Advisory Board

Heather Arnet, Women and Girls Foundation
Carolyn Ban, GSPIA
Gregg Behr, The Grable Foundation
Bruce Bickel, PNC Financial Services Group
G. Andrew Bonnewell, Federated Investors
Kathy Buechel, Philanthropy Forum, GSPIA
Louise Comfort, Center for Disaster Management, GSPIA
George W. Dougherty, Jr., GSPIA
Rev. David P. Gleason, First Lutheran Church (retired)
Courtland Gould, Sustainable Pittsburgh
Jean M. Hale, Alumni Relations/Development, GSPIA
Peggy Harris, Three Rivers Youth
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Lisa Scales, Greater Pittsburgh Community Food Bank
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James Weber, Duquesne University
Message from the Director

The 2014-15 academic year in the Johnson Institute has been one of both growth and adjustment of our array of programs.

• Our main teaching program, the Leadership Portfolio Program, continues to attract students of the highest quality who, in turn, have been unusually successful in today’s challenging job market.

• Our research agenda produced one published paper in a highly respected U.S. journal, with two others awaiting publication in international journals.

• With respect to public service and engagement activities, we have temporarily suspended the leadership seminar for Nigerian executives, but have entered into a potentially long-term executive training relationship with the Allegheny County Health Department.

• Fundraising activities are focused on ensuring the continued viability of the Johnson Institute, particularly with respect to operating support. Preliminary planning is underway to ensure the smooth transition of leadership in the Institute in 4-6 years.

We are grateful to LaVonne and Glen Johnson for their continuing generous support and we give sincere thanks to Federated Investors, Dan Heit, Ned Pfeiffer, Allison Quick, Jean Hale and Andy Bonnewell for their gifts and their efforts to generate additional support for the institute. We are also grateful to the following foundations for their support: Jewish Healthcare Foundation, Richard King Mellon Foundation, Hillman Foundation, Grable Foundation, PNC Charitable Trusts, and a foundation that prefers to remain anonymous.

We would like to thank the staff and students of the Johnson Institute whose efforts sustain the daily operations of the Johnson Institute including Lydia McShane, Shelley Scherer, Daniel Ku, and Jian Cui.

We appreciate your interest in the Johnson Institute for Responsible Leadership. We welcome your input as we continue to pursue our mission of improving the quality of leadership in the public sphere.

Sincerely,

Kevin Kearns, Professor and Director
Johnson Institute for Responsible Leadership
Graduate School of Public and International Affairs
The Leadership Portfolio Program continues to be our flagship teaching program. The LPP is an 18 month leadership development program for a select group of GSPIA students, allowing them to build a portfolio of leadership experiences and trainings. We have graduated six cohorts (60+ students) from this program and we are enormously gratified that many of our LPP graduates have ascended to leadership positions very early in their careers. A very brief sampling of these positions includes:

- Chief operating officer of a veteran’s health care facility
- The winner of the ICMA Municipal Management Fellowship
- International Communications and Partnerships Consultant at UNDP
- A consultant with a leading national firm
- Director of Mayor Peduto’s Special Initiatives Office
- Project Manager, Innovation and Communication, Forbes Funds
- Consultant, Organizational Development and Finance, Bayer Center for Nonprofit Management
- National director of communications for a major pharmaceutical company
- Senior analyst with the Allegheny Conference on Community Development and a winner of Pittsburgh Magazine’s “40 Under 40” recognition for Pittsburgh’s most promising young professionals
• Program Innovative Specialist, Family Services of Western Pennsylvania

• Manager of strategic programs and global affairs for the principal US hospital in Haiti

• Several Presidential Management Fellows, a fast-track program for extremely promising young professionals in the Federal government and the most prestigious Federal program for entry-level professionals

• Innovation and Performance Analyst for the City of Pittsburgh

• Program Specialist, Office of Data Research and Evaluation, Allegheny County Department of Human Services

• Project Manager, Greater Pittsburgh Nonprofit Partnership Public Policy, Forbes Funds

• Senior administrator in the Allegheny County Department of Human Services

Among the graduates of the LPP, approximately 25 have remained in the Pittsburgh region and are now making significant leadership contributions to our community.

