



# AUCD LEADERSHIP ACADEMY

Shaping the future of disability

Developed and delivered by the faculty and staff at  
Georgia State University,  
Center for Leadership in Disability



**UCEDD Resource Center**  
A project of AUCD, in partnership with AIDD, to strengthen and support the network of UCEDDs

# Introductions



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# *What we'll talk about today...*

1. How was it developed?
2. What will participants learn?
3. How will participants learn?
4. Who should apply?
5. What is the application process?



The next set of slides will answer:

*1. How was the AUCD Leadership Academy Developed?*

*Developed with funding provided by...*



# *Development of the AUCD Leadership Academy*

- Request for proposals for consultant organization
- Review of leadership literature
- Review of content of intensive leadership experiences
- Interviews with participants of intensive leadership experiences
- Ongoing discussion and development by CLD team
- Discussions and multiple presentations of proposed curriculum with AUCD staff and Project Advisory Group

# Important Components to Include

- Content that informs and challenges
- Strengths-based assessments
- Exposure to compelling leadership stories
- Cohort identity
- Opportunity to mix and mingle with experts
- Opportunity to work in small groups
- Opportunity for self-reflection and integration
- Accessibility for diverse learners
- Pre- and post-academy activities

# Strategic Choices

- Using *Courage to Lead* and *Circle of Trust* from the Center for Courage and Renewal as organizing framework
- Collective Impact as an approach
- VIA or *Values in Action* as assessment of individuals
- Experienced faculty and facilitators
- Open Space for participant-organized learning and sharing
- Mix of large and small group presentation and discussion
- Later start time, breaks during the day
- Group experiences
- Pre- and post-academy webinars
- Follow-up coaching and support for self-reflection

# **Design Team**

## **From the Center for Leadership in Disability**

Daniel Crimmins, Andrew Roach, Emily Graybill, Mark Crenshaw,  
Gatavius Price, Rachel Esch, Kurt Vogel

