Leadership Academy
Program Operations Manual
(last updated: 8/28/2024)

Contents

ELIGIBILITY

Requirements
- ❑ A full-time employee of a service provider;
- ❑ Minimum of five years of experience in the I/DD or disability field;
- ❑ Minimum of one year of supervisory experience; and
- ❑ Timely submission.

APPLICATION FORM

Part 1: Employment History
Resumé required.

Part 2: Supplemental Question Responses

All the prompts have a word maximum. However, you need not feel compelled to reach that outer limit. If you can answer in less, go for it!

1. What would you say if asked to write a tweet to tell the world who you are? (150 word maximum)

2. What are your career goals over the next 3-5 years? (250 word maximum)

3. How will this leadership program help you achieve your career goals? (250 word maximum)

4. Diversity, equity, inclusion, and accessibility (DEIA) are essential to our mission. How have you used your positional power within an organization to create systemic and sustainable changes leading to a more diverse, equitable, inclusive, or accessible environment? (500 word maximum)

5. Identify a leader with skills you admire. Who are they? What did you learn from them? How have you put that acquired knowledge into action? (500 maximum)

6. Choose one of the following. (500 words)
    a. A package arrives at your door. After seeing the contents, you know it will be the best day of your life. What's inside, and how do you spend your day?

    b. You've invented a time machine in your living room – well done! When and where is your first destination, and why?

Part 3: Recommendation Letter

Each application must be supported by one letter of recommendation. The letter must include basic contact information to facilitate follow-up actions, if needed:

- ❑ Reference Name
- ❑ Organizational Title
- ❑ Organization Name
- ❑ Contact Number
- ❑ Email Address
- ❑ Organization Address (Street, City, State, Zip, Country if not U.S.)
- ❑ Reference's Relationship to Candidate

The letter must address these three questions. Please provide specific examples.

1. Why do you recommend the candidate for this program?

2. How will participation benefit this candidate and the I/DD field?

3. How does this candidate show up both as a leader and thought partner in collaboration spaces?

Part 4: Agency Commitment Letter

- ❑ Applicants must have the endorsement of their agency to participate in the ANCOR Foundation Leadership Academy.
- ❑ The agency is expected to offer reasonable support to enable the applicant to complete the program.
- ❑ The letter must be signed by the agency's chief executive officer or designee.

Sample Agency Commitment Statement

Agency Name confirms its full support for Candidate Name to participate in the ANCOR Foundation Leadership Development Program.

Agency Name commits to work with Candidate Name to identify learning opportunities that will enable them to pursue their program objectives.

Agency Name commits to work with Candidate Name to identify resources (e.g., time and/or funding) to pursue training opportunities to meet their program objectives.

Agency CEO Signature

Part 5: Personal Commitment Statement

- ❑ I affirm that information in my application is true and correct to the best of my knowledge.
- ❑ I understand that incomplete applications will not be considered.
- ❑ I understand that applications that do not meet eligibility criteria will not be considered.

ADMISSION PROCESS

Panel Composition

- ❑ 5-person panel composed of the following individuals will score submissions.
    - o The Director of Education & Intersectional Collaboration;
    - o The Cohort Senior Advisor;
    - o Two Foundation Leadership Development Workgroup Members; and
    - o Two additional volunteers.
- ❑ The Foundation Board will have first right of refusal to participate.
- ❑ If a Foundation Board member sponsors an applicant, they must recuse themselves from the selection process.

Review Process

- ❑ The Director of Education & Intersectional Collaboration will randomly divide the applicant pool into two groups.
- ❑ One member of the Leadership Development Workgroup and another volunteer will be asked to review a group of candidates. From this group, the evaluators will be asked to identify and rank their Top 10 candidates. Candidates not in the Top 10 will be awarded a rank of 25.
- ❑ The Director of Education & Intersectional Collaboration and the Cohort Senior Advisor will rank their Top 20 candidates. Candidates not in the Top 10 will be awarded a rank of 25.
- ❑ A candidate's four total ranks shall be added to form a composite score, creating the candidate's overall ranking for admission consideration.

