LEAD THE WAY

Building the Pipeline of Women of Color Leaders in the Nonprofit Sector

2010 LOOK BOOK
The Center for Research and Policy in the Public Interest (CR2PI) conducts original research and policy analysis focused on low-income women, their families and communities. Research generated at CR2PI is used to build knowledge, influence the public debate, and help create informed public policies at the local, state, and national levels. The ultimate goal of our research and policy analysis is to increase access and relieve disparities for low-income families and communities.
LETTER FROM THE DIRECTOR

It was not too long ago that I was a young Executive Director filled with passion and a strong desire to make change in communities. While I fully embraced the responsibility of leading, it was not until a couple of years into my new role that I realized that I needed support—and a lot of it.

I searched the country for a leadership program that would not only give me the hard skills I needed to be successful as an Executive Director, but would also allow me to connect with my peers in a supportive and nurturing environment. When I could not find a program, I decided to create one. In 2004, with support from the Ford Foundation and the Ms. Foundation for Women, the National Women’s Alliance welcomed its first national cohort of Lead the Way Fellows.

It was such an amazing experience, and many of the women who attended that first retreat nearly six years ago such as Lateefah Simon, Joy Zarembka and Silvia Henriquez have become great colleagues and are leading the field in the areas of racial equity, progressive public policy change and reproductive justice. To be sure, because of our time spent together those many years ago, I know that I can call on each of them when I need advice or support.

What I guarantee to the each Fellow on the first day of the retreat is that she will leave inspired, with new tools and with new friends and colleagues in the work. I can guarantee these things because that is what I got out of my time at that very first retreat.

**Lead the Way** is more than a Fellowship; it is a charge to the field to be deliberate and creative in its effort to nurture and support the next generation of nonprofit leaders. The leaders are there—all we have to do is issue the call.

Sincerely,

C. Nicole Mason, PhD
Executive Director
Center for Research and Policy in the Public Interest
**OUR PARTNERS**

**Ford Foundation**
Since the inception of the *Lead the Way* program, the Ford Foundation has been an ongoing and essential supporter of the initiative. The Ford Foundation supports visionary leaders and organizations on the front lines of social change worldwide. The goals of the Foundation for more than half a century have been to: strengthen democratic values, reduce poverty and injustice, promote international cooperation, and advance human achievement.

**American Express Philanthropies**
The mission of American Express Philanthropies is to bring to life the American Express value of good corporate citizenship by supporting diverse communities in ways that enhance the company's reputation with employees, customers, business partners and other stakeholders. We do this by supporting visionary nonprofit organizations that are preserving and enriching our diverse cultural heritage, developing new leaders for tomorrow, and encouraging community service where our employees and customers live and work.

**Megan E. McLaughlin Leadership Fund**
The Megan E. McLaughlin Leadership Fund was established in 2003 to honor Dr. McLaughlin’s exemplary work in the human services sector and pay tribute to her exceptional leadership, vision and advocacy on the behalf of women and children.

**Ms. Foundation for Women**
The Ms. Foundation for Women builds women’s collective power across race and class to tackle the root causes of injustice and ignite progressive change for all. With strategic grant making, networking and skills-building support, Ms. Foundation grantees are igniting change on behalf of women, families and communities within and across four broad areas: Building Democracy, Economic Justice, Ending Violence and Women’s Health.
ACKNOWLEDGEMENTS

CR2PI would like to thank the Ford Foundation, American Express Philanthropies, the Megan E. McLaughlin Leadership Fund and the Ms. Foundation for Women for their support of the *Lead the Way* capacity-building and leadership Initiative for women of color mid-level managers and emerging Executive Directors.

Specifically, we would like to thank LaShawn Jefferson, Richard Brown and Megan E. McLaughlin for their support.
It is no secret that the nonprofit sector is at a significant leadership crossroads.

As baby boomers exit organizations, it is estimated that by 2016, the sector will need to attract and develop 640,000 new senior managers to replace departing leaders. Given the shifting demographics of the country, it will be important to ensure that there are larger numbers of leaders of color prepared to take up leadership in nonprofit organizations.

With its funding partners, the Center is doing its part to fill the pipeline with talented leaders with great potential to make small- and large-scale change in communities. The Lead the Way Fellowship provides a unique opportunity for women of color nonprofit leaders to build long-lasting networks, sharpen their skill set in a nurturing environment, and reflect on their next level of leadership and impact.

The Lead The Way initiative of the Center for Research and Policy in the Public Interest has five inter-related goals:

1. Provide women of color nonprofit leaders with the opportunity to sharpen their skills so that they can advance in their careers and effectively manage and sustain nonprofit organizations;

2. Promote networking and share best practices among organizations with similar goals and missions;

3. Identify women of color leaders with high potential and establish an on-going support network to exchange information and resources;

4. Create a diverse pipeline of talented nonprofit leaders who will be prepared to take up leadership roles once transitions occur in organizations; and

5. Identify challenges and barriers to success for women of color working in the nonprofit sector.
The concept for the Lead the Way Initiative was simple.


Each year, CR2PI scans the country for the brightest and most promising women of color leaders working in their communities on a range of pressing social issues from education to economic security. Then, we invite them to take a week off from their daily grind to sharpen their skill set with some of the foremost nonprofit organizational consultants, think about their career trajectory in new and exciting ways, and connect with other leaders who share their commitment to building a more just and equitable society.

Lead the Way: Building the Pipeline of Women of Color Leaders in the Nonprofit Sector is a unique capacity building and leadership initiative for women of color mid-level managers and emerging Executive Directors.

Through a competitive process, the Center for Research and Policy in the Public Interest selects two national cohorts of 15-20 Fellows to participate in a five-day intensive leadership retreat and continued learning throughout the year. Over the Fellowship year, participants receive over 60 hours of instruction, technical assistance and one-on-one coaching.

What emerge at the end of the 12-month Fellowship are more confident leaders who are better prepared to not only influence their organizations, but the field more broadly.

“To say it was an amazing experience would be an understatement. Not only did I develop my skills as a leader and manager, I was also in a unique environment where I got to learn from other women of color. I will leave with specific tools and best practices to be a more effective leader. Lastly, I have developed a lifelong network and friendships with extraordinary women who share my passion for social justice.”

Fatima Djelmane
Proyecto Pastoral
Women of color leaders face unique challenges to stepping into their leadership and advancing in their professional careers.

*Lead the Way* provides an opportunity for women of color leaders to connect with other talented and dynamic individuals from across the country to share their experiences and gain insights that can be used to strengthen their home institutions.

When Fellows leave the retreat, they belong to a new community of thought leaders and change makers that can help them navigate challenging leadership issues and create positive change.

“*I will take away the tools and resources, but above all, a close knit community. Support networks, such as the peer circle created by Lead the Way, are critical to my success as a leader.*”

Miho Kim  
*Data Center*

**Network Concept Note:**  
*Me Too*—One of the best things that happens at the retreat is that participants have the opportunity to have their experiences affirmed. Where once they may have felt alone or isolated, at the retreat they can breathe a sigh of relief and say, “Wow, that happened to me too!”
For many nonprofit leaders, training and skills development happen on the fly. They learn by doing and re-doing. **During the LTW retreat, we hit the “pause” button** and bring in leading experts from across the country to work with Fellows on a range of nuts and bolts nonprofit issues such as program management and development; strategic planning and sustainability; fundraising and development; communications; and managing staff to build their capacity to lead effectively. Topics covered during the retreat are chosen by each cohort and are reflective of their shared leadership challenges and the most urgent management issues identified by the group. **Over the course of the retreat, Fellows receive 25-30 hours of instruction and skills development training.**

**Creating a learning and sharing community.** Once the retreat is over, the learning and sharing continues throughout the Fellowship year with webinars and one-on-one coaching sessions with **Lead the Way** expert learning coaches Elsa Rios and Tanya Odom. We also have a virtual community where Fellows can continue to problem solve, share interesting articles and resources, and sharpen their skill set.

