

A Pipeline Program to Support Individuals with Intellectual and Developmental Disabilities to Serve in Leadership Roles

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Presentation Objectives

- Describe the process of developing a pipeline program to educate and train individuals with intellectual and developmental disabilities to serve on a Board of Directors
- Apply occupational therapy lens to address organization-level diversity and inclusion (DI) needs for community nonprofits

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Audience poll

- Student? Clinician? Educator?
- Do you work with or specialize in serving individuals with intellectual and developmental disabilities?
- What are you hoping to learn from this presentation?
- How do you define leadership?

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Leadership

- "The capacity to translate **vision** into reality" – Warren Bennis
- "Those who **empower** others" – Bill Gates
- "A process by which a person **influences others** to accomplish an objective and directs the organization in a way that makes it more **cohesive** and coherent ... Leaders carry out this process by applying their own **beliefs, values, ethics, character**, knowledge and skills" – Forbes

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Nonprofit 501(c)(3) Structure

- Educational, religious, literary, charitable, scientific purposes
- Governed by federal, state and local laws
 - Federally granted tax exemption
 - Right to accept tax-deductible contributions from donors
- No ownership
- Organizational structure

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Board of Directors Specifics

- **ALL** power, authority, responsibility, liability for organization
 - Committees
- Legal and moral responsibility to direct and control organization's activities or programs
 - Duty of Care and Duty of Loyalty
- 10 basic responsibilities
- Each board is designed & managed uniquely to their mission
- Best practice: unpaid, volunteer service

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What's the problem?

- 2009 study found over 50% of nonprofit boards of directors reported being 100% Caucasian
- Diverse and representative boards enhance creativity, innovation, commitment & effectiveness; better advocates in their communities
- Better able to expand & withstand adversity
- More appealing to funders
- Literature identifies correlation between diversity initiatives & successful boards; gap in literature regarding increasing diversity in disability sector

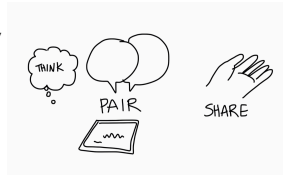
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DISCUSSION: THINK-PAIR-SHARE

- Have you seen any diversity initiatives in your place of work or others?
- Were they successful? Why or why not?



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St. Louis Arc

- Regional chapter for national Arc organization (700+ chapters)
- Serves 3,800 families across St. Louis city & county
- Mission: Empower people with intellectual & developmental disabilities (I/DD) and their families to lead better lives by providing a life-time of high-quality services, family support, and advocacy
- Core beliefs: respect, collaboration, and empowerment
- Services provided across the lifespan



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Literature Review

- Part of larger DI initiative; research also focused on DI task forces/committee
- Primary sources
 - Meeting with agency CEO and key staff personnel
- Secondary sources
 - Literature review
 - Meeting with Board Chair of another organizations that serve disability population
 - Agency website
- Search terms: Leadership, Cultural Diversity, Diversity and Inclusion (DI), Organizations, Nonprofit, Pipeline Program
- Inclusion Criteria: English, Humans, Published 2009-present

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DISCUSSION: THINK-PAIR-SHARE

- What do occupation-based leadership programs look like?



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Proposed Solution: I/DD Pipeline Program

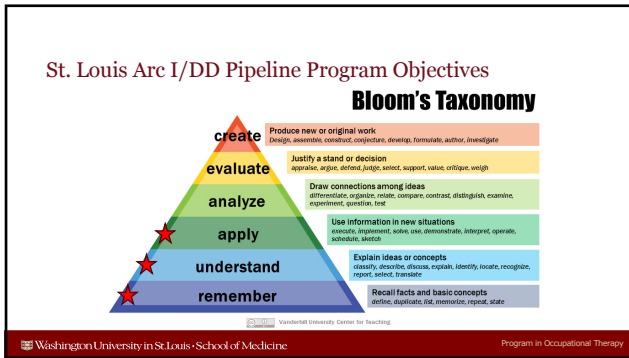
"...specific type of leadership preparation programming to help individuals gain the skills, knowledge and experience to take on leadership roles within their respective organizations" – D5 Coalition

- Train, educate & prepare individuals with I/DD to serve in leadership roles (e.g. board governance)
- No such pipeline program currently exists

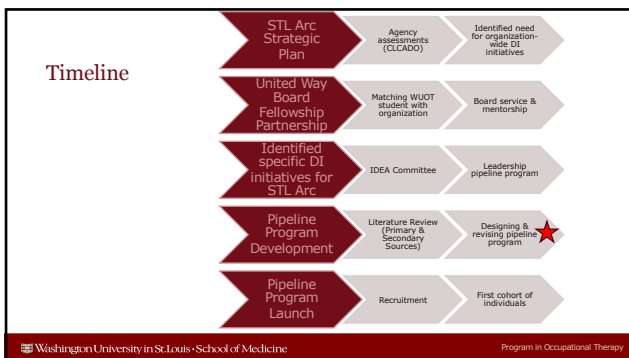
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Program Specifics