## **Consultants**

Matthew Williams on Courage and Renewal

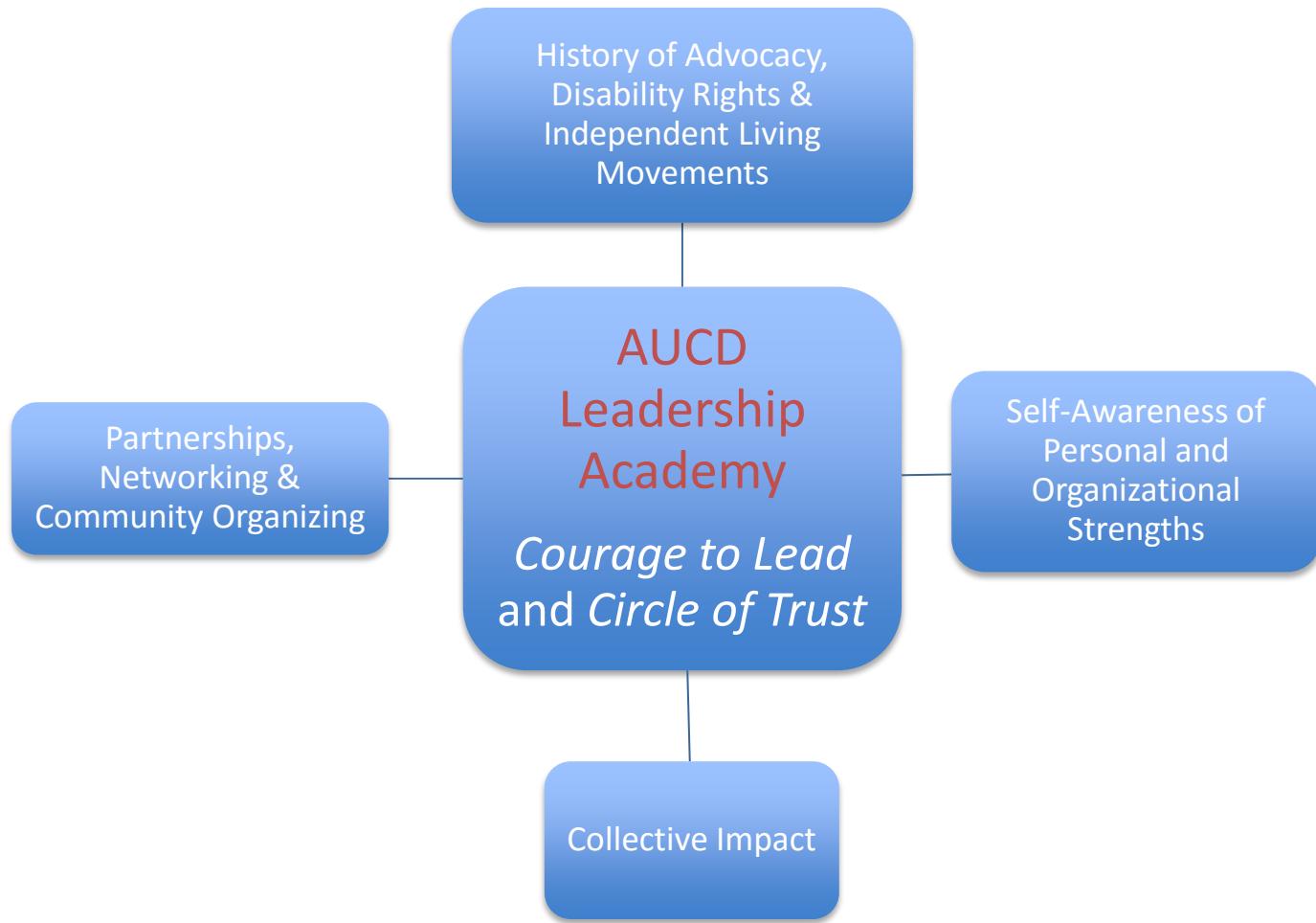
Sonya Tinsley-Hook on VIA

## **From AUCD**

Dawn Rudolph, Liz Weintraub, Michael Gamel-McCormick, Andy Imparato, Tanisha Clark, Christine Liao, Adriane Griffin, Shannon Haworth

## **Project Advisory Group Members**

Kruti Acharya, Anthony Antosh, Julia Bascom, Jeffrey Brosco, Reid Caplan, Tim Fuchs, Tawara Goode, Tia Nelis, Stacey Ramirez, Deborah Spitalnik , Melanie Thornton



**Pedagogy for the Leadership Academy informed by cultural and linguistic competence, Universal Design for Learning (UDL), and experiential learning**

# *Courage to Lead and Circle of Trust*

*Courage to Lead and Circle of Trust* will serve as an organizing framework for the leadership content, which is grounded in the work of Parker Palmer and the Center for Courage & Renewal. This framework:

- Is rooted in community organizing with historically disenfranchised groups
- Incorporates extensive experiences with leadership identity, learning, growth, and sustained effort toward solving complex social issues
- Has a 20+ year history of utilization with cohorts of new, emergent, and established leaders
- Provides a forum for exploring professional and organization values, vision, and core commitments
- Supports participants' resilience and commitment to creating a community that recognizes and honors difference and diversity
- Can be delivered within the time frame of the Academy while still leaving time for exploration of other UCEDD/LEND/disability organization topics

# *Courage to Lead and Circle of Trust*

## **SIX FOUNDATIONS OF TRUSTWORTHY LEADERSHIP**

- *Clarify purpose and integrity through an ongoing inner journey*
- *Ask honest, open questions and apply deep listening*
- *Hold paradox and tensions in the face of complexity and uncertainty*
- *Build trustworthy relationships in communities and organizations*
- *Appreciate the value of “otherness”*
- *Grow through seasons/cycles of personal, professional, organizational change*

## *Courage to Lead and Circle of Trust*

*New leadership is needed for new times, but it will not come from finding new and more wily ways to manipulate the external world. It will come as we who lead find the courage to take an inward journey toward both our shadow and our light, a journey that, faithfully pursued, will take us beyond ourselves to become healers of a wounded world.*

