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# Leader ship

**2005 NOMINATIONS**



A PROGRAM OF THE FORD FOUNDATION IN PARTNERSHIP WITH THE ADVOCACY INSTITUTE  
AND THE ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE, NEW YORK UNIVERSITY

# Throughout America, leaders are tackling tough social problems.

**T**hey are bringing people together to create new programs, improve access to services, and challenge inequality and unfair practices. These leaders work in a wide range of communities—those bounded and linked by geography, affinity (such as religion and ethnicity), ideas and values. To effect change in today's world often requires innovative strategies and skills. Leaders who successfully meet these challenges have found creative and resourceful ways to foster systemic change. These leaders are able to reach across all kinds of boundaries—geographic, religious, ethnic and philosophical—to cultivate and bring together broad and diverse constituencies to respond to a common problem or achieve a common goal. While many leaders work individually, a growing number achieve their goals by sharing leadership in pairs, teams, partnerships, and collectives. Creative leaders, whether working individually or as a leadership group, develop and encourage a process that enables many voices to shape successful solutions.

## what

### WHAT IS THE LEADERSHIP FOR A CHANGING WORLD PROGRAM?

Leadership for a Changing World will recognize seventeen (17) leaders and leadership groups not broadly known beyond their immediate community or field. Nominated community leaders may work in fields that include: economic development; community development; environment and environmental justice; human rights; citizen participation and government accountability; human development; sexual and reproductive health; education reform; youth development; religion and social change; arts and social action; and access to media, including new technologies.

## goals

### WHAT ARE THE GOALS AND PARTICIPATION REQUIREMENTS OF THE LEADERSHIP FOR A CHANGING WORLD PROGRAM?

Leadership for a Changing World seeks to encourage a public dialogue that recognizes a wide variety of leaders and leadership models as authentic and important to social progress. Toward that end it recognizes, strengthens and supports leaders to highlight the importance of community leadership in improving lives. The program seeks to confirm that resourceful leaders are bringing about positive change in virtually every community. Together with these leaders, Leadership for a Changing World hopes to facilitate a new conversation about community leadership; and to contribute new knowledge about the dynamics of leadership.

Through the Leadership for a Changing World program awardees will:

- *Participate in shared learning and networking opportunities:* Over the course of the two-year program, awardees will participate in four (4) Program-Wide Meetings that last from 4-5

days, designed to provide opportunities for shared learning and collaboration among awardees. Leaders may use these sessions to consider their leadership and program challenges and explore new opportunities to develop their programs, and deepen our understanding of community leadership.

- *Receive financial support and other assistance for their work:* Awardees receive \$100,000 over two years to support their programs or new work that is related to the initiatives for which they are being recognized. LCW also provides awardees with a \$15,000 Independent Learning Account (ILA) to explore new learning opportunities that will support their work. Unlike the program support funds, awardees will be able to draw down on their ILA over the two years in which they participate in the Leadership for a Changing World program. Appropriate reporting on award expenditures will be required.
- *Explore, through collaborative research, how leadership is perceived, created, and sustained:* The research and documentation component of Leadership for a Changing World works with the awardee community to develop new insights and understanding about leadership for social change. All awardees co-produce, with the support of the NYU team, a document that describes key dimensions of their work and the leadership challenges that characterize it. Several additional opportunities for interested awardees to participate in this effort at collective reflection will also be available.
- *Contribute to current public discourse on leadership:* In an effort to facilitate a new conversation about community leadership, awardees will be part of a media effort to communicate the stories of their efforts and to explore unique approaches to leadership. The program periodically issues press releases focusing on the awardees and the

issues with which they are dealing. Awardees will work with the communications team to develop stories and editorials and to assist in reaching the media.

## who WHO SHOULD BE NOMINATED FOR LEADERSHIP FOR A CHANGING WORLD?

**Nominators are invited to identify leaders who demonstrate many or all of the following characteristics:**

- Leaders who are tackling tough social problems with effective, systemic solutions.
- Leadership that is strategic.
- Leadership that gets results.
- Leadership that brings different groups together.
- Leaders largely unrecognized outside their field or community, but who, if recognized, would inspire many others.
- Leadership that builds leadership in their community.
- Leaders from whom one can learn important lessons; and leaders who want to learn from others.

