

JOHNSON INSTITUTE

For Responsible Leadership

Annual Report

2022-2023



University of
Pittsburgh

Graduate School of Public
and International Affairs

Message from the Director



Greetings from the Johnson Institute for Responsible Leadership, where we are wrapping up another academic year full of exciting events and programs that strengthen and support leadership, experiential learning, and professional development. We are excited to share the highlights of a productive and meaningful year of engagement.

Throughout this report, you'll see the many programs and activities hosted by the Institute to advance our mission of enhancing ethics and accountability in leadership through teaching, research, and public service. I hope you will enjoy reading about them and the incredible leaders with whom we've worked this year, especially women's empowerment activist and this year's Exemplary Leader Award recipient, Dr. Kakenya Ntaiya.

All is made possible, in large part, by our loyal and dedicated community. Your continued support is making a real difference in the lives of our students, who are prepared to meet the many challenges they'll face as they embark on careers in public service. On behalf of the board and leadership team, thank you for all that you do each day to impact our students and communities. We look forward to continued collaboration with you in the coming year!

Congratulations!

Johnson Institute Director Julia Santucci was recognized for her exceptional work as a GSPIA faculty member with the Donald M. Goldstein Teacher of the Year Award. GSPIA Dean Carissa Slotterback had the following to say about her nomination: "As a Senior Lecturer at GSPIA, Julia Santucci is not only an excellent teacher, but also a highly engaged member of our faculty. She consistently brings her knowledge of practice to her classes, creating an engaging learning environment that students seek out year after year. She demonstrates her commitment to students both in the classroom, as well as through her broader work in supporting student professional and leadership development."

Professor Santucci was also recently appointed to President Biden's Intelligence Advisory Board. The President announced her appointment in a [March 3rd statement from the White House](#). The PIAB is an independent element within the Executive Office of the President that advises the President on the effectiveness of the U.S. Intelligence Community.

"I am deeply honored to have been appointed by President Biden to the President's Intelligence Advisory Board. The PIAB plays a unique role in our intelligence system, and I'm excited to serve in this capacity!"

Advisory Board News

We would like to thank our Advisory Board members for their ongoing work to ensure that the Institute is meeting the critical need for responsible leadership in Pittsburgh and the broader community. We are especially grateful to James Kelly, PhD, LSW, Professor Emeritus, Carlow University, who stepped down from the Board this year after many years of dedicated service to the Institute.

We also welcome our newest member, Nicole Madden (MPA '15). Nicole Madden is GSPIA's Director of Development, and a proud alumna of the Johnson Institute. Nicole participated in the Leadership Portfolio Program, where she served on the board of the Young Nonprofit Professionals Network Program (YNPN), and also completed a semester-long consulting project for the Carnegie Science Center as a part of the Nonprofit Clinic. Nicole currently lives in Edgewood with her husband Mike (a GSPIA grad!) and their dog Murphy. They're expecting their first child this fall. Nicole had the following to say about her experience with the Johnson Institute:

“Both LPP and NPC were formative to my GSPIA experience. It was so empowering as a grad student and young adult to play a role in shaping local organizations like YNPN and the Carnegie Science Center. I believe that both of these experiences helped shape my career path and interests.”



Nicole and Mike Madden

Johnson Institute Advisory Board Members

Heather Arnet

Gregg Behr

G. Andrew Bonnewell

Kathy Buechel

George W. Dougherty, Jr.

