



30TH ANNIVERSARY
COMMEMORATIVE COLLECTION

DEVELOPING LEADERS:
**REFLECTING ON THE CHILDREN
AND FAMILY FELLOWSHIP**



THE ANNIE E. CASEY FOUNDATION



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AND FAMILY FELLOWSHIP**

30TH ANNIVERSARY COMMEMORATIVE COLLECTION

The Annie E. Casey Foundation is a private philanthropy that creates a brighter future for the nation's children and youth by developing solutions to strengthen families, build paths to economic opportunity and transform struggling communities into safer and healthier places to live, work and grow.

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FROM THE PRESIDENTS

In 1993, the Annie E. Casey Foundation launched the Children and Family Fellowship with a straightforward goal: provide social-sector leaders with the tools, skills and approaches necessary to achieve longstanding system reform. The Foundation believed that leadership could be a key ingredient in the hard work of system transformation and community change on behalf of children, youth and families.

As the three people who have had the privilege of leading the Foundation as president, we have each enjoyed watching the accomplishments of the 155 participants in the Fellowship during the years since — and of seeing this investment in leadership development pay off for young people and families. Through 12 Fellowship classes, we have tested our hypothesis repeatedly and stand firm in our belief that results-driven leaders can help position all young people to succeed, no matter their race, ethnicity or ZIP code.

Leaders from every corner of the United States have used the Fellowship experience and the support of the Fellowship Network to lead with purpose — even in the face of daily crises, unpredictable funding, administration changes, social upheavals and a pandemic. We have seen Fellows move into positions of greater influence, scope and scale over their careers and deepen their commitment to leading for equitable results. By concentrating on specific and targeted strategies for those most in need, they have helped all kids and families have what they need to thrive.



Now in its 30th year, the Children and Family Fellowship remains a powerful catalyst for measurable improvements in child and family well-being. The Casey Fellows are a dynamic cadre who continue to lead with urgency, heart and passion, and with clarity that equity and results form a non-negotiable North Star.

This book pays tribute to the Fellows and to the Fellowship. We've been honored to have launched and sustained the Fellowship for its first 30 years and look forward to its bright future.

Lisa Hamilton
President, 2019 to present

Patrick McCarthy
President, 2010-2019

Doug Nelson
President, 1990-2010

ABOUT THE FELLOWSHIP

Strong results-driven leaders with the vision, skills and ability to champion and drive change are essential to making a lasting difference for large numbers of children, youth, families and communities. The Children and Family Fellowship® is the Annie E. Casey Foundation's signature program to develop this potential in leaders of public, nonprofit and philanthropic organizations.

Celebrating its 30th anniversary in 2023, the program has hosted 12 Fellowship classes, totaling 155 Fellows. The Fellowship brings together midcareer leaders from varied professional backgrounds, geographic regions and racial and ethnic groups who are ready for significant professional growth and expanded leadership roles. It increases the pool of diverse, visionary leaders with the confidence and competence to lead and sustain major system reforms and community change initiatives.

This executive leadership program attracts individuals who lead with passion. They inspire others to action and persevere, often against great odds. They are motivated by the trials and triumphs of their families and communities — and by mentors who inspired them.

The Fellows are dynamic leaders from a wide variety of backgrounds. Their work spans the fields of education, juvenile justice, philanthropy, child welfare, economic development, housing, mental health and research and evaluation, and often involves cross-sector collaboration. Although they work in different disciplines, they share a common set of beliefs:

- All children, youth and families deserve to thrive, not just survive.
- The people closest to a problem should drive the solutions.
- Data can both mask and illuminate entrenched disparities.
- Small solutions are not enough.



As the Fellows learn about and apply the competencies of Results Count® — Casey's approach to leadership development — they leverage data and drive decision-making around concrete goals. Fellows think strategically, get things done and measure the difference they are making for the well-being of the nation's children, youth and families; their communities; and the systems that serve them.

The Foundation maintains a national network of alumni Fellows that convenes annually and provides ongoing peer support and leadership development.

FROM THE NETWORK CHAIRS

We've all been in programs, fellowships and groups that have a particular experience together, and then we become alumni — maybe subsequently sharing an e-mail list or occasional check-ins or only memories. Being an alum of the Casey Fellowship is different. The alumni network is robust, engaged and connected. The Fellowship isn't just the Fellowship experience itself; it's also lifetime membership in a community of leaders collectively committed to change on behalf of children, youth and families and committed to each other.

The Fellowship Alumni Network elects chairs and a steering committee to lead and coordinate the activities of the network, to ensure that we stay connected and have opportunities to come together, and to engage in each other's work and lives. Fellows work together on committees to plan gatherings and learning opportunities. Thanks to the Casey Foundation, which initially brought us together and continues to support our gatherings year after year, we maintain meaningful, impactful and lifelong relationships.

On this 30th anniversary of the Fellowship, we marvel at and are grateful for the strong participation of our community of Fellows, who stay involved and are consistently eager for opportunities to connect and consult with each other. Class 1 is just as involved as the most recent class of Fellows. When we gathered for the first time in three years after the COVID pandemic, the hotel staff where we held the gathering kept remarking on the sheer joy that was present as we saw each other again.

Shana Brodnax Reid and Joe Miller, Co-Chairs 2020–2023

Larry Murray, Chair 2017–2019, 2002–2003

Carla Dartis, Chair 2014–2016

Steven McCullough, Chair 2011–2013

Janet Carter, Chair 2008–2010

In these pages, you'll see that Fellows count on each other for courageous conversations, learning and honest feedback. We often partner in our work. We help each other become a better version of ourselves in service of equitable results for children and families. In addition to our best thinking, we offer each other support, caring, love and joy. We are more than a collection of individual Fellows and even more than a collection of Fellowship classes. Together, we've built a community that shores us up in the hard moments and lifts us up in the good — and being a leader focused on systems change offers plenty of both.

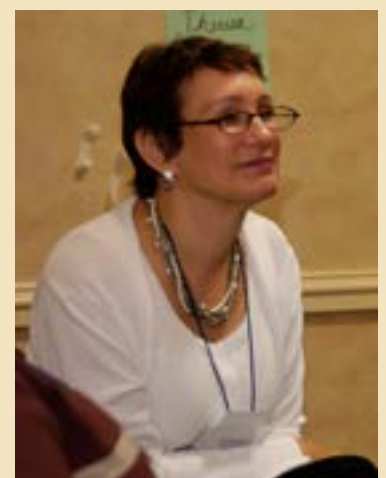


Molly McGrath Tierney, Chair 2006–2007

Yolie Flores, Chair 2004–2005

Brenda Donald, Chair 2000–2001

In Memoriam Kim McGaughey, the first Network Chair 1995–1999



CLASS PHOTOS



CLASS 1 - 1993

(Left to right) Marian Wright Edelman (guest), Jane Tewksbury, Soraya Coley, Elena Pell, Michael Laracy, Yolie Flores, Kim McGaughey, BJ Walker, Dolores Briones, Lawrence Murray, Michael Suntag

CLASS 2 - 1995

(Top to Bottom) Charles Fishman, Lynn Fallin, Trine Bech, Joseph Lam, Christine McPherson, Chet Hewitt, Brenda Donald, Johng Ho Song, Ken Patterson



CLASS 3 - 1997

(Seated) Sandra Barnhill, Dennis Campa,
Wendy Jacobson, Gary Ivory

(Standing) Thanh Xuan Nguyen, Keith
Sykes, Frances Kunreuther, Jean
Thomases, Edward Chisolm, Helen
Muñoz-Baras



CLASS 4 - 1999

(Front) Norma Hatot, Peggy Mainor,
Linda Asato, Mitchell Salazar

(Back) Craig Levine, Carolyn Hayden,
Leann Ayers, Abel Ortiz, Carla Dartis,
Grant Jones



CLASS 5 - 2001

(Seated) Patricia Zuluaga, Molly McGrath Tierney, Myriam Monsalve-Serna, Norman Yee, Ann Woodward

(Standing) Guitele Nicoleau, Robert Velasco II, Teresa Markowitz, Theresa Mayberry-Pruitt, Sandra Wilke

CLASS 6 - 2003

(Seated) Azim Ramelize, Melorra Sochet, Azadeh Khalili

(Standing) Jo-Anne Henry, Jorge Salazar, Jr., Janet Carter, Monica Villalta, Tara Muhlhauser, John Zalenski, Valerie Russo



CLASS 7 - 2007-2008

(Front) Tyronda Minter, Tony Thurmond, Karen Baynes-Dunning, Juanita Valdez-Cox, Marian Urquilla, Robin Brule'

(Middle) Steven McCullough, Fred Blackwell, Alice Shobe, Dana Jackson, Chris McInnish, Rafael López

(Back) Anne Williams-Isom, Vinodh Kutty, Daniel Cardinali, Douglas Ammar



CLASS 8 - 2010-2011

(Front) Jeff Edmondson, Carnitra D. White, Trenny Stovall, Heidi McIntosh, Daniel Dodd-Ramirez, Sandra Gasca

(Middle) Elizabeth Black, Christopher Caruso, Hyeok Kim, Ryan Chao, Tanya A. Royster, David Jackson, Michael McAfee

(Back) Sam Cobbs, Henrietta Muñoz, Enid Rey, Gloria O'Neill, Ron Jackson



CLASS 9 - 2013-2014



(Front) Hasan Davis, Maria Su, Kammi Siemens, Bobbi Macdonald, Erin Stucky, David Newell, Ryan Smith

(Middle) Joe Miller, Angela Romans, Arva Rice, Anthony Santiago, Shana Brodnax Reid, Donovan Duncan

(Back) Catherine Lester, Kim Pattillo Brownson, Paul Buddenhagen

CLASS 10 - 2016-2017

(Front) Esther Shin, Stacy Spann, Felipe Franco, Ritika Sharma Kurup, Kristen McDonald Rivet, Frank Prado

(Second) Mark Payne, Matthew Randazzo, Josephine Wong, Ira Lustbader, Bobby Cagle

(Third) Susan Thomas, Dreama Gentry

(Back) Deepmalya Ghosh, Kristie Stutler, Raquel Donoso



CLASS II - 2019-2021



(Front) Kristen Harper, Ed Center, Alicia Guevara Warren, Iris Zuniga, Grace Bonilla, Regina Cannon, Bharti Wah, Karla Pleitez Howell

(Back) Alison Kear, Muneer Karcher-Ramos, Charles Bradley, Erika Van Buren, Kristy Snyder, Marlo Johnson, Sarah Jonas

CLASS I2 - 2022-2024

(Front) Sharonica Hardin-Bartley, Jodi Hill-Lilly, Punita Dani Thurman, Kassi Longoria, Sarah Neville-Morgan, Kimberly Stubblefield

(Back) Angelo Gonzales, Andrew Johnson, Malik Benjamin, Ali Knight, Shaheer Mustafa, James Liou, Sherman Whites, Kevin Williams, Ryan Estes



DEVELOPING LEADERS: REFLECTING ON THE CHILDREN AND FAMILY FELLOWSHIP

RESULTS AND EQUITY

What results are you most proud of, and how did your leadership make a difference?

How did the Fellowship experience sharpen or deepen your effectiveness as a leader for equitable results?



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The Fellowship enables collective action even as we walk our separate leadership paths by giving us the gift of each other as counselors, mentors, confidantes and fellow “good and necessary troublemakers.” The results I am most proud of during my 20 years as a Fellow have all been heavily influenced and collectively crafted by the advice and counsel of the Fellowship Network.

Janet Carter, Class 6

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The Fellowship deepened my ability to stretch between introvert and extrovert, thinking and feeling, and intuiting and sensing, which has allowed me to become an ambassador for aligned action.

Malik Benjamin, Class 12

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The Fellowship gave me the opportunity to exercise new approaches to work with groups of people, resulting in newfound confidence in my own abilities. This confidence was a big factor that led me into the political arena for 16 years. During my eight years on the San Francisco Board of Education and eight years serving on the Board of Supervisors, I was able to rise to leadership roles and create a variety of new policies impacting services for children and families. I am especially proud of the work I did to create San Francisco’s Early Care and Education system.

Norman Yee, Class 5

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I am most proud of expanding access to quality school options for parents with children at the Los Angeles Unified School District. As a school board member, I focused quite intentionally on breaking the culture of failure for historically marginalized children and young people by lifting the voices of parents and families who for too long had been ignored. I capitalized on a unique opportunity (the building of 50 new schools), used data to make the case and enlisted parent groups, civic organizations and city leaders to push for an innovative approach for opening new schools and transforming chronically underperforming schools via a process called Public School Choice. The result, over a five-year period, was 81,000 children having access to high-quality schools.

