.

The CI participants represented such organizations as the Celebrity Series of Boston, Inc. and the Washington Center for the Performing Arts in Olympia. At the conclusion of the program, the participants presented their leadership discoveries and practical tools at APAP-NYC, a global conference which gathers more than 3,900 performing arts professionals from 49 states and 30 countries annually.

Talent Development with the Edna McConnell Clark Foundation
RCLA and CFAR (the Center for Applied Research) facilitate cross-portfolio leadership initiatives for the Edna McConnell Clark Foundation (EMCF), including an annual grantee retreat and learning sessions. The 2010 EMCF grantee retreat, “Advancing Tomorrow’s Strategy,” coincided with the ten-year anniversary of the foundation’s current grantmaking strategy and presented an opportunity to collectively shape the future course for growing and strengthening strategies to improve outcomes among America’s youth. By creating space for both looking back and looking ahead, grantees considered how the progress they have made in the last decade informs what approaches they will evolve to expand their impact on the lives of America’s youth. Outside speakers and grantee participants discussed what has been critical to the current strategy and how to build on those successes going forward.
Leading Change at NYU’s Tisch School of the Arts
New York University’s Tisch School of the Arts is renowned for finding the most ambitiously creative talent from across the US and around the world for its faculty, students and staff. The school provides an intensely collaborative environment that sustains, supports and encourages students to develop as a whole person and to experiment in the process of mastering their disciplines. Graduates are known for powerfully inventing new possibilities for themselves, their art forms and the world.

In 2010, NYU Tisch partnered with RCLA on a pilot leadership program for department chairs on advancing large-scale change within the university context. The program supports them in leading strategic change, communicating with diverse stakeholders, and structuring and managing high-performance departments. The department chairs, who represent the best talent in their fields, have access to coaching, peer learning and action inquiry groups, as well as frameworks and effective practices from a variety of fields that can inform their own leadership work and deepen their capacity to lead change within an academic environment.

NYU Wagner Leadership Academy
As part of NYU Wagner and RCLA’s commitment to preparing students for a lifetime of leadership and learning, the Wagner Leadership Academy completed its pilot year in 2010. Quarterly sessions provide elected representatives of graduate student organizations with a space to reflect on how they are taking up their leadership in their roles, opportunities to learn from peers on effective approaches to leadership challenges, and tools to bring back to apply in the work of their organizations at the School and beyond.

The Academy is offered through a partnership between RCLA, the Wagner Dean’s Office, Student Affairs, and the Wagner Student Association.
RCLA CONTRIBUTES TO THE VARIETY OF EDUCATIONAL PROGRAMS  NYU Wagner offers to equip emerging and mid-career public service leaders to excel.

RCLA scholars have designed new courses that prepare leaders at all levels to respond to evolving challenges in the global public service landscape. They include a new course for mid-career professionals:

**Strategic Leadership for Public Service Organizations**
Taught by RCLA Executive Director Bethany Godsoe and Senior Fellow Shifra Bronznick, this course premiered in 2010. It equips mid-career students in NYU Wagner’s Executive MPA program with the tools, perspectives and frameworks for executing high-impact strategy within mission-driven organizations.

In addition, RCLA faculty members were awarded competitive NYU curriculum challenge grants to develop two exciting new courses to premiere in 2011. They include:

**Advocacy Lab**
This hands-on course will provide students with the opportunity to engage in real-time organizing and advocacy on behalf of criminal justice reform in New York State. The course was conceptualized by RCLA affiliated faculty members David Elcott and Erica Gabrielle Foldy and is taught by Professor Elcott and RCLA Senior Fellow Joan Minieri. Advocacy Lab is partnering closely with the Innocence Project, a litigation and policy organization dedicated to exonerating innocent prisoners and reforming the criminal justice system.

**Public-Private Collaboration for Social Problem Solving: A Comparative Perspective**
This course has been designed and will be taught by RCLA Faculty Director Sonia M. Ospina and NYU Leonard N. Stern School of Business Professor Jill R. Kickul. It will advance interdisciplinary work between the schools and offer students new frameworks for establishing cross-sector enterprises for the public good.
NEW CURRICULAR RESOURCES

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, now features a series of RCLA curricular resources.