“I am taking away the ‘$10,000’ program binder filled with resources and practical tools. They put together an invaluable resource that I’ll carry with me throughout my career.”

Lateefah Simon  
**Lawyer’s Committee for Civil Rights**

**Network Concept Note:** Because shared experience and culture are a huge part of the leadership of women of color, it was important that the majority of the consultants working with the Fellows also be women of color. The consultants chosen for the retreat had previously served as executive directors, program officers in major foundations, or in other leadership capacities within the nonprofit sector. In addition to the hard skills training, they also brought anecdotes rooted in their lived experiences that added depth to discussions.
Often there is so much work to be done, it is difficult to take a break to take a step back and reflect on the big picture. An essential component of the **Lead the Way** Retreat and Fellowship is rejuvenation. We believe it is important to provide social change leaders with space to reflect on their leadership and recharge in an environment free of distractions.

In the mornings, Fellows strolled along the beach and wrote in their leadership journal, indulged in banana splits during the breaks, and practiced yoga as the sun rose. **For many participants, it was the chance to reconnect with their creativity and vision for social change.**

“**I walked away from the retreat having my spirit, my mind and body fed with love, powerful energy and knowledge.”**

**Cody McSellars McCray**  
**Westside Health Authority**

**Network Concept Note:** Taking Fellows out of their work and home environments is a big part of what makes the retreat so successful. For many, it was the first time in months that they could turn their focus inward and reflect on their leadership journey without worrying about a pressing deadline or a ringing phone.
On September 22, 2010, CR2PI hosted the Megan E. Leadership Fund Roundtable to honor the work and legacy of Dr. Megan E. McLaughlin and to recognize the Megan McLaughlin Fellows for the Lead the Way Retreat, Keneca Boyce, PhD and Cathi Kim.

The Megan E. McLaughlin Leadership Fund is housed at the Center for Research and Policy in the Public Interest. The Fund was established in 2003 to honor Dr. McLaughlin’s exemplary work in the human services sector and pay tribute to her exceptional leadership, vision and advocacy on the behalf of women and children.

Each year, the Fund provides two Fellowships to women of color emerging executive directors and mid-level managers in the Federation of Protestant Welfare Member Agencies to attend the Lead the Way retreat and participate in on-going activities throughout the Fellowship year.

Opening Remarks: Deborah R. Taylor
Senior Policy Advisor
Office of the Deputy Mayor for Education and Community Development

Keynote Address: Esmeralda Simmons
Founder and Executive Director
Center for Law and Social Justice
# 2010 LEAD THE WAY FELLOWS

## EXECUTIVE DIRECTORS

- **Aleciah Anthony**  
  Northwest Bronx Community & Clergy Coalition

- **Natalie Burke**  
  CommonHealth ACTION

- **Miho Kim**  
  Data Center

- **Benita Miller**  
  Brooklyn Young Mothers Collective

- **Kim Ransom**  
  University of Chicago Collegiate Scholars Program

- **Bianca Sierra**  
  Centro Legal De La Raza

- **Lateefah Simon**  
  Lawyers’ Committee For Civil Rights

- **Joanne Smith**  
  Girls for Gender Equity

- **Joy Zarembka**  
  Institute for Policy Studies

## MID-LEVEL MANAGERS

- **Kulsum Ameji**  
  Legal Assistance Foundation

- **Monica Barrera**  
  Women of Color Policy Network

- **Keneca Boyce**  
  Inwood House

- **Sharae Brown**  
  Abyssinian Development Corporation

- **Fatima Djelmane**  
  Proyecto Pastoral at Dolores Mission

- **Arlene Dominguez**  
  The Fund For Public Schools

- **Janeene Freeman**  
  Community Service Society of New York

- **Cathi Kim**  
  National Federation of Community Development Credit Unions

- **Lorraine Marasigan**  
  Funders’ Collaborative on Youth Organizing

- **Jacquie Marroquin**  
  Haven Women’s Center of Stanislaus

- **Niki Marsden**  
  Christie’s Place

- **Cody Mc Sellers-McCray**  
  Westside Health Authority

- **Damekia Morgan**  
  Families and Friends of Louisiana’s Incarcerated Children

- **Tram Nguyen**  
  Virginia New Majority

- **Maria Elena Perez**  
  National Latina Institute for Reproductive Health

- **Venus Rodriguez**  
  The Center for Young Women’s Development

- **Tracy Williams-Maclin**  
  Greater Milwaukee Foundation
EXECUTIVE DIRECTORS
ALECIAH ANTHONY

Aleciah Anthony is the first African-American Co-Executive Director of the Northwest Bronx Community and Clergy Coalition (NWBCCC) and has over ten years of experience organizing communities around issues related to safe neighborhoods, violence and crime.

Prior to becoming Executive Director, she was a field director responsible for developing and managing the organization’s Leadership Academy and Training Institute.

Born and raised in the Bronx, Ms. Anthony holds a Bachelor’s Degree from New York University in African Studies with a specialization in Urban Studies.

“True leaders are skilled visionaries and strategists who are passionate and committed to the process as well as the results.

Strong leaders have clarity about their role, the path before them and are able to motivate others to act in their own self-interest from a place of values.”

NORTHWEST BRONX COMMUNITY AND CLERGY COALITION (NWBCCC)

The NWBCCC seeks social, economic, environmental and racial justice for the families, communities and organizers affiliated with the organization. The NWBCCC does this through community organizing that utilizes non-violent confrontation, negotiation and principled compromise.

The NWBCCC conducts its affairs with honesty, integrity, strength and courage. To build a diverse, tolerant and democratic organization, the NWBCCC works together to ensure all people are treated equally, with respect and dignity and without regard to age, race, creed, sexual orientation, language, religion, gender, ability, or class.

These beliefs are the cornerstone of the NWBCCC’s work.
NATALIE S. BURKE

Natalie S. Burke is the co-founder and President of CommonHealth ACTION. She provides vision and leadership for CommonHealth ACTION’s initiatives, manages components of day-to-day operations, and develops external relationships that build organizational capacity. She provides technical assistance to local governments and community-based organizations as they work to improve determinants of health. Her expertise is in the areas of program design and planning, policy analysis and change, facilitation and training, strategic planning for sustainability, and brokering community-level collaborations to support funded initiatives. Since the mid-1990s, Ms. Burke has held positions in public health. A graduate of the University of Maryland with a degree in Government and Politics, she worked on federal health policy analysis as a fellow at the National Health Policy Forum. In 2004, Ms. Burke was selected to participate in the Emerging Leaders in Public Health Fellowship through the University of North Carolina’s Schools of Business and Public Health. In 2010, she co-authored a chapter in the second edition of “Tackling Health Inequities through Public Health Practice” (2010).

“...The success of my leadership depends on other people as much as it depends on my own abilities and motivations. Leaders are most powerful when they intentionally and strategically share and transfer power to others. At the same time, they must be equipped and willing to make difficult decisions independently. The strong leader makes the call, stands by their decision, and takes responsibility for the outcomes.”

COMMONHEALTH ACTION

CommonHealth ACTION (CHA) collaborates with national organizations and community-based partners to create conditions in which all people have equal opportunities to achieve optimal health. Through a transdisciplinary methodology that supports collaborative action, CommonHealth ACTION works to improve determinants of health such as housing, race relations and equity, employment, education, quality health care, access to technology, transportation, and the environment.