Yolie Flores, Class 1



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Less than half of Black students living in Far Rockaway were graduating from high school in 2015. In any analysis of graduation trends there over the past 10 years, the only period of success in turning the tide for our Black men and women toward staying connected and preventing dropping out was during the time that the Dropout Prevention Taskforce convened. The trend line looks like a V. The taskforce strategy was a result of the leadership investment made in me through the Casey Fellowship, which directly impacted Southern Queens and the Rockaways. To lead through results-driven facilitation of cross-sector groups who are closest to those we serve, requires management of inter-conflict by shining a light on the lack of trust service providers have in sharing a result. This can either deter or catalyze partners in a collective toward action. The Fellowship experience deepened my effectiveness in leading groups toward equitable results, moving talk to action.

Deepmalya Ghosh, Class 10



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I am most proud of the results we have achieved around well-being. The youth justice system typically measures things like “how many youth were served” and “recidivism rates.” We were able to move beyond those indicators and have young people share their perspectives on the experiences they had in our Positive Youth Development programs related to well-being. Between January 2022 and April 2023, 86% of young people (277 responses) reported that they enjoyed their experience, 88% reported that they learned from the program, 81% reported that they made a connection with a positive adult, 88% reported that they felt listened to and 90% felt safe. The Fellowship experience sharpened my effectiveness as a leader by creating space for me to reflect and connect my journey as a person to how I show up as a leader. It also allowed me to explore new frameworks and concepts that deepened my effectiveness as a systems thinker and an adaptive leader, thinking and acting politically while staying focused on equitable results for those most burdened by systems.

Kevin Williams, Class 12

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Initially, I was sure that the Fellowship would be another one of “those games” you have to play to reach equality among your national peers. When you fight your way out of a U.S.-Mexico border barrio, you learn to only trust your instincts. You do not seek guidance from a bunch of so-called “national leaders.” How could a group of “outsiders” who have earned leadership positions in other communities so different from mine possibly relate to, much less assist me with, my very personal quest? The Fellows I have had the privilege of meeting, befriending and most of all sharing my passion with have opened my eyes and my heart to sharing my leadership skills to reach more children, more families in need. Each Fellow brings a unique story. The Foundation empowered me to share my personal quest and has ingrained in me that I am not alone in this overwhelming quest! MUCHAS GRACIAS!! Casey Fellowship for 30 years of building leadership for a better future for our children, families and our country’s quest for equity. Si Se Puede!

Jorge Salazar, Jr., Class 6



I am proud of the results and reforms implemented in New York state and New York City for the past 20 years, starting in 2005, with the creation of the City Challenge Aftercare Day programs to support youth and families being reunified in Brooklyn. This was the first in a series of statewide efforts in family support services, which led to a 52% reduction in young people in youth prisons through 2010. In my role with the state's Office of Children and Family Services, this reduction enabled me to close 31 facilities. The reduction in placements was also accompanied by a 26% decrease in misdemeanor arrests and a 14% decrease in felony arrests from 2008 to 2012. I am most proud of my recent efforts, starting in October 2017 through October 2019, to implement Raise the Age and move all 16- and 17-year-olds out of Rikers Island Correctional Facility. The dehumanization of these young adults within the correctional system solidified my commitment to reform the adult legal system's treatment of young adults.

Felipe A. Franco, Class 10



I came into Fellowship with the desired impact of serving transitional-age youth in Anchorage. I soon realized this was not enough. I am most proud of statewide work and bringing in renewable funding for youth programs across the state. My sights are set upstream and downstream to serve young people without a declaration of homelessness. The Fellowship increased my understanding of how to lead an organization that prioritizes the use of data to determine if all outcomes are equitable.

Alison Kear, Class 11



Almost 10 years ago I became a member of Class 9. To say I was elated would be an understatement. I had taken over a legacy agency that had not invested in results in a really long time. I was thrilled about what I would learn and, quite honestly, the validation I believed being a Casey Fellow would command with our national office. What followed was one of the hardest 15 months of my life. Despite the challenges, I have learned so much from this Fellowship, and I am a better leader as a result. There are ideas and concepts that I use daily, including Myers-Briggs, Results-Based Accountability and Person-Role-System. I have copied Casey Fellow documents and shared materials with my staff, grantees and program partners. This summer, my agency will complete our data dashboard and step fully into RBA. The network of Casey Fellows is exceptional, and I feel blessed to know the incredible leaders in Class 9. Thank you for all the lessons that this Fellowship taught and continues to teach me. And thank you for helping me realize that all the validation I needed was within me.

Arva Rice, Class 9





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Suddenly I was a Casey Fellow; I had left the trenches of front-line child psychiatric care and joined a unique group of fellow travelers, all committed to transforming children’s services. I realized then and now that Results-Based Accountability (RBA) developed by Mark Friedman was my most important Fellowship lesson. Ten years later, I was recruited to Auckland, New Zealand, as the clinical director of a residential program for adolescents riddled with lifetimes of failed treatments. I asked Mark Friedman to work with me to incorporate RBA and family therapy into the program. Our goal was simple: well-functioning children and families with measurable outcomes. We persevered and the agency produced improved outcomes. I wrote a book to memorialize the learnings of this motivated group. *Performance-Based Family Therapy: A Therapist’s Guide to Measurable Change* was published in 2022 (Routledge). As I reflect on my trip to the Fellowship for that invaluable year, and the many meetings that transpired over the past three decades, I realize it has been a personal bonanza.

Charles Fishman, Class 2

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While I have been a leader in the racial justice space for several years, the Fellowship has afforded me the opportunity to deepen my understanding of how to work more effectively toward achieving equitable results. Specifically, the practice of being bold enough to use my “superpowers” to take calculated risks to effectuate real change has been inexplicably valuable to my leadership development. I’ve learned to leverage my privilege for the good, while being laser focused on moving the needle toward desired outcomes. I learned the significance of developing a hypothesis with people with lived experience and strategically using a theory of change to collaborate with all key partners to work toward achieving goals. This approach is essential, particularly when doing racial justice work that intends to yield sustainable and equitable outcomes.

Jodi Hill-Lilly, Class 12



PolicyLink has brought racial and economic equity to all three sectors! We are accelerating work that ensures the nearly 100 million people in America who are economically insecure are able to participate in an equitable economy, a flourishing multiracial democracy and thriving communities of opportunity. I'm most proud of improving education, health and social outcomes for more than 300,000 children, launching the corporate racial equity work, launching our Racial Equity Governing Agenda work and drafting the two racial equity executive orders signed by President Biden. We have secured more than \$5 billion in policy wins and passed some of the strongest tenant protection and police use-of-force bills in the country. The Fellowship has equipped me with the technical tools to be a results-based leader and the adaptive skills necessary to transform PolicyLink into one of the most results-based think tanks in America.

Michael McAfee, Class 8



I'm incredibly grateful for and proud of how the Fellowship has helped me sharpen the focus of my organization's work to incorporate systems change into the approach to achieving equitable results. As an organization that's historically focused on direct service, the Fellowship, the Results Count framework and other tools that center and elevate equity have helped me and the organization to navigate the growing pains associated with evolving our mission. As a leader, the Fellowship and the tools of the program helped me identify my growth edges and lift my line of sight in service of growing as an instrument of change.

Ali Knight, Class 12



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There are few days that I don't think about the Fellowship. Barely a week goes by without me bringing up the Fellowship with the many folks in my world: our staff, my board, other funders, nonprofit collaborators and, yes, even my wife. I am forever thankful for the Foundation's massive investment in me, my leadership and, indirectly, in my work. That investment wasn't over when my Fellowship ended in 2008. It continues into the present day. The Fellowship Network has been an invaluable resource — particularly as my work, the challenges and the opportunities for greater impact have grown. The Fellowship transformed the way I engage in community work. It transformed our organization — the Georgia Justice Project (GJP). And though it sounds haughty, it's not too far of a stretch to say that, due to the Fellowship, the lives of millions of Georgians affected by the criminal legal system have been changed. The Fellowship has been nothing short of a blessing. It radically changed the way I and GJP show up in community. The impact continues. I am so thankful.

Doug Ammar, Class 7

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The Fellowship experience played a pivotal role in shaping my leadership abilities and my contributions to achieving equitable systems change. Through the guidance and support of both the faculty and my peers, I gained valuable clarity regarding my own stance on systems change and developed the confidence to lead with a focus on racial and ethnic equity. Prior to joining the Fellowship in 2016, I had never even disaggregated data in any of my previous roles. However, since participating in the program, I have consistently approached all my work by prioritizing marginalized communities and advocating for racial equity. I firmly believe that the successful outcomes I have achieved in both community and national settings over the past eight years, as well as the recognition my efforts have received, would not have been possible without the transformative experience of the Fellowship.

Ritika Sharma Kurup, Class 10

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I am most proud of my personal contributions in helping keep young people across the United States in the least restrictive environment. I have recently been promoted to president and CEO of Youth Advocate Programs, Inc. (YAP), which positions me to have an even greater impact beyond the 18,000 plus young people that we serve annually. In addition, I am proud of the work that I did at the Enterprise Foundation. As the national director of the Community Assets Division, I helped integrate community safety and wraparound services for residents of low-income housing. In both roles, my experience as a Fellow greatly informed my work. The RBA framework, emotional intelligence and the focus on results have been invaluable in my leadership. I have also developed a leadership institute at YAP that leverages my learnings in the Fellowship. I am able to be a “reflective practitioner” and lead a team of 2,200 plus staff nationally and globally. I have also used my learnings to center equity through a diversity, equity and inclusion effort that we are implementing at YAP. I think about disparities and equity in a different way because of the Fellowship.

Gary Ivory, Class 3



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I am most proud of incorporating a results-based frame in the programs I design and the technical assistance I provide. As a result, my leadership has contributed to the development of results-based policies focused on improving outcomes for children and families all around the country. By forcing me to confront my own biases and privilege, I was able to deepen my understanding of the way society can get stuck. Learning about the intersectionality of my race and gender and class, with those of others, taught me the importance of joining with and understanding groups different from my own. And the importance of conducting a factor analysis before developing a strategy has strengthened my ability to help others move their work forward.

Anthony Santiago, Class 9



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The Fellowship has transformed my leadership. It has helped me be more strategic and intentional in my leadership choices. This year, two years after my Fellowship ended, I achieved several key measures tied to my overall result of ensuring all children, youth and families have what they need to thrive. I know that my experience in the Fellowship gave me the skills, discipline and mindset to do this work in a smarter, more mindful way.

Bharti Wahi, Class 11

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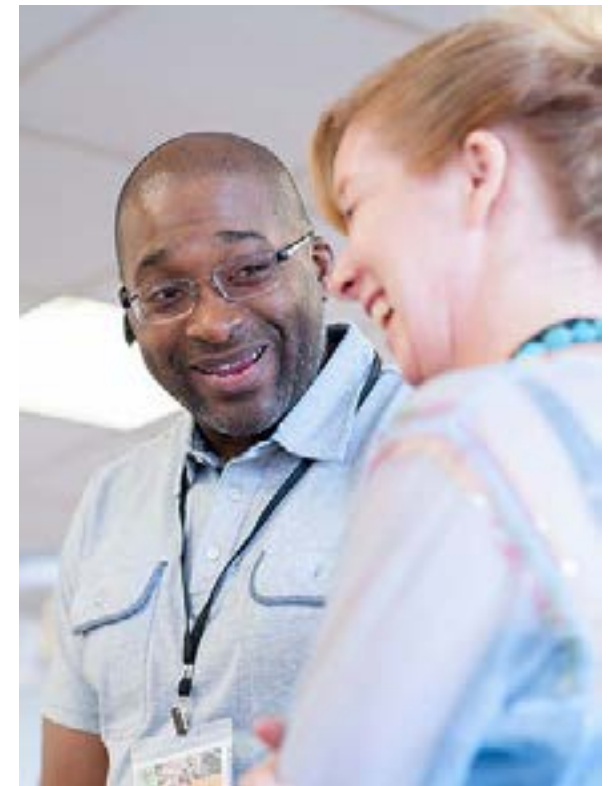
A huge opportunity arose for Kim when a new Virginia governor, Mark Warner, took office. Governor Warner and later Governor Kaine both had priorities for improving child and family services. Kim was hired as the agency head of the Office of Comprehensive Services and tasked with reviving the system reform effort. As a result of her involvement in the Fellowship, Kim brought to this effort a strong and strategic set of tools. Kim knew that infrastructures at the state and local levels had to be rebuilt and funding incentives created. She knew that technical assistance for communities had to be strengthened and that racism, disparities and discrimination had to be faced upfront. I think the knowledge and sophistication Kim brought from her time with the Fellowship greatly aided her in being successful. Over three years, she was able to strengthen the program both at the state and local levels and to bring it back to its vision of major system reform.