Electronic Hallway’s materials are used widely throughout the United States and internationally in graduate, undergraduate and government training programs. RCLA’s curricular materials are now available for courses on leadership, nonprofit and public management, strategic planning, community organizing and social movements. The Leadership Stories, Ethnographies and associated Usage Notes examine critical issues facing many nonprofits, offering depth and context to theoretical examinations of issues. They include:

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

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

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

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

• *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.

Access the Curricular Resources online at: http://wagner.nyu.edu/leadership/resources/curricular_resources.php.
**TRAININGS IN PARTICIPATORY RESEARCH METHODS**

RCLA PROVIDES TECHNICAL ASSISTANCE AND TRAINING IN OUR SIGNATURE ACTION RESEARCH METHODS to groups and academic institutions that want to incorporate ongoing research and learning into their work. The collaborative and participatory nature of this research offers groups the opportunity to build practice-grounded knowledge, insights about how to approach work challenges, personal growth and expanded leadership capacity, and stronger relationships among group members. Examples of these collaborations include:

**Florida State University’s College of Information**
The college used a participatory action research process developed by RCLA to identify the concrete ways library media specialists can spearhead the design and execution of technology integration projects across the school. RCLA provided training and technical assistance on the use of Cooperative Inquiry, which engages a group of people in cycles of action and reflection about an issue of common concern.

**Universidad Politécnica de Valencia in Spain**
RCLA provided Cooperative Inquiry training and technical assistance to educators at the university with the aim of facilitating collaborations between the university, a vibrant nongovernmental sector and public schools to develop educational and experiential practices that help create a sense of global citizenship among students. The group focused on two central questions: 1) What type of educational and experiential practices contribute to the creation of global citizenship? and 2) How can we improve these practices through collaborative spaces among different social agents?
National Hispanic Medical Association Leadership Fellowship
July 2010

A group of leading Latino physicians from across the nation completed an institute hosted by the National Hispanic Medical Association (NHMA) and RCLA to enhance their knowledge of the policymaking process and equip them to shape policy at the local, state and federal levels.

The program drew on the expertise of faculty from NYU Wagner, the NYU School of Medicine, the Albert Einstein College of Medicine of Yeshiva University, and Mount Sinai School of Medicine. Other high-level speakers included:

Anne C. Beal, MD, President of the Aetna Foundation
Lloyd C. Bishop, Vice President for Government Affairs and Community Health Initiatives at the Greater New York Hospital Association
Deborah Loeb Bohren, Vice President for Communication and Public Affairs at NYU Langone Medical Center
Jo Ivey Boufford, MD, President of the New York Academy of Medicine
Luis A. Miranda, Jr., Founding Partner of MirRam Group, LLC

Leadership Institute for College Students from Mexico
January 2010

A two-week leadership institute sponsored by RCLA and NYU’s Steinhardt School of Culture, Education and Human Development offered college students from Puebla, Mexico a unique combination of leadership theory and practice—from courses on new ways to understand and practice leadership and social entrepreneurship, to site visits throughout New York City, including to the United Nations Headquarters, Ellis Island, and the Brotherhood-Sister Sol, an award-winning social change organization in Harlem.
AWARDS AND SERVICE

RCLA Faculty Director Sonia Ospina served as president of the Inter-American Network of Public Administration Education (INPAE) from 2008—2010. Professor Ospina has been active in the network since its creation in 2003 by a group of academic institutions generating constructive North-South and South-South dialogue among member schools. INPAE membership now includes 54 academic undergraduate and graduate programs in public affairs.

Since 2006, Professor Ospina has served on the International Advisory Board of the Doctoral Program in Management at the Andes University Business School in Bogotá, Colombia. Since 2007, Dr. Ospina has also served as an International Advisor for Andes University’s Alberto Lleras Camargo School of Government.

Jennifer Dodge, an RCLA researcher and NYU Wagner doctoral candidate, became the book review editor for the Critical Policy Studies journal in July 2010. Ms. Dodge was also honored with the 2010 Hayward Alker Award for her paper “Tensions in Deliberative Practice: A View from Civil Society,” which she presented at the American Political Science Association (APSA) conference in September 2009. She was also the co-organizer for a group at the APSA conference in 2010.