Through funded initiatives, policy interventions, and technical assistance, CHA aims to strengthen the nation’s infrastructure and support positive health outcomes and quality of life.
In 2009, DataCenter partnered with 47 organizations and community groups and provided nearly 100 different services, including in-depth participatory research projects, tactical and strategic research, consultations, capacity building trainings and technical support. The newly released bilingual report shares the results from a 2008 study conducted by MUA Unidas y Activas (MUA) in association with Reclaiming The Margins (KIWA), Koreatown Immigrant Workers Alliance (KIWA), and the Koreatown Immigrant Workers Association (KIWA), a report that presents the challenges facing the multi-ethnic, low-income Koreatown community and puts forth a set of principles for improving development that is accountable to the Koreatown resident community and puts forth a set of principles for improving development that is accountable to the Koreatown resident community.

As Executive Director, Miho Kim has led the DataCenter in adapting and retooling research for social change within the dynamic field of organizing and movement-building. Ms. Kim helped develop the Shared Leadership Model, an alternative organizational leadership model that integrates the values of multiculturalism and social justice with accountability, responsible organizational stewardship and practical wisdom. In 2009, Ms. Kim founded the first-ever US-based Zainichi Korean community organization, Eclipse Rising. She also co-founded the Trans-Pacific Research and Action Institute for the Hisabetsu Nikkei (TRAI), Japan’s first multicultural grassroots social change organization, in 2008.

Ms. Kim received the Asia-Pacific Yayori Matsui Women’s Human Rights Award and the Arab American Community TV’s Community Hero Award for her community organizing and solidarity efforts post-9-11. Ms. Kim has studied at Emory University, the University of Georgia and Yonsei University (Seoul).

DataCenter unlocks the power of knowledge for social change. DataCenter supports grassroots organizing for justice and sustainability through strategic research, training and collaborations.

DataCenter uses research to help move the knowledge and solutions of communities of color and the poor from the margins to the center of decision-making.
BENITA R. MILLER, ESQ.

Benita Miller is the founder and Executive Director of the Brooklyn Young Mothers’ Collective, an organization that helps move young mothers toward self-sufficiency and effective parenting through direct service, leadership training and advocacy. Prior to starting the Brooklyn Young Mothers’ Collective, Miller was a children’s rights attorney at the Legal Aid Society’s Juvenile Rights Practice.

Ms. Miller currently serves on the Boards of Advisors for the Healthy Families program at Brookdale Hospital and Health Connect One’s Doula programs. Ms. Miller was awarded the prestigious Union Square Award and has also been honored by the New York Women’s Foundation and the Kings County District Attorney’s Office. Ms. Miller attended Syracuse University and Wayne State University as a Rosa Parks Scholar.

BROOKLYN YOUNG MOTHERS’ COLLECTIVE

The Brooklyn Young Mothers’ Collective provides disadvantaged young mothers with a comprehensive set of services focused on their educational attainment and social development to help them become self-sufficient adults.

“A good leader listens, supports and motivates others to invest in a larger vision that creates a community.”
KIM RANSOM

As founder and Executive Director of the University of Chicago Collegiate Scholars Program (CSP), Kim Ransom has built a successful college access program preparing Chicago public school students for admission and success at top-tier colleges and universities.

CSP graduates have a 100 percent attendance rate to a four-year college; with over 85 percent of CSP graduates gaining admission to top-tier universities.

Ms. Ransom previously worked for the Elliott Donnelley Youth Center (EDYC) as a Program Coordinator supporting leadership and career development programs for low-income, urban youth. Ms. Ransom holds a Master’s degree in English Literature from DePaul University.

“A good leader is the perfect blend of spirit and ability. Leaders believe—their own spirit, the spirit of something larger than themselves, and they believe in the collective work of a team to make change. Good leaders know how to strategically manage and empower their team. They are keen on mission, goals and outcomes, while remaining flexible to new ideas and opportunities. Good leaders are committed to understanding the communities they serve.”

UNIVERSITY OF CHICAGO COLLEGIATE SCHOLARS PROGRAM

The mission of the University of Chicago Collegiate Scholars Program is to help Chicago public school students prepare for admission and success at top-tier universities.
BIANCA SIERRA, ESQ.

Bianca Sierra is the Executive Director of Centro Legal de La Raza, a comprehensive legal service agency protecting and advancing the rights of low-income and Latino immigrants throughout the East Bay of Northern California.

Prior to joining Centro Legal de La Raza, Ms. Sierra worked as a Corporate Associate for Simpson, Thacher, & Bartlett, LLP and Cooley, Godward, Kronish, LLP.

Ms. Sierra is a member of the Board of Directors of the ACLU of Northern California.

Ms. Sierra holds a Juris Doctorate from Stanford Law School and a Bachelor's degree in International Relations from Stanford University.

CENTRO LEGAL DE LA RAZA

Founded in 1969 by Latino law students from Boalt Hall at the University of California Berkeley, Centro Legal de la Raza is a comprehensive legal services agency protecting and advancing the rights of immigrant, low-income and Latino communities through bilingual legal representation, education, community organizing and advocacy.

By combining quality legal services with know-your-rights education, Centro Legal de La Raza promotes access to justice for thousands of individuals and families each year throughout the East Bay region of Northern California.

“From the retreat, I will take away the importance of embracing and owning my power as a leader. As an Executive Director I have power and that is okay.

Secondly, I take the knowledge that managing people requires creating structure and consistency.”
Lateefah Simon is the Executive Director of the Lawyers’ Committee for Civil Rights and leads the office’s Reentry Services division. In this capacity, Ms. Simon has launched successful programs such as Changing the Odds and Back on Track. Prior to this post, she led the Center for Young Women’s Development (CYWD), a non-profit organization working to provide homeless, low-income and incarcerated young women the tools they needed to transform their lives. She has been honored with numerous awards, including the MacArthur “Genius” Fellowship and the Jefferson Award for Extraordinary Public Service in 2007. She was named “California Woman of the Year” by the California State Assembly and has also been recognized by the Ford Foundation, the National Organization for Women, the Women’s Foundation of California and Girls, Inc. She has spoken at the United Nations, before the United States Senate and at countless trainings and conferences around the country.

Lateefah Simon is a member of the Board of Directors of the ACLU of Northern California and the Women’s Foundation of California.

“A good leader listens, brings folks together and possesses more humility than pride. A good leader creates and delivers despite the resources they have. Strong leaders are concerned with the development of their staff and community, not simply their own.

Finally, good leaders must combine both administrative and inspirational skills to get the job done.”

Lawyers’ Committee for Civil Rights of the San Francisco Bay Area

The Committee’s major objective is to use the skills and resources of the bar to obtain equal opportunity for minorities by addressing factors that promote racial justice and economic opportunity. Given our nation’s history of racial discrimination, de jure segregation and the de facto inequities that persist, the Lawyers’ Committee’s primary focus is to represent the interests of African Americans and other victims of discrimination where doing so can help secure justice for all racial and ethnic minorities.
JOANNE SMITH


Honored by a number of prestigious organizations, Ms. Smith was awarded the Union Square Award, inducted into the New York City Hall of Fame, honored by the Brooklyn District Attorney’s office, recognized by the WNBA with an Inspiring Women Award, honoring her work on behalf of women and girls and given the 40 under 40 award, representing the next generation of those who promote social justice and gender equality in their work. Joanne recently facilitated sexual identity workshops for EMpower at Leveling the Playing Field: A Workshop on Sports, Gender and Empowerment, Rio Déjà Nero Brazil.

Ms. Smith is an alumna of Hunter Graduate School of Social Work and Columbia Institute for NonProfit Management.

“Leadership is the ability to cultivate leaders: to lead by example, inspire those around you and build their leadership.”