**In memoriam Kim McGaughey
(submitted by Kim's husband Gary
Macbeth), Class 1**

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The result that I held as commissioner of Kentucky juvenile justice during the Fellowship was: every Kentucky child safe, supported and provided a clear path to success in education, career and community life. I'm proud to say that with the support of the Fellowship and my Class 9 Fellows, I was able to fast track substantial legislative change in Kentucky and ultimately the passage of senate bill 200, which dramatically reshaped juvenile justice and all the child-serving systems across the commonwealth. I have no doubt that the Fellowship experience dramatically shifted my work and improved the possibility of my accomplishing what I did in the short amount of time I had as commissioner. With the help of my Class 9 Fellows and the coaches, I was able to identify challenges and opportunities in a way that allowed us to move forward and find success.

Hasan Davis, Class 9



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The Fellowship allowed me to deepen the impact that I had as a leader for promoting equitable results, by inspiring me to use disaggregated data to identify inequities in terms of access to care.

Myriam Monsalve Serna, Class 5



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I woke up thinking about something that was indeed an extraordinary outcome of my Fellowship experience. During my Fellowship placement experience with Nashville Mayor Bill Purcell, I wrote a publication aimed at providing a resource to newly elected mayors, “Developing a Neighborhood-Focused Agenda — Tools for Cities Getting Started.” When I returned to Denver following my Fellowship year, Denver Mayor Wellington Webb liked it enough to invite me to join him at the U.S. Conference of Mayors in Seattle and conduct a workshop for newly elected mayors featuring my publication. Over 20 mayors from small, medium and large cities attended.

Grant Jones, Class 4



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The Fellowship taught me that my leadership superpowers are grounding my work in empathy and co-creating and co-designing alternative programs and services directly with those who have lived experience. I rely on empathy to connect to shared and collective values, to constantly ask if everyone is at the table and to fight to ensure all voices are heard. This orientation has allowed me to have great success working in complex systems and turning thoughts into action, often creating alternative, unexpected ways to achieve change.

Robin Brulé, Class 7



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I guess I could say that our response to COVID as a city is what I am most proud of; but actually it was how we held space for each leader to provide their most powerful action. In the midst of our city being in pain and feeling so much loss, leaders felt supported to lean into their B/ART (Boundaries of authority, role and task). I am so proud of being able to have the tools, thanks to the Fellowship, to show up for our leaders. When Mayor de Blasio appointed me to be the executive director of New York City’s Task Force on Racial Inclusion and Equity as a response to the disparities made more acute by COVID, I leaned on everything I learned in the Fellowship about factor analysis, creating consensus around a common goal after collectively setting our intention for the work. NYC produced over 90 recommendations and moved millions of dollars to the most impacted areas.

Grace Bonilla, Class 11



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I’m most proud of leading 10 years of work that proved young people do not have to be locked up to protect society or improve their lives.

Lawrence Murray, Class 1





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I am most proud of integrating the Results Count Path to Equitable Results framework into the first Racial Equity Homelessness Demonstration under HUD’s Special Needs Assistance Programs Office. Twenty-four communities were introduced to and used the framework in their work to create more racially equitable Continua of Care. During and after the Fellowship, I never worked on a project without challenging the community team to go deeper: to develop strategies that address the contributing factors and, when possible, the root causes. And the measurement questions were so simple, yet so powerful for every group I worked with: Who’s better off? What difference did we make? We asked and tried to answer those questions not just for the targeted program population but for every disenfranchised and marginalized group.

Regina Cannon, Class 11



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I am most proud of my work with school systems’ results, which eliminate adult dysfunction in service of our North Star, “what’s best for students.” It’s not just about improving my leadership but rather mentoring, coaching and supporting a group of other leaders to excel and lead other school systems. I have always believed that “with privilege comes responsibility.” In the United States, we have designed funding mechanisms for public school systems that promote inequitable results and favor the privileged. Casey helped me sharpen my leadership skills to utilize my privilege to focus on disparities and disaggregated data. I have provoked many leaders to illuminate and refocus staff efforts on achieving equitable results for all students.

Joe Miller, Class 9







SELF-AWARENESS AND LEADERSHIP DEVELOPMENT

What did the Fellowship teach or show you about yourself and your leadership, and how did that awareness help you grow as a leader?



The support and guidance of the Fellowship process provided me with the tools to self-identify and evaluate my skillsets; build on strengths; and adapt and improve blind spots, needed skill-building and ongoing development.

Erin Stucky, Class 9



I've always been drawn to dualities, or as we've been recently exploring, the polarities that exist in ourselves and the systems work that we do. There's something about simultaneous truths that I like; it might be my natural resistance to certainty. The Fellowship has been this for me a practice and mindset of holding multiple truths. To unlearn the practice of keeping my personal stories and professional life separate, but rather, to merge them in ways that allow me to show up with greater clarity and conviction. To flex between following and leading in ways that build strong relationships and respect processes while also prioritizing results that matter. It has invited — and continues to invite — an unflinching look at my own leadership journey as both a mirror (strengths, flaws, curiosities and all) and, as important, a window into what's possible. I still have work to do, but now I know this about my leadership: I matter in the work, and the work matters in me.

James Liou, Class 12



The Fellowship helped me dare to think big and act boldly. It pushed me out of my comfort zone and opened my eyes to opportunities I might not have considered before.

Brenda Donald, Class 2



“

The Fellowship taught me how to forgive others and more importantly how to forgive myself when results were not attained. These were opportunities to learn and grow. I used them to develop not only myself but also my team, which made us stronger.

Vinodh Kutty, Class 7

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One of the most inspiring parts of my Fellowship was learning and testing the necessity of diversity at the leadership level. Prior to the Fellowship, I often hired like-minded thinkers, managers that already supported me and had the same view and overall perspective, both in the work and in management style. I learned through the Fellowship that the more diverse the thinking, the better the results. That is, if we all approached and thought about an issue in exactly the same way, we could get a fine solution but not an exceptional one. After the Fellowship, I made a conscious effort to hire and surround myself with stakeholders and staff who had differing opinions and more diverse perspectives, leading to a much more robust discussion and debate. And though this approach is often more complicated and often takes longer, the result, as one can imagine, has been exceptional. And to be sure, this is only one of many learning opportunities I had with the Fellowship.

Teresa Markowitz, Class 5

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I have been able to grow into my leadership edge, find clarity around my unique strengths and contributions to the results that my work is in service of; move from over-functioning in my role to growing the capacity of others to carry the work.

Andrew Johnson, Class 12

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Vulnerability is critical to being a leader who your team is willing to follow.

Esther Shin, Class 10

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I love this competency, Self as Instrument of Change. Owning “my piece of the mess” during an after-action review is so powerful. I was in my new organization for three weeks when I introduced this concept, and the eyes lit up in the Zoom room. I am a different leader now, and I can flex and lean into the uncomfortable. I am able to recognize my projections and also able to give the work back. I can use my relationship with others to build trust and capacity to move the work forward. It is all so rewarding. My direct supervisor gives me feedback publicly that he sees how I pivot and shift in real time, holding the group and work in the center. That truly brings me joy!

Josephine Wong, Class 10

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In particular, the AK Rice/group relations workshops embedded in the Fellowship taught me to be clearer about authorizing my own work or point of view. What I had thought of up until that point as offering “objective counterpoints” to something I proposed was actually sending mixed messages and deauthorizing my voice. This was especially an issue for me, as I often have views that are extremely valuable but push the boundaries of accepted thinking and practice.

Leann Ayers, Class 4



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The Fellowship taught me that leadership was not an assignment or a destination but a perpetual learning zone. Before, I knew how to learn from content and I was good at it. But the Fellowship taught me (sometimes painfully) how to learn from context and that became a cornerstone of my leadership. I am far more nuanced in how I see things than I was before the Fellowship, and while I still enter most spaces with a strong point of view, I know that I have to find a way to fit what I think (and know!) into what is going on around me. That is why, when I lead, I stay in the room. #contextmatters.

BJ Walker, Class 1



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The Fellowship has been a tremendous help to me becoming more self-aware about how I show up for myself and for others. I have been able to develop more self-compassion, more empathy and more awareness of others. I have learned to extend more grace to others and toward myself. Self-awareness and personal reflection have allowed me to bring more of my authentic self to my leadership. This personal growth has also allowed me to develop deeper and more meaningful professional and personal relationships.

Charles Bradley, Class 11



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The Fellowship gave me time, space and opportunity to reflect on and raise awareness about my strengths and challenges as well as the opportunity to reach out, expand skills and learn and practice new strategies. Because of the Fellowship experience, I developed a portable tool kit of leadership and management skills. I have had the opportunity to lead and manage different efforts and organizations at different stages — brand new and experiencing turmoil and needing to stabilize and chart a course leading to better outcomes — in human services, education and behavioral health.

Lynn Fallin, Class 2





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The Fellowship reminded me that I can decide not to internalize the stereotypes that others place on me. This awareness has helped me recognize how I can show up more boldly and unapologetically while embracing all of me. Exploring my racialized identity has given me more confidence and reassurance that I can effectively lead while working toward equitable results.

Kimberly Stubblefield, Class 12



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The Fellowship experience matured me as an up-and-coming leader. Reflecting on it, the opportunity could not have happened at a better time in my professional development. It gave me a new sense of awareness and, quite frankly, a new direction than my leadership path was on at the time. The Fellowship taught me that I was on a path but not necessarily “the” path I needed to be on to achieve success. Wisdom literature says, “As iron sharpens iron, so one person sharpens another.” Being part of the Network and the Casey Family sharpened my skills in so many areas. It helped me see that it was okay to take risks and to use data, good data, in an innovative and intentional way. As a leader, the Fellowship experience emboldened me, equipped me and anointed me to “see around corners!” I was able to find my authentic leadership voice. Once I did, it was McFadden & Whitehead — “Ain’t No Stoppin’ Us Now.” I will be eternally grateful.

Edward Chisolm, Class 3



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The Fellowship experience was a key marker in my leadership journey. As someone whose trajectory would appropriately be described as nontraditional, my selection as a Fellow affirmed for me and others that I could successfully lead change efforts designed to improve the well-being of children and families. Casey challenged the perception and orthodoxy of what makes a leader by including someone who had been impacted by the systems he sought to change long before doing so became acceptable. While the impact I’ve had on the lives of children and families will always be the high point of my career, I will always be grateful for the opportunity the Foundation provided, which significantly helped make my journey possible.

Chet Hewitt, Class 2



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The Fellowship was transformative for me. The time spent with Class 8 was truly meaningful and powerful. It changed the way that I look at my work and my life. The Fellowship helped me to further increase my network across the country, not only with my class but with the larger network of leaders. It helped me to see where my leadership was strong and where it needed work. The technical skills that I gained in working with data to identify results and plan strategies to tip the needle for change were powerful. The understanding of organizations and systems along with examining the impact of race, class and culture on leadership provided me with tangible skills that I use today. The work I did in the Fellowship gave me skills that allow me to be adaptive and successful while staying true to myself. It also helped me to understand the true potential of leadership and the importance of building skills and mentoring and supporting others.

Daniel Dodd-Ramirez, Class 8

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I learned that facing adaptive challenges with an end result in mind allows me to be a bold and courageous leader. I am in service to others in whatever role I am in, and I am focused on getting to the result and that means some people will not like me. I have learned that there is a big difference between being liked and respected to get to a result. I have also learned that projections other people have of me should be taken into account but should not change how I lead. Because often it is someone else's issues that are the issue, not mine to own. I have also learned to be more balanced so that I can run the marathon and not just the short race.

Sandra Gasca, Class 8

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Participation in the Fellowship led me to reflect deeply on my own leadership style, values and beliefs. Through self-assessment, reflection, feedback and engagement with peers, I identified areas for growth and development. The results-based Fellowship emphasized the importance of outcomes and impact in the human service field. It has helped me be centered with a results-focused mindset, data-driven decision-making and evidence-based practices. This focus on outcome-oriented thinking has led me to align leadership strategies with the desired outcomes, ensuring efforts have a tangible and positive effect on the youth and communities being served. The Fellowship helped me shift how I approach and address problems and how I effectively collaborate with others.