RCLA faculty member Erica Gabrielle Foldy and C. Nicole Mason, Executive Director of the Women of Color Policy Network, were both recognized with awards from NYU Wagner’s Black Student Alliance.

RCLA Program Coordinator and NYU Wagner student Casey Heim won a President’s Service Award for work on the Wagner Leadership Academy, an award he shared with WSA President Hallie Caplan. Mr. Heim was also honored with the NYU Wagner Robert Berne Award for Leadership with two other Wagner students.

RCLA Senior Associate Waad El Hadidy and Communications Director Colleen SchwartzCoffey served on the selection committee for the inaugural class of NYU’s University Leadership Honors Course, a prestigious program directed by Diane Yu, Chief of Staff and Deputy to the President of New York University and Executive Director of the Sheikh Mohamed bin Zayed Scholars Program.
EVENTS

Principles and Patterns of Best Practice for Leadership Development
February 9, 2010

RCLA hosted this Leadership Learning Circle event for people who run or fund leadership development programs in NYC. It featured a presentation by Grady McGonagill, PhD, on his findings from a comprehensive review of leadership development programs across the US.

Black and Jewish Communal Relations: Remembering the Past, Living in the Present, Building for the Future
February – March 2010

This three-part event series RCLA co-sponsored was designed to foster dialogue about the rich shared history of the Black and Jewish communities in America, the current state of the relationship, and future collaboration to strengthen communities. Other co-sponsors were the Black Student Alliance and Jewish Wagner Professional Association (JewPA) at NYU Wagner.

Applications of Complexity Theory to Leadership
with Dr. Mary Uhl-Bien,
Co-Director
Institute for Innovative Leadership
March 24, 2010

As leadership and management scholars seek to identify frameworks for leadership appropriate to today’s connected and interdependent world, complexity science offers promise for insights into building adaptive and innovative organizations.

Dr. Mary Uhl-Bien, the Howard Hawks Chair in Business Ethics and Leadership and Co-director of the University of Nebraska’s Institute for Innovative Leadership, discussed how complexity leadership research advances beyond traditional hierarchical assumptions to consider leadership processes and roles that are dynamic, distributed and generative.

This event is part of the RCLA Speaker Series, The Vanguard of Leadership: New Directions in Theory and Practice, featuring renowned practitioners’ and scholars’ breakthrough work on public service leadership.
Leadership for Public Wellbeing in the Middle East: Transcending Boundaries of Identity and Action

At a high-level workshop at NYU Abu Dhabi, RCLA and the NYU Abu Dhabi Institute convened 24 eminent scholars and practitioners committed to illuminating and nurturing leadership for public wellbeing in the Middle East and beyond.

Whether working for youth and women’s empowerment, engendering corporate citizenship, or organizing communities in conflict-ridden areas, they discussed leadership that transcends sectors, transforms ordinary citizens into agents of change, and opens up new public spaces for deliberation and engagement.

The event culminated in a lively public discussion moderated by NYU Abu Dhabi Provost Mariët Westermann. Speakers included Fadi Ghandour, Founder and CEO of Aramex International; Barbara Ibrahim, Founding Director of the John D. Gerhart Center for Philanthropy and Civic Engagement at the American University in Cairo; and Asya Al Lamki, Cultural Attaché of the Embassy of the Sultanate of Oman in Washington, DC.

A final report from the proceedings and videos from the public discussion are available on RCLA’s site at: http://wagner.nyu.edu/leadership/news/AbudhabiLeadership0310.php.

RCLA will continue its partnership with the NYU Abu Dhabi Institute with a series of workshops on cross-sector collaboration beginning in Fall 2011.
In 2010, RCLA continued to welcome public service leaders at the top of their fields as part of building a community of scholars and practitioners developing knowledge for excellence in public service leadership. Visitors included:

Danny Burns, Team Leader, Participation, Power and Social Change Team, Institute of Development Studies, and former Co-Director of the SOLAR action research center at the University of West England
Tina Dörffer, Project Manager, Bertelsmann Stiftung, and co-author of the new report, *The Leadership Implications of the Evolving Web*
Emily Miles, Winston Churchill Fellow for 2010 and former Home Affairs Policy Advisor to UK Prime Minister Tony Blair
Isabel Rimanoczy and Tony Pearson, authors of the book *Action Reflection Learning: Solving Real Business Problems by Connecting Learning with Earning*
PRESENTATIONS