Finally, we are delighted that this year's LPP graduates took the initiative to produce a booklet of their reflections on leadership entitled *The Laws of Leadership: Through the Eyes of the 2015 Cohort of the Leadership Portfolio Program*. This is available on our website or in hard copy upon request.

Photo credit: Pittsburgh Speaker Series
The primary goal of our research and publication activities is to contribute to the body of knowledge on leadership. However these activities also enhance our visibility and legitimacy in the international scholarly community and they extend our brand and reputation beyond Pittsburgh. Also, in nearly all of our research efforts we give GSPIA students the opportunity to collaborate and possibly obtain a coveted co-authorship that can advance their career. This type of apprenticeship is especially important for doctoral students.

Presentations and Publications

This year Johnson Institute staff and students made three presentations at prestigious national or international conferences on topics related to leadership research and pedagogy. One paper was published in *Nonprofit Policy Forum*, a strong U.S. journal and two other papers are awaiting publication in, respectively, *Leadership and Organization Development (U.K.)*, and *Voluntas: The International Journal of Voluntary and Nonprofit Organizations.*

Case Studies

Beyond these scholarly publications, the Johnson Institute is also building its collection of case studies of those who have won our Exemplary Leader Award. We now have five case studies in print and available on our website. We have begun writing the case study on Bill Strickland, which will be completed by mid-summer 2015. We are in the planning stages of the case study on Sandra Taylor, winner of the 2015 Exemplary Leader Award. The most recently published case study describes Mark Nordenberg’s leadership of the University of Pittsburgh. Chancellor Emeritus Nordenberg regularly participates in a GSPIA course, taught by Kevin Kearns, in which the case study is used as an instructional tool.

Philanthropy Forum

The Philanthropy Forum is concluding production of its first case study about philanthropy’s role in post-conflict rebuilding in Northern Ireland. When published, the case will be available on the Forum’s website.

The Pittsburgh Philanthropy Project, the Forum’s sister project, continues its work to explore and document the distinct and significant, yet largely unexamined, role of the Pittsburgh region in the larger field of philanthropy. An interactive, web-based timeline and “storyline” tool is set to launch in summer 2015. The site will allow academics, practitioners, students and the general public to explore philanthropy in Pittsburgh through curated tours of themes, moments in history, and through the eyes of key philanthropic actors. The Project continues to recruit authors for a 13-chapter book that will be published in 2015. The book will contribute a Pittsburgh-based but universal lens to the understanding of philanthropy’s global evolution, and will provide historians, practitioners, policy makers, scholars and students with an even richer window on place-based philanthropy.
The Johnson Institute engages in a variety of activities designed to build leadership and organizational capacity in public serving organizations in the U.S. and abroad.

**Executive Training**

**Leadership, Ethics, and Corporate Governance**

The flagship program in this part of our portfolio has historically been the executive seminar on Leadership, Ethics, and Corporate Governance for government and business leaders from Nigeria. We have suspended, at least temporarily, this training program pending a realignment of our institutional relationships with the NGO and the consulting firm in Nigeria. Our partnership with these and other organizations must be in full compliance with University policies regarding business partnerships. We take great pride in the fact that this program has been offered eleven times and boasts nearly 200 graduates in Nigeria. The political and security climate in Nigeria, unpredictable for much of the past year, appears to have stabilized with the orderly election of a new president. We are hopeful that in the near future conditions will be right for re-establishing this program under a new business model.

**Fire Department of New York**

The director of the Johnson Institute has, for several years, served as a faculty member in a leadership program for the Fire Department of New York (FDNY) administered by Columbia University. In that capacity, he has provided training in leadership and strategic management for the senior civilian and uniformed leaders of FDNY.

