The 2016-2017 academic year has been a year of intensive effort by the staff and students of the Johnson Institute, but the investment has been rewarded with some exciting outcomes and new initiatives.

After two years of planning and discussion, we have finalized the collaborative effort with the Frances Hesselbein Leadership Institute in New York to create the Frances Hesselbein Leadership Forum. The Hesselbein Forum will undertake the following activities:

- A lecture series featuring proven leaders and thoughtful scholars presenting state-of-the-art ideas on leadership theory and practice.
- A leadership development program for students specializing in International Security Studies and International Affairs that will complement our highly successful Leadership Portfolio Program. Julia Santucci, a former Senior Advisor in the U.S. Department of State, will design and direct this new initiative.
- An executive-in-residence program to provide mentoring to GSPIA students and counsel to faculty and staff on programming and research activities in the Hesselbein Forum. Lindsey Anderson, a former Senior Advisor in the Federal Emergency Management Agency (FEMA), will serve as the first Hesselbein Executive-in-Residence.
- Publication of the award-winning Leader to Leader journal, which has been recognized by industry peers for the past eight years with the APEX Award of Excellence. This publication reaches a large and diverse international audience and will significantly expand our impact and visibility.

As of this writing, over $300,000 has been raised or pledged to launch this new initiative, including substantial investments by Dean John Keeler. We are honored to play a role in preserving and expanding the legacy of Frances Hesselbein, one of the truly iconic organizational leaders of our times. She is a recipient of the Presidential Medal of Freedom, our Nation’s highest civilian honor and her 70-year career in public service has been an inspiration to countless leaders in all sectors here and abroad. Among other accolades, Frances holds an honorary doctorate from Pitt and 21 honorary doctorates from other institutions. She is a distinguished alumna and was designated as one of Pitt’s Legacy Laureates.

While the creation of the Hesselbein Forum has taken a great deal of time and effort, we have not sacrificed our tradition of excellence in programs and services. Some of the highlights are below:

- The 2016 Emerging Leader Award was given to Alec Karakatsanis, co-founder of Equal Justice Under Law and founder of Civil Rights Corps.
- The 2017 Exemplary Leader Award went to Dr. Jim Withers, founder of Operation Safety Net.
- We have completed the seventh in our series of case studies on winners of the Exemplary Leader Award featuring Sandra Taylor, President and CEO, Sustainable Business International and her work in the field of corporate social responsibility.
- We graduated our 8th cohort of Leadership Portfolio Program (LPP) participants and welcomed 12 new members of the 9th cohort of LPP students.
- The Nonprofit Clinic had another successful year, serving nine nonprofit clients.
- In addition, we provided pro bono technical assistance and support to a dozen nonprofit organizations, including a few of the most prominent and visible institutions in the Pittsburgh area.
• We continue to provide executive training programs to seasoned professionals, including uniformed and civilian personnel in the Fire Department of New York (FDNY).

• We have renewed our long-standing relationship with colleagues in Nigeria and together we are planning a one-week leadership development program to be held in the spring of 2018.

• In recognition of our work in the community through the LPP, the Nonprofit Clinic, and other outreach programs, we received a substantial grant from the Richard King Mellon Foundation to support and enhance these community services. The grant is the largest single foundation grant to the Johnson Institute and one of the largest foundation grants to GSPIA.

• Kevin Kearns published a major comparative review of seven new books on nonprofit management in *Nonprofit and Voluntary Sector Quarterly* and presented research on leadership and pedagogy at Seoul National University, the top university in Korea.

• We provided travel grants to support the research and professional development of four students, including two international trips.

We wish to acknowledge the continuing generosity and steadfast support of LaVonne Johnson who, along with her late husband Glen, provided the catalyst for the Johnson Institute and continues to be a source of wisdom and support. Dean John Keeler has rendered invaluable assistance, intellectually and financially, to the launch of the Hesselbein Leadership Forum as well as the Johnson Institute. Other generous supporters include Will Conway, Mutual of America, TIAA, Leslie Scallet and Maury Lieberman, Andy Bonnewell, Dan Heit, Tom Hafer, Allie Quick, the Jewish Healthcare Foundation, the Hillman Foundation, and the R.K. Mellon Foundation. Anna McDevitt and Mamadou Ndiaye, Jr. provided outstanding student support during the year and many other students and colleagues volunteered their time and talent. Lydia McShane has, as always, provided outstanding support and leadership of our programs.