- 6 weeks, 45-60 minute sessions
- Topics chosen from broader research on successful nonprofit Board orientations & adjusted to fit mission of STL Arc
 - The St. Louis Arc & You!
 - Navigating Your Role as a Board Member – Nonprofit Governance & Board Responsibilities
 - The Three E's of Effective Board Membership – Engage, Enable, Encourage
 - Counting Change
 - Speaking Up & Speaking Out!
 - What Would You Do? Ethical Discussions & Debates

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Individual Session Description

- Each session has 2-3 specific learning objectives
- All facilitator language is prepared at 5th – 6th grade level
- Session design will follow typical board meeting format
 - Agenda, Activities, Reflection & Questions
- Begin with ice-breaker/discussion prompt
 - Subsequent sessions may begin with refresher on previous weeks
- Main activity – occupation-based
 - Skill mastery → application → generalization
- Reflection – assign meaning to learning process
- Questions & Announcements

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Example Session: St. Louis Arc & You

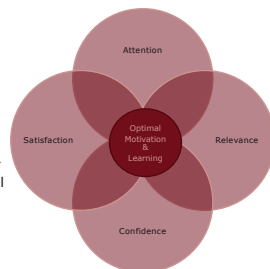
- Ice-breaker: Yarn Activity – *More Alike Than Different*
 - Name, favorite thing about the Arc, one time served as a leader
- Activity: St. Louis Arc & You!
 - Discussion questions: What do you know about Arc? What kind of programs have you done? Why are you interested in serving on BOD or in leadership roles?
 - 5 Arc Truths
 - Personal core values + organization core values
- Reflection: Think-Pair-Share
 - 1 new thing learned & why that is important as future board member
- Questions & Announcements

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Activity-Based Sessions

- Use of Flip Charts in small groups*
- Game/Activity (Bingo, Jeopardy)
- Video/Media + Reflection

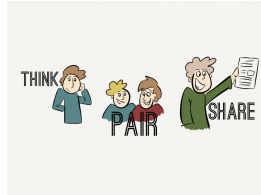
- ARCS Motivational Theory, John M. Keller
- 4 elements in learning process that will sustain learner's motivation & engagement
 - Used with diverse learning audiences



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DISCUSSION: THINK-PAIR-SHARE

- What is the role of OTs in diversity work?



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Defining OT's distinctive value in DI initiatives

- AOTA Board of Directors updated Vision 2025 to emphasize the explicit need for diversity initiatives
 - SPECIFIED not IMPLIED
- **"As an inclusive profession**, occupational therapy maximizes health, well-being and quality of life for **all people, populations and communities** through effective solutions that facilitate participation in everyday living." - AOTA
- AOTA Board also added a pillar on diversity to their vision statement
 - Defined & communicated Vision's core tenets to key stakeholders

VISION 2025

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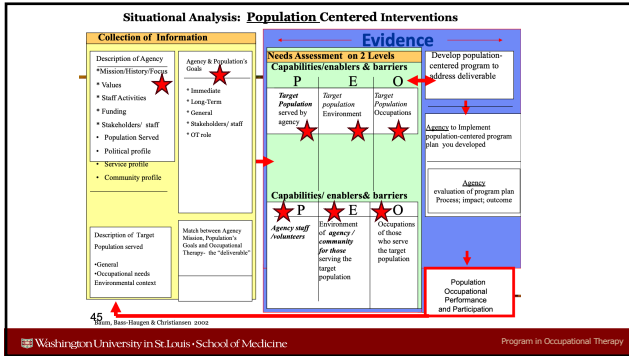
Why us?

- Holistic education & unique lens
 - Understand the needs of populations from Person-Environment-Occupation (PEO) perspective
 - Align the mission of organization, work of board and needs of the individuals served
- Volunteer altruism
- Advocacy: profession, individuals served, community, etc.
- Expansion of professional network
- Leadership
- Further your impact

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Agency Specifics		Agency & Population Goals
<ul style="list-style-type: none"> Mission statement adapted to support diverse audience Diversity & inclusion statement Inclusive values Widen community profile to serve a more diverse audience 		<ul style="list-style-type: none"> Provide agency goals or policies (e.g. strategic plan, DI agenda) that supports these initiatives
P – Target Population	E – Target Population Environment	O – Target Population Occupations
<ul style="list-style-type: none"> Widen community profile to serve a more diverse audience Utilize client-centered perspective to address all participants needs 	<ul style="list-style-type: none"> Create an inclusive environment that facilitates inclusion of all participant needs 	<ul style="list-style-type: none"> Adjust agency programming, policies and procedures that support diverse audience and facilitates inclusion for all participants
P – Agency Staff & Volunteers	E – Staff/Volunteer Environment	O – Staff/Volunteer Occupations
<ul style="list-style-type: none"> Recruit & retain more diverse staff, administration & volunteer base 	<ul style="list-style-type: none"> Cultivate an inclusive environment where all staff, administration & volunteers are heard, represented & valued 	<ul style="list-style-type: none"> Diversity & inclusion trainings & learning opportunities Adjust all staff, administrative & volunteer responsibilities support an inclusive agenda

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Future Directions/Next Steps

- United Way Board Fellowship Program
- Integration of Diversity Initiatives
- Pursuance of leadership roles, clients & self

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