—Parker J. Palmer

# We just discussed: *How was the AUCD Leadership Academy developed?*

- Design team with GSU/CLD, AUCD, consultants, and Project Advisory Group
- AUCD Leadership Academy informed by “what works”
- Curriculum that pulls together values, strengths, and commitment to social justice

The next set of slides will answer:

2. *What will participants learn?*

# **History of the Disability Rights Movement**

We plan to visit the *National Center on Civil and Human Rights* in Atlanta to be followed by presentations and discussions that will focus on our shared commitment to social justice:

- History of disability rights and independent living as movements
- Evolution of disability policy
- Current issues in national policy
- State-level issues
- Advocacy

# Community Alliances

We will have presentations and activities led by leaders of UCEDDs, LENDs, disability organizations, and community organizers, featuring:

- Featuring examples of successful partnerships that addressed multiple organizations and perspectives – universities, community partners, advocacy organizations, and provider agencies
- Illustrating one of the tenets of *Courage to Lead* that leadership involves “creating the space where people can discover their resources”

# Collective Impact

Collective Impact provides a model for sustainable social change that identifies five necessary conditions:

- creating a common agenda
- developing shared measurement and metrics
- working in a manner that is mutually reinforcing
- communicating continuously
- establishing a backbone organization

The model has been put forward as an alternative to work long-conducted in “silos” and often not leading to sustainable change

# Leadership Strengths

Assessments create a shared vocabulary to discuss strengths

- *VIA – Values in Action*
  - An assessment of 24 character strengths – describing “who you are” provided in everyday recognizable words
  - <https://www.viacharacter.org/www/Character-Strengths/The-Science-of-Character-Video>
  - *Self-Awareness and Commitment to Leadership Development* – will be addressed throughout the week. Early in the Academy, we will review the findings from the VIA and discuss them in facilitated small groups

# VIA Classification of Character Strengths



Creativity



Curiosity



Judgement



Perspective



Bravery



Perseverance



Zest



Honesty



Social Intelligence



Kindness



Love



Leadership



Fairness



Teamwork



Forgiveness



Love of Learning



Gratitude



Spirituality



Self-Regulation



Humility



Appreciation  
of Beauty



Prudence



Hope



Humor

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# We just discussed: *What will participants learn?*

- *History of the Civil and Disability Rights movements*
- Collective Impact
- VIA and strengths assessment