GIRLS FOR GENDER EQUITY

Girls for Gender Equity is an intergenerational, grassroots organization committed to the optimal development of girls and women. Through education, organizing and physical fitness Girls for Gender Equity encourages communities to remove barriers and create opportunities for girls and women to live self-determined lives.
Joy M. Zarembka is the Executive Director of Institute for Policy Studies, a community of public scholars and organizers linking peace, justice and the environment in the U.S. and globally. Ms. Zarembka authored the ground-breaking book, *The Pigment of Your Imagination: Mixed Race in a Global Society*, which explores notions of race and identity around the world. She also published a chapter in Barbara Ehrenreich’s book, *Global Woman: Nannies, Maids, and Sex Workers in the New Economy*. Ms. Zarembka has been quoted extensively in *The Wall Street Journal*, *Newsweek*, *US News and World Report* and *The Washington Post* for her trafficking expertise. Ms. Zarembka currently serves as an expert witness in civil and criminal cases and has helped workers recover more than six million dollars in damages. She has been honored by the Women’s Information Network as a Young Woman of Achievement and received the Fox International Fellowship to study at Cambridge University in England.

She earned a Bachelor’s degree from Haverford College and a Master’s degree in International Relations from Yale University.

“Warren Bennis once said, ‘I used to think [leadership] was equivalent to conducting a symphony orchestra. But...it’s more like jazz. There is more improvisation.’ Leadership is about taking potential and transforming it into reality, improvising with the skill sets before you and creating something new. Leadership has many definitions but, as a woman of color, I am specifically interested in the part of the definition that cultivates and nurtures later generations of leaders. Leadership is about awakening passions.”

**INSTITUTE FOR POLICY STUDIES (IPS)**

IPS is a community of public scholars and organizers linking peace, justice and the environment in the U.S. and globally. IPS works with social movements to promote true democracy and challenge concentrated wealth, corporate influence and military power.

As Washington’s first progressive multi-issue think tank, IPS has served as a policy and research resource for visionary social justice movements for over four decades.

Today the Institute’s work is organized into more than a dozen projects, reflecting our public scholars’ diverse areas of expertise. In practice, these projects collaborate strategically to pursue three overarching policy goals: peace, justice and environmental health.
MID-LEVEL MANAGERS
KULSUM AMEJI
STAFF ATTORNEY
LEGAL ASSISTANCE FOUNDATION

Kulsum Ameji is a Staff Attorney at the Legal Assistance Foundation (LAF) of Chicago. Her project, Safety through Outreach and Services, aims to empower, educate and provide legal representation for immigrant victims of domestic violence. Prior to coming to LAF, Ms. Ameji worked with Karamah: Muslim Women Lawyers for Human Rights as well as the Coalition for African, Asian, European and Latino Immigrants of Illinois. In 2009, Ms. Ameji was awarded the Community Renewal Society’s 35 Under 35 Nonprofit Leaders Award.

Kulsum Ameji graduated *cum laude* from Smith College and attended DePaul College of Law as a Dean’s Scholar, where she received awards in Race, Racism, U.S. Law and Family Law.

“Leadership is being the intentional and conscientious spark that ignites greatness in yourself and others.”

LEGAL ASSISTANCE FOUNDATION

The Legal Assistance Foundation (LAF) of Metropolitan Chicago provides high-quality civil legal services to low-income, disadvantaged people and their communities.

Through advocacy, education, collaboration and litigation LAF empowers individuals, protects fundamental rights, strengthens communities and creates opportunities to achieve justice.
MONICA BARRERA
POLICY ANALYST
WOMEN OF COLOR POLICY NETWORK

Monica Barrera is a Policy Analyst at the Women of Color Policy Network at NYU Wagner, where she advances the Network’s policy advocacy efforts related to women’s economic security. Ms. Barrera has worked both domestically and abroad for nearly a decade to promote social justice and combat pervasive social, economic, and political inequalities that disproportionately impact communities of color. She has worked extensively with community-based organizations to develop youth outreach programs in the Dominican Republic as a Peace Corps Volunteer, advocated for state-wide prison reform with the Correctional Association of New York, and contributed directly to the policymaking process at the municipal government level as a Mayoral Fellow with the City of Chicago Mayor’s Office.

Ms. Barrera holds a Master of Science from Columbia University School of Social Work, where she specialized in the field of policy practice and earned a minor at Columbia Law School. She completed her undergraduate studies at Dartmouth College.

“Rather than a position or title, I view leadership as the ongoing process of drawing on our core strengths to mobilize, inspire and bring out the best in others. Adopting a strengths-based approach to leadership allows us to direct our personal and collective power toward improving our organizations and communities.”

WOMEN OF COLOR POLICY NETWORK

Founded in 2000 as a part of the Roundtable of Institutions of People of Color, the Women of Color Policy Network at New York University’s Robert F. Wagner Graduate School of Public Service, is the country’s only research and policy center focusing on women of color housed 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 is an affiliate of the Research Center for Leadership in Action at NYU Wagner.
KENECA BOYCE, PHD
SENIOR DIRECTOR OF PROGRAM DEVELOPMENT
AND QUALITY ASSURANCE
INWOOD HOUSE

Keneca Boyce is the Senior Director of Program Development and Quality Assurance at Inwood House. Dr. Boyce facilitates the design, implementation and evaluation of program initiatives for pregnant teens currently in the runaway-homeless and foster care system. With over twelve years of experience in the social service arena, she has worked with a number of government agencies, community coalitions and policy groups, including Safe Horizon and Effective Alternative to Reconciliation Services. Dr. Boyce has been featured by ABC’s Tiempo and Women in Entertainment Empowerment Network (WEEN) Radio. She was selected by the Progressive Democrats Political Association as a “Women Celebrating Women” honoree for her contributions.

Dr. Boyce received her Bachelor’s degree in Psychology at Hofstra University and completed her Master’s and Doctorate degrees at Fordham University.

“A good leader is a great listener and a patient observer. A consistent teacher and a willing risk taker. Someone who values change and timing by knowing when to push and when to pull. A good leader is one who has the ability to cultivate the leader in someone else.”

INWOOD HOUSE

A leader and innovator in teen pregnancy prevention, Inwood House is dedicated to helping young people become self-reliant, healthy adults. Inwood House helps teens take charge of their lives by facilitating development of the knowledge, skills and self-esteem needed to set life goals, make responsible decisions and avoid teenage pregnancy. Inwood House provides a continuum of care for pregnant and parenting teens in the foster care system. Inwood House builds on the strengths of pregnant and parenting teens and moves them toward self-sufficiency.
SHARAE BROWN
DIRECTOR, RESOURCE DEVELOPMENT
ABYSSINIAN DEVELOPMENT CORPORATION

Sharae Brown is the Director of Resource Development at Abyssinian Development Corporation (ADC), a Harlem-based community development corporation. At ADC she has helped secure more than $7 million in funding. With both a retail and nonprofit background, Ms. Brown has over eight years of communications and fundraising experience. Prior to working at ADC, she executed Special Events, Marketing and Public Relations strategies for SoBRO, a South Bronx community development corporation, and the YWCA of the City of New York. Ms. Brown is a graduate of elite training and leadership development programs such as INROADS, Harvard’s Summer Venture in Management, WOMEN Unlimited, and Management Leadership for Tomorrow.

Ms. Brown graduated magna cum laude with a Bachelor’s degree in Marketing from Morgan State University.

“Great leader is a person of integrity, an advocate for others and an organizer of resources. This experience helped me crystallize my definition of a great leader, and has provided insight, tools, and the supportive network I need to become one.”

ABYSSINIAN DEVELOPMENT CORPORATION

Abyssinian Development Corporation addresses complex, interconnected challenges facing the Harlem community as it implements its mission to:

- Increase the availability of quality housing to people of diverse incomes;
- Enhance the delivery of social services, particularly to the homeless, elderly, families, and children;
- Foster economic revitalization;
- Enhance educational and developmental opportunities for youth; and
- Build community capacity through civic engagement.
Fatima Djelmane is the Development Director at Proyecto Pastoral, an organization empowering the economically and politically disenfranchised community of Boyle Heights, Los Angeles. During her time at Proyecto Pastoral, Ms. Djelmane has created the organization’s first comprehensive fundraising plan, increased overall revenue and was selected to serve as interim Executive Director.