Peggy Harris

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Sandra Taylor

Miles Wallace

James Weber

Marisa C. Williams

Nancy Zionts

Nonprofit Clinic

In the past 20 years, the Nonprofit Clinic has provided professional consulting services to over 150 area nonprofit organizations on strategic planning, governance, leadership, financial management, social entrepreneurship, and other organizational needs. The Nonprofit Clinic not only provides a unique opportunity for GSPIA students to gain professional consulting experience, but it also provides a highly demanded public service to Pittsburgh-area nonprofit organizations. The Nonprofit Clinic successfully completed another round of projects this Spring, led by two experienced nonprofit consultants, Anne Marie Toccket, a Pitt alumna and founder of Procopia, and Jake Seltman, former Director of Grow Pittsburgh and Managing Director of Strategic Initiatives at Procopia. Student consultants prepared reports addressing a diverse range of challenges, from fundraising plans to a custom strategic planning dashboard. We received applications from 31 nonprofits, and served the following 10 with a consulting team of 15 students:



The Stepping Stone Pathways – Marketing Plan

Ursuline Support Services – DEI Policy

Mount Washington Community Development Corporation – Board Governance Plan

Catholic Charities of the Diocese of Pittsburgh – Strategic Planning Dashboard

The Dragon’s Den – Refreshed Mission, Vision, and Marketing

Forward Allies – Fundraising Plan

Bender Leadership Academy – Logic Model

West View Hub – Program Evaluation

Bible Center Church – Marketing Plan

Building New Hope – Fundraising Plan

We are undertaking an evaluation of the Clinic’s impact, leveraging Anne Marie Toccket’s extensive background and the support of GSPIA’s in-house program evaluation staff. This review will highlight the Clinic’s value in supporting Pittsburgh area nonprofits and identify areas for improvement in future iterations. The Clinic is a valuable resource to both GSPIA students and the Pittsburgh nonprofit community, providing over \$1 million in pro-bono consulting in the past twenty years, and we are excited for what the future holds. We plan to offer the clinic again in Spring 2024, incorporating the results of the evaluation, and have already heard interest from students and nonprofits in participating.

In conjunction with our efforts to build capacity in the area’s nonprofit sector, earlier this year, we brought together a group of local nonprofit leaders for a roundtable discussion on how University partnerships can help them advance their missions and achieve their goals. Following the success of that discussion, we plan to host additional roundtables in the fall and spring of the coming year.

Exemplary Leader: Kakenya Ntaiya



Dr. Ntaiya and Director Santucci

As of Spring 2023, we have honored 25 Emerging and Exemplary leaders through our [Leadership Award Series](#).

On March 27, 2022, we recognized Dr. Kakenya Ntaiya, founder of Kakenya's Dream, with the 2022 Exemplary Leader Award in a public event and lecture. We hosted this event in partnership with the University Center for International Studies and GSPIA's Ford Institute for Human Security. Dr. Ntaiya is a renowned advocate for girls' health and human rights, who has dedicated her life to creating lasting change in rural communities across Africa. Her work advancing gender equality and ensuring the full

participation of women and girls is vital to building a secure, stable, and prosperous future for communities around the world.

In her lecture, Dr. Ntaiya shared her own experience growing up in Kenya, including escaping child marriage and earning her village elders' support for her studies in the United States. She then founded Kakenya's Dream and opened a school for girls in her rural village to ensure that future generations of Masai girls receive the same opportunities to continue their educations. Kakenya's Dream now operates two schools and a medical center, through which it works to change cultural norms around women and girls in these communities.

[A recording of the award ceremony and lecture can be found here](#). During her visit, Dr. Ntaiya also met with students in GSPIA's Students of Color Alliance, the Department of Education, the University Center for International Studies, and at Oakland Catholic High School. We are currently researching our 12th case study on Dr. Ntaiya's exceptional history of leadership and commitment to service.

“It was an immense pleasure to be able to have a private meeting with Dr. Kakenya Ntaiya and the Students of Color Alliance. Not only did we get amazing advice but had a great conversation, we laughed and discussed the world, our time at Pitt, as well our interests and what we wanted to do in the future. Dr Ntaiya stands as an inspiration and model for what we all should strive to be like. Thank you so much to the Johnson Institute for allowing us to have this opportunity.”