**Allegheny County Health Department**

We have entered into a contract with the Allegheny County Health Department to provide leadership training to nearly 30 program administrators. The first two of these training programs took place in February and June 2015 and were well received by the participants, including the Director of the Health Department. We are hopeful that this is the beginning of a long-term relationship with ACHD.
Exemplary Leader Award

On March 20, 2015 we honored Sandra E. Taylor with the Exemplary Leader Award which is presented annually by the Johnson Institute for Responsible Leadership. Sandra has exemplified the Institute's core values of integrity and accountability in a variety of leadership positions spanning government, industry, and the nonprofit sector. She was formerly Senior Vice President for Corporate Social Responsibility at Starbucks where she led a variety of high-profile sustainability initiatives in the U.S. and in other parts of the world. She held comparable positions at Eastman Kodak and ICI Americas. As Senior Director of La Pietra Coalition, she worked closely with Hillary Clinton to develop the first Women's Economic Opportunity Index that rates 113 countries on their provision of economic opportunity to women. She is now a private consultant on issues of sustainability and corporate social responsibility. She began her career in the State Department as a Foreign Service officer. The video of this event is available here: https://www.youtube.com/watch?v=GgW_18BvgYw

Prior to the ceremony we organized a panel discussion on women in leadership. The panel was moderated by Barbara Mistick, President of Wilson College. Panelists were: Lourdes Sanchez Ridge, City of Pittsburgh Solicitor; Terry Miller, Director of the Institute of Politics; Muge Finkel, GSPIA Professor; and Marissa Bartley, director of the PNC YWCA. A video of the event is available here: https://www.youtube.com/watch?v=i6lcNwgsBys

Nonprofit Clinic

For several years, the Johnson Institute has provided administrative support for the Nonprofit Clinic, in which GSPIA students, under the direction of Kevin Kearns, provide pro bono management consulting to nonprofit organizations in the Pittsburgh area. The Nonprofit Clinic is offered as a capstone seminar to GSPIA students, so they receive academic credit for their work. But the logistics of the Clinic are so complex that this seminar requires additional administrative and logistical support, which is provided by Lydia McShane. Over the past six years, the Nonprofit Clinic has provided professional-quality management consulting to over 60 nonprofit organizations. Almost universally, our nonprofit clients praise the services provided to them, comparing the Clinic favorably with professional consultancies.

For the 2015 edition of the Clinic, we received 52 applications from nonprofit organizations, including one from Wyoming and another from Michigan. After extensive review, ten of these organizations were selected to receive management consulting services: Bhutanese Community Association of Pittsburgh; Bloomfield Garfield Corporation; Carnegie Science Center; Allegheny County Department of Human Services; Holy Family Institute;
Magee Women's International; Mon Yough Chamber of Commerce; University of Pittsburgh Panther Central; Squirrel Hill Urban Coalition; and, Women and Girls Foundation of Western Pennsylvania.

In several instances student consultants have been offered full-time jobs by their client organizations. This year, students participating in the Nonprofit Clinic made a special presentation of their work to the GSPIA Board of Visitors. Board members responded most enthusiastically to both the concept of the Clinic as a pedagogical strategy and the quality of work performed by student consultants.

**Philanthropy Forum**


The event was attended by 150 individuals from the University, nonprofit, foundation and general interest community. Two local respondents, Matt Zieger of The Forbes Funds and Paul Burke of Inquiri offered responses to the presenters and grounded the topic in a Pittsburgh context.

Later, on March 26, the Philanthropy Forum at GSPIA welcomed five key thinkers in nonprofit capitalization strategies to the second event in the series. The event brought together funders, nonprofit leaders, and evaluation experts to discuss the role of impact investing in an organization’s growth and impact.

Chuck Harris set the stage by describing his leadership in overseeing pay-for-success grantmaking strategies at the Edna McConnell Clark Foundation. Tamar Bauer, chief policy and government affairs officer at the Nurse-Family Partnership, with Michele Ridge, former first lady of Pennsylvania and board member of NFP, discussed the organization’s use of impact investment to impact hard-to-reach populations, such as tribal communities. Dan Cardinali, President of the national dropout-prevention leader Communities in Schools, discussed impact through growth and innovation, and how the pay-for-success model has led to better outcomes. John Martinez of MDRC discussed the role of evidence-based program design and evaluation strategies in leading funders and nonprofit leaders alike to the best solutions to the nation’s most intractable problems, and how impact investment strategies can complement that process.