Ms. Djelmane is a graduate of the University of Southern California and the University of Texas at Austin where she received her M.A. in Radio, Television and Film with an emphasis on Latino youth’s relationship with media and identity formation.

“My biggest epiphany was realizing just how powerful a leader I am. I left feeling empowered and reenergized.

This retreat set the groundwork for me to take on bigger and better things and have a larger impact on the social justice movement.”

Proyecto Pastoral at Dolores Mission is a 501(c)(3) nonprofit organization working in the economically and politically disenfranchised community of Boyle Heights to empower the community, by developing grassroots projects in education, leadership and service.
ARLENE DOMINGUEZ
PROGRAM MANAGER
THE FUND FOR PUBLIC SCHOOLS

Arlene Dominguez is a Program Manager at The Fund for Public Schools, where she oversees various school-based projects including library enhancements, art classroom makeovers, playground development, and college scholarships. In this capacity, Ms. Dominguez champions literacy initiatives for low-income students throughout New York City. In 2008, she developed a family reading night program that has engaged hundreds of families in activities to promote reading. She has also fostered partnerships between school libraries and public libraries to encourage resource sharing.

Prior to her work at The Fund for Public Schools, Ms. Dominguez provided programmatic support to an economic development corporation as a program assistant, and worked as an assistant editor at a community-based newspaper.

Ms. Dominguez graduated *cum laude* from Brooklyn College and holds a Master’s degree in Public Administration from New York University’s Robert F. Wagner Graduate School of Public Service. She is currently a New York City School Library System Council-member.

“While missions and goals may change, a good leader never loses sight of the big picture. This experience has provided me with the tools to shape the type of leader I will be.”

THE FUND FOR PUBLIC SCHOOLS

The Fund for Public Schools works to attract private investment in school reform and to encourage greater involvement of all New Yorkers in the education of our children. This includes working to secure critical funding for system-wide education reform initiatives, facilitating strategic public-private partnerships, managing a targeted set of programs to support city schools and building citywide public awareness.
Janeene Freeman is the Director of Government Relations at the Community Service Society of New York (CSS), a nonprofit organization that promotes the economic advancement and full civic participation of low-income New Yorkers. As Director of Government Relations, Ms. Freeman advances CSS’ policy agenda at the city, state and federal levels. In this capacity she also directs CSS’ monthly policy forum in Washington entitled Working for Change, educating Congressional staffers, agency officials and advocates about issues affecting low-wage workers. She has ten years of experience in the nonprofit sector and previously served as the Acting Director for CSS’ New York City Managed Care Consumer Assistance Program (NYC MCCAP), an agency that helps New Yorkers navigate the complex health insurance system and advocate for themselves. She has served as the Co-Chair of the New York Women’s Foundation’s volunteer committee and as the Chair of the Black Alumni Council for Wesleyan University’s Alumni Club of New York.

Ms. Freeman has a Master of Public Administration from the School of International and Public Affairs at Columbia University and a Bachelor of Arts from Wesleyan University.

“Leadership is an ongoing process of personal development that requires one to be present physically and mentally in order to reach an end goal.

Leadership is the ability to make courageous decisions, even when those decisions are unpopular.”

The Community Service Society identifies problems that create a permanent poverty class in New York City and advocates for systemic changes that are required in order to eliminate such problems. CSS focuses on enabling, empowering and promoting opportunities for poor families and individuals to develop their full potential, to contribute to society and to realize social, economic and political opportunities.
CATHI KIM
ASSISTANT DIRECTOR
COMMUNITY DEVELOPMENT INVESTMENT PROGRAM
NATIONAL FEDERATION OF COMMUNITY DEVELOPMENT CREDIT UNIONS

Cathi (Min Kyung) Kim is the Assistant Director of the Community Development Investment Program at the National Federation of Community Development Credit Unions, a financial intermediary that works with credit unions to provide equitable financial services to low- and moderate-income communities. At the Federation, Ms. Kim designs investment strategies and conducts research on the impact of community development credit unions on underprivileged communities. Ms. Kim previously worked as a legal assistant focusing on complex civil litigations, housing and immigrant rights campaigns. Ms. Kim currently serves as a Steering Committee member of the Korean-American Community Foundation.

Cathi Kim is a graduate of Wellesley College.

“A leader that is good isn’t necessarily perfect
She is reflective, purpose driven,
Self-aware while able to listen to and understand the strengths of others
She has visions for herself and her community
She is wise and strategic
She invests in herself and others
She is true to life experiences and past
She is true to her life story, community and experiences
She is a good leader.”

NATIONAL FEDERATION OF COMMUNITY DEVELOPMENT CREDIT UNIONS

The Federation helps low- and moderate-income people and communities achieve financial independence through credit unions.

Established in 1974 by a coalition of credit union leaders dedicated to revitalizing low-income communities, the Federation’s mission is to strengthen the credit unions that serve low-income, urban and rural communities—known as “community development credit unions,” or CDCUs. The Federation carries out its mission by advocating for and providing financial, technical and human resources to CDCUs.
LORRAINE MARASIGAN
PROGRAM OFFICER
FUNDERS’ COLLABORATIVE ON YOUTH ORGANIZING

Lorraine Marasigan is the Program Officer at the Funders’ Collaborative on Youth Organizing (FCYO), where she manages grant-making programs and research and publication projects. Prior to FCYO, Ms. Marasigan was the program officer for the Cricket Island Foundation and worked for several youth development organizations in NYC and the Bay Area. She has coordinated school-based and after-school programs, focusing on areas such as health education, college and job readiness, and case management services, and has also conducted research on adolescent health at Columbia University and the Centers for Disease Control and Prevention. Ms. Marasigan serves on the advisory board of the Coalition for Asian-American Children and Families and is a member of the Mabuhay Club of Sacramento, CA, a team of doctors, dentists, and other health professionals that coordinate medical and dental missions to the Philippines.

Lorraine Marasigan received her BA from the University of California at Berkeley and her MSW and MPH from Columbia University.

“A good leader keeps the mission and the soul of an organization at the center of everything she does. She is a strong leader, engages his/her team in meaningful ways, challenges his/her team to grow and takes risks while proving support. A good leader always recognizes the individual contributions that people make and celebrates team accomplishments. Finally, a good leader takes risks, is not afraid of failure and learns from her mistakes.”

FUNDERS’ COLLABORATIVE ON YOUTH ORGANIZING

The mission of the Funders’ Collaborative on Youth Organizing (FCYO) is to substantially increase philanthropic investment in youth organizing groups, while strengthening the organizational capacities of youth organizing groups across the country.

FCYO is dedicated to the participation and leadership of young people, particularly young people of color, who are critical in achieving social justice.
Jacquie Marroquin is a Program Manager at Haven Women’s Center of Stanislaus, a mainstream feminist agency that works with survivors of domestic violence and sexual assault. Ms. Marroquin is an elected Valley Region Council Representative with the California Coalition Against Sexual Assault, representing approximately twelve rape crisis centers, and a member of the state-wide Dismantling Oppression Work Group, which promotes equality, inclusion and diversity within the field of sexual violence prevention and intervention. Ms. Marroquin is one of three co-founding members of the Women of Color Focus Group and advocates for cultural considerations for the Latina community in service provision, language access and program structure.

Ms. Marroquin has participated in the Women of Color Network’s Call to Action and the Endangerment of the Woman of Color Advocate Movement as a task force member of the Young Women of Color in Leadership.

“I will leave the retreat knowing that I deserve to get credit for my work, I am worthy of my opportunities, and I can lead with integrity.”