-Matt McKenzie (MPIA '24), Students of Color Alliance Executive Board

Kevin Kearns Endowed Student Resource Fund



This year, we launched the Kevin Kearns Endowed Student Resource Fund. Named for Dr. Kevin Kearns, professor emeritus and founding Director of the Johnson Institute, this fund provides small grants to GSPIA students pursuing extracurricular activities that support their leadership development, such as attending conferences and engaging with the nonprofit community. These additional funds allow students to pursue their own leadership development outside the classroom in a wide array of activities. We would like to extend a special thanks to the many donors who made this fund possible, including the Grable Foundation and the Jewish Healthcare Foundation.

This spring, Juliana Nike Ndaumanu (MPIA/International Political Economy '24), became the first student to receive funding from the Kearns Fund to support her attendance at the 67th UN Commission on the Status of Women in New York City. Through this experience, Nike was able to hear from several prominent global leaders including the U.N. Secretary-General and the Executive Director of U.N. Women. We hope that this experience will be the first of many opportunities extended to GSPIA students seeking to bolster their leadership development. Funding is available year-round, and we are eager to share the recipients' experiences and continue this opportunity into the future.



“I’m so thrilled to be in the same room with most of the women leaders from government, NGOs/civic society, and profit/business sectors. They are sharing their best practices and inspiring stories through any issues.

Everyone comes with a solution-oriented mind that becomes the interesting part of the conference.”

-Juliana Nike Ndaumanu (MPA '24)

Frances Hesselbein Leadership Forum

It is with great sadness that we remember the passing of Frances Hesselbein, our mentor, friend, and the namesake of the Frances Hesselbein Leadership Forum. Frances was an inspiration to all of us, and we will all remember her many years of service and her lifelong commitment to values-based leadership. Her eternal optimism—as she frequently said, “even my blood type is B positive!”—serves as a beacon in these difficult times. In memory of Frances’ lifetime of dedicated service, the Forum published a special edition of *Leader to Leader* containing some of her most powerful columns from over the years. [You can read the special edition here.](#)



Frances Hesselbein

Frances’ Celebration of Life was held on February 4, 2023 at St. Bart’s in New York City. [You can watch the recording here.](#)

Hesselbein Lecture Series

The Hesselbein Lecture series features proven leaders and thoughtful scholars presenting state-of-the-art ideas on leadership theory and practice, with a focus on public and nonprofit organizations. The Hesselbein Forum welcomed FBI Supervisory Special Agent (SSA) Vineet Gill on November 10th to present “Leadership: Making an Impact by Serving Others” in an event co-hosted with Pitt Cyber.



Left to Right: Pitt Cyber Executive Director Beth Schwanke, Founding Director David Hickton, SSA Gill, and Johnson Institute Director Julia Santucci

SSA Gill serves in the FBI’s Cyber Division, where he manages the Bureau’s largest online undercover platform. He is a U.S. Army veteran who deployed overseas in 2002 and 2003 to support Operation Enduring Freedom. SSA Gill spoke at length about the foundations of leadership with examples from his personal and professional life. He highlighted the value of servant leadership, stating “When I say impact, I mean how many people have you empowered?” The event was of particular interest to students in the Security and Intelligence studies field, but SSA Gill espoused leadership principles that can be useful to leaders in all sectors.

Leadership Program in International Affairs

This Spring, 16 students participated in the Leadership Program in International Affairs, an extracurricular leadership development program that trains students to be effective international leaders and to deal effectively with leaders from other cultures. Students learned from guest speakers with extensive global experience, including Lieutenant Colonel and Army War College Fellow Kurt Page, Eco-Soap Founder Samir Lakhani, and Foreign Service Officer and US Senior Official for Asia-Pacific Economic Cooperation (APEC) Matt Murray (MPIA '97).

During the program, students completed their own leadership analyses on an international leader of their choosing, learning how to analyze leaders from afar and consider strategies for dealing with them. 90 students have completed the LPIA to date, and many have reported personal and professional benefits in international leadership.