Sandra Wilkie, Class 5



I joined the Fellowship, Class 3, in 1997, leaving my position as executive director of the Hetrick-Martin Institute, an organization focused on LGBTQ youth. The young people we served, mostly low-income youth of color, had been thrown away by various systems or rejected by family. We were just beginning to emerge from the devastating AIDS epidemic, and truthfully, I think I was a little shell-shocked as I entered the Fellowship program. I remember coming to the Foundation and thinking about how rich it was — the beautiful building with its gleaming wood staircase — wondering how I would fit in. But then there was my class, my fellow Fellows, and they created a home away from home. The Fellowship offered me access to people, organizations and institutions in ways I could not have imagined. It opened spaces for me to think about myself and the work. And it offered, through the larger network, a place where I could continue learning.

Frances Kunreuther, Class 3

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Up until the Fellowship, my concept of leadership revolved mostly around doing the best, most rigorous and most compelling policy analysis as the way to win policy debates. I was — and still am — a lifelong policy wonk. In fact, my first word as a toddler was “memo,” rather than “mama,” my mom used to tease. So in 1993, my theory of change and concept of leadership was, I admit, a bit constrained and single-dimensional. The Fellowship changed all of that. I came to understand concepts such as “servant leadership” and the importance of relationships in leading. The classic Malcolm Gladwell essay, “Six Degrees of Lois Weisberg,” helped forever change how I viewed the importance of relationships and social networks in leadership and governance. And the fact that the Fellowship was managed and led by a talented team of women (and that our initial class was composed of a majority of very strong women) showed me the value of a less traditional and masculine concept of leadership. I learned and practiced an approach to leadership that was entirely new to me.

Mike Laracy, Class 1

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At the beginning of the Fellowship, my personal goal was to become a more powerful advocate for my community. The Fellowship helped me learn that actual changes will not happen after a few meetings or speeches, and change requires a long-term strategy. Real change will be brought about by a new generation of vocal advocates who will partner with other groups that have similar dreams and goals. I decided that my focus should be on community organizing and leadership training, mostly for immigrant and refugee women, who had been on the fringe of not only American society but often their own communities. I realized that facilitating discussions and connections among these groups was my most important contribution. I am very proud of the emergence of many community-based advocacy groups for refugee and immigrant women that are assisting their communities in a broad range of services. I am filled with pride when I see young immigrant women running for local, state or federal positions, and I am always ready to support their campaigns.

Thanh Xuan Nguyen, Class 3



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The metamorphosis I experienced in the Fellowship was personal, but it also changed my views about how to be a catalyst for systems change and the potential for leadership within change. I cannot draw a straight line between all the incredible learning events of the Fellowship and the changes I experienced. I only know that when I returned home to my previous job, I was viewed differently by those I had left behind for 11 months. It was a *Matrix* moment, as if I had dramatically changed and others stayed the same. The glassy looks always accompanied my attempts to explain what I had experienced and how we could change conditions for children in our city. The increase in animosity and targeting finally forced me to leave the city I loved and move to other jobs. Without realizing it, it was a blessing that ironically moved me forward in my leadership and created pathways to help change the systems in which I worked right through my retirement up until this day.

Michael Suntag, Class 1



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Twenty years (!!) later, when asked what was most impactful from the Casey Children and Family Fellowship, I think first about what a privilege it was to be given the gift of delving deeply into leadership development — in the context of the work I had already done and as a way to propel the work that lay ahead. I have been and always will be grateful for that privilege and gift. And now, to answer the question: What was most impactful? The concept of reflective practice, the drive to be both purposeful and outcome driven, and to be as intentional as possible in what you do and in how you do it stand out as among the most salient and valuable lessons. Without realizing it was a blessing, the Fellowship taught me how to put these deceptively simple-sounding yet complex concepts into practice, and these concepts have served as underpinnings for my work — and the outcomes achieved from that work — ever since. And so, I end where I began, with gratitude.

Valerie Russo, Class 6



Ten years ago, I had the great pleasure of embarking on a moment in my leadership that centered my value system, allowed me to be vulnerable and provided me with the infrastructure I use today. My Fellowship experience can be summed up by the following Tim Robbins quote, “Our greatest human adventure is the evolution of consciousness. We are in this life to enlarge the soul, liberate the spirit, and light up the brain.”

Donovan Duncan, Class 9



I joined the Fellowship in 2000 during the early days of Results-Based Accountability (RBA). I was working in the national nonprofit sector and defined my vision and goals through the lens of “helping others,” “making life better for those who had the least,” etc. I must admit that I was somewhat resistant to the idea of “measuring” outcomes because it felt like turning the human face of our work into impersonal numbers. As I learned more about how to apply the RBA principles, I began to completely incorporate those principles into my program planning and grant reporting. Over time, I applied my learning to government and for-profit companies as well. It became clear to me that RBA was an invaluable tool for application across sectors and industries, enabling me to effectively communicate to others my work’s impact, leverage and influence.

Carolyn Hayden, Class 4



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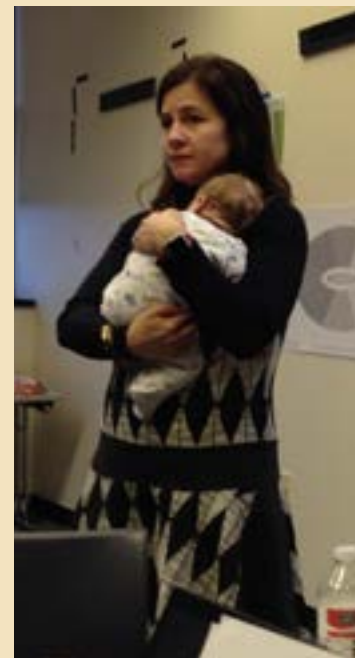
I come from Eastern Kentucky. We live there and raise our children there. The focus of my work has always been rural kids and families. In my Fellowship interview with Lisa Hamilton, I was sharing my dismay that philanthropy has forgotten about us. She asked a powerful question, “Are you planning to take this work you do in Kentucky national?” Honestly, I never thought it possible. Through the Fellowship, faculty and Fellows continually pushed me. During one coaching session, Jolie Bain Pillsbury asked why I wasn’t considering larger impact. I mentioned that I was now 50, so the window for my impact on the world was closing. Jolie pushed me to realize that the limitations that I had seen placed on rural women in Appalachia as they aged were not limitations that I should accept. The privilege I hold from my education, my role, my networks are all things they were denied. Six years later, I launched Partners for Rural Impact, a national organization that accelerates educational outcomes cradle to career to ensure that all rural youth are on a path to success. Fellows and faculty continue to be pivotal partners in my journey.

Dreama Gentry, Class 10

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When I entered the Fellowship, I was a newly appointed child welfare director. It was a big, hard job, and I felt completely unequipped to do it. The Fellowship provided me with a framework, tools and confidence to step into my leadership. I am forever grateful for the experience, the lessons learned and friendships gained.

Carnitra White, Class 8





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There is no doubt in my mind that my Casey Fellowship helped to shape the leader I am today. The Fellowship changed my life. My mind stretched with new concepts, my heart burst with new revelations about myself and my sides split with laughter. I became a better facilitator, communicator and negotiator through the Fellowship workshops. The site visits allowed me to see high-quality programs that were achieving results, and my Class 7 Fellows became some of my dearest personal and professional colleagues and friends. I still practice the skills that I learned during the Fellowship and constantly reach for the tools in the toolbox that the Fellowship helped me build. The Fellowship helped me to dream big, to say out loud how I wanted to use my life to bring about results for the people I am called to serve. It helped me to envision the life I wanted to live, personally and professionally. And while it certainly was not a straight line, I can directly track my effectiveness as a leader back to those sacred and beloved days as a Class 7 Fellow.

Anne Williams-Isom, Class 7

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The Casey Children and Family Fellowship was one of the most transformative experiences in my professional career. As a proud member of Class “Ocho,” I established meaningful relationships with close friends and colleagues who helped me learn about myself and who have continued to challenge me to grow in the decade since we completed the Fellowship. The Fellowship came at the perfect time for me, when I transitioned out of government to a role that proved to be a poor fit, and then to a nonprofit role where I was able to thrive. (Yes, two transitions during the 20-month Fellowship!) The Fellowship introduced me to skills and practices that I continue to use often. I have trained teams in Results Count, I have teamed up with other Fellows in New York to amplify our results and I have partnered with fellow Fellows from around the country to advance education equity. Most significantly, I learned about myself. My triggers, my fears, my privilege, my habits and my strengths. For this, I am eternally grateful.

Chris Caruso, Class 8

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Following the Fellowship, I decided to spend a year saying yes to leadership that frightened or challenged me. I realized that there was no growth in the comfort zone and no comfort in the growth zone. I exchanged the comforts of stability and sameness for growth, for active leadership. I was determined to do the things that I thought I could not do and to stop hiding behind being an introvert. My newly discovered level of confidence allowed me to take risks, to navigate change and to create a shared vision embraced by others. The Fellowship created a deliberate safe space that featured storytelling and leadership moments that provided the guidance that I needed to assist with my transformation. I was able to reimagine the possibilities because of the vast networks and meaningful relationships that I cultivated in service to others. I understand the essence of the African Proverb, “If you want to go fast, go alone. If you want to go far, go together.” My growth as a leader continues to be reaffirmed. I am a long-distance runner, needing to go far, embracing endless possibilities made possible by this amazingly profound Fellowship program.

Norma J. Hatot-King, Class 4

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“Self as an instrument of leadership” — The Fellowship taught me that if you are not doing YOUR work, you can’t do THE work.

Alice Shobe, Class 7



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The Annie E. Casey Foundation has been a presence in my life for more than 20 years. My first introduction to Casey was as a graduate student, then as a grantee, next as a Casey Fellow and now as a staff member. All these experiences have taught me something about myself. But it was my time completing the Children and Family Fellowship that was most transformative for me. The Fellowship was a period of tremendous self-discovery and growth. It was a period of shaping and sharpening a set of skills that I continue to use every day. And it was a period of falling in love with my chosen family, the esteemed members of the fine Class 9 and so many more. This picture was taken during one of our network gatherings. We had just finished the closing session of the gathering and decided we wanted to take a boat ride before everyone had to leave. When I look at this picture, I see all the things that the Fellowship has meant to me. I see the gift of time and space for self-discovery and growth. I see the excitement of learning and knowledge. And most importantly, I see the joyful glow of LOVE.

Catherine Lester, Class 9



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The Fellowship and Network have taught me that programs don't get results, relationships do, and that programs are the way we want to be in relationship with our communities. The Fellowship has given me tools to build trusting relationships with any stakeholder based on shared interest, data and energy to do what's hard that will lead to improved results for children and families. The Fellowship planted the seed of never being satisfied with the status quo. I elevated my thinking and my work to address the systems that many times stifle the families and communities they intend to serve. Prior to the Fellowship, I was reactive in my thinking and my work at the community level. Now, I am equipped to tie the systemic challenges to the immediate community challenges more directly. Post Fellowship, I have been able to make system changes in the way we address food insecurity, reentry and education. My leadership is unapologetic and sometimes uncompromising but always in service of trying to get the best results possible.

Steven McCullough, Class 7



Jean G. Thomases was never sure that she “deserved” to be a Fellow. She was the eldest of the Fellows in Class 3 but she found that in some ways she had the most to learn. The diversity of backgrounds, ethnicities and origins within the group created some tensions and challenges. Jean did not duck. She listened, changed and gave feedback. She was awed by what some of her classmates had already accomplished. Her Fellowship placement in Portland, Oregon, resulted in meeting a lifelong colleague and friend. Together, they received assignments as educational consultants in over six cities around the country. Based on her leadership experience at Good Shepherd Services in New York, the Fellowship experience and her diverse consulting work, Jean became a sought-after executive coach and crisis adviser in the New York City social service and education community in the years before her passing in 2016.

In Memoriam Jean Thomases (submitted by her husband Matt Thomases), Class 3



When I was invited to be a Fellow in 2001, the term “leader” was not in my lexicon in reference to myself. When I stepped into Casey’s office at 701 St. Paul Street, a whole new world opened to me: knowledge, access, resources. I had never imagined such a thing could be possible.