**Nominees must be:**

- Working on social justice issues (including but not limited to: economic development; community development; environment and environmental justice; human rights; citizen participation and government accountability; education reform; youth development; human development; sexual and reproductive health; religion and social change; arts and social action; and access to media including new technologies).
- Working in organizations that do not focus on grant-making activities.
- U.S. residents working on domestic issues
- Leaders who are not widely known outside their immediate community or field.
- Individual leaders or leadership groups. Leaders in leadership groups should be equally responsible for the governance or direction of an initiative, as distinct from individual leaders who collaborate closely with colleagues supporting their work but do not share leadership responsibilities. Nominations of organizations or boards without leadership descriptions of the individuals will not be accepted.
- Working for at least four years in the area for which they are being nominated.
- Nominated by someone other than the nominee, family member, current board member, staff or consultant of the nominee's organization.
- Leaders with clear evidence of on-going community collaboration.
- Current leaders who will continue to make major contributions to social change.

Leadership for a Changing World is not intended to be a celebration of the end of a career of excellence.

Shared leadership is a concept of special interest to the Leadership for a Changing World program. We encourage

nominations of teams no larger than four (4) members. Please note that if a leadership team of more than four members is nominated, only four of the team will be able to participate in Program-Wide Meetings.

Because the program is targeted at leaders not recognized outside their immediate community or field, if candidates have already participated in national leadership programs or received significant leadership awards, the impact of those awards on their broad public recognition will be evaluated during the selection process.

## nomination WHAT IS THE NOMINATION PROCESS FOR LEADERSHIP FOR A CHANGING WORLD?

Leaders must be nominated. A nominator should be someone who is well acquainted with the nominated leader or leadership group and can attest to their qualifications. Because Leadership for a Changing World wants to recognize leaders engaged in the community we require that the nominator be someone other than the nominee, family member or from the board, staff or consultant of the nominee's organization. While not required, Leadership for a Changing World encourages nominators to collaborate with their nominees to put forth a strong, well-informed nomination. The nominator is responsible for submitting the nomination packet and must be available for possible follow-up inquiries by the selection committees. Leadership for a Changing World strives for full transparency of its selection process. To this end, nominators' names may be made public.

To nominate, please follow the directions under the Nomination Guidelines section of this brochure.

## selection WHAT IS THE SELECTION PROCESS?

Nominations must be completed and received by the Advocacy Institute office (1629 K St., NW Suite 200, Washington, DC 20006-1629) by 5 p.m. (EST) on January 7, 2005. Nominations will only be accepted by mail (including FedEx, UPS, etc.). Email or fax submissions will not be accepted. Incomplete and/or late nominations will not be considered.

The selection process has multiple stages. A wide range of social justice leaders serve as reviewers for the process. The multi-tiered review process will involve site visits and reference checks. Only one nomination per nominee will be considered. The nominator will be the only person contacted if the nominee does not move forward after the first stage in the selection process. The first notification as to the status of the nominee will occur in mid-March. The program will contact the nominees directly whose nominations move forward in the selection process.

Following a seven-month selection process, including reviews by a Regional Selection Committee, the Advocacy Institute, the Ford Foundation and a National Selection Committee, seventeen (17) awardees will be selected by mid-summer of 2005. The first meeting of awardees will take place in October 2005 in New York.

Leadership for a Changing World reserves the right to modify these criteria and procedures as the program deems necessary.

# LEADERSHIP FOR A CHANGING WORLD

## Nomination Guidelines

### NOMINATION GUIDELINES

- Please submit three (3) stapled sets and one (1) paper-clipped set of the information requested below (Section I-III).
- Please do not exceed the page limit indicated for the nomination letter and resume.
- Letters should be double-spaced in 12-point font.
- The name of the nominee\* should appear in the upper right corner of every page of letter submitted.
- Please submit only one nomination of an individual leader or leadership group per nomination package. If you are submitting more than one nomination, prepare each nomination package separately and mail in separate envelopes.

**Please only include materials requested. Supplemental materials will not be accepted.**

### PLEASE SEND THE COMPLETED NOMINATIONS PACKAGE TO:

**Attn: Nominations  
Leadership for a Changing World  
Advocacy Institute  
1629 K St., NW, Suite 200  
Washington, DC 20006-1629**

\*Throughout this text, the term “nominee” is used to represent both individual leaders and leadership groups.

### NOMINATIONS MUST:

- Be signed by the nominator.
- Be received by the Advocacy Institute at the above address by January 7, 2005, 5 p.m. (EST).
- Be complete (see checklist).

### I. NOMINATION LETTER

Please address all of the following questions in a combined total of no more than five (5) double-spaced pages. Organize your response by sections. Use the numbers and letters of each section in your response to identify the question to which you are responding. Sign the letter and provide your title and organization (if any), mailing address, phone, fax, and email address in your letter. Unsigned letters will not be accepted.