2023 LPIA Cohort

Executive Coach Brigette Bethea

The Hesselbein Executive Coach program brings established leaders to campus that partake in a GSPIA residency, serving as mentor and coach to students, and counsel to faculty and staff. This year, we continue to host Brigette Bethea, Owner and Lead Strategist of ULEADx, as our Executive Coach. Brigette brings a wealth of experience from working in intelligence, education, and the nonprofit sectors. This year, Brigette hosted six “Coaching and Coffee” sessions focused on topics such as time management and goal-setting, as well as a workshop on networking that was attended by over 40 GSPIA students & faculty.



Brigette Bethea

“Through Brigette’s coaching and coffee sessions, I learned tangibles skills in time management and goal planning that helped me achieve my academic and professional goals. She is also very approachable and a great person to have as a friend and advisor.”

–GSPIA Student

Community Partnership Award

The Hesselbein Forum has partnered with Mutual of America to support its Community Partnership Award for over 27 years. It focuses on meaningful projects created in partnership to address social challenges. This past year, Forum staff and students reviewed over 400 applications and selected 25 finalists. In honor of Frances’ lifetime of dedicated community-based work and longstanding involvement with the Community Partnership Award Competition, Mutual of America established the Frances R. Hesselbein Award. The award gives \$50,000 to a partnership that is addressing social challenges in more than one community or that demonstrates the potential to be replicated in other communities. In total, Mutual awards \$350,000 annually to recognize deserving nonprofits that engage in meaningful partnerships for the benefit of their communities.

Leader to Leader

We enjoyed another successful year of publishing *Leader to Leader*, a quarterly journal which features successful leaders from the nonprofit, public, and private sectors sharing advice with one another that transcends industry and sector.

In the Fall 2022 issue, Craig Dowden, an executive coach with the Forbes Coaches Council and award-winning speaker, writes about authentic leadership in his article “Mastering Authentic Leadership: A Foundational Quality for Working Together”. He emphasizes the importance understanding both minds and hearts as leader, drawing on research and personal experience.

The Winter 2023 issue includes reflections and a tribute to founder and longtime editor-in-chief and columnist, Frances Hesselbein. Also included is an article from Frances Hesselbein and Sarah MacArthur, Co-Editors-In-Chief, titled “The Elephant in the Dark,” a reflection on the 1974 book by the same title. It also included “Arrive and Thrive: Committing to the Work of the Inclusive Leader” by Susan MacKenty Brady, Deloitte Ellen Gabriel Chair for Women & Leadership, Janet Foutty, Executive Chair of the Board of Deloitte US, and Lynn Perry Wooten, President of Simmons College, and “For Next Generation Leaders, Reflection Plus Risk Equals Rewards” by Michael Kurland, CEO of Branded Group., Inc.

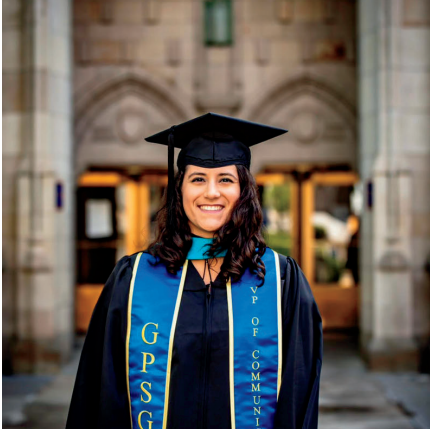
The Spring 2023 issue highlights include “Great Leaders Deliver Great Results” from Dr. Patti P. Phillips and Dr. Jack J. Phillips, co-authors of *Show the Value of What You Do*. Another highlight is speaker and leadership coach John Baldoni’s “Leading With Grace When The Pressure Is On” which addresses the importance of remaining calm in moments of uncertainty and chaos.

The Summer 2023 issue features an article by former Ford Motor Company CEO Alan Mulally and leadership writer and academic Marilyn Gist titled “The Case for Leader Morality.” In this important piece, Mulally and Gist argue that “as our world has become more divided and individualized, we need a return to core moral virtues of humility, honesty, and courage to guide leader behavior. In the words of Frances Hesselbein, ‘Leadership is a matter of how to be, not how to do. It is the quality and character of the leader that determines the performance and results.’”