I brought to the Fellowship a natural instinct for results. The program refined the way I approached my work and gave me rigor in my effort to name the result I wanted to achieve, to reverse engineer from that result to the place where I was standing and to remain undistracted as I moved forward.

It also gave me a depth of understanding that real leadership lies in the ability to create open space into which people can willfully step to do good work.

In the year following the Fellowship, I took on a major leadership role in the public sector. For three straight months, I shot straight up in bed in the middle of the night awakened by a dream that people were chasing me — a lot of them. Then I realized I was interpreting the dream in error. Those people were not chasing me. They were following me.

I remain ever grateful to the faculty and administration of the Foundation for the opportunity they provided me. I like to think they feel pretty good about the return on their investment.

Molly Tierney, Class 5



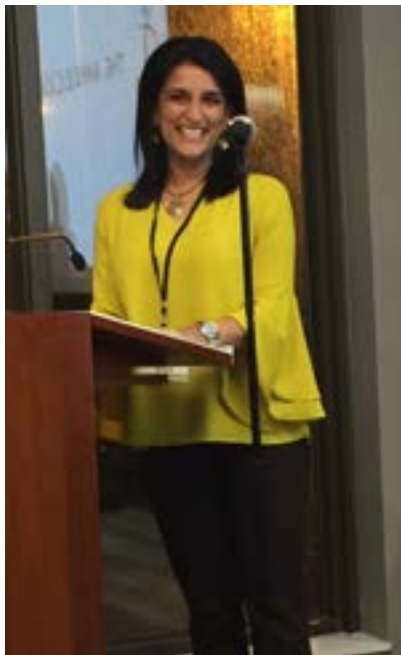






COLLABORATION, PEER-TO-PEER LEARNING AND MUTUAL SUPPORT

How has your Fellowship class or the larger Fellowship Network enriched your leadership?



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The caliber of leaders I had the privilege of being in the Fellowship with has been the greatest gift. Their wisdom, thoughtfulness, expertise and authenticity has filled my cup in ways I could never have anticipated. For this, I am eternally grateful.

Shaheer Mustafa, Class 12

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The Fellowship gave me a strong example that I am not an imposter (imposter syndrome is real). Even though we enter rooms and sit at tables with our titles, our education and experience, there continues to be a question on whether we belong. Being a part of this august Casey Fellowship Network and the results agendas of the members, fortifies that everyone in this group is not an imposter. Now, I can move in space with confidence as a leader unapologetically.

Ron Jackson, Class 8

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You can have the most frank conversations with any Fellow and you will get the most honest feedback and consultation that you will ever get. It is a community agreement with each other to be truthful and constructive because it is believed to be in the best interest of the work or individual. No one will be kicked out of the Fellowship so there is no loss to speaking one's views and analysis. Because we have an agreement to listen, be open and consider what each voice offers, every view offered is appreciated and assumed with the best intent. You often will not get this in a workplace (power or political implications), thus making this collective and its individual members a very unique leadership support.

Linda Asato, Class 4



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One of the most impactful relationships from my Fellowship year came to a close in 2016 when our Class 3 Fellow Jean Thomases died of cancer. Jean was many things to me: an honest and thoughtful colleague, a substitute mom, a co-conspirator and a dear friend. She was a voice of sanity and perspective in a difficult year with a group of people I found both wonderful and challenging. Jean made the “learnings” from the Fellowship real and helped me grow from them in ways I would not have been able to without her. But probably most important, Jean encouraged me down a life path that has brought me unending joy — while also sending two fine young men into this world. I know that would make her smile. Jean is gone from our physical space, but her love and influence are never far away.

Wendy Jacobson, Class 3

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Leadership is hard, sometimes painful and often lonely. My fellow Fellows are the only professional peers I have ever encountered who can hold up a mirror for me so I can see my leadership clearly. They also give me respite and support when I need to gather courage for my next foray into the arena. You can always count on another Casey Fellow to tell you the truth about what they see and to hold you steady while you process and then act on it. In the ups and downs of systems change work, this is priceless.

Shana Brodnax Reid, Class 9





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My class and the greater Fellowship Network have allowed me the space and time to explore the intersectionality of systems in a different capacity. This has allowed me new ways to strategize about aligned contributions and understand the many institutional barriers that keep marginalized individuals disproportionately locked in place.

Ryan Estes, Class 12



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The Fellowship Network has a wealth of talent, expertise, knowledge, insight and compassion that I have been able to draw on over the years in support of my leadership growth and in service to children, youth and families. The network has been available to problem-solve, identify resources and help strategize to improve systems. My Fellowship class is “Ocho.” There is a shared bond of deep, intimate knowledge, appreciation and acceptance that few leaders have the luxury of experiencing. I love my class, and I am forever grateful for the truth-telling, generosity, guidance, thought partnership, consultations (requested or not), support and patience that Class 8 has and continues to provide. My class has been a powerful resource for building equitable systems and addressing seemingly insurmountable challenges.

Trenny Stovall, Class 8



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My Fellowship family has profoundly impacted me personally and professionally — its support, conversations, passion, lived experience, sharing of stories and person, and humor have created a lifelong family community and the conditions that have helped me grow, learn and improve. They have become part of my “why” and helped me lean into my own learning, growing and community building.

Sarah Neville-Morgan, Class 12



Class 11, “number 1 twice,” won’t accept my BS. They know the nuances of my leadership curve and how I can pretend to stay safe and yet creep so far out of my B/ART (boundary of authority, role and task) that I am dangling from a cliff. Seeing me so clearly and directly challenging me on my leadership has had me confront uncomfortable truths about myself. The relentless mirrors that my Fellows hold up at me at every turn have pushed me to design my own role with an appropriate B/ART, to secure funding, to knit myself into a new organization and to play bigger than I thought possible. I continue to grow and expand my line of sight.

Kristy Snyder, Class 11



My Fellowship class and even more so the larger Fellowship Network have enriched my leadership in four main ways: (1) Four of the five leadership positions I’ve held since leaving the Fellowship came to my awareness because Fellows were hiring. (2) Fellows have been an invaluable sounding board and source of advice — mainly professional advice but also personal. Whether it’s solving problems occurring in role, or it’s bigger professional strategy challenges, or it’s actual specific problems that need to be solved, the network is an immense collection of brilliant minds and vast subject-matter expertise, which is a real gift to have access to. (3) The network is a fantastic way to stay in touch with other leaders who are also always evolving and rising in their leadership. And a great way to get advice on specific results sought. (4) The network is also a great way to keep a finger on the pulse of leading-edge approaches to work, innovations and new/evolving initiatives that are similar work to one’s own.

Jo-Anne Henry, Class 6





My Fellowship class has enriched my leadership in countless ways. They have pushed me to think big, held me accountable, encouraged me to act boldly and courageously in service of results, and reminded me to be gentle with myself and to give myself grace. They've been there when I've had a hard day and have felt discouraged, always being willing to give virtual hugs or provide a needed laugh or a late-night pep talk to help me hold steady. They have been my most trusted thought partners and kitchen cabinet, helping me to see a different perspective, consider another angle and explore other possible solutions. They supported me through a transition to a new role and then to a new job. We have been there for each other through many such life transitions. They've shown me what true leadership looks like, offered inspiration and helped me to grow into my best and most authentic self.

Sarah Jonas, Class 11



As a Class 12 Fellow, I think I'm still just beginning to comprehend and appreciate how the Fellowship and the larger Fellowship Network is enriching my leadership. But what I do know is that it is already incredible and life changing, albeit a tad indescribable. My class and the Fellowship Network have helped me see how to channel my passion, how to be an authentic leader and how to lean into my identity and lived experience to drive change. Most of all, I've been inspired by the kindness and generosity of each person in my class and the network. This year, I moved into the CEO role of my company, and so many people lent an ear, offered advice or introduced me to colleagues. I felt so grateful and knew I was in the right place at the right time at this juncture in my career and my life.

Kassi Longoria, Class 12





The depth of empathy and shared understanding within this community is remarkable. Through these personal connections, I have witnessed the transformative power of a community that goes beyond professional networking. They offer belonging.

Bobbi Macdonald, Class 9



Class 12 has served as a mirror, reflecting both my strengths and challenges in my personal and professional leadership. It has been extremely valuable to observe the Fellows on their respective leadership journeys. None of us are as deficient as we sometimes think we are, and the peer mentorship and faculty coaching reinforces that. Just as important is understanding that the vast amount of expertise and lived experience we bring to these system challenges will only be enhanced by the tools and frameworks learned, accompanied by the wisdom and insight of this incredible network of Fellows.

Sherman Whites, Class 12



The Fellowship Network is putting a dent in the universe. Casey is brilliant at bringing together diverse leaders who are invited to ignore the noise and serve as an inspiration to leave it all on the field on behalf of the children and families we serve.

Karla Pleitéz Howell, Class 11



I am a plant (Fellow) who has deep appreciation for the multiple Fellowship containers that have provided me with the resources necessary to become the leader I am today. Let the truth be told, I was more of a timid seedling full of potential rather than a plant per se when I entered the Fellowship container years ago. Because our roots varied in sizes and rooting depths, the faculty's content-area expertise was perfectly adaptable and for that I am grateful. Jolie Bain Pillsbury offered us the skill-building sessions on results accountability and collaborative leadership; Kathy White "deliciously" focused us on reflective practice, individual role and organizational development; and Thomas Gilmore helped us connect strategies to organizational change. The containers provided the right amount of premixed plant nutrients, which have included self-assessments, such as the Myers-Briggs Type Indicator; exploration in real time of organizational challenges in the context of site visits to some cool places; and individual learning plans to help me establish a road map for my Fellowship experience. The Fellowship containers have also helped me to shed some toxins (i.e., old habits, associations and thoughts that no longer serve me) to become a plant that is more weed-free. My life will never be the same. The ongoing, lifelong connection to the Fellowship Network is the fertilizer and water that I need in my plant life to keep growing. Fertilizers include network gatherings, individual consultations and conversations with other Fellows, personal time with Fellows who are more like family to me and lots of good books and discussions. There is nothing like being home, hearing the doorbell ring and getting up to receive a package delivered by UPS from the Casey Foundation with an excellent read and often a few other gifts. Growth happens in containers! I am deeply appreciative of the containers that the Fellowship provides.

Tyronda Minter, Class 7





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Belonging to the Fellowship has been an incredible resource to me as a leader. The professional development opportunities the Fellowship and the Fellowship Network have provided allowed me to achieve results for children and families that I never would have accomplished without this support. The incredible diversity and collective wisdom of this network has challenged me to better understand myself and others in ways that have given me the courage to combat racism and oppression in the communities I serve.

David Newell, Class 8

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In 1998, a large case I was working on regarding the New York City child welfare system was drawing to a close. When we filed, there were around 50,000 kids in foster care; today, and for many years prior, there are under 8,000. After years of hard-fought litigation, I was ready for something else. Ellen Schall, a North Star for me, told me about the Children and Family Fellowship. What luck. Our Fellowship cohort formed bonds that still endure. I recall, among much else, being schooled more than once in the ways of the world by Mitchell Salazar, of blessed memory. The experience certainly changed me. And since I've got something of a change-is-bad constitution, not all of it was easy. But it was invaluable. Some years later, I worked with many others to bring the Juvenile Detention Alternatives Initiative to New Jersey where, over time, it reduced kids' time behind bars by thousands of years, closed institutions and transformed the culture of a statewide system. Success, as we know, has a thousand parents, but the Fellowship was among them.

Craig Levine, Class 4



My professional career landmarks were so cohesive and more robust than I could have imagined *sans* the Fellowship. My accomplishments to improve outcomes for kids and families are evidence of the Fellowship's impact, relevance and success. But the unexpected consequence of the Fellowship is the life-lasting and life-affirming relationships with Fellows. I was elated to collaborate with other Fellows in their work. More so the personal friendships, with BJ helping me raise Marisa; leaning on Leann and Suntag and Yolie; the counsel of Jane, Laracy and Larry; and Kim's support and insight. My entire class of Fellows stood by me when they didn't have to. I do want to say that I grew to wish that I could grow up to be Ellen Schall. From my interview to challenges over the years, I've experienced and observed Ellen's generosity and insight into developing not just leaders but people.

Dolores Briones, Class 1



The rare gift of peer friendships and thought partners, extraordinary leaders with whom I am vulnerable as my own blind spots are named — these relationships have deeply strengthened my clarity of vision while in the grip of high-risk problem-solving.