“Leading Change”
Bethany Godsoe
New York Presbyterian Nursing Retreat
February 18, 2010

“Careers in Public Service”
Bethany Godsoe, Panelist
Cornell University’s Network for Change Event
City Year NY, March 22, 2010

“Leading Innovation”
Bethany Godsoe
StartingBloc Institute for Social Innovation
New York, March 27, 2010

“Learning (and Mostly Not Learning) About Race” Paper Presentation
Erica Gabrielle Foldy
Society for Industrial and Organizational Psychology’s Annual Conference
Atlanta, Georgia, April 8, 2010

“Leading from the Middle”
Bethany Godsoe
Institute for Family Health
April 19, 2010

“Leading from the Middle” Social Work Management Team Workshop
Bethany Godsoe
Institute for Family Health
New York, April 19, 2010

NYU Wagner’s Executive MPA Discussion Group on Leading without the Support of the CEO
Bethany Godsoe
April 20, 2010

National Urban Fellows Call to Action Summit on the Public Service Leadership Diversity Initiative
Bethany Godsoe, Participant
Washington, DC, April 21, 2010

“The Research Design for Leadership for a Changing World”
Sonia M. Ospina
Applied Research Methodologies Thought Leaders Forum, The Banff Centre
Alberta, Canada, April 23-24, 2010

“Diversity and Difference in the Workplace” Course
Erica Gabrielle Foldy with May Al-Dabbagh, professor at the Dubai School of Government
Sheikh Mohamed bin Zayed Scholars program
Abu Dhabi, UAE, April 2010

“Inter-sectoral Collaboration in Latin America”
Sonia M. Ospina
Presidential Conference
Welcome and Opening, Discussion Panelist
Inter-American Network of Public Administration Education (INPAE) Annual Conference
San Juan, Costa Rica, May 18-22, 2010
“Something of Collaborative Manufacture: The Construction of Race and Gender Identity in Organizations”
Erica Gabrielle Foldy
Learning Circle for Faculty Affiliates of the Center for Gender in Organizations at Simmons College
Boston, MA, May 18, 2010

Training in Collaborative Research
Amparo Hofmann-Pinilla
Universidad Politécnica de Valencia and Valencia Engineers without Borders
Valencia, Spain, July 5-7, 2010

“The Future of Diversity Studies: Realizing the Critical Potential of Diversity in Organizations” Symposium
Erica Gabrielle Foldy
Academy of Management
Montreal, Canada, August 6-10, 2010

“Excelling on the Job Market” Panel Presentation for the Doctoral Student Consortium of the Public and Nonprofit Division
Erica Gabrielle Foldy
Academy of Management
Montreal, Canada, August 6-10, 2010

“Evaluation of Social Programs” Keynote Address, “Public-Private Collaborations” Lecture
Sonia M. Ospina
Ibero-American School of Management and Public Policy, National School of Public Administration (ENAP - Escola Nacional de Administração Pública)
Brasilia, Brazil, August 9-13, 2010

“RCLA’s Approach to Leadership and Implications for Research Teaching” Faculty Workshop
Sonia M. Ospina
National School of Public Administration (ENAP - Escola Nacional de Administração Pública)

“Leaders in a New Era: A Conversation on Leadership Development and Race”
Amparo Hofmann-Pinilla, Panelist
Leadership Learning Community
New York, October 19, 2010

“The Work of RCLA”
Sonia M. Ospina
NYU Wagner Policy Alliance Brown Bag
October 19, 2010

“Leadership Research 2.0”
Sonia M. Ospina and Amparo Hofmann-Pinilla
International Leadership Association Global Conference
Boston, MA, October 27-30, 2010

“Advancing the Field of Leadership through the Global Network University: Leadership for Public Wellbeing in the Middle East”
Bill Gallagher, Associate Vice Chancellor of Operations and Administration and Campus Operating Officer for NYU Abu Dhabi, Waad El Hadidy and Sonia M. Ospina
International Leadership Association Global Conference
Boston, MA, October 27-30, 2010
“Color Minimization: Understandings of Race in Public Service”
Erica Gabrielle Foldy
Association for Public Policy Analysis and Management (APPAM) Conference
Boston, MA, November 4-6, 2010