To close the session, Gregg Behr of the Grable Foundation and Leon Haynes of Hosanna House provided local responses to panelists’ comments. A lively question-and-answer session with the audience of 75 attendees followed. The event marked the second of a two-part series jointly presented by the Philanthropy Forum at GSPIA and Grantmakers of Western PA about impact investing strategies.
Proposed International Conference on Community Resilience

The Johnson Institute is working in collaboration with other GSPIA institutes and centers to plan an international conference on the general topic of community resilience – the ability of a community to mobilize public, nonprofit, and corporate resources to plan for and respond to large-scale emergencies of various types. Our partners in this endeavor are the Ridgway Center for International Security Studies, the Ford Institute for Human Security, the Center for Disaster Management, the Center for Metropolitan Studies, and the Philanthropy Forum. Each of these GSPIA centers brings distinctive skills and perspectives to this topic. It is our view that this conference is timely and relevant, and has the promise to generate substantial external participation and support.

Pro Bono Assistance

The Johnson Institute provided:

• Logistical support for the student organization Daya: International Consultants for Peace for International Peace Week events

• Logistical support for Welcoming Pittsburgh, an initiative from the City of Pittsburgh

• Financial and organizational support to the Dick Thornburgh Forum for Law and Public Policy for their event featuring Jim Getty’s presentation of Abraham Lincoln’s Gettysburg Address

• Funding and administrative support for two leadership development classes open to all GSPIA students

• Funding and administrative support for a self-assessment training for the incoming GSPIA Student Cabinet

• Support for the production and dissemination of the Social Equity Leadership Conference video

• Organizational support for the establishment of the Robert Stumpp Memorial Fund

Honors

LPP students Wesley Speary and Jessica Kuntz were co-winners of the 2015 Dean’s Award for Outstanding Academic Achievement.

Kevin Kearns won the 2015 Martin Luther King Leadership Award from the Coro Center for Civic Leadership. Kearns also gave the 2015 commencement address for the Albert Schweitzer Fellowship Program. Kearns has been nominated to serve as President of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), the world’s leading professional association for nonprofit scholars. He has also been nominated for election to the prestigious National Academy of Public Administration (NAPA), an elite group of former top government officials, leading scholars, and consultants on public administration and policy.
Hosting a Fulbright Fellow

In the 2014-15 academic year, the Johnson Institute is hosted Dr. Orest Tarita, Professor and Chair of the Academy of Public Administration in the Republic of Moldova. Dr. Tarita is studying ethics of the civil service in the Republic of Moldova. He spent the year observing and participating in Johnson Institute programs as well as programs in other parts of the University such as the Center for Russian and East European Studies.

Finances and Personnel

Lastly, we continue to be vigorously engaged in efforts to generate financial support for our work. In 2014-15 we received new or continuing grants from the following foundations: RK Mellon Foundation; Hillman Foundation; Grable Foundation; McCune Foundation; and, PNC Charitable Trusts. Also, we have secured a one-year, no cost extension of our grant from the Jewish Healthcare Foundation. In addition, we are grateful for the financial support provided by members of our Advisory Board, and from other individuals who have pledged contributions.

Our quest is for unrestricted grants and earned revenue that can cover our general operating costs. In this respect we are enormously grateful to Dean John Keeler who has pledged an additional $20,000 per year for the next three years. This pledge has been approved by University Provost Patty Beeson, and reflects GSPIA’s and the University’s growing faith in and support of the work of the Johnson Institute.

The financial needs of the Johnson Institute are intertwined with medium-term plans for a leadership transition. Kevin Kearns will likely step down from the directorship of the Institute in 4-6 years. The challenge will be to secure sufficient funding to attract a high-caliber successor and ensure the future of the Institute between the time of Kearns’ retirement and the maturation of the Johnson charitable trust. Thus, the Institute is in the somewhat unusual position of having reasonably secure near-term and long-term support, but highly uncertain support in the medium-term.