1. How did you hear about Leadership for a Changing World? Please provide specific details.
2. Describe the field in which your nominee works in four words or less (e.g., religion and social change, affordable housing, environmental justice).
3. Please address the following questions A-D (A-E for leadership group nominations):
  - A. In what capacity and for how long have you known the nominee?
  - B. What social problem(s) does your nominee address? How does your nominee work to address them? Describe specific examples of your nominee's track record.

- C. Provide concrete examples that demonstrate the leadership style and characteristics of the nominee.
- D. Describe the communities or the constituencies with which your nominee works. How does your nominee engage community members? Give examples of how your nominee's work bridges boundaries among communities (e.g., geographic, racial/ethnic, issue, etc.)?
- E. (For group nominations only) Describe the role of each nominated leader within the leadership group, and tell us how the team works together and shares leadership.

### II. ONE-PAGE RESUME

In addition to professional and volunteer experiences, please include a list of awards received and leadership programs in which the nominee participated. If this is a group nomination, please submit a resume for each individual within the leadership group.

### III. FILL OUT THE FORMS PROVIDED AND SUBMIT

#### FORM A. NOMINATOR AND NOMINEE CONTACT INFORMATION AND OPTIONAL DEMOGRAPHIC INFORMATION

If leadership group nomination includes more individuals than the space allows, please photocopy this form and include the additional names and contact information.

#### FORM B. ORGANIZATIONAL BUDGET INFORMATION

#### FORM C. REFERENCE CONTACT INFORMATION

List two references who are deeply familiar with the nominee's leadership style and who have experienced the nominee's leadership in action. The reference should be able to provide detailed anecdotal information about their leadership. Include their names, affiliations, addresses, telephone and fax numbers, and email addresses. In the case of a leadership group nomination, provide two references for the group.

### CHECKLIST

In order for nominations to be considered please make sure to follow the guidelines carefully. A complete nomination consists of:

- Three (3) stapled sets and one (1) paper-clipped set of the following with the name of the nominee appearing in the upper right corner of each page of the nomination letter
- A signed nomination letter of no more than five double-spaced pages
- One-page resume
- Nominee and Nominator Contact Information and Optional Demographic Information
- Organizational Revenue Information
- Reference Contact Information

# LEADERSHIP FOR A CHANGING WORLD

## Form A: Nominator and Nominee Contact Information (Optional Demographic Info):

Please provide the following information for the nominator and the nominated individual leader or the individuals in the leadership group whom you are nominating.

To nominate one individual, complete the first set of information only. If you are nominating a group that shares leadership, photocopy and complete a second set if needed. In the case of shared leadership groups, the first nominee listed should be the primary contact for the group.

NOMINATOR

### NOMINATOR

Name .....  
Title/Organization (if any) .....  
.....  
Mailing Address .....  
.....  
Phone .....  
Cell Phone .....  
Fax .....  
Email .....  
Website (if any) .....

Please add me to your e-mail announcement list.

### 1. NOMINEE:

Name .....  
Title/Organization (if any) .....  
.....  
Mailing Address .....  
.....  
Phone & Cell Phone .....  
Fax .....  
Email (if any).....  
Website (if any) .....

#### Demographic (optional):

Racial/Ethnic background.....

Please circle: MALE FEMALE

Age Group: UNDER 19 20-29 30-39 40-49 50-59 60 PLUS

Educational Level: SOME HIGH SCHOOL HIGH SCHOOL/GED  
SOME COLLEGE COLLEGE DEGREE  
SOME GRADUATE EDUCATION GRADUATE DEGREE

### 2. NOMINEE:

Name .....  
Title/Organization (if any) .....  
.....  
Mailing Address .....  
.....  
Phone & Cell Phone .....  
Fax .....  
Email (if any).....  
Website (if any) .....

#### Demographic (optional):

Racial/Ethnic background.....

Please circle: MALE FEMALE

Age Group: UNDER 19 20-29 30-39 40-49 50-59 60 PLUS

Educational Level: SOME HIGH SCHOOL HIGH SCHOOL/GED  
SOME COLLEGE COLLEGE DEGREE  
SOME GRADUATE EDUCATION GRADUATE DEGREE

### 3. NOMINEE:

Name .....  
Title/Organization (if any) .....  
.....  
Mailing Address .....  
.....  
Phone & Cell Phone .....  
Fax .....  
Email (if any).....  
Website (if any) .....

#### Demographic (optional):

Racial/Ethnic background.....