“Motivating, Developing and Leading Human Resource Management”
Sonia M. Ospina, Session Chair
Association for Public Policy Analysis and Management (APPAM) Conference
Boston, MA, November 4-6, 2010

“Baby Boomers and Public Service: A Case Study of the Jewish Community in the United States”
David M. Elcott
General Assembly of the Jewish Federations of North America
New Orleans, LA, November 5-9, 2010

Annual Meeting of the International Advisory Committee for the Doctoral Program in Management
Sonia M. Ospina
Andes University School of Management
Bogotá, Colombia, November 22, 2010

“A Review of the Scholarship on Diversity and Leadership”
Sonia M. Ospina and Waad El Hadidy
National Urban Fellows National Summit on the Public Service Leadership Diversity Initiative
Washington, DC, December 2010
Fellows, Consultants and Visiting Scholars

Lucia Alcantara, Consultant
Mary K. Blewitt, Visiting Fellow
Shifra Bronznick, Senior Fellow
Jennifer Dodge, Fellow
Michael Edwards, Senior Visiting Scholar
Melinda Fine, Senior Fellow
Sandra Hayes, Consultant
Theresa Holden, Fellow
Judith Kallick Russell, Consultant
Frances Kurreuther, Senior Fellow
Irshad Manji, RCLA Scholar; Director, Moral Courage Project
Joan Minieri, Senior Fellow
Andrew Mott, Senior Fellow
Linda Powell Pruitt, Senior Fellow
Beth Rosenthal, Consultant
Celina Su, Visiting Scholar
Angela Hendrix Terry, Senior Fellow
Elizabeth Fletcher Walden, Senior Fellow
Heather Weston, Senior Fellow

Staff and Scholars

Executive Team and Affiliated Faculty

Bethany Godsoe, Executive Director
Sonia M. Ospina, Faculty Director, Associate Professor of Public Management and Policy, NYU Wagner
Amparo Hofmann-Pinilla, Deputy Director
David Elcott, The Henry and Marilyn Taub Professor of Practice in Public Service and Leadership, NYU Wagner
Erica Gabrielle Foldy, Associate Professor of Public and Nonprofit Management, NYU Wagner
Ellen Schall, Dean, NYU Wagner
Dennis Smith, Associate Professor of Public Policy, NYU Wagner

Program and Administrative Staff

Grisel Caicedo, Program Administrator
Champa Chonzom, Finance Manager
Moschell Coffey, Manager, Fellowship for Emerging Leaders in Public Service
Waad El Hadidy, Senior Associate
Amanda Jones, Executive Assistant to Faculty Director Sonia Ospina
Colleen SchwartzCoffey, Director of Communications and the Fellowship for Emerging Leaders in Public Service

Student Staff

Rebecca Halleran, Project Coordinator
Caitlin Murphy, Research Assistant
Kaushik Nagaraj, Finance Assistant
Becky Rafter, Program Coordinator
Diana Trujillo, Research Assistant

Participating NYU Wagner Faculty

John Billings
Rogan Kersh
Brian Elbel
Paul C. Light
John Gershman
Joe Magee
Ingrid Gould Ellen
Jonathan Morduch
Natasha Iskander
Anthony Shorris
Heather Weston
Allen Zerkin
Partnership is central to RCLA’s work. We partner with public service leaders, organizations, scholars and funders across sectors to uncover new thinking about how leadership works and to explore leadership as a collective achievement. It is through the strength of these partnerships that we produce results that matter.

RCLA’s partners include:

- Accenture
- Altman Foundation
- Annie E. Casey Foundation
- Association of Performing Arts Presenters
- Avina Foundation
- Big Brothers Big Sisters of America
- Cambridge Leadership Associates
- Center for Creative Leadership
- CFAR (Center For Applied Research)
- Edna McConnell Clark Foundation
- Evans School of Public Affairs at the University of Washington
- Institute of International Education
- Ford Foundation
- MasterCard Foundation
- National Hispanic Medical Association
- New York Academy of Medicine
- New York City Administration for Children’s Services
- New York City Office of the Mayor
- NYU Abu Dhabi Institute
- Open Society Institute
- Robert Wood Johnson Foundation Health and Society Scholars
- Rockefeller Foundation
- Synergos Institute
- Universidad Politecnica de Valencia
- The White House Project
- Women’s World Banking
RCLA works closely with our affiliates at NYU Wagner to advance excellence in public service leadership from a variety of perspectives.