Haven Women’s Center of Stanislaus is a catalyst for individual empowerment and societal change. Haven Women’s Center promotes safety and healing for women and children impacted by domestic or sexual violence. The Center is dedicated to a non-judgmental, holistic, client-centered approach through advocacy, education and supportive services.

Finally, Haven Women’s Center believes in honoring heritage and validating the feelings and experiences of the many lives touched by violence against women.
NIKI M ARSDEN
COMMUNITY LIAISON MANAGER
CHRISTIE’S PLACE

Niki Marsden is the Community Liaison Manager at Christie’s Place, a leading nonprofit organization in San Diego that provides education, social services and advocacy for women, children and families impacted by HIV/AIDS. For the past eight years, she has played an integral role in the agency’s transition from its roots as a volunteer-run and led organization to a nationally recognized AIDS service organization and best practice model where women and their families gain the education and tools to manage all aspects of their health and wellness. Ms. Marsden coordinates the Transformations Project, which provides leadership training and skills-building for HIV+ women to become active participants at the planning and decision-making levels within their local community. Ms. Marsden serves on the HIV Health Services Planning Council (Latino Leadership Seat) and the HIV Health Services Priority Setting Council.

“I will walk away from the retreat with the tools and permission to step into my own power. Also, I will walk away with a support system and a sisterhood to rely on for moral support, networking and solidarity. It’s hard to find the words to describe the honest and deep connection that we established in our time together.”

CHRISTIE’S PLACE

Christie’s Place is a nonprofit social service organization in San Diego County that provides HIV/AIDS education, support and advocacy.

At Christie’s Place the mission is to empower women, children, families and individuals whose lives have been impacted by HIV/AIDS to take charge of their health and well-being.
CODY McSELLERS-McCRAY
DIRECTOR OF HEALTH PROMOTIONS
WESTSIDE HEALTH AUTHORITY

Cody McSellers-McCray is the Director of Health Promotions at Westside Health Authority in Chicago, where she oversees health initiatives and programs focused on nutrition education, physical activity, community and social services for pregnant women, personal/professional development for single mothers and breast health awareness. Ms. McSellers-McCray has worked in the health and fitness industry for eight years and previously served as the Director of Programming for the Women’s Health Foundation where she collaborated with a variety of local and national stakeholders to deliver health and wellness programs.

Ms. McSellers-McCray earned her Master’s of Public Health degree and her Bachelor’s degree in Kinesiology with an emphasis on Athletic Training from Northern Illinois University, in Dekalb. Ms. McSellers-McCray was recently inducted into the National Public Health Graduate Honor Society, Delta Omega Society (Alpha Zeta Chapter).

“I will take away from the retreat experience, new friendships (personal and professional) and nuggets of knowledge, that will assist me for years to come on my quest to become a better leader. This retreat has equipped me with the ability to acknowledge and own my style of communication and respect others’ style of communication.”

WESTSIDE HEALTH AUTHORITY

Westside Health Authority is a 20 year-old not-for-profit, community-based organization located on Chicago’s far west side, serving the Austin, Garfield, and Lawndale communities.

WHA’s mission is to use the capacity of local people to improve the health and well-being of the Westside community. Rather than focusing on problems and deficiencies, WHA seeks to organize the skills and assets of people in the community to build the kind of community they envision, using their own leadership. WHA coordinates these initiatives through a block-by-block organizing project, called “Every Block a Village” (EBV). EBV derives its name from the African proverb, “It takes a village to raise a child.”
DAMEKIA MORGAN
DIRECTOR, STATEWIDE EDUCATION
AND POLICY CAMPAIGN
FAMILIES AND FRIENDS OF LOUISIANA’S INCARCERATED CHILDREN

Damekia Morgan is the Statewide Education and Policy Campaign Director for Families and Friends of Louisiana’s Incarcerated Children, a statewide grassroots organization. Currently, Ms. Morgan is working on a statewide campaign organizing children, youth, parents and communities to keep kids in school and out of the juvenile justice system. Ms. Morgan has worked on children’s issues for ten years in Louisiana; she developed the Pre-Child Care Assistance Program, a pilot program, which was adopted by the state of Louisiana and most recently her efforts have lead to passage of statewide legislation to support educators keeping kids in the classroom. Ms. Morgan co-authored a chapter in “The Assault on Public Education” scheduled to be published spring 2011. Ms. Morgan is an emerging education expert.

Ms. Morgan is a graduate of Southern University at New Orleans where she received a Bachelor of Arts degree in Elementary Education.

“A good leader is someone who allows themself to love openly—love their followers, themselves and most importantly love their mission. A good leader knows how to follow, is without ego, is well-balanced internally, has patience, is willing to teach others and is spiritually in tune. Above all, a good leader fights and stands up against injustice.”

FAMILIES AND FRIENDS OF LOUISIANA’S INCARCERATED CHILDREN

Families and Friends of Louisiana’s Incarcerated Children (FFLIC) is a statewide membership-based organization that fights for a better life for all of Louisiana’s youth, especially those involved in or targeted by the juvenile justice system. FFLIC gathers mothers and fathers, grandparents, siblings, cousins, aunts, uncles and allies to implement a model of organizing that is people- and community-centered and is explicitly antiracist.

FFLIC engages in education, community building and leadership development through strategically chosen goals in order to empower individuals, families and communities to transform currently oppressive systems and institutions into ones that uphold justice for families.
TRAM NGUYEN
DEPUTY DIRECTOR
VIRGINIA NEW MAJORITY

Tram Nguyen is the Deputy Director of Virginia New Majority (VNM), an organization that educates and organizes Virginians in support of social and economic justice, with a focus on marginalized communities. In her position, Ms. Nguyen has developed advocacy strategies that incorporate grassroots campaigning, coalition building and also utilize mainstream and ethnic media to educate stakeholders on critical issues. Prior to joining VNM, Ms. Nguyen was a Director at Boat People SOS, an organization working with the Vietnamese community in Northern Virginia. Following Hurricane Katrina, Ms. Nguyen organized and advocated on behalf of the 40,000 Vietnamese Americans immediately affected by the disaster and worked on sustainable redevelopment thereafter.

Tram Nguyen is an alumna of Barnard College.

“VIRGINIA NEW MAJORITY (VNM)

VNM educates and organizes Virginians in support of social and economic justice for all people of the Commonwealth of Virginia, particularly African Americans, immigrants, progressive whites, youth, women and the LGBTQ community through citizenship, civic participation and informed voter engagement.

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“A good leader doesn’t care for or hang on to power, but rather empowers the people around them to work collectively for change.

A great leader will leave the people saying, ‘We did that ourselves.’ ”
Maria Elena Perez is a member of NLIRH’s senior management team and leads the organization’s national field efforts to increase Latina’s participation in the Reproductive Justice Movement. She is a national expert on the Latina experience at the community level, developing local leadership through the Latinas Organizing for Leadership and Advocacy (LOLA) Training Series and the Latina Advocacy Networks (LAN) located across the country. She also leads online advocacy efforts, including an e-activist base of thousands of participants from every state. She is an experienced presenter and a growing media voice on these issues.

In 2006, Ms. Perez was selected to participate in the National Women’s Law Center’s Progressive Leadership and Advocacy Network and was also selected as an Immigrant Advocacy Fellow through an innovative leadership initiative sponsored by the New York Immigration Coalition and the Social Justice Leadership Collaborative. Prior to NLIRH, Ms. Perez held positions at Cabrini Immigrant Services and Make the Road New York. She holds a Master of Social Work degree from the Hunter College School of Social Work and a Bachelor of Science degree from New York University.

“A good leader is self-aware and recognizes his/her weaknesses and creates a leadership team that builds upon on his/her strengths.

A good leader knows how to cultivate new leaders.”