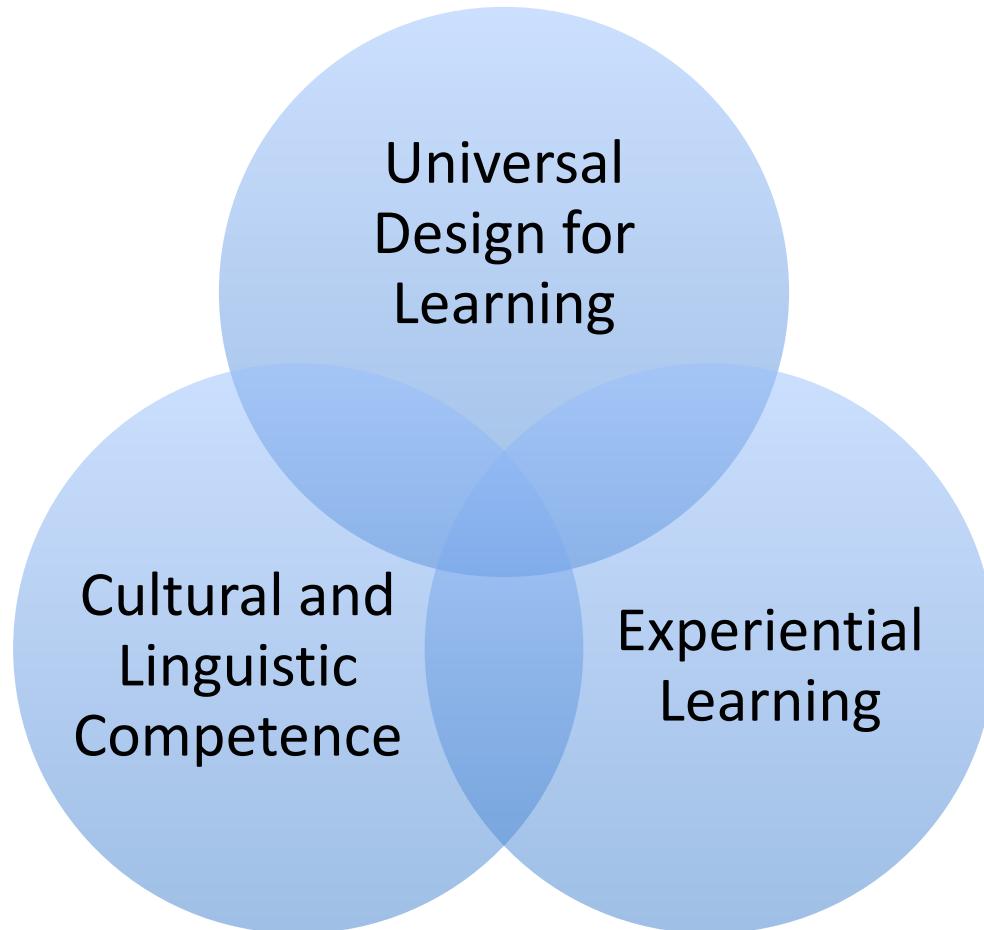
The next set of slides will answer:

*3. How will participants learn?*

# AUCD Leadership Academy -- Week At-A-Glance (draft)

Time	Sunday June 25, 2017	Monday June 26, 2016	Tuesday June 27, 2017	Wednesday June 28, 2017	Thursday June 29, 2017	Friday June 30 2017
10:00 - 11:30am	Arrive	Process – Courage & Renewal <b>Content</b> – Self-Reflection: Taking a strengths-based approach	Tour the National Center on Civil and Human Rights	Panel of leaders from six projects across the network that demonstrated collective impact briefly describe initiatives (10:00-10:45) <b>Roundtable discussions</b> with panelists (10:45-11:30)	Process – Courage & Renewal <b>Content</b> – Self-Reflection: Sustaining the use of strengths assessments and developing your leadership plan	Closing Ceremony & Brunch
11:30 am - 12:30 pm		Break / Open Space	Return from National Center	Break / Open Space	1 <sup>ST</sup> Leadership Reflection (12:45-1:45)	Depart
12:30 - 1:45 pm		Lunch	Lunch	Lunch with expert panelists	Lunch	
1:45 - 4:15 pm		Process – Courage & Renewal <b>Content</b> – Self-Reflection: Leadership strengths assessments and introduce personal leadership plans  Process – Didactic <b>Content</b> – Collective Impact	Process – Activities <b>Content</b> – Building Partnerships: Promoting diversity and inclusion	Process – Courage & Renewal <b>Content</b> – Collective Impact and Self-Reflection: Consider personal commitment and leadership strengths	2 <sup>ND</sup> Leadership Reflection 1:45-2:45  3 <sup>RD</sup> Leadership Reflection 2:45-3:45  4 <sup>TH</sup> Leadership Reflection 3:45-4:45	
4:15 - 5:15 pm		Break / Open Space	Break / Open Space	Break / Open Space	Break / Open Space	
5:15 - 7:30 pm	Introduction to AUCD Leadership Academy  Dinner & Panel of National Leaders in the DD Network	Dinner and Leadership Reflection Team Meeting for structured conversation about collective impact	Dinner & Panel: Panelists will include individuals representing civil and disability rights movements	Dinner & Discussion of personal experiences highlighting successful examples of building partnerships	Dinner & Entertainment	

