



Organizational Strategy, Culture, and Leadership for Social Change  
Holding Space for Joy and Possibility

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## FOCUS

- Creating and providing earthy, pragmatic, and engaging solutions to complex organizational challenges.
- Core practices consist of participatory facilitation, strategy planning and design, leadership development, culture change, and program evaluation.
- Clients include nonprofits, philanthropies, and social change communities.

## SKILLS

- Team-building, process design, strategy development, and professional development.
- Designing and facilitating online and in-person meetings and retreats (including the use and adaptation of World Café, Open Space, Circle Practice, and embodiment/theater work).
- Designing and conducting qualitative studies using open-ended interviews, focus groups, observation, grounded theory, multiple case studies, and historical methods. Adept at Atlas.ti.
- Designing and conducting quantitative studies, including developing measures and advanced statistical analyses. Adept at SPSS.
- Writing user-friendly reports for academic, professional, and lay audiences.

## EDUCATION

- 2008 COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK**  
*Doctor of Philosophy*  
*Concentration: Organizational Theory, Behavior, and Management*
- 1998 UNIVERSITY OF WASHINGTON**  
*Master of Social Work*
- 1991 WESLEYAN UNIVERSITY**  
*Bachelor of Arts with Honors in Theater Directing*

## PROFESSIONAL EXPERIENCE

- 2000-present Independent Consultant**  
LOVE TRUMPS HATE SUNSET PARK  
NEW YORK STATE COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS COALITION  
SCHOOL FOOD FOCUS

YOUTH, I.N.C.  
WILLIAM CASPAR GRAUSTEIN MEMORIAL FUND  
92<sup>ND</sup> STREET YM-YWHA  
BROOKLYN HEIGHTS MONTESSORI SCHOOL  
THE ORCHARD SCHOOL AND COMMUNITY CENTER  
SEEDCO  
NEW PATHWAYS  
INSTITUTE FOR COLLABORATIVE EDUCATION  
TEATRO CIRCULO  
UPSTART  
NEW YORK ABORTION ACCESS FUND  
SANDY STORYLINE  
POSES FAMILY FOUNDATION  
THE NATURALLY-OCCURRING CULTURAL DISTRICT-NEW YORK  
THE OPPORTUNITY AGENDA  
NEW YORK FOUNDATION FOR THE ARTS  
LEFFERTS GARDENS CHARTER SCHOOL  
UN WOMEN  
ART x CULTURE x SOCIAL JUSTICE NETWORK  
HAVE ART: WILL TRAVEL  
NEW YORK CITY PARTICIPATORY BUDGETING  
PALLADIA, INC.  
MAPLE STREET SCHOOL  
EDEN VILLAGE CAMP  
NATIONAL ASSOCIATION OF SOCIAL WORKERS  
NEW YORK UNIVERSITY, WAGNER SCHOOL OF PUBLIC SERVICE

**2000-present *Consultant in Partnership with Consulting Firms***

SUPPORT CENTER/PARTNERSHIP IN PHILANTHROPY  
LEADWELL PARTNERS  
BRACKEN LEADERSHIP  
RITCHIE TYE CONSULTING  
LAURENCE A. PAGNONI & ASSOCIATES  
UNIVERSITY OF CHICAGO, CHAPIN HALL CENTER FOR CHILDREN  
CICATELLI ASSOCIATES, INC.

**2011-present *Webinars, Workshops, and Conference Presentations***

TEACHER RESOURCE CENTER, LONG ISLAND UNIVERSITY  
ORGANIZATION DEVELOPMENT NETWORK OF NEW YORK  
NATIONAL CONGRESS ON CULTURE, CULTURE DAYS, CANADA  
SUPPORT CENTER/PARTNERSHIP IN PHILANTHROPY (MULTIPLE)  
NONPROFIT SECTOR RESOURCE INSTITUTE, SETON HALL UNIVERSITY  
NEW YORK CITY FACILITATORS GROUP  
ANIMATING DEMOCRACY  
AMERICAN EVALUATION ASSOCIATION (MULTIPLE)  
U.S. DEPARTMENT OF ARTS AND CULTURE  
PERFORMANCE MANAGEMENT PROFESSIONALS COLLOQUIUM  
ALTERNATE ROOTS  
ALTERNATIVE EDUCATION RESOURCE ORGANIZATION  
INTERNATIONAL LEARNING VILLAGE, SLOVENIA