**Moral Courage Project**

The Moral Courage Project at NYU Wagner aims to identify and learn from leaders who will challenge political correctness, intellectual conformity and self-censorship. In the best spirit of liberal education, the Moral Courage Project teaches that rights come with responsibilities, that we are citizens rather than members of mere tribes, and that meaningful diversity embraces different ideas and not just identities.

Inspired by the Islamic tradition of independent thinking known as ijtihad, which celebrates dynamic interpretation, individual creativity and communal renewal, the Moral Courage Project hosts public conversations with current champions of moral courage, includes a graduate course called “Public Leadership and Moral Courage,” and uses new media to foster dialogue within the school of public service and between young people worldwide about morally courageous leadership.


**Vital Voices**

The mission of Vital Voices is to identify, invest in and bring visibility to extraordinary women around the world by unleashing their leadership potential to transform lives and accelerate peace and prosperity in their communities.

Vital Voices Global Partnership is a preeminent nongovernmental organization (NGO) that identifies, trains and empowers emerging women leaders and social entrepreneurs around the globe, enabling them to create a better world for us all.

- Vital Voices is at the forefront of international coalitions to combat human trafficking and other forms of violence against women and girls.
- Vital Voices enables women to become change agents in their governments, advocates for social justice, and supporters of democracy and the rule of law.
- Vital Voices equips women with management, business development, marketing, and communications skills to expand their enterprises, help to provide for their families, and create jobs in their communities.
The organization’s international staff and team of over 1,000 partners, pro bono experts and leaders, including senior government, corporate and NGO executives, have trained and mentored more than 8,000 emerging women leaders from over 127 countries in Africa, Asia, Eurasia, Latin America and the Caribbean, and the Middle East since 1997. These women have returned home to train and mentor more than 500,000 additional women and girls in their communities. They are the Vital Voices of our time.

For more information on Vital Voices, please visit:

Women of Color Policy Network

Founded in 2000 by Walter Stafford, as part of the Roundtable of Institutions of People of Color, the Women of Color Policy Network at NYU Wagner is the country’s only research and policy institute focusing on women of color at a nationally ranked top ten public policy school. The Network conducts original research and collects critical data on women of color that is used to inform public policy outcomes at the local, state and national levels. The Network also serves as a hub for women of color scholars, leaders and practitioners.

The Women of Color Policy Network conducts original and informed research. It is home to the country’s largest and most comprehensive data repository on racial and ethnic minority women. The Network’s research reports and policy briefs help create public policies that work for women, families and communities. The Network engages in policy analysis on pressing issues, working hand-in-hand with elected officials, scholars and community advocates to ensure that the voices and concerns of women of color are reflected in policy. The Network’s analysis is geared toward not only understanding the extent of a social problem, but generating strategies and solutions to help relieve disparities and increase access.

For more information on the Women of Color Policy Network at NYU Wagner, please visit:
http://wagner.nyu.edu/wocpn.
At the Research Center for Leadership in Action at New York University’s Robert F. Wagner Graduate School of Public Service, we partner with public service leaders, organizations, scholars and funders across sectors. Together we uncover new thinking about how leadership works. We explore leadership as a collective achievement. We produce results that matter.

RCLA takes up society’s most complex issues. Our partners turn to us for breakthrough academic research. They turn to us to connect with other public service leaders working on similarly tough issues across sectors. When no known answer exists for the leadership challenges they face, our partners turn to us to work side by side with them to develop solutions.

We work with individuals at all levels of organizations—those who are recognized public leaders and those who may not yet see their own potential to step forward. Our partners are organizations of all shapes and sizes from grassroots community-based nonprofits to social entrepreneurial ventures to large public agencies. Together we seek to make systems more transparent, inclusive and fair.

We offer knowledge, skills and support to strengthen communities and, ultimately, democracy.

We invite you to partner with us.