

# UCEDD Leadership: A Guide to the Next Generation

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## Appendix 1 – DD Act and Federal Regulations

### The Developmental Disabilities Act (DD Act)

According to Title I of the DD Act, “The purpose of this title is to assure that individuals with developmental disabilities and their families participate in the design of and have access to needed community services, individualized supports, and other forms of assistance that promote self-determination, independence, productivity, and integration and inclusion in all facets of community life, through culturally competent programs” (Section 101(b))

### Requirements of a UCEDD:

According to the DD Act, “the Centers shall be interdisciplinary education, research, and public service units of universities...or public or not-for-profit entities associated with universities” (Section 153(a))

The Code of Federal Regulations (CFR) expands upon this, stating that “the UCEDD is guided by values of independence, productivity, integration and inclusion of individuals with developmental disabilities and their families. The purpose and scope of the activities must...include the provision of training, service, research and evaluation, technical assistance and dissemination of information” 45CFR1388.3 (2007)

### Requirements of a UCEDD:

The UCEDD performs four core functions

- “Provision of interdisciplinary pre-service preparation and continuing education of students and fellows, which may include the preparation and continuing education of leadership, direct service, clinical, or other personnel to strengthen and increase the capacity of States and communities to achieve the purpose of this title.”
- “Provision of community services
  - that provide training or technical assistance for individuals with intellectual disabilities, their families, professionals, paraprofessionals, policy-makers, students, and other members of the community; and
  - that may provide services, supports, and assistance...through demonstration and model activities”
- “Conduct of research, which may include basic or applied research, evaluation, and the analysis of public policy...”
- “Dissemination of information...that demonstrates that the network...is a national and international resource that includes specific substantive areas of expertise that may be accessed and applied in diverse settings and circumstance” (Section 153 (a))

According to the DD Act, a UCEDD must also:

- Address the projected goals, and carry out goal-related activities, based on data-driven strategic planning
- Establish a Consumer Advisory Committee, which includes individuals with developmental disabilities, their families, representatives of the Protection and Advocacy system and State Council on Developmental Disabilities, a representative from a self-advocacy organization, representatives of organizations (parent training and information centers, relevant state agencies, and other community groups concerned with the welfare of individuals with developmental disabilities and their families), and that reflects the racial and ethnic diversity of the state
- Leverage additional public and private funds, using core funding from the Administration on Developmental Disabilities to seek additional funding streams
- Educate and disseminate information to the State Legislature and Members of Congress from that state (Section 154 (a))

## **The UCEDD Director**

### ***Qualifications***

According to the DD Act, the UCEDD must “have a director with appropriate academic credentials, demonstrated leadership, expertise regarding developmental disabilities, significant experience in managing grants and contracts, and the ability to leverage public and private funds” (Section 154(a))

According to the CFR, “The UCEDD director must demonstrate commitment to the field of developmental disabilities and leadership and vision in carrying out the mission of UCEDD” 45CFR1388.4 (2007)

### ***Duties***

According to the DD Act, the director must consult with CAC: The CAC shall “consult with the Director of the Center regarding the development of the 5 year plan, and shall participate in an annual review of, and comment on, the progress of the Center in meeting the projected goals contained in the plan, and shall make recommendations to the Director of the Center regarding any proposed revisions of the plan that might be necessary” (Section 154 (a))

### ***Hiring***

According to the CFR, “UCEDD senior professional staff must hold faculty appointments in appropriate academic departments of the host or affiliated university, consistent with university policy. UCEDD senior professional staff contribute to the university by participation on university committees, collaboration with other university departments, and other university community activities” 45CFR1388.4 (2007), and

“UCEDD faculty and staff must represent the broad range of disciplines and backgrounds necessary to implement the full inclusion of individuals with developmental disabilities in all aspects of society, consonant with the spirit of the Americans with Disabilities Act (ADA)” 45CFR1388.4 (2007)

Finally, “the UCEDD must meet the requirements of section 109 of the Act [42 U.S.C. 6008] regarding affirmative action. The UCEDD must take affirmative action to employ and advance in employment and otherwise treat qualifies individuals with disabilities without discrimination based upon their physical or mental disability in all employment practices” 45CFR1388.4 (2007)

*Similarly, this hiring requirement also applies to the hiring of a director.*

### **For More Information**

UCEDD Resource Center: <http://www.aucd.org/urc/>

The DD Act: [http://www.aucd.org/docs/urc/dd\\_act\\_011907.pdf](http://www.aucd.org/docs/urc/dd_act_011907.pdf)

Code of Federal Regulations: <http://www.acf.hhs.gov/programs/add/regs138x/1388.html>

Monitoring and Technical Assistance Review System: <http://www.aucd.org/template/page.cfm?id=520>

UCEDD Leadership Development Page: <http://www.aucd.org/template/page.cfm?id=763>

## Appendix 2 – Job Descriptions

### Example from a Center attached to University Administrative Offices

*Position Description:* The Executive Director has primary responsibility for program development, liaison with state and national offices and agencies, management of financial and human resources and facilities at the Institute. The Executive Director also holds a tenure track position in a relevant department or school. In this capacity, he or she is encouraged to teach, conduct research and contribute to the community, university, and the state through service activities. A more specific list of administrative and program development responsibilities is presented below.