# Pedagogical Underpinnings



# Universal Design for Learning

- Multiple means of
  - Representation
  - Action and expression
  - Engagement
- Accessible print materials – key points highlighted at accessible reading levels
- Presentations and informational resources in print, video, and audio
- Graphic facilitator(s) during presentations and selected small group sessions

# Cultural and Linguistic Competence

- Faculty and participants from diverse backgrounds, perspectives, and lived experiences
- Support participants' resilience and commitment to create a community of leaders and advocates that recognizes and honors difference and diversity

# Experiential Learning

- Small group discussion and problem-solving
- Time with faculty and peers for exploration
- Time for reflection
- Participants develop schedule of follow-up activities and presentations
- Year-long coaching and discussions with allies

# Leadership Self-Reflection Allies

- **Purpose:** The leadership self-reflection ally (“Ally”) will support participants’ continued growth after the in-person training.
- **Recruitment:** Allies will be recruited from the broad national network of UCEDD, LEND, and disability organizations. Allies will be recognized at the annual AUCD Conference.
- **Orientation:** Allies will participate in an orientation to the AUCD Leadership Academy, the strengths-based leadership assessments that will be used, and techniques to facilitate participant self-reflection and continued personal and professional development.
- **Format:** Allies will speak with participants at least four times over the course of the year by phone or video chat.
  - Participants will be responsible for proposing the agenda for each conversation focusing on an area of continued growth or accomplishment.
  - Allies will use knowledge from the orientation along with the participants’ self-disclosed strengths and self-identified personal goals to support continued action and links to the broader national network.

# Leadership Coaches

- **Purpose:** The Leadership coach will support participants in the translating Academy leadership commitments and skills into action in their home organizations.
- **Recruitment:** On application, participants will nominate two potential coaches from their organizations or communities. Coaches will be available for face-to-face meetings and direct observation of the participant. Final selection of the coach will occur in consultation with an organizational leader (e.g., a UCEDD director or supervisor) after the academy.
- **Orientation:** Coaches will participate in an orientation to the AUCD Leadership Academy, the strengths-based leadership assessment, the professional goal setting process, and techniques to facilitate participants' continued professional development.
- **Format:** Coaches will meet formally face-to-face with participants six times in the year following the in-person training in Atlanta.
  - At least two of these sessions will be observations: one where participant observes the coach and the other where coach observes participant.
  - Participants will be responsible for the content of four additional meetings to discuss progress toward a self-identified leadership goal developed during the Academy.

# **Academy Materials**

Binder with two-page overviews of key topics

- Utilizing UDL principles
  - What you need to know
  - Links to further information – print and video
  - Recommended readings and references
- Bios and photographs of Academy faculty, staff, and participants
- Schedules
- Copies of PowerPoint presentations

Note: These will also be distributed on flash drive.



# Year At-a-Glance (Slide 1 of 2)

## Application Phase

February 28, 2017  Application Deadline

March 6, 2017  Applicants Notified

## Pre-Training Phase

May 16, 2017  Pre-Training Webinar 1: *Disability Partners & Introduction to the Program*

May 30, 2017  Pre-Training Webinar 2: *Strength-Based Approaches to Leadership & VIA*

June 13, 2017  Pre-Training Webinar 3: *History of the Disability Rights Movement*

## In-Person Training

June 25 – June 30, 2017  5-Day Intensive Training in Atlanta, Georgia

# Year At-a-Glance (Slide 2 of 2)



## Post-Training Phase

June 2017		Webinar Orientation for Allies, Coaches, and Directors
July 2017		1 <sup>st</sup> Coach Meeting/Observation
August 2017		Post-Training Webinar 1
		1 <sup>st</sup> Ally Meeting
September 2017		2 <sup>nd</sup> Coach Meeting/Observation
October 2017		Post-Training Webinar 2
November 2017		3 <sup>rd</sup> Coach Meeting/Observation
		2 <sup>nd</sup> Ally Meeting
December 2017		Reunion at AUCD Annual Conference
		Post-Training Webinar 3
January 2018		4 <sup>th</sup> Coach Meeting/Observation
February 2018		Post-Training Webinar 4
		3 <sup>rd</sup> Ally Meeting
March 2018		5 <sup>th</sup> Coach Meeting/Observation
April 2018		Post-Training Webinar 5
May 2018		4 <sup>th</sup> Ally Meeting
June 2018		Post-Training Webinar 6
		6 <sup>th</sup> Coach Meeting/Observation