The mission of NLIRH is to ensure the fundamental human right to reproductive health and justice for Latinas, their families and their communities through public education, community mobilization and policy advocacy.
VENUS RODRIGUEZ
PROGRAM DIRECTOR
THE CENTER FOR YOUNG WOMEN’S DEVELOPMENT

Venus Rodriguez is the Program Director of The Center for Young Women’s Development (CYWD), an organization ran for and by young women of color to meet the needs of young women who have been involved with the foster care, juvenile or adult criminal justice systems. In this capacity, Ms. Rodriguez is the architect for all of CYWD’s programs and is a nationally recognized youth organizer. Previously, Ms. Rodriguez was a coordinator for CYWD’s Sister Rising program, a nine-month internship for young women in San Francisco focusing on political education, community organizing training and work readiness.

Prior to CYWD, Ms. Rodriguez was the Youth Program Coordinator at the Ella Baker Center, where she hired, supervised and trained youth to create events and programs that promoted non-violence. Venus Rodriguez is the founder of Silence The Violence, an initiative to end violence in Oakland.

“The Center for Young Women’s Development’s mission is to empower and inspire young women who have been involved with the juvenile justice system and/or the underground street economy to create positive change in their lives and communities.

“A good leader is someone who understands change and accepts it. A strong leader is someone flexible and willing to go back to the drawing board and start again if the current system is not working.

A great leader is someone who listens and has emotional intelligence.”
TRACY WILLIAMS-MACLIN
SENIOR PROGRAM OFFICER
GREATER MILWAUKEE FOUNDATION

Tracy Williams-Maclin is a Senior Program Officer for Greater Milwaukee Foundation, where she facilitates competitive grant making and manages several fund portfolios including the Mosaic Partnership Program Fund, The Bright Futures Milwaukee Fund and the EITC Supersites Leadership Grant. Previously, Ms. Williams-Maclin was an education consultant with Alinea, LLC conducting community engagement, data analysis and committee development for Milwaukee schools. Ms. Williams-Maclin also developed the Sankofa Project, a Midwest Initiative of the American Cancer Society, to reach underserved communities through strategic partnerships. Ms. Williams-Maclin has served as a national reviewer for the USDA and is currently on the board of the Ceres Foundation. Ms. Williams-Maclin has been published in Community Connections News magazine and was selected as a Harvard Executive Education Program Fellow in 2009.

She holds a Bachelor’s degree in Family Studies and a Master’s degree in Business Management.

“I define leadership as the demonstrated ability to make positive impact.

True leadership involves serving as an agent of change by personal example.”

GREATER MILWAUKEE FOUNDATION

Since the Greater Milwaukee Foundation began in 1915, its been guided by three tenets—helping donors create personal legacies of giving that last beyond their lifetimes, investing donor funds for maximum return with minimum risk, and playing a leadership role in tackling the community’s most challenging needs. These guiding principles continue to serve the Foundation, its donors and the community it serves.

Over the years, nearly 1,000 individuals and families in the metropolitan Milwaukee area have started funds at the Foundation. The Foundation helps people establish permanent charitable funds that serve people throughout Milwaukee, Waukesha, Ozaukee and Washington counties and beyond.
MID-LEVEL MANAGERS
LEAD THE WAY LEADERSHIP COACHES
The purpose of this seminar is to help women of color mid-level managers recognize the power of strategic interpersonal communication, build their personal brands and leverage new and traditional media platforms to raise the profiles of their organizations and the issues they care about. Strategic interpersonal communication enables individuals to manage difficult relationships in the office, move ahead in their careers and raise the visibility of their work among managers and peers. Participants will learn tools to help them organize their ideas in a strategic way and practice having challenging, high-stakes conversations. Participants will also be equipped with a media training guide that will help transform every nerve-wracking experience with the media to an empowering one. It will change the way we describe our interaction with the media from “dealing with the media” to “working with the media.”

SONAL BAINS
INDEPENDENT CONSULTANT

Sonal Bains has worked for a number of national and international advocacy organizations running hard-hitting corporate, electoral and legislative campaigns. Ms. Bains has led media campaigns for The Daily Beast, the UN Framework Convention on Climate Change, the Applied Research Center, Asia Society, as well as authors Walter Mosley and Thomas Frank, to name a few.

Prior to her work as a consultant, Ms. Bains spent nine years working as a grassroots organizer, creating platforms for social justice issues in the media, creating points of entry for new voices and crafting powerful messages to mobilize a wide scope of constituencies into action. Sonal Bains is an alumnus of the Green Corps Field School for Environmental Organizing and graduated from the George Washington University with degrees in Environmental Management and Art History.

TOPIC: STRATEGIC COMMUNICATIONS
HELEN S. KIM
INDEPENDENT CONSULTANT AND MEMBER, BUILDING MOVEMENT PROJECT

Helen S. Kim is an organizational development consultant, leadership trainer and coach with 19 years of experience in working with social change organizations and leaders in the US and Korea. Ms. Kim is a co-author of Working Across Generations: Defining the Future of Nonprofit Leadership (Jossey-Bass, 2008) and has facilitated many regional, national and international convenings on social justice movement-building strategies and supporting the next generation of nonprofit leaders.

Ms. Kim is a team member of the Building Movement Project, trainer and coach for Rockwood Leadership Institute and consultant member with French American Charitable Trust’s Management Assistance Program. She is a 2009 Gerbode Fellow and an advisory member of Association for Women’s Rights in Development’s Building Feminist Movements and Organizations Initiative. Ms. Kim has also taught at the San Francisco State University School of Social Work.

Prior to her consultant work, Ms. Kim worked as a community organizer for Asian Immigrant Women Advocates, where she focused on immigrant and worker rights and environmental justice issues. Ms. Kim attended Carleton College and the University of Minnesota Law Center. Helen aspires to live and work with a generosity of spirit and passion for justice.

TOPIC: REFLECTIVE LEADERSHIP

The purpose of the reflective leadership workshop is to create a supportive and engaging space for women of color executive directors to reflect on their leadership aspirations and challenges and set concrete leadership next steps for themselves. Through a combination of storytelling, participatory learning, peer feedback and coaching, participants will gain a deeper understanding and concrete tools to become a more sustainable leader for their organization and their sector.
Inca A. Mohamed is an internationally recognized facilitator and consultant. Ms. Mohamed has helped hundreds of organizations create effective management systems and implement powerful strategies for change. Ms. Mohamed is particularly talented at helping organizations fully integrate social justice value systems into all dimensions of organizational life and work, as well as realize opportunities for powerful collaboration.

At the Management Assistance Group, Ms. Mohamed’s recent clients have included: Atlantic Philanthropies, the Forum for Youth Investment, SisterSong, the Center for Reproductive Rights, the Washington Greater Community Foundation, the Funders Network on Population Growth and Reproductive Health and Rights, the Asian American Justice Center, the Leadership Conference on Civil Rights and the Washington Area Women’s Foundation.

Ms. Mohamed’s career has included work in advocacy, training and public education, program design and program management and she has held leadership positions at a diverse range of organizations, including the YWCA, the Door Center for Youth Alternatives and Planned Parenthood. Before joining MAG, Inca was a Program Officer for Human Development and Reproductive Health at the Ford Foundation, where she oversaw a $60 million dollar portfolio aimed at strengthening youth development domestically and abroad.

This workshop led by Inca Mohamed, Executive Director of the Management Assistance Group in Washington, DC is designed for managers in nonprofit organizations who often start their careers as skilled advocates, policy analysts, researchers, lawyers, or other professionals with deep program expertise. The more these talented staff excel, the more likely they are to find themselves thrust into positions of greater responsibility where they are called to manage people. Unfortunately, these same people often enter these positions with little or no preparation or training to be managers.