We invite you to stay up-to-date on the latest issues via the *Leader to Leader* website or to sign up for our Leadership Tip of the Day email, which is drawn from *Leader to Leader* articles.

Congratulations Graduates!



Evelyn Zamora-Vargas

“Since leaving my position as a Nonprofit Operations Manager at the Johnson Institute, I became the Vice President of Communications for the Graduate and Professional Student Government at the University of Pittsburgh. Last summer, I conducted academic fieldwork in La Paz Bolivia, where I interviewed members of Congress as part of a longitudinal research project studying Parliamentary Elites in Latin America in collaboration with the University of Salamanca. I became a recipient of the Foreign Language and

Area Studies Fellowship in Brazilian Portuguese through the Department of Education. I am in pursuit of the same fellowship to study Portuguese this summer in Rio de Janeiro. I was promoted as a Research Associate in cyber intelligence at the National Cyber Forensics and Training Alliance.”



Tim Mullen

Tim Mullen graduated in Spring 2023 with a Master of Public and International Affairs degree, with a concentration in Security and Intelligence Studies. Tim was the Hesselbein Forum’s Operations Manager during his second year at GSPIA. He remained with the Institute throughout the summer as a grant proposal evaluator for the Community Partnership Award. Tim created an online database for the Johnson Institute’s Nonprofit Library, managed the Hesselbein Forum’s Tip of the Day newsletter, assisted with

the Hesselbein Leadership in International Affairs Program, and helped organize Coaching and Coffee events. Tim wants to be a leader in the world of international affairs and believes the Johnson Institute improved his leadership and technical skills. He is currently pursuing full-time employment.

“My experience at the Johnson Institute sharpened my leadership abilities and professional skills so that I can effectively pursue a career serving the global community. My colleagues and advisors at the Johnson Institute were indispensable resources to who I credit for my success at GSPIA.”

Alumni Highlights



Tristen Thakar

Tristen Thakar graduated in the Fall of 2022 with a Master of Public and International Affairs, where he majored in Human Security. In the Spring of 2022, Tristen participated in the Nonprofit clinic, where he worked as a management consultant for Multiplying Good. During this time Tristen worked with leaders of the organization to develop the ChangeMakers Young Professionals program for Pittsburgh, which is now in its second year of operation. Post-graduation, Tristen was hired by Big Brothers Big Sisters of Greater Pittsburgh, where he works to engage with community partners around the region in order to give volunteers, mentoring partnerships, staff, and families access to needed resources and opportunities through his role

of Engagement Specialist. In his spare time, he likes to travel with his fiancé and spend time with family and friends.

“The Johnson Institute has helped me and many others become powerful leaders. This is achieved through the support of the amazing staff, who work extremely hard each day to create an environment where students can gain the skills and confidence needed to reach their true potential.”



Joyce Pagan

Joyce Pagan currently works as a legislative aide in the Office of Councilman Bruce A. Kraus. She says, “what I enjoy about this job is the diversity of responsibilities that I am tasked with as well as my front-facing role. I also work with every department in the city along with a range of stakeholders, which has taught me not only how local government works, but also what resources are available to our constituents. Some of my favorite City employees are GSPIA grads!”

Joyce participated in the Nonprofit Clinic during her final semester at GSPIA, where she served as a consultant to three Community College of Allegheny County centers. Her work centered on developing a viable internal and external marketing and communication strategy to meet the unique needs and demands of each center.

“Participating in the Nonprofit Clinic was an invaluable experience. I was able to apply everything I’d learned the three semesters prior to my work as a management consultant and it was deeply rewarding to provide such well-thought-out solutions to CCAC.”



In December, Director Santucci joined 20 alumni of the Hesselbein Forum Leadership Program in International Affairs (LPIA) for a happy hour in Washington, D.C. These alumni are within the first 5 years of their careers in government and the private and nonprofit sectors, and they are already having incredible impact on U.S. diplomacy, national security and defense policy, monetary policy, and more. Director Santucci said,

“I was thrilled to see how much these young alumni are thriving in their personal and professional lives, and to hear them give credit to Hesselbein Forum programs for contributing to their success.”