Selection Process

- ❑ A class of between 15 and 25 cohort members will be constructed.
- ❑ The Director of Education & Intersectional Collaboration will put forth to the Foundation Director a list of names recommended for admission. This list will be generated by considering the strength of the candidate pool, geography, agency type and services provided, agency size, years of professional experience, and mission alignment.
- ❑ If the list generated has fewer than 25 candidates and there are more qualified candidates seeking admission, the Director of Education & Intersectional Collaboration shall support the Foundation Director in reviewing those candidates considered on the cusp. The Foundation Director may add names to the final list for an enrollment of at most 25.
- ❑ The Foundation Director shall submit a final list for approval to the Foundation Board of Directors.

Notification and Enrollment

- ❑ The Director of Education & Intersectional Collaboration shall send notification letters to all applicants (with CC: to Nominators and Agency CEO).
- ❑ Upon acceptance, ANCOR shall invoice the agency.
- ❑ ANCOR staff creates a new NetForum Committee.
- ❑ The NetForum Committee will automatically create the cohort's ANCOR Connected Community.

ENROLLMENT FEE

Member Fee $1,900.00
Non-Member Fee $2,900.00

Upon the completion of virtual orientation, no refunds shall be awarded.

GRADUATION REQUIREMENTS

- ❑ 15 Hours   ANCOR Foundation Leadership Academy Subject Matter Expert Seminars
- ❑ 12 Hours   ANCOR Foundation Leadership Academy Mentorship
- ❑ 10 Hours   ANCOR Foundation Leadership Academy Culture Circles
- ❑ 10 Hours   Self-Directed Learning Experiences
- ❑ 10 Hours   Community Service
- ❑ 1   Capstone Project & Presentation

Qualifying Self-Directed Learning Experiences

- ❑ Conference Plenary Sessions
- ❑ Conference Breakout Sessions
- ❑ Professional Mentoring
- ❑ Seminars
- ❑ Webinars

Qualifying Community Service

- ❑ Active participation in an ANCOR committee or initiative
- ❑ Sharing subject matter expertise through presentations, speaking engagements or publications

Tracking Credits

- ❑ The Director of Education & Intersectional Collaboration shall act as the program registrar.
- ❑ The Cohort Senior Advisor will take attendance at all seminars and culture circles. Attendance shall then be delivered to the Director of Education & Intersectional Collaboration for recording.
- ❑ The Director of Education & Intersectional Collaboration will automatically record credits for ANCOR webinars attended.
- ❑ The Director of Education & Intersectional Collaboration shall send a quarterly report Google form to allow participants to self-report additional qualifying activities.

ANCOR / ANCOR Foundation-Sponsored Learning Activities

These are programs hosted by ANCOR or the ANCOR Foundation where program participants can earn credits toward program completion.

ANCOR Events
- ❑ Committees
- ❑ Government Relations Retreat
- ❑ ANCOR Connect
- ❑ ANCOR Summer Retreats
- ❑ Policy Summit
- ❑ Webinars
- ❑ Community Conversations

ANCOR Foundation Events

Mandatory[1]
- ❑ Virtual orientation (March)
- ❑ In-person orientation (April)
- ❑ 10 bi-monthly ANCOR Foundation Leadership Academy Subject Matter Expert Seminars
- ❑ 12 hours of ANCOR Foundation Leadership Academy Mentorship
- ❑ 10 bi-monthly ANCOR Foundation Leadership Academy Culture Circles

Optional
- ❑ Committees and Workgroups
- ❑ Renee L. Pietrangelo Leadership Forum at ANCOR Connect
- ❑ Additional ANCOR Foundation Leadership Academy Subject Matter Expert Seminars
- ❑ Additional ANCOR Foundation Leadership Academy Mentorship
- ❑ Additional ANCOR Foundation Leadership Academy Culture Circles

CURRICULUM

Subject Matter Expert Seminars

The curriculum will include the following subject matter expert led seminars:

From Institutions to a Meaningful Life: The Story of Individuals with Intellectual and Developmental Disabilities in the United States

This presentation introduces the history of people with intellectual and developmental disabilities (I/DD), specifically focusing on public welfare, policy, and practice milestones in the context of realizing everyday lives. For those of us who work alongside people with I/DD, we each have our own "why's"—

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[1] Missed mandatory credits will require make-up hours.

why we come to work every day, why we got into this field, and why we stay, even on the hard days. However, although we work with people with I/DD every day, many of our "why's" have not necessarily been informed by learning about disability history. There's so much we can learn from our past to make sense of our present and make changes for the future.

The Implications of Policy and Regulation for I/DD Services

Although the federal-state partnership model on which the Medicaid program is built offers many benefits, it also means that policies and regulations governing the program can be complex. Nevertheless, it is imperative that community-based I/DD providers fully understand their programs' expectations. This session will focus on the essentials of Medicaid's policy and regulatory environment. Participants will leave with an understanding of crucial Medicaid rules and considerations for how to ensure the services they deliver comply with those rules.

Person-Centered Conflict Management

This seminar will focus on applying person-centered thinking strategies to support coworkers and teams to resolve conflicts by understanding perspectives, defining shared vision, and breaking down barriers. Additionally, the session will focus on principles of inclusive leadership and how to use the person-centered process to discover more about individual team members and the culture of an organization and its teams. We will break down barriers that may arise when assisting individuals with life decisions and assisting organizations with developing and maintaining an organizational vision. Also, during this session, attendees will gain experience using a variety of person-centered tools in a nontraditional way, focusing on resolving conflict, eliminating barriers, and moving organizations forward by using the Life Trajectory for team planning and the Integrated Support Star for organizational planning.

Change Management to Advance Mission-Driven Organizations

Supporting people with diverse needs in an evolving business environment means that our increasingly sophisticated work demands our ability to manage change. Whether developing new ways of delivering services, adapting to workforce shortages, or heightening your organization's focus on equity and inclusion, leadership requires adapting to and initiating change. This session illustrates how effective change management in a constantly evolving environment can propel your organization toward its mission. By the end of this course, participants will have a working knowledge of critical considerations and techniques for responding to and initiating change at the organizational level.

Strategies for Leading Your Organization through Times of Crisis

The best crisis management strategy is prevention but being prepared is crucial when that fails. However, how does one prepare for the unexpected? The answers to that question are at the core of this session, during which presenters will walk through the stages of a crisis, the roles and responsibilities of a crisis team, and the steps to take to put a crisis response plan into action. Participants will leave knowing the critical decision points they will encounter when facing a crisis and the considerations essential to emerging from a crisis on solid ground.

Fundraising and Revenue Development Strategies

Let's face it: service delivery costs are increasing, while state and federal funding is remaining stagnant. In turn, financial sustainability requires a diversified set of funding streams. Designed to illustrate the "why" and the "how" of diversifying your organization's revenue sources, this course will equip

emerging leaders with a range of ideas for potential non-governmental sources of revenue, as well as an outline for deciding if and how to pursue potential sources of new funding.

Essentials of Financial Management for I/DD Providers

As a human services organization leader, the odds are that you were attracted to the work for reasons other than the opportunity to pour over quarterly profit and loss statements. Nevertheless, leading a complex organization requires at least a working understanding of essential financial management functions. Whether you are a seasoned expert in financial management or just seeking to glean the bare minimum to get by, this course will walk you through the essentials you will need to speak fluently and ask the right questions when it comes to your organization's finances.

Producing Productive Partnerships with Your Organization's Executive Leadership

As managers, we often think about our direct reports—the people under our direct supervision. However, effective leadership also requires that we "manage up," building relationships and gaining buy-in from those higher up in the org chart, including the CEO and the Board of Directors. In this course, presenters will make a case for why partnering with your organization's most senior leaders is so important and strategies for optimizing those partnerships. By the end of the course, participants will be able to identify short- and long-term strategies for building and engaging in productive CEO and Board relationships.