Ira Lustbader, Class 10



I always felt a little on the outside of the “cool kids” circle; not quite fitting in but pretending that I did. Then, I had the good fortune of being a Class 7 Fellow. For the first time in a long time, perhaps ever, I knew I had found my people. People and relationships that stretched me and my thinking, and encouraged me to be powerful, impactful and make BIG change. At that time, our Network Center for Community Change (NC3) was a pilot with dreams of amassing a group of 200–300 change agents who cared about Louisville, Kentucky’s West End. I shared my vision with my Class 7 Fellows and was met with, “Why so small?” The push was just what I needed. Fast forward, our NC3 team built a network of over 5,000 members who led change and continue to lead change from multiple roles in my hometown. Every tool and skill from the Fellowship was embedded into the “NC3 Way,” which continues to be ever present in the discourse and framework for change in Louisville, Kentucky — thanks to the Fellowship and my Class 7 peeps.

Dana Jackson, Class 7



Mitch enjoyed every minute he spent at Casey. He was like a sponge that took everything he learned there and applied it to his work. He wore his Casey gear with pride and was very grateful for the opportunity he was given as a Fellow. He enjoyed his time spent with Fellows as many became his friends, and he would call upon them if he needed direction. The Casey Foundation came into his life at the perfect time, and he enjoyed the lessons and education he was given.

In memoriam Mitchell Salazar (submitted by his wife Catalina Salazar Velez), Class 4



WEATHERING CHANGE AND TRANSITIONS

What did the Fellowship teach or show you about yourself and your leadership, and how did the Fellowship equip you to weather the many transitions, triumphs, losses and challenges of a career in systems change?

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The Fellowship experience challenged me to look more broadly at how to achieve my mission of better outcomes for homeless and precariously housed children and families. As a result, I shifted my focus much closer to front-line practice, moved from the relative comfort of a state job to an affordable housing nonprofit in a major city and gained invaluable understanding of how a system reaches and does not reach its own goals. When my organization merged with a national nonprofit, I was able to bring both sets of experiences and my Fellowship learnings to a higher level with broader impact.

Ann Woodward, Class 5



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My personal and professional goal is to enable deep institutional change and transformation. Individuals in my role typically have a high turnover and stay in their jobs one to three years. A recruiter conducting an executive search marveled about the fact that I had stayed with two organizations for five and six years, successively, and wondered how. I answered that I relied heavily on tools for change that are thoughtful, systemic and results oriented. This approach to leadership, which I learned or honed at the Fellowship, helped me to develop a culturally appropriate strategy, to cultivate the necessary relationships and to tackle creative solutions to respond to the needs and interests of the communities served. I learned to find and work with allies, to measure, to test, to learn, to re-do, to show gratitude, to be humble when successful and to be resilient in the face of failure.

Monica L. Villalta, Class 6



“

But for the Fellowship, it's likely we would have never met. Thankfully, the universe intervened and introduced us to each other and our brilliant brothers and sisters of Class 7. Our lives and careers have never been the same. Between the two of us, we've delivered more just and equitable results for millions of children and families and led system reform efforts representing billions of dollars at the local, state and national levels than we would have dared dream. And that was the easy part! This picture of us captures a moment of pure joy in the midst of transition, tragedy and triumph as we worked together to transform an organization in the name of civil rights and justice for all. The Fellowship fortified us so that we could withstand careers dedicated to systems change. And for that, we are profoundly grateful.

Rafael López and Karen Baynes-Dunning, Class 7



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As a native of Iran and a former undocumented immigrant in the United States, the Fellowship was not something I ever could have imagined for myself. It was a turning point in my career and leadership trajectory. I treasured the community, faculty and resources at the Foundation. The Fellowship was a springboard from my previous 10 years of service in small nonprofits to a career advancing pro-immigrant and pro-women policies in government (and for the past year, in philanthropy, too).

Azi Khalili, Class 6



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The Fellowship equipped me to weather the many transitions, triumphs, losses and challenges by teaching me to trust my instincts, fully embrace my emotions and my intuition, rely on my Fellows, lean into honest feedback and always have the “turn the curve” thinking. The Fellowship also gave me a lifetime gift of my Class 8 Fellows who continue to be my family, my support and my ongoing feedback loop.

Heidi McIntosh, Class 8



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I think the actual interruption in midcareer to be in the Fellowship was a valuable lesson in itself. It proved that you could leave a job and return, or not; that you could think about changing your career path and know the experiences and expertise you had were transferable to another field; and that you could learn the new field content and come up to speed in a reasonable period of time. And the tools and resources you learned or were exposed to during the Fellowship and in the yearly Fellowship Network sessions were a treasure trove. The Fellowship persuaded me that I could be a leader, and it has nurtured and supported that belief for 30 years. I was confident that I could take on a new role in a new organization because I had learned the fundamentals of leadership — having the capacity to envision the future of the organization with a clear understanding of the mission; the strategic components necessary to reach the goal; opportunities for members on the team to reach and surpass their potential; and the flexibility to adjust to internal and external forces.

Jane Tewksbury, Class 1



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The Fellowship taught me how my own personal behaviors were showing up in my leadership. It pushed me to step outside of where I was comfortable and to find ways to grow, heal and develop. So much of leadership is responding to what is in front of you and the awareness of how my own patterned behaviors impact my work was an invaluable learning experience for me. Through this experience (and a lot of hard personal work), I learned to sit in discomfort that I once avoided and to hold space for other leaders to do the same. Were that not enough, I have an incredible network of friends and colleagues who continue to support my leadership wins and successes and who are there to support me in navigating the challenges and losses of systems change work.

Kristie Stutler, Class 10



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The Fellowship taught me how to be vulnerable as a leader and brought my life experiences full circle. Pushing against the notion that our personal self must be kept outside of our professional world — this was what I thought being a leader was about. I was wrong. A true authentic leader can be personal and share vulnerability with the team they are part of. You can focus on the technical challenges and check them off the list, but true systematic impact will not happen unless you build trust with your team. This is probably the biggest lesson I have learned and applied in my field. Interpersonal work is critical in moving toward the adaptive and long-term impact of systems change work. With the support of the Fellowship, I have been able to weather storms and come out with a renewed perspective on the challenges. I understood the roles I played and patterns I repeated, good or bad, that would create specific emotions and triggers. Not sure any of this would have been possible without the mentoring, coaching and tough love that I received from the Fellowship Network.

Iris Zuniga, Class 11

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Spending a whole career in the social sector is both highly rewarding and pretty darn grueling. The Fellowship gave me tools to adapt to the unexpected and stay grounded through ups and downs. Having Fellows with shared experiences is a unique gift most nonprofit leaders don't get the privilege to enjoy.

Ryan Chao, Class 9

“

I am profoundly grateful and indebted to the transformative experience of being a Casey Fellow. Having this anchor of deep relationships, commitment to service and excellence nestled in love, acceptance and courageous honesty has sustained and guided me without interruption for nearly 25 years. So much of who I am in my many roles of friend, mother, boss, wife, volunteer and public official has been shaped by this precious active community. Thank you to the women and men of the Annie E. Casey Foundation Children and Family Fellowship.

Carla Dartis, Class 4



Nothing in my 27-year career has been as challenging and ambiguous as serving as a superintendent while navigating COVID-19. As a public educator, this was completely alien to me. My day-to-day work involves curricular and student experience aspects. I'm a teacher and learner at heart; I have prided myself on being the lead learner in my district. Now, I also had to be the lead expert in the district on everything related to COVID-19. Nothing after March 2020 has been typical. During COVID-19, I led with my head and heart. The pandemic polarized and disrupted communities; created a lack of confidence and trust; and caused tremendous loss, mostly in underserved communities. As I entered the Fellowship, my community continued to experience tragedy. In July 2022, a major flood displaced over 100 families. The tools and experiences I gathered from the Fellowship provided the solace and support I needed to stay the course. Self-compassion and limited use of fuzzy language served as ways for me to foster a sense of urgency and ownership throughout the system. I also could connect with my coach and other Fellows to process my internal struggle around being enough and doing enough for my community. I often carry the weight of the system on my shoulders. This approach is not practical and, honestly, harms those most burdened. I'm grateful for the honesty, explicit feedback and push to enhance accountability.

Sharonica L. Hardin-Bartley, Class 12



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I used to just beat myself up. I talked about “failing forward” and may have loved it from time to time. But now I actually stop and reflect. I can avoid the trap of personalizing losses and then find ways to test new ways of showing up in the future. At times, I can even deeply listen and coach others based on where they are, not my personal biases or ego-driven insights. This is actually hard work. My default continues to be feeling personal injury and trusting my own perspective most, but this is slowly waning as I experience new things. And it’s possible to stay up on the balcony even while getting on the dance floor at times, being in both places at once. That is a new way of being — not all the time, but even sometimes — and this was made possible by the Fellowship.

Jeff Edmondson, Class 8

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The Fellowship continues to be a defining professional and personal event that affected my growth and viewpoint on important issues. When I think about those 11 months of Fellowship residency, my point of view evolved in five stages:

1. Glow of new knowledge, skills, tools and fresh ambition. I was full of new ideas and methods and a high energy for success!
2. Power of a national network of friends and colleagues in my work and in my life (working and living across the country). I gained comfort and freedom to fly!
3. Realizing I didn’t need to be afraid of failure. It had always been my internal challenge (“making mistakes was stupid”).
4. The “chill” factor (my daughter’s observation). I was calmer in the face of stress.
5. Peace in retirement. I put ambition in its place. I can rest! I am happy that I made the seemingly risky decision to spend 11 months by myself in a new city. The best decision I ever made.

Theresa Mayberry-Pruitt, Class 5





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Change takes time. Sometimes all you can do is sow seeds. Institutional culture is the hardest, and leading long-lasting change there was very hard to accomplish. Celebrating the successes was something I learned in the Fellowship and making sure that everyone around me could participate in celebrating. Using data to show the accomplishments helped make them real.

Trine Bech, Class 2



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Between when I applied to the Fellowship and was accepted, I went through a career transition that let's just say wasn't entirely voluntary. I remember having a tough conversation about whether I would still be able to participate and had to advocate — and get my new supervisor to advocate as well— for me to join. I'm glad it worked out (!) and gave me a support system to help process that particular transition, which would be one of many over the next 20 years. Within the Fellowship, the learnings on the adaptive leadership competency, the book *Transitions* by William Bridges, the vulnerable sharing from other Fellows about holding steady through their own losses and challenges, and the unwavering championing and support from Fellows in my class and others, all have been invaluable in teaching me how to weather these storms and come out on the other side even stronger in myself and the work.

Angela Romans, Class 9



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I have been reflecting on the singular task of leadership as the need to hold insoluble problems — in the context of harsh and unforgiving bureaucracies — in ways that are ethical, humane, healing, productive and somehow positive in the long arc of history. The Fellowship held a context for me to understand this reality better.

John Zalenski, Class 6



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I use adaptive leadership tools daily. It has helped me to understand the need to acknowledge the loss people face when a pivot is needed, how to act politically to motivate change and that nothing is intractable. A true game-changer in my leadership journey during and after the Fellowship.

Raquel Donoso, Class 10





FACULTY, STAFF AND PARTNERS



It is hard to believe it has been 30 years! On reflection, it is clear to me that my role in designing and managing the Fellowship had a profound influence on me.

The design process spanned two years, and the most significant early decision was the selection of the NYU Wagner School of Public Service as our academic partner. Ellen Schall was a new NYU faculty member, and her leadership history in New York City government made Ellen and NYU the perfect choice. She provided intellectual and leadership guidance and became a lifelong mentor for me and many Casey Fellows.

At its inception, the Fellowship was full time, and the first class was in Greenwich, Conn. While the program content was strong, it was the Fellows' group dynamic that made the strongest impression. They bonded over this shared experience and actually lived together at the River House. It is hard to overstate the intensity of this time for them and for me.

I left the Casey Foundation in 1995, and ironically, I left because of the Fellowship. After spending two years surrounded by amazing leaders, I began to wonder if I was capable of leading. For two years, I was able to absorb so much from Fellows, Ellen and program faculty. The concepts of creating a demand dynamic for education reform, understanding the power of role and identifying leadership traits have served me well. Looking back, it was a pivot point in my career that changed my life.

Cheryl Casciani – former Program Associate and Fellowship founder and lead, Classes 1 and 2





Early days. An inquiry into what it might take
An experiment
A leap. A leap of commitment, of belief
Leadership development reimagined
Readings. Reflection. Theory and practice.
Depth. Faith. Challenge. Challenges.