# GSU College of Law Conference Space

- Downtown location
- Building opened in 2015
- Close to housing options
- On the trolley line
- Across the street from MARTA
- Spaces for informal mingling



# GSU Housing Options

- GSU Dormitories – \$50 per night, single room with private bath, shared living area (3 blocks to event venue and MARTA)
- Room blocks (all less than 2 blocks to venue and Marta)
  - Ellis Hotel – \$141
  - Courtyard by Marriot – \$150
  - Ritz – \$176.25
- Dinners together on 2 or 3 evenings – GSU Dining Hall



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# We just discussed: How will participants learn?

- Week-long, in-person experience
- UDL principles
- Diverse faculty
- Active learning environment
- Schedule and conference space that encourages interaction and reflection
- Materials available in print, video, and web links
- Pre-meeting and post-meeting activities
- Coaches and allies

The next set of slides will answer:

#### *4. Who should apply?*

# Marketing and Recruitment

- Target Audiences
  - Faculty and staff of UCEDDs and LENDs
  - Current and emerging leaders of state and national disability organizations
  - Other community and university partners
  - Community Advisory Committee (CAC) members
- Recruitment and Marketing
  - Live marketing at meetings and conferences
  - Social Media (i.e. Facebook, Twitter, etc.)
  - AUCD Website
  - Email blasts to UCEDDs and LENDs
  - Flyers

# **Marketing, Recruitment, and Fee**

- Applicants should have the endorsement of a leader in their organization for attendance at the academy, as well as the pre- and post-academy activities (e.g., coaching and meeting with allies)
- Fee for the one-week training is \$1,000, not inclusive of travel, lodging, or meals.

# We just discussed: Who should apply?

- Applicants who are committed to leading UCEDDs, LENDs, and other disability organizations

The next slide will answer:

5. *What is the application process?*

# Components of the Application

- Program Description/Participant Expectations
- Dates
- Selection Process
- Applicant Profile and Demographic Information
- 1 reference letter, 1 resume or CV, and 1 personal biography
- Short answer questions
  1. *Describe your leadership roles and experiences (formal and informal).*
  2. *What are your personal and professional goals (short and long term)? How will being involved in the AUCD Leadership Academy will help you to achieve them? Please include information about your experiences with organizations, communities, and persons with intellectual and developmental disabilities.*
  3. *Why are you interested in applying to participate in the AUCD Leadership Academy?*
  4. *How do you expect the AUCD Leadership Academy to change the way you work?*
  5. *Identify two potential local “Leadership Coaches” from your organization or community who might work with you in the year following the Academy.*

# Completing the Application

- Can be downloaded at:  
<http://disability.publichealth.gsu.edu/2017/01/17/aucd-leadership-academy-now-accepting-applications/>
- Due February 28<sup>th</sup> by 5:00pm EST
- For individuals who would like to submit an application using an alternative format such as audio or video, **please call the Center for Leadership in Disability at (404) 413-9334 or email [aucdacademy@gsu.edu](mailto:aucdacademy@gsu.edu).**

# Main Takeaways

## ***What we talked about today...***

- Leadership for the next generation of disability programs
- Values-informed, strengths-based, and competency-focused
- Diverse participants and facilitators
- Recurrent themes of coalitions, communities, and collective impact
- Accessible through UDL
- Continuing reflection on “Who am I in this process of change?” and “How do I remain committed to the process?”
- Goal for the academy is that participants will have a positive impact in their sponsoring organizations and on the lives of the people they serve



# *Today we talked about...*

1. How was it developed?
2. What will participants learn?
3. How will participants learn?
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# Questions

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# Questions and Contacts



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