ART OF PARTICIPATORY LEADERSHIP AND SOCIAL CHANGE  
PLEXUS INSTITUTE

- 2005-2015**    ***Adjunct Assistant Professor***  
COLUMBIA UNIVERSITY  
HUNTER COLLEGE  
ADELPHI UNIVERSITY  
TOURO COLLEGE  
*Taught graduate-level courses in community engagement, facilitation, research, evaluation, and organizational management.*
- 2009-2011**    ***Director of Evaluation***  
PALLADIA, INC.  
*Directed evaluation department of large multi-service agency focused on substance abuse and housing issues. Managed, designed, and conducted agency and program evaluations. Provided leadership in interdepartmental team initiatives focused on data integrity. Provided consultation to program directors and management regarding data collection, improved metrics, and implications of evaluation findings.*
- 2008-2009**    ***Associate Research Scientist***  
CENTER FOR SOCIAL POLICY AND PRACTICE IN THE WORKPLACE, COLUMBIA UNIVERSITY  
*Managed and evaluated a federally funded study evaluating an intervention for low-income, single parents of asthmatic children. Developed funding proposals for further studies, including designing evaluation plans.*
- 2006-2008**    ***Principal Investigator, Dissertation***  
COLUMBIA UNIVERSITY  
*Designed and conducted research; prepared IRB protocols; developed partnerships with five nonprofit foster care agencies; conducted and transcribed in-depth interviews with 25 foster care workers; and analyzed data and wrote report. Funded by the New York Community Trust.*
- 2001-2002**    ***Director of Technical Assistance***  
NEW YORK CITY COALITION AGAINST HUNGER  
*Conducted technical assistance needs assessment of emergency food programs and designed and implemented programs to meet their needs.*
- 1999-2000**    ***Policy Analyst***  
NEW YORK CITY COALITION FOR THE HOMELESS  
*Researched, analyzed, and reported safety violations within the city's shelter system.*

**PUBLICATIONS**

Fierro, R.S., Schwartz, A., Smart, D. (Eds.) (2016). Special Issue: Evaluation and Facilitation. *New Directions in Evaluation*.

Schwartz, A. (2016). Evaluating Participatory Facilitated Conversations within the Art of Hosting Framework. *New Directions in Evaluation*.

Schwartz, A. (2011). Foster care workers' emotional responses to their work. *Journal of Sociology and Social Welfare*.

Schwartz, A. (2008). *Stayers, Fence-Sitters, and Leavers: Foster Care Workers' Psychological Responses in the Workplace*. Columbia University, New York. (PhD dissertation)

Schwartz, A. (2007). How Goal Orientation Match Between Social Workers and Their Supervisors Impacts Social Workers' Job Satisfaction: A Theoretical Exploration. *The Clinical Supervisor*.

Wulczyn, F., Embry, R., Schwartz, A., & Nelson, T. (2006). *New York City Child Welfare System: Prevention Among Infants*. American Psychological Association Convention Presentation.

Schwartz, A. (Ed.) (2002). *Souper Kit: A Guide to Starting and Operating Food Pantries, Soup Kitchen, and Other Emergency Food Programs in New York City*. New York: New York City Coalition Against Hunger.

Schwartz, A. (2002). *Finding a Better Job: A Guide to Job Help Programs*. New York City: New York City Coalition Against Hunger.

Schwartz, A. (1999). Americanization and Cultural Preservation in Seattle's Settlement House: A Jewish Adaptation of the Anglo-American Model of Settlement Work. *Journal of Sociology and Social Welfare*.

Schwartz, A. (1998). *Americanization and Cultural Preservation in Seattle's Settlement House: 1906-1936*. University of Washington, Seattle, WA. (MSW thesis)

## **CONTINUED PROFESSIONAL DEVELOPMENT**

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|-------------|---|
| <b>2017</b> | <b>SOCIAL TRANSFORMATION PROJECT</b><br><i>Art of Transformational Consulting</i>             |
| <b>2013</b> | <b>A.K. RICE INSTITUTE</b><br><i>Leadership &amp; Authority in Contemporary Organizations</i> |
| <b>2011</b> | <b>AUTHENTIC LEADERSHIP IN ACTION (ALIA)</b><br><i>Summer Leadership Intensive</i>            |
| <b>2011</b> | <b>NYC ART OF PARTICIPATORY LEADERSHIP</b><br><i>Art of Hosting and Harvesting</i>            |