Miguel Ortiz

Dr. Miguel Ortiz graduated from GSPIA with a Master's of International Development. He participated in the Nonprofit clinic capstone program where he worked with to develop a strategic plan for a local nonprofit food pantry. After graduation he continued to practice veterinary medicine while exploring the nonprofit sector locally and studying for the boards exam of the American College of Veterinary Preventive Medicine. Recently, Miguel accepted the Chief Lifesaving Officer position at Animal Friends. In his new role he will help oversee a nonprofit animal shelter and wellness center just north of Pittsburgh. He strives to improve the care of animals

as well as build community partnership to address the root causes of pet homelessness and the inequitable access to veterinary services. Miguel also serves on the Board of Directors for The Viticus Group, a nonprofit post-graduate education provider for veterinarians and other medical professionals.

“Getting to work side by side with nonprofit leaders in the community was very inspirational and rewarding part of my GSPIA tenure”

Emma Yourd

After graduating from GSPIA in April 2020, Emma Yourd found a job with the Forbes Funds, a Pittsburgh-based foundation that builds the capacity of nonprofits to further their mission work. She worked there as the Senior Grants Manager and oversaw the Management Assistance Grant portfolio, helping nonprofit collaboratives on shared strategic initiatives.

After 18 months, Emma left the Forbes Funds for an opportunity at the Advanced Robotics for Manufacturing (ARM) Institute. In this role, she bridges the gap between Pittsburgh's tech sector and community-based



organizations, with the goal of growing our advanced manufacturing workforce. Emma is also currently running for Pittsburgh Public School Board in District 6, which covers the Beechview, Brookline, and Banksville neighborhoods along with parts of Mount Washington.

“The values that I strengthened during the Leadership Portfolio Program – about service-driven, ethical and empathetic leadership – are guiding my campaign and the conversations I'm having with community members. I look forward to working with our teachers, students, administrators, and parents to make our schools safe places for learning and to expand our career technical education programs to help students take advantage of every opportunity available to them.”

Johnson Institute Staff



Doreen Hernández, Administrator

Doreen Hernández is the Administrator at the Johnson Institute for Responsible Leadership and the Frances Hesselbein Leadership Forum at Pitt's Graduate School of Public and International Affairs (GSPIA). Born and raised in Guatemala, Doreen is very proud of her heritage. Her passion and enthusiasm motivated her to coordinate efforts to create the University of Pittsburgh's Hispanic Latino Professional Association (HLPAs), an organization that she co-chairs alongside an amazing group of talented Pitt staff and faculty. She is also a member of the Latinx Hispanic Heritage Month Planning Committee, a city of Pittsburgh and regional colleges yearly initiative, since its inception in 2018. Serves in Pitt's Latinx cluster-hiring initiative created to increase the number of faculty focused on Latinx issues throughout the various departments and schools of the University. And in 2022, she co-chaired the international Latinx Connect Conference for which she earned recognition and an award. Committed to diversity, equity, and inclusion, Doreen also serves on various committees focused on empowering young adults. H2P!



Dan Rudy, Nonprofit Operations Manager

Dan Rudy is a second-year Master of Public Administration student studying Policy Research and Analysis. He is writing a master's thesis on strategic capital management in Pennsylvania Municipal Governments. At the Johnson Institute, Dan serves as the Nonprofit Operations Manager, where he supports the Nonprofit Clinic and the Institute's other initiatives in building nonprofit capacity in the Pittsburgh region. Dan previously worked as the CFO and COO of NACURH, a nonprofit that supports student leadership opportunities across the US and Canada. After completing his master's degree, Dan hopes to pursue a PhD to build on his current research and eventually pursue a career in local government.

“The Johnson Institute bridges the gap between the classroom and real world, giving students a powerful opportunity to build their leadership abilities. It also does exceptional work in bringing together the university community, nonprofits, and other stakeholders in the region for everyone's benefit.”



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