In this one-day interactive workshop, participants will gain or refine skills on how to more effectively manage and lead their staff so they are motivated, high-performing and fulfilled. In particular, we will focus on understanding the three questions each employee needs to have answered in order to be effective, productive and motivated in his or her position. Participants will return to their daily work with both skills and written tools for supporting their effective management of staff.
TANYA M. ODOM
INDEPENDENT CONSULTANT

Tanya M. Odom is an internationally renowned consultant and has conducted hundreds of workshops on global diversity and intercultural/interpersonal awareness. She is currently on the faculty of the Human Resources Management program at Georgetown University, where she teaches courses on innovation and creativity. Ms. Odom is a consultant for the European Peer Training Organization and her trainings here have been cited as a Best Practice Program by the European Monitoring Centre on Racism and Xenophobia.

Ms. Odom has worked with a variety of organizations including: JP Morgan Chase, Planned Parenthood, Princeton Review, United Way, U.S. Central Intelligence Agency and the U.S. Fund for UNICEF. Ms. Odom has taught at Princeton University’s Junior Summer Institute; the Center for Conflict Resolution at the University of Capetown, South Africa; and as adjunct professor at Manhattanville College.

Ms. Odom recently co-authored the publication Evaluation in the Field of Education for Democracy, Human Rights and Tolerance and is currently working on a book with Civil Rights activist Mel King. Ms. Odom has a Master’s degree in Education from Harvard University and is an alumnus of Vassar College.

TOPIC: REFLECTIVE LEADERSHIP

This workshop will focus on leadership, reflection and “maximizing your null.” We will focus on setting the foundation for a safe learning, sharing and growth space throughout the week. We will work on identifying our leadership core strengths and areas needing additional attention. The session will also address personal and professional visioning, peer coaching and organizational values assessment. An important part of this session will be the outlining of a professional development plan.
Elsa A. Ríos is the President of Strategies for Social Change, LLC a woman of color owned organizational development firm working with social justice organizations. Ms. Ríos is a certified professional coach and has 25 years of nonprofit experience in the areas of management, grant writing, program design, community organizing and public policy analysis and writing. During her public service career, she has held several executive level management positions and engaged in extensive fundraising and program development. Elsa Ríos was the Founding Director of the Violence Intervention Program, Director of Education for the Puerto Rican Legal Defense and Education Fund as well as the Executive Director of the HIV Law Project.

Ms. Ríos holds a Juris Doctorate degree from New York University School of Law, where she received the prestigious Root-Tilden-Snow Scholar Award in recognition of her outstanding public service achievements. She also holds a Master’s of Science degree in Social Work from Columbia University and is a graduate of Columbia University’s Institute for Not-for-Profit Management, sponsored by the Graduate School of Business. Ms. Ríos is currently an adjunct faculty member at the Baruch College School of Public Affairs, teaching seminars on leadership and management, team work, high impact decision making, fundraising and strategic planning.

The Strategic Planning for Social Action Workshop is divided into three sections. In the first section we will discuss strategic planning and its importance to our social justice work. We will also examine readiness factors for strategic planning and the importance of creating a culture of learning and strategic thinking within our organizations. The second section of this workshop will provide a step-by-step overview of the key phases of strategic planning and through interactive exercises will introduce participants to simple, effective tools they can use to help implement a strategic planning process.

Strategic Planning always involves some form of organizational change (e.g., setting a new strategic direction, identification of areas for improvements, new models of action, etc.). The final section of this workshop will examine the process of creating and managing organizational change in order to ensure effective implementation of your plan and greater strategic impact overall.
CARMEN V. RIVERA  
STRATEGIC MANAGEMENT CONSULTING

Carmen Rivera is a Senior Associate with Strategies for Social Change, LLC; a Senior Consultant with Community Resource Exchange (CRE); and has maintained an independent management consulting practice since 1994.

Ms. Rivera has over 30 years of experience in nonprofit management, community organizing, human services and public policy advocacy. Her areas of specialization include assessment, strategic planning, outcome evaluation, Board development and group facilitation and training.

Prior to consulting, Ms. Rivera held top-ranking government positions. She was a Senior Health Policy Analyst for the Manhattan Borough President and later appointed as the Director of the Mayor’s Office on Health Policy. Ms. Rivera subsequently served as Director of the Maternal Health Commission for the City of Boston. Carmen Rivera holds Master’s degrees in Public Health and Social Work from Columbia University.

TOPIC: PROGRAM MANAGEMENT AND DEVELOPMENT

The purpose of the Program Management and Development workshop is to enhance understanding of leadership and management concepts among women of color mid-level managers. Throughout the workshop, participants will identify specific emotional and intellectual skills that can be applied in the workplace to increase efficiency. The workshop will review strategies of team development, team member roles and styles, and characteristics of highly effective teams.

Throughout the day, participants will develop action steps to continue leadership development and be provided with the tools to strengthen their leadership and management skills.
BRIGITTE ROUSON
PRINCIPAL CONSULTANT
ROUSON ASSOCIATES

Ms. Rouson brings more than 25 years of experience in the nonprofit and philanthropic sector, focused on building effectiveness. She previously served as Senior Consultant for Mosaica: The Center for Nonprofit Development and Pluralism; Program Director of Alliance for Nonprofit Management; Senior Consultant for Management Assistance Group; and a consultant with Maryland Nonprofits. At the Alliance, Ms. Rouson’s staff responsibilities included developing the groundbreaking Cultural Competency Initiative with institutes, publications, and new ethical standards for capacity-building professionals. Earlier at the Ms. Foundation for Women, she directed a collaborative to support girls’ and young women’s leadership, raising the fund from $2.4 to $4 million.

Her current work includes guiding strategic planning, Board and staff development, fundraising strategy and engagement. She has designed and delivered numerous trainings and facilitated convenings and learning events. Ms. Rouson has facilitated major regional and national conversations on important social change strategies—such as funding advocacy and using social determinants of health framework to address HIV/AIDS in women of color. She was part of a research team commissioned by the Council on Foundations for developing its program to diversify the leadership pipeline for funding institutions. And she has consulted to organizations such as the Rockefeller Brothers Fund and Atlantic Philanthropies on their youth grantmaking.

Ms. Rouson also has done extensive work as a volunteer leader in philanthropy, serving as a member and Co-Chair for the Washington Area Women’s Foundation’s capacity-building grant review, as a donor-organizer and leadership team member for that Foundation’s African-American Women’s Giving Circle. She has led many sessions for professional conferences, for instance as a presenter on racial equity at the Grantmakers for Effective Organizations conference, and as a planning team member and plenary moderator for the National Network of Grantmakers through its People of Color Caucus.

TOPIC: KEYS TO EFFECTIVE RESOURCE DEVELOPMENT

Nonprofit executives traditionally find resource development to be one of their most crucial responsibilities – bringing enormous opportunities as well as challenges. In this session, leaders will identify attitudes, elements and practices for fundraising success. We will consider the importance of relationship-building to cultivate support, focus on the nuts and bolts of effective practices in resource development, address challenges such as sustaining support beyond a leadership transition, and examine principles for using a cultural competency lens to increase effectiveness. We will use experiential learning, presentation, and peer exchange to tap insights that advance your leadership in generating revenue.
LEAD THE WAY LEADERSHIP COACHES
There are several ways to support our efforts in building the next generation of nonprofit leaders.

- Underwrite the cost of participation for a *Lead the Way Fellow* to attend the retreat and engage in activities throughout the year.
- Join other Foundation partners and provide ongoing support of the initiative.
- Encourage dynamic and talented young women of color to apply to the program.

**INTERESTED IN BECOMING A LEAD THE WAY FELLOW?**

*Lead the Way Fellows* are selected through a competitive process. The application is available in the spring.

To learn more about the application process, please visit our web site at [www.cr2pi.org](http://www.cr2pi.org)
LEAD THE WAY
Building the Pipeline of Women of Color Leaders in the Nonprofit Sector