Please circle: MALE FEMALE

Age Group: UNDER 19 20-29 30-39 40-49 50-59 60 PLUS

Educational Level: SOME HIGH SCHOOL HIGH SCHOOL/GED  
SOME COLLEGE COLLEGE DEGREE  
SOME GRADUATE EDUCATION GRADUATE DEGREE

### 4. NOMINEE:

Name .....  
Title/Organization (if any) .....  
.....  
Mailing Address .....  
.....  
Phone & Cell Phone .....  
Fax .....  
Email (if any).....  
Website (if any) .....

#### Demographic (optional):

Racial/Ethnic background.....

Please circle: MALE FEMALE

Age Group: UNDER 19 20-29 30-39 40-49 50-59 60 PLUS

Educational Level: SOME HIGH SCHOOL HIGH SCHOOL/GED  
SOME COLLEGE COLLEGE DEGREE  
SOME GRADUATE EDUCATION GRADUATE DEGREE

# LEADERSHIP FOR A CHANGING WORLD

## Form B: Organizational Budget Information

**NOMINEE'S NAME(S):** .....

**ORGANIZATION'S NAME:** .....

Leadership for a Changing World expects that awardees will represent programs that are supported by substantial, moderate or even minimal budgets. One of the factors in helping us further understand your nominee's work is a clear picture of the organization's resources. Please describe the current and previous year's organizational revenue using the form below. For the previous year, please use actual income and expenditures in filling out the form. Each year should represent a 12-month period. The budget should be the one from which the nominee draws to pursue the work for which they are being nominated. If you are nominating the leader of a program within a larger institution, please submit the budget of the program, not the entire institution.

**CURRENT FISCAL YEAR** \_\_\_\_\_  
(mm/yy - mm/yy)

**PREVIOUS FISCAL YEAR** \_\_\_\_\_  
(mm/yy - mm/yy)

Total Budgeted Amount: \$ .....

Total Actual Amount: \$ .....

Total Committed YTD Amount: \$ .....

Approximately what percentage of the total budgeted amount will be:

Approximately what percentage of this total income was:

- a. Government support: .....%
- Local .....%
- State .....%
- Federal .....%

- a. Government support: .....%
- Local .....%
- State .....%
- Federal .....%

b. Foundation support: .....%

Please list primary foundations: .....

b. Foundation support: .....%

Please list primary foundations: .....

c. Corporate support: .....%

Please list primary corporations: .....

c. Corporate support: .....%

Please list primary corporations: .....

d. Individual donor support: .....%

d. Individual donor support: .....%

e. In-Kind support: .....%

Describe: .....

e. In-Kind support: .....%

Describe: .....

f. Other: .....%

Describe: .....

f. Other: .....%

Describe: .....

Total Expenditures: \$ .....

Total Expenditures: \$ .....

Personnel: .....%

Personnel: .....%

Direct Expenses: .....%

Direct Expenses: .....%

Indirect Expenses: .....%

Indirect Expenses: .....%

If there is a significant discrepancy between the two fiscal years please give a brief explanation:

.....  
.....

# LEADERSHIP FOR A CHANGING WORLD

## Form C: Reference Contact Information

List two references who are deeply familiar with the nominee's leadership style and who have experienced the nominee's leadership in action. The reference should be able to provide detailed anecdotal information about their leadership.

### NOMINEE NAME(S):

.....  
.....  
.....

### REFERENCE 1

Name .....

Title/Organization (if any) .....

.....

Mailing Address .....

.....

Phone .....

Fax .....

Email (if any) .....

Website (if any) .....

### REFERENCE 2

Name .....

Title/Organization (if any) .....

.....

Mailing Address .....

.....

Phone .....

Fax .....

Email (if any) .....

Website (if any) .....

## 2004 LEADERSHIP FOR A CHANGING WORLD AWARDEES

Pablo Alvarado, National Day Laborer Organizing Network  
LOS ANGELES, CA

Sandra Barnhill, Aid to Children of Imprisoned Mothers, Inc  
ATLANTA, GA

Greta Holmes, Alice Kim, Noreen McNulty, and Joan Parkin,  
Campaign to End the Death Penalty CHICAGO, IL

Diana Bustamante, Reubén Nuñez, Mary Ann Benavidez,  
Colonias Development Council LAS CRUCES, NM

Ron Chew, Wing Luke Asian Museum SEATTLE, WA

Robert Dostis and Joanne Heidekamp, Vermont Campaign to  
End Childhood Hunger BURLINGTON, VT