Lives interrupted. Baltimore as a base.
The paradox of starting with endings.
The possibilities of the neutral zone.
The thrill of new beginnings.

Deep friendships. Lives intertwined. Ambitions expanded.
Progress. Results. Impact.
Across decades, across classes.
Learnings. Growth. Momentum.
Losses of people we loved
A beautiful collision of minds, of creativity, perspectives and of heart.

A burst of energy, a step back to go forward.
Redesign.
Combining, recombining, making something new, something fresh,
something different.

Connected, conjoined, across time and across the country
gathering to celebrate and to share
layers of ingenuity, of culture, of self-expression — a tapestry that is
permeable yet strong
the wisdom is in the room

With deep appreciation to the Foundation for choosing me at the
beginning, to Class 1 for co-creation and still including me, to all the
Fellows I had the privilege of knowing deeply, for the extraordinary
partnership of Cheryl at the start and Donna at the end, for the
willingness of so many colleagues who brought their wisdom along the
way, for the opportunity to invent and to participate, to learn alongside
you all — this was the gift of a lifetime, with love, Ellen

**Ellen Schall – Senior Presidential Fellow at New York
University, former Dean at the Wagner School and Fellowship
faculty, Classes 1–6**





Having the opportunity to serve as faculty for the Fellowship has been an unparalleled professional and personal experience for me. The Fellowship attracts wonderful human beings, and the relationships I have formed with Fellows, staff and other faculty have been durable and rewarding. But what really stands out for me is the learning. When people ask me what I do for a living, I often tell them I get paid to learn. I don't think I would be nearly as effective, nor would I enjoy the work as much, if the faculty role didn't require being something of a learning machine. The Results Count approach we use is dynamic, and the Fellowship is one of the key proving grounds for what helps leaders sharpen their sense of what is possible and what it takes to contribute to better and more equitable results. I'm not sure I expected it coming in — after all, my role is to help others learn — but it turns out my own learning about myself and my leadership has been a welcome gift and has contributed profoundly to who I am today.

Bill Shepardson – Fellowship faculty, Classes 11–12



The Children and Family Fellowship is an essential element of how the Casey Foundation achieves systems change. Change happens through leaders, and the leadership skills fortified during the Fellowship transform the way Casey Fellows lead. Fellows are dispersed throughout the social sector, bringing with them the ability to lead with data and achieve results. Consequently, we've seen transformational impact from organizations led by Casey Fellows. As a Foundation, we often speak of “more than money” in describing how we invest in partners. And our investment in Casey Fellows is far “more than money.” It's a lifelong relationship between the Foundation and the Fellows — as well as among the Fellows. Fellows serve as accountability partners for one another, thought partners in the work and a support system when they face trials as leaders. I have found Casey Fellows to be among the most passionate, bold and courageous leaders. They are authentic in their engagement and fervently committed to being change agents. “Self as an agent of change” is a lived experience for Fellows — one that is contagious and often a mandate for those of us who work with them! Systems change is a “long game” that requires vision, determination and an unshakable belief in the ability to achieve results. Casey Fellows embody those skills and walk in that truth. That vision, courage, determination and commitment to results reflect positively on the Foundation. More importantly, Casey Fellows spread data-driven, results-based equitable leadership throughout the social sector as agents of change.

Leslie Boissiere – Vice President, External Affairs





My exposure to results-based leadership and to the Casey Foundation preceded my employment there. I participated in Casey's Leadership in Action Program, which opened my eyes to the impact that a group of leaders can have if they are aligned around a population-level result and work with urgency to make a powerful contribution to an equitable result. And the notion that one could lead from whatever seat they occupied was a compelling way to ignite engagement and broaden accountability for action. Having personally experienced the value of this leadership approach made the opportunity in 2007 to work with the Casey Fellowship so intriguing. Certainly, supporting Casey Fellows to build their skills to achieve results was an exciting prospect. What I didn't know then was what a two-way opportunity this would be. Working with each class and the faculty has benefited me in ways I never could have imagined. I am in awe of the Fellows. They come into this experience not really knowing what to expect but with a willingness to step into very hard work to examine their leadership, have difficult conversations, challenge their approaches and confront their blind spots. They are asked to be vulnerable, open and reflective and at the same time to act with gravitas, experiment, take risks and drive toward a North Star. And the Fellows do this — from a place of wanting to be more impactful, to change the systems that should do better for families, and ultimately to see that kids have a brighter future. I am humbled and honored to have been permitted to accompany these leaders through the Fellowship experience, and then to remain a colleague and friend long afterwards as they use the Fellowship experience to be clear-eyed, deliberate and even bolder for the kids, families and communities who need their leadership the most.

Barbara Squires – Director, Leadership Development, Classes 7–12



It is hard to believe I've had the honor and privilege to be a part of the Fellowship family since Class 7! What I know now that I did not know back then is how personally rewarding being a part of the Fellowship staff and getting to know five classes of Fellows would be. It is more than just a job, it is a profound and invaluable learning experience, not only in role but in person as well. Most of the time, I am learning new things about myself, others and the world right alongside the Fellows at each seminar. The Fellowship experience is the gift that keeps on giving, one class at a time and then again through the Alumni Network.

Each class is unique, its own special treasure chest filled with endless amounts of knowledge, dedication, wisdom, personality, lessons learned, evening festivities, dancing, laughter and love. My life, both personally and professionally, is much more complete than I could have ever imagined because of the Fellows. I am so grateful to the Fellows and the Fellowship for the tremendous amount of learning (even when it was hard!) and for the forever connections and relationships that I hold so close to my heart. Fellows, thank you for making this world a better place for me, for my family and for the millions of others whose lives you are changing forever!

Katie Norris – Program Assistant and Program Associate, Classes 7-10 and Class 12





Sailing across a rainbow, from end to never-ending, that's what the Fellowship is like for me: joyful, stormy, elusive at times, light and life broken down then reconstructed better than the former version. Beginning with Class 1 Fellow Jane Tewksbury's placement with me at the Maryland Governor's Office for Children, Youth and Families to contemporary thriving relationships, the Fellowship lives within me. I had never imagined I could learn so much about myself, how to navigate my professional world and how to support others in doing the same.

How lucky to be pushed every day by the faculty, Fellows and Casey leadership to develop an honest understanding of myself, practice hard-to-make changes, apply what I was learning in every aspect of my career and start the process over again...and again and again.

Along this journey, I held many formal roles: placement sponsor, Fellows' sponsor, coordinator, director, faculty, vice president of leadership development, coach and consultant. In each role, there were corresponding insights that once seen could never be unseen. The choice to act was mine. This was one of the many gifts of the Fellowship: notice, name and act. I found my authority in each role and found courage to push that authority to its boundaries and beyond. (Thank you, faculty, for coaching me through to my courage.)

As you can see, the Fellowship was not just a program for you, Fellows. There was a commitment among those of us who worked with Fellows to do the work we were asking you to do. Like the Fellows, I peeled away the protective layers and found my voice and authenticity. I brought my full self to the Fellowship and it brought me each of you.

Donna Stark – former Vice President, Talent and Leadership Development, oversaw the Fellowship, Classes 4–9





Serving as program assistant to the 2019–2021 Class 11 Children and Family Fellowship is one of the most unique and profound experiences I have ever been a part of. I feel so fortunate to have worked so closely over the course of those two years with 15 audacious leaders honing the skills of the Results Count Path to Equity to ensure brighter futures for the nation’s children and families, their communities and the systems that serve them.

This opportunity allowed for firsthand experience in the planning, design and implementation process of 11 seminars. My most powerful takeaway was being able to honor my role as program assistant and fully support each of the Fellows and members of the core implementation team so that we could be in high-aligned action in service to the overall result.

So what did this look like? This means you may have seen me successfully chase down a UPS truck for delayed session materials, or make countless trips to Staples to print new agendas or materials after one of many late-night faculty meetings. If that wasn’t enough, pivoting to fully virtual amidst a global pandemic. Supporting Class 11 was an honor, and the best part is knowing that my actions, the tasks I performed in role, were all in service of children and families being better off. I too am better off because of the experience and lasting relationships I have gained through such a transformational process both personally and professionally.

Shaecole Leonard – former Program Assistant, Class 11

I do not want to romanticize my experience with the Fellowship, because the reality is so much more compelling than any story I could tell. I remember fierce disagreements with my fellow faculty members that led to new insights and a fusion of practice and approach. I can still feel that mixture of anxiety and excitement while standing with a new class under a banner calling for the accomplishment of a measurable result in one measurement cycle. The sinking feeling of seeing what sounded so good in theory becoming a failure in practice. The joy of being in the presence of a Fellow deploying great skill with passion to produce results. Always and forever the bright and beautiful images of all the Fellows will remain with me. I am deeply grateful to the Casey Foundation, Donna Stark, Barbara Squires, my fellow faculty members and, especially, all the Fellows for the opportunity to try and fail, to learn and try again in the spirit of true fellowship. For that shining time, I was privileged to join my leadership journey with theirs, each of us learning from the other. It was one of the great privileges of my professional life to have shared the intensity of that journey with all those who cared so deeply and gave of themselves so freely so that children, families and communities might be well.

Jolie Bain Pillsbury – Fellowship faculty, Classes 6–10



I have had the honor and privilege of being a Children and Family Fellowship faculty member since Class 7. The term faculty seems a little too academic for the Fellowship journey: Navigator, guide, scout seem more appropriate descriptions for the work. And as with any journey, there have been excitement, detours, unexpected findings but always the destiny has been to empower leaders to improve the lives of children and families in the United States.

Classes enter thinking there is some “magical curriculum” that will launch or enhance their leadership and leave knowing their leadership journey is a lifetime’s work. For me, it has been a gift to work with a group of faculty and guides who are always looking for new ways to meet leaders where they are and then stretch their understanding. Building results-based leaders is our constant North Star. Over the years, we’ve viewed our work as generative, noting the complex and adaptive nature of leadership. Testing and adding different approaches and tools with each new class. Fellows pick up the challenge, taking the learning back home, applying it and molding it to their needs and the needs of their stakeholders, teams and partners.

Strong leadership makes for long-wave change. For 30 years, leaders have sought out the Children and Family Fellowship because alums through their leadership have made a difference. Others notice and “want some of that!” I hope I have contributed a bit to that difference.

Angela Hendrix Terry – Fellowship faculty, Classes 7–12



The Fellowship helped me access my inner leadership compass, and I learned that change happens through a web of relationships, really through a web of care and love. The people in my class have been part of my base for 15 years or so. I would be adrift without them. That is why it has been an honor to serve as core and visiting faculty for the Fellowship in recent years. Seeing each class enter and develop so powerfully renews my hope that we are gaining ground on racial equity and we might be able to meet the challenges we face as a country and planet. I've also come to understand the holiness of leadership development work.

The Fellowship is a threshold experience. It is time outside time, opening a portal to multiple futures for each participant. Sometimes, we are terrified by the possibilities that emerge, and we might get angry with the process. Sometimes, we are overwhelmed by the goodness of it all, and we might feel unworthy. I've learned it is important to stay in it and to stay in it together so we can see what might unfold.

Our world needs leaders who can name the necessary horizon for change and bridge all kinds of differences to do the big work required to move toward that horizon. I think the Fellowship is a vital preparation ground for that journey. I am grateful for the preparation and humbled to be on the journey with this network.

Marian Urquilla – Class 7 Fellow and Fellowship Faculty/Guest Faculty, Classes 10–12





Little did I know, as a 20-something graduate student at NYU’s Wagner School of Public Service, what a profound effect the Annie E. Casey Foundation’s Children and Family Fellowship would have on my professional career. In 2001, I took a graduate assistant position with Ellen Schall, a professor I admired greatly and whose “Reflective Practice” class was eye-opening for me during my first year in graduate school. The position involved supporting the seminar series for the Fellowship. WOW — that work turned out to be life changing! Working alongside Ellen led to getting to know Donna Stark and the incredible faculty and Fellows in the fifth Fellowship class, which then led to an opportunity to move to Baltimore to work on the Fellowship full time. There was an intensity and significance to the experience of supporting the Class 6 Fellows that has remained with me. To be with a group of people so willing and open to being vulnerable with each other, reflective in their leadership, courageous in their pursuit of changing systems for kids and families — it was an amazing journey and formative for my career as a nonprofit leader. Watching the Fellowship evolve over time and the network of Fellows grow so robustly has been a great joy to uphold. There is incredible power in collective learning experiences, and I feel grateful to have played a small part in supporting the power that was and is Casey’s Children and Family Fellowship.