Sadly, we acknowledge the passing of Reverend David Gleason, a founding member of the Johnson Institute Advisory Board and co-chair of the Exemplary Leader selection committee. David was a kind person with an open, welcoming, and ecumenical spirit. He was devoted to his faith, to his congregation, and also to Pittsburgh. Lydia and I will always remember him as a champion of our efforts at the Johnson Institute and as someone who never failed to offer an encouraging word on any initiative we presented to him.

Thank you for your interest in the Johnson Institute for Responsible Leadership. We welcome your ideas and your participation in our mission of promoting effective leadership in public service.

Sincerely,

Kevin Kearns, Professor and Director
Johnson Institute for Responsible Leadership
Graduate School of Public and International Affairs

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The Leadership Portfolio Program (LPP) and the Nonprofit Clinic are two of GSPIA’s most visible and successful outreach programs in service to our community which provide professional development opportunities to the students and value to the community. These two programs occupy the majority of our staff time and creative energy.

In recognition of our work in the community through the LPP, the Nonprofit Clinic, and other outreach programs, we received a substantial grant from the Richard King Mellon Foundation to support and enhance these community services. The grant is the largest single foundation grant to the Johnson Institute and one of the largest foundation grants to GSPIA.

**Leadership Portfolio Program (LPP)**

The Leadership Portfolio Program (LPP) is a leadership development program for a select group of highly motivated, promising GSPIA students. It provides a mixture of community-based leadership training (e.g., service on nonprofit boards) and classroom based training in leadership skills and concepts. This extracurricular program has now served 94 students who have subsequently assumed positions of substantial authority in Pittsburgh and around the world.

In April, we bid farewell to the 8th cohort of participants graduating from LPP and welcomed 12 new students into LPP Cohort #9 in March. During the past year, we have added new organizational partners and mentors to the LPP family. As this program has grown in visibility and impact, we find that more community leaders wish to contribute and also to benefit from the program. Students have served on the boards of 56 organizations since the LPP was launched nine years ago.

Within GSPIA, there has been a strong “buzz” about the program with many students stating that they enrolled in GSPIA in part because of the program. Our best marketing continues to be student-to-student, with current students offering their experiences of the program in three well attended information sessions, and by word-of-mouth.

One current applicant said, “This is the single program I must be a part of; I know I can do well in the program and I know it will serve me well so I want to put forth the absolute best application possible.”

Post-graduation surveys continue to show high satisfaction with the program, notwithstanding suggestions for program improvement which are taken into planning the subsequent sessions. And a significant percentage of these students get immersed in the region’s civic life through the program’s activities and decide to remain after graduation, taking positions of leadership in the community.

The LPP is truly a unique program that blends community service with student development in a way that adds value to the student’s experience and to the nonprofit board of which they are a member. The nonprofits that partner with us in this way are enthusiastic about the program to the point where some have a designated seat on their board for an LPP student.
Nonprofit Clinic

The Nonprofit Clinic provides management consulting and capacity-building services to nonprofit organizations in the Pittsburgh region through second-year graduate students under the supervision of Dr. Kevin Kearns. And for the second year, with support from the Grable Foundation, the Clinic retained the services of two retired executives, Leon Haley and Michele Atkins, who served as “coaches” on a few of the projects. The students and the clients greatly benefited from the counsel of these two experienced nonprofit leaders.

The Clinic had another successful year, serving nine nonprofit clients with student consulting services on topics including marketing, succession planning, volunteer management, talent recruitment, and governance. Our clients expressed great satisfaction with the professional quality of the students’ work and the students gave the Clinic its highest evaluations.

We have now provided professional quality consulting services to nearly 80 organizations in the past seven years. And, in cases where the demand for services was greater than what the Clinic permitted, we refer the nonprofit applicants to other GSPIA courses in which instructors utilize field work to enhance the learning experience for students. Moreover, faculty in other courses repeatedly inquire about the pedagogical and project management protocols used in the Nonprofit Clinic in order to improve their own field-based assignments for students.

RESEARCH

We have completed the seventh in our series of case studies on winners of the Exemplary Leader Award. The most recent case features the seminal work of Sandra Taylor in the field of corporate social responsibility. That case study is co-authored by Emily Francis, Joel Garceau, Anna McDevitt, Mamadou Ndiaye, Jr., and Lydia McShane. The eighth case study, featuring the work of John Marks and Susan Collin Marks, will be completed by the end of the summer.