Promoting Diversity, Equity, and Inclusions through Anti-Bias Person-Centered Hiring Practices

More and more organizations are recognizing the importance of promoting diversity, equity, inclusion, and accessibility—or "DEIA"—in the workplace. However, these efforts often emphasize the diversity among the existing workforce without recognizing how their hiring practices prevent the execution of effective DEI efforts before potential colleagues even apply for the job. In response, this course is designed to help participants identify hiring practices that, though standard, may unintentionally inhibit progress toward the creation of a more diverse and inclusive workplace. By the end of this course, participants will be able to identify the unintended biases that can emerge with traditional hiring practices and will begin to craft refined practices that work to subvert bias in the hiring process.

Culture Circles

Brazilian educational theorist Paulo Freire gained global recognition when he proposed a new educational paradigm based on dialogue, autonomy, hope, humanization, and liberation in his 1970 book Pedagogy of the Oppressed. One tool that Freire offers to support his theory is a concept known as Culture Circles. Culture Circles are considered dynamic spaces of learning. During Culture Circles, individuals meet in an educational process that investigates themes of interest to the group. The key elements guiding the process are problem-posing and dialogue, where the participants lean into their collective knowledge to generate ideas for change and find ways to transform those ideas into a reality.

At least two cohort members will lead each circle. They will identify a problem based on the previous month's seminar that interests the group. They will share this problem with the cohort to ponder at least two weeks before the discussion. Together, the cohort members will engage in dialogue to devise

potential plans of action that address how this problem arises in their organizations, within other organizations, within ANCOR, within the I/DD space, or as is otherwise applicable. The overall goal is to work together to identify potential areas for improvement and share knowledge to consider new pathways for future success.

Mentorship

Each cohort member will be assigned a mentor from the ANCOR membership to provide guidance, motivation, emotional support, and role modeling during the course of the program.

GRADUATION

Recognition

- ❑ A group ceremony shall take place at ANCOR Connect.
- ❑ A page in the conference program shall list everyone who has completed the program.

Substitutions, Refunds, & Deferments

If a candidate separates from the sponsoring organization within thirty (30) days of the cohort's in-person orientation, the ANCOR Foundation will offer the provider an opportunity to submit another candidate's application for consideration for admission. The provider will have two weeks to complete and submit the application for review by the Foundation Director, the ANCOR Director of Education & Intersectional Collaboration, and the Leadership Academy Senior Cohort Advisor.

The Foundation Director will present a recommendation to the Executive Committee upon review. If the candidate is approved for admission, the enrollment change will go into immediate effect. No refund will be issued, and no additional charges will be incurred.

If the candidate is not approved, the Foundation Director, the ANCOR Director of Education & Intersectional Collaboration, and the Leadership Academy Senior Cohort Advisor may use their discretion to offer the open seat to a candidate either on the waitlist or who was deferred. If the seat can be filled, a refund shall be made. If the seat cannot be filled, no refund will be issued.

If a candidate separates from the sponsoring organization within seven days of the cohort's in-person orientation, the ANCOR Foundation will issue a refund only if a written request is made within 30 days of the employee's notice and the seat can be filled by another candidate on the waitlist or who was deferred. If the seat cannot be filled, no refund will be issued.

Upon separation from the candidate's sponsoring agency, the candidate has 30 days to provide a new letter of sponsorship from their new employer to prevent program disruption. The candidate will automatically be deemed inactive if no new sponsorship letter is provided. All credits will be held on reserve for two additional cohort cycles; however, the candidate must reapply and gain admission. However, the candidate may petition the Executive Committee for reconsideration of continuance if there are extenuating circumstances.

Suppose a candidate cannot complete the mandatory hours due to family or medical leave. In that case, upon return to work, the candidate shall meet with the ANCOR Director of Education & Intersectional Collaboration and the Leadership Academy Cohort Senior Advisor to generate a person-centered plan for return.