Jessica Kohlen – former Fellowship Coordinator, Classes 5 and 6



I have such gratitude to work with others, in high action and high alignment, for the sake of shared results.

Having courage to engage as a results leader by...

- Trying, failing and trying again.
- Analyzing, testing and learning.
- Not having answers and learning anyway.

Working in high action and high alignment by...

- Testing the resilience of relationships — practicing breaking then repairing.
- Having hard conversations and then looking in the mirror.
- Noticing competing mental models, assumptions and ways of being.

Creating a powerful container through community by...

- Intentionally engaging in collective messiness.
- Playing with projections and valences.
- Daring to feel, to fear and to hold steady.

Being grateful for...

- The opportunity to learn with thoughtful colleagues.
- The chance to work with amazing results leaders.
- The work of the Leadership Development team in supporting the Fellowship

Raj Chawla – Fellowship faculty, Classes 8–12





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During my faculty tenure, I was introduced to extraordinary people, “my Fellows.” These talented, motivated and social justice-committed people were diverse in many dimensions. Many of them held positions of authority in service organizations and governmental agencies; some of them led movements, pursued entrepreneurial interests and used their voices and talents in creative ways to advance equity and justice. As a group, they came to the Casey Foundation’s Children and Family Fellowship to learn to serve its mission, which was closely aligned with their own. Along with their energy and brilliance, they brought their collective wish and intent to learn to make a change/difference in social impacts on vulnerable children, families and communities. I came to love my Fellows!

Their learning interests were met through the Fellowship’s strategic design, which included a focus on skill development coupled with self-development. Most of the Fellows, over my 15 years with them, understood and could use the basic proposition about living, loving and working; that is, ongoing development in these areas requires a capacity for deep self-awareness and self-reflection. One of the particulars of being a change agent is the psychological and emotional heavy lift needed for changing a world of conditions to ensure the well-being of families, children and the systems that affect them. The idea that they came ready-equipped with a powerful instrument to support change was appealing. “Self as an instrument of change” became a part of their curriculum.

I still love my Fellows!

**Kathy White – Fellowship faculty,
Classes 4–9**



The network of leaders nurtured by the Children and Family Fellowship is a demonstrably consequential contribution about which the Annie E. Casey Foundation should be justly proud. Three decades later, owning the responsibility for preparing a generation of leaders for the change management challenges driven by the Foundation's still emerging systems reform agenda has paid off in ways not envisioned by Doug Nelson, Ira Cutler and Cheryl Casciani.

Their “next big investment” in the child welfare and juvenile justice systems has evolved into a field- and sector-agnostic phenomenon. Casey Fellows are leading and managing a wide array of influential public-sector agencies, social-sector organizations and private-sector enterprises. Kudos to the Annie E. Casey Foundation for staying the course and continuing to support both the Fellowship and the Fellows Network.

Even so, the remarkable “return on investment” is just one part of the Fellowship story. The more significant story is captured by the confessions of personal and professional transformation — lives changed, values challenged, consciousness raised, horizons and capacities expanded — and not just for the Fellows themselves. All of us who grasped the opportunity to engage with and learn from the smart, committed and intellectually curious mid-career professionals who chose us before we chose them have our own stories to tell (with and without tequila shots). I know that I am not the only Casey stalwart with “Casey Fellows” on the short lists of preferred associates, trusted colleagues and lifelong friends with whom to work, to celebrate and sometimes to mourn.

Ralph Smith, former Executive Vice President



FELLOWSHIP-RELATED REPORTS

May 2000

The Annie E. Casey Foundation Fellows Network

A Report on the History,
Accomplishments and
Challenges for the
Casey Fellows Network

Kim McGaughey

BUILDING

LEADERS

FOR CHANGE

An overview of the Annie E. Casey Foundation's Children and
Family Fellowship



The Annie E. Casey Foundation

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Assessment of the Annie E. Casey Foundation's Children and Family Fellowship Program

Submitted to
The Annie E. Casey Foundation

By
Manuel Gutiérrez, Tania Tasse, Marcela Gutiérrez-Mayka,
and Guy Hagen
OMG Center for Collaborative Learning

December 2005

The Annie E. Casey Foundation



IS THE SUM GREATER THAN THE PARTS?

An Examination of Collaboration between Casey Fellows in Four Geographic Areas

CHILDREN and FAMILY FELLOWSHIP



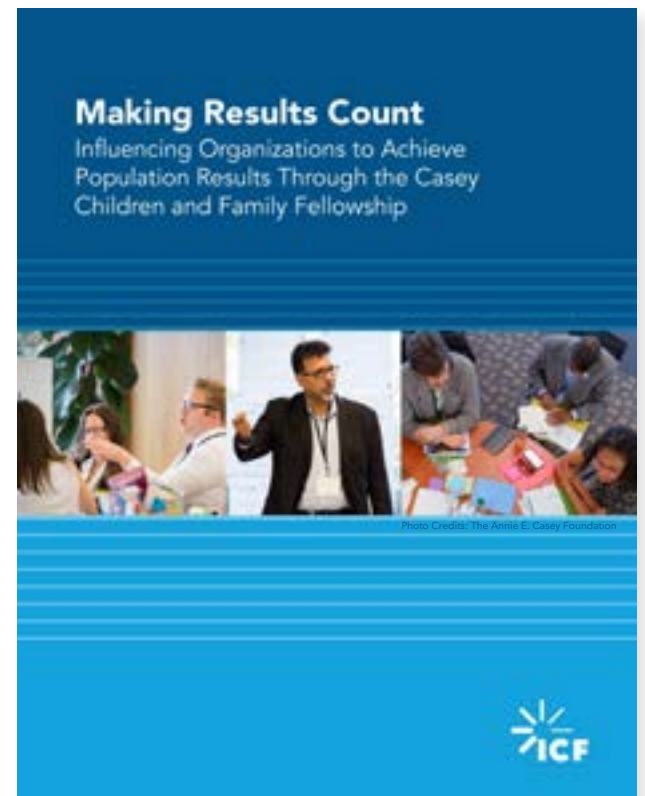
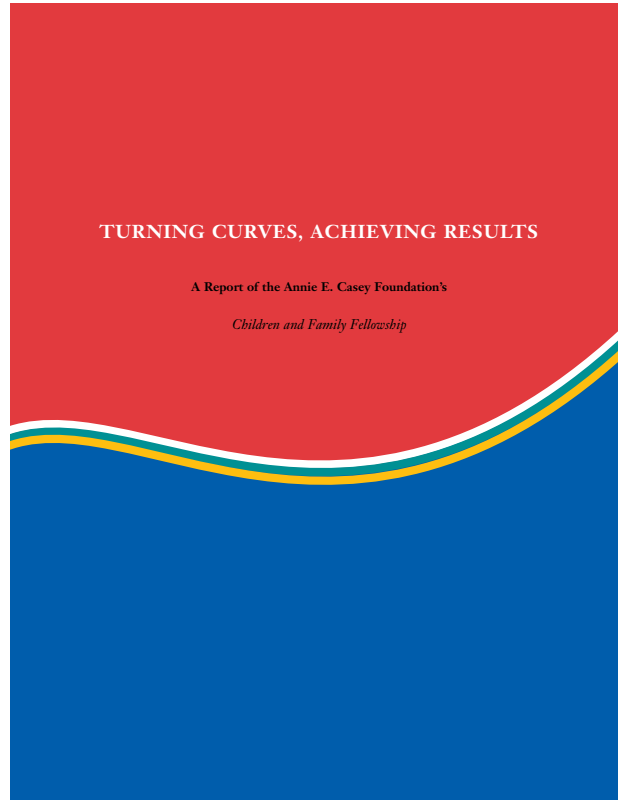
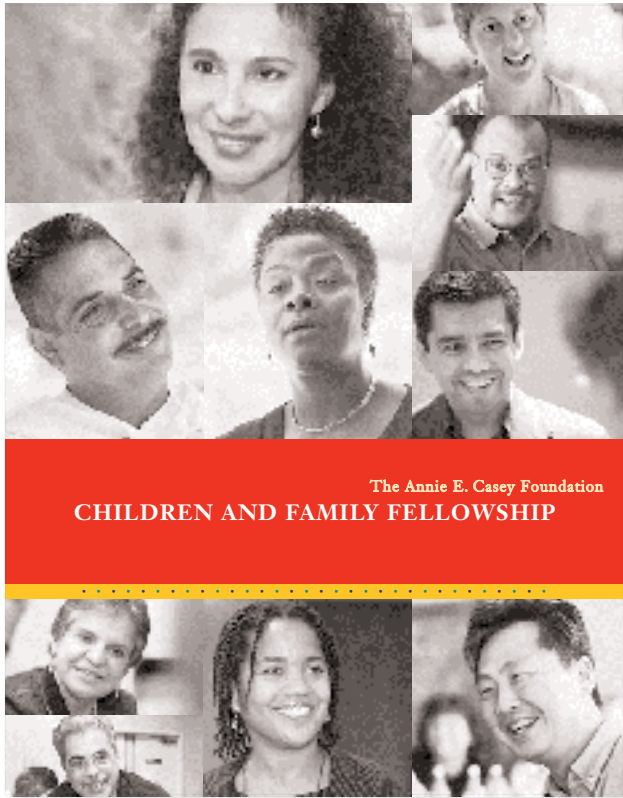
The Annie E. Casey Foundation

leading for
results

developing talent to drive change



THE ANNIE E. CASEY FOUNDATION



POEM BY HASAN DAVIS, CLASS 9

We are Bean Pies and Burritos,
Brats and Baklava,
Fry Bread, Bok Choy, and Biscuits.
We are Soul Food,
We are Soul Full,
We are So Full
of Life
of Hope
of Dreams,
That we span the continents
And time.

We are analysts and catalysts,
Trouble shooters and troublemakers,
Biking, walking, flying to the edge of our passions,
Then throwing ourselves into the mix.

We are teaching and learning,
Preaching and yearning.
We yearn to be heard
But not as a voice.
We are a movement in four parts.

We are film makers and risk takers,
Inspired by the best women produce,
Awed by the worst mankind has accomplished.

We are weavers,
But not just of fabric or tales or history.
We weave communities, spirits, and minds,
Designing the rich tapestry of our own future.

We are business as usual,
But there is nothing usual
About the business we have taken up.

We are dynamic in force,
Not able to stand suspended,
Wasting energy, wasting time, wasting life.

We are seven generations strong,
Three before us set the course,
Three behind will reap the victory.

And like the pyramids of the sun, we will rise to face the world.
Defying science, we confirm the indomitable spirit of our humanity.

We are wisdom, glowing bright in young eyes,
Worn proud in experienced smiles.

We are They and Them
We are Y'all and Us

We are straight, and
We are gay, and
And we are questioning.

We are questioning,
Why do you want in our bedrooms?
Is it cause you want to join in?
Or are you just trying to close the closet door?

Cause this ain't Pandora's Box, baby,
But we are coming out.

"I'm coming out."

That's right, we are coming out and we want the world to know.

We want the world to know that
This bra doesn't fit, and we are not going to wear it.

We want the world to know that
Black will not sit in back.

We want the world to know that
Straight doesn't mean narrow,
Not in focus, not in love, not in our lives.



We are the American way,
At least the American dream.
Manifested or not, it has become our destiny.

We are human capital,
Waiting for our return on investments
Of time,
Of prayer,
Of love.

So...
We are learning to trust, and
We are trying to build, and
We are willing to fail,
Refusing to sit passive,
Waiting for others to act.

We are the next generation,
Not to be confused with the first generation,
Not content to be the last iteration.
We are simply the next incarnation of the world we dream.

We are of ancient thoughts!
We are of universal truths!
We are of unwavering faith!
And,
We are just getting started!
And
We are just getting started!!
And
We
Are
Just
Getting
Started!!!

To live...
To love...
Together.
But now,
We are...

We are sons and daughters,
Mothers and fathers,
Some grand, some great, all young at heart.

We are survivors of urban sprawls
And dreamers of rural expanses.

We are American!
By birth,
By right,
By choice!
So, we are the ones we've been waiting for.

We have been waiting for a sign.
We have been waiting for the keys.
We have been waiting for the truth.
Cause we can handle the truth,
And the truth will set us free,
Free to pursue justice
Because we will beat injustice down.

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