In the domain of scholarly activity, Kevin Kearns published a major comparative review of seven new books on nonprofit management in Nonprofit and Voluntary Sector Quarterly, the leading journal in the field. He also presented research on leadership and pedagogy to the faculty of Seoul National University, the top university in Korea.

With Bok Gyo Jeong, Kearns will give a paper at the Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), the leading professional association for nonprofit scholars. Several working papers will soon be submitted to academic and professional journals. Kearns also is chairing the selection committee of the Brudney Doctoral Dissertation Award, to be presented at the ARNOVA conference in November.

We provided travel grants to support the research and professional development of four students, including two international trips.
Emerging Leader Award

The 2016 Emerging Leader Award was given to Alec Karakatsanis, co-founder of Equal Justice Under Law and founder of Civil Rights Corps. Through these nonprofit organizations Alec and has used his extensive legal training to wage an effective fight against the money bail system, debtors’ prisons, militarized police forces, and other injustices that have clogged our legal system and our correctional facilities with people who have committed non-violent crimes.

The event video can be watched here: https://www.youtube.com/watch?v=9jiib71t0A&feature=youtu.be

Exemplary Leadership Award

The 2017 Exemplary Leadership Award went to Dr. Jim Withers, who founded Operation Safety Net. Through this organization, Dr. Withers and a corps of dedicated health-care professionals and volunteers provide essential medical services to the homeless in Pittsburgh. Dr. Withers also has played an international role in promoting the concepts and methods of street medicine. His selfless efforts have saved lives and conveyed a message of hope to the most marginalized and isolated members of our community.

The event video can be watched here: https://www.youtube.com/watch?v=t0Zru7lQCXs

Executive Training

We continue to provide executive training programs to seasoned professionals, including uniformed and civilian personnel in the Fire Department of New York (FDNY). In addition, we provided leadership training to mayors and managers who attended the conference of the National League of Cities, held in Pittsburgh in November.

We have renewed our long-standing relationship with colleagues in Nigeria and together we are planning a one-week leadership development program to be held in the spring of 2018.
In September, in collaboration with the ASA Social Fund for Hidden People and the Ford Institute for Human Security, we cosponsored Empowering Children through Education, a community forum and photo exhibit by award winning photographer Martha Rial featuring Victoria Nalongo Namusisi and Bright Kids Uganda, an orphanage and school in Uganda.

In December, we hosted a lecture and discussion with Alasdair Roberts, Professor of Public Affairs, Truman School of Public Affairs, University of Missouri on the Four Crises of American Democracy.

In March, in collaboration with Center for Disaster Management and Global Earthquake Student Leaders, we cohosted the Global Earthquake Dialogue, with Pakistani experts Riffat Zia and Dr. Zafar Shah.

Technical Assistance

We provided pro bono assistance and support to a dozen nonprofit organizations, including a few of the most prominent and visible institutions in the Pittsburgh area. Requests for assistance from these leading institutions reflects the growing reputation of the Johnson Institute for providing high-quality leadership development and facilitation services as part of our public service mission.

FINAL WORDS

I would be remiss if I closed this report without acknowledging that we, like many others, are dismayed and deeply troubled by the tone and content of the political rhetoric emerging from Washington and also at other levels of government and civic life. Without taking a partisan stance, we are deeply concerned by the absence of civility, thoughtfulness, and attention to factual data in public discourse at the highest levels of government. The pattern of adversarial and even bullying behavior displayed by our leaders seems to have trickled down to the streets, playgrounds, and public gathering places of all sorts. The temptation may be to assign blame to one or a few public leaders and media outlets that have contributed to the devolution of public discourse and reasoned policymaking. But each and every one of us bears responsibility for protecting and advancing the democratic principles on which our country is founded; collectively we must chart a responsible and inclusive path forward. History has demonstrated repeatedly that democracy is fragile, even in the most highly evolved societies; the United States is no exception.

Accordingly, the Johnson Institute will take additional steps in the coming year to provide open forums for public discourse on key issues facing our communities. These forums will be respectful of political and ideological differences but will adhere to the highest standards of informed, responsible, and intelligent analysis.

- Kevin Kearns