Caroyln Dowse, Sapelo Island Cultural and Revitalization Society  
SAPELO ISLAND, GA

David Kakishiba, Isabel Toscano, Lew Chien Saelee, Rosa Vicente,  
Dung Thi Tran, and Evagelina Lara, East Bay Asian Youth Center,  
OAKLAND, CA

Hugh Espey, Iowa Citizens for Community Improvement DES MOINES, IA

Anthony Flaccavento, Appalachian Sustainable Development  
ABINGDON, VA

Jill Morrison, Powder River Basin Resource Council SHERIDAN, WY

Monifa Akinwole-Bandele, Pamela Sah, and Sarah Ludwig,  
Neighborhood Economic Development Advocacy Project NEW YORK, NY

Malika Saada Saar and Imani Walker, The Rebecca Project for Human  
Rights WASHINGTON, DC

Juan Rosario, Mision Industrial de Puerto Rico SAN JUAN, PR

Vic Rosenthal, Jewish Community Action ST PAUL, MN

Beatrice Shelby, Boys, Girls, Adults Community Development Center  
(BGACDC) MARVELL, AR

Mily Treviño-Sauceda, Organización en California de Líderes  
Camesinas, Inc. POMONA, CA

## SAMPLING OF AWARDEES AND THEIR WORK



David Kakishiba, Isabel Toscano,  
Dung Thi Tran, Rosa Vicente and  
Lew Chien Saelee, East Bay Asian  
Youth Center OAKLAND, CA  
In Oakland neighborhoods, David  
Kakishiba, Isabel Toscano, Dung Thi  
Tran, Rosa Vicente and Lew Chien  
Saelee organize and develop the  
leadership of low-income parents and  
work with youth and families from  
diverse ethnic backgrounds.



Vic Rosenthal,  
Jewish Community Action  
ST. PAUL, MN  
Vic Rosenthal has helped create  
a social justice network of  
multi-faith and multi-ethnic  
organizations and coalitions,  
working to prevent gun violence,  
promote affordable housing and  
support the rights of immigrants.



Diana Bustamante, Rubén  
Nuñez and Mary Ann  
Benavidez, Colonias  
Development Council  
LAS CRUCES, NM  
Diana Bustamante, Rubén  
Nuñez and Mary Ann  
Benavidez, collaborate with  
the residents of the colonias  
of Southern New Mexico  
to improve social and  
environmental justice in their  
own communities and across  
the state.



Pablo Alvarado, National Day  
Laborer Organizing Network  
LOS ANGELES, CA  
Pablo Alvarado is a tireless  
advocate for day laborers,  
developing grassroots leaders who  
advocate for the establishment  
of worker center, legislation of  
undocumented immigrants,  
and economic justice.



Malika Saada Saar and Imani  
Walker, The Rebecca Project for  
Human Rights WASHINGTON, DC  
Malika Saada Saar and Imani Walker  
work to decrease the number of women  
in prison by advocating for affordable,  
long-term, family-based treatment for  
substance abuse as well as childcare  
and prenatal care.



Mily Treviño-Sauceda,  
Organización en California de  
Líderes Campesinas, Inc.  
POMONA, CA  
As a former child migrant worker  
and an activist for farmworkers  
since her teenage years, Mily  
Treviño-Sauceda trains and  
empowers farmworker women and  
teenage girls, helping them build  
a network that stretches across  
California.



Carolyn Dowse, Sapelo Island  
Cultural and Revitalization  
Society SAPELO ISLAND, GA  
Carolyn Dowse works to improve  
the economic sustainability of  
the Hog Hammock community  
located on Sapelo Island,  
and to preserve the culture  
and heritage of the direct  
descendants of the island's  
original slave inhabitants.



Hugh Espey, Iowa Citizens for  
Community Improvement  
DES MOINES, IA  
Hugh Espey works in both rural  
and urban areas of Iowa to target  
predatory lenders and polluters,  
create sustainable, interconnected  
rural and urban economies, and  
to achieve equitable federal  
farm policies.

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For full profiles of all awardees go to [www.leadershipforchange.org](http://www.leadershipforchange.org)

PHOTO CREDITS: Top row, left to right: East Bay Asian Youth Center: Bob Hsiang; Vic Rosenthal: Marc PoKempner; Colonias Development Council: David Cornwell; Pablo Alvarado: Misha Erwitz; The Rebecca Project for Human Rights: Katherine Lambert; Mily Treviño-Sauceda: Misha Erwitz; Carolyn Dowse: Pete Winkel; Hugh Espey: Marc PoKempner