#### *Administrative Responsibilities:*

- Communicate with, develop, and maintain collaborative relationships with University administration, relevant state, national and international policy makers and agencies, professional associations, advocacy groups, UCEDD network, and other institutions of higher education
- Oversee and approve all financial transactions, personnel actions, and maintenance of physical facilities in line with university policies and procedures
- Authorize and/or conduct hiring, performance evaluations, termination procedures, grievance proceedings, and other procedures related to human resources
- Direct the development of budget proposals including the biennial state appropriation, state and federal grants, and contracts
- Write and direct the annual administrative support grant from the Administration on Developmental Disabilities
- Chair the management team comprising of directors of the seven centers and the Administrative Unit of the Institute
- Evaluate activities of the seven centers and Administrative Unit that compose the Institute
- Serve as standing member on the Governor’s Council for People with Disabilities and the State Education Administrators Service/University Forum

#### *Program Development Responsibilities:*

- Lead the development of best practices in support services, education, employment, and independent community living for persons with developmental disabilities
- Identify and address gaps in services, research, and training related to individuals with developmental disabilities
- Manage financial and human resources in a fashion that facilitates program development in identified areas of need
- Develop and maintain evaluation systems that assure program improvement, ongoing staff development, and fiscal responsibility

#### *Qualifications:*

- Earned doctorate in Special Education, Psychology, School/Public Administration, Social Work, Medicine, Nursing, Health, Physical Education and Recreation, Speech and Hearing, or other field related to the duties and responsibilities of the position
- Demonstrated effectiveness in the administration of research, training, outreach and technical assistance, and dissemination projects
- Demonstrated leadership in developmental disabilities, consumer/family empowerment, and community building that supports full inclusion of individuals with disabilities
- Demonstrated competence in teaching and scholarship that will qualify candidate for faculty status at the University

- Demonstrated knowledge of best practices related to disability issues for all age groups, state service delivery systems for individuals with disabilities, and familiarity with the UCEDD network's function and mission

### Example from a Center attached to a School of Health or Public Health

#### *Broad Functions:*

- To give direction and leadership toward the achievement of the organization's philosophy, mission, strategy, and its annual goals and objectives
- To implement the strategic goals and objectives of the organization
- With the chair, enable the Board to fulfill its governance function

#### *Major Duties:*

- Setting Strategy and Vision: Works with the senior management team and the Board of Directors to define the mission and set the direction and strategy for the UCEDD; carries out the strategic plans and policies as established by the Board of Directors; advocates/promotes organization and stakeholder change related to organization mission and future opportunities
- Board Administration and Support: Supports operations and administration of Board by advising and informing Board members, interfacing between Board and staff; ensures staff and Board have sufficient and up-to-date information; supports Board during orientation and self-evaluation; supports Board's evaluation of Chief Executive Officer; recommends governance policies and strategies to the Board to achieve the UCEDD's goals
- Governance and Administration: Implements policies approved by the Board; oversees the UCEDD's operations ensuring that they are administered in compliance with Board policies and local, state, and federal standards, and those of regulatory bodies (e.g. State Department of Health; Joint Commission for the Accreditation of Healthcare Organizations)
- Financial, Tax, Risk and Facilities Management: Recommends yearly budget for Board approval and prudently manages organization's resources within those budget guidelines according to current laws and regulations; supports programs and activities that are consistent with the UCEDD's strategy, and phases out projects that do not support the strategy
- Program, Product and Service Delivery: Makes recommendations to the Board regarding the UCEDD's initiatives and policies; keeps the Board informed of program outcomes; oversees design, marketing, promotion, delivery and quality of programs, products and services; maintains a current working knowledge of issues and trends affecting the UCEDD at the local, statewide and national levels
- Team Building and Human Resources: Hires and leads the senior management team; resolves differences between senior team members; sets direction by communicating a strategy, vision, and values; demonstrates the values and standards of the workplace, providing a positive culture and rewarding strong performance; maintains open communication within the organization; ensures the management of the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations
- Community and Public Relations: Assures the organization and its mission, programs, products and services are consistently presented in strong, positive image to relevant stakeholders; represents the UCEDD in the community in a professional manner; supports and maintains an active UCEDD Community Advisory Committee; maintains positive relationships with the disability community, advocacy groups, disability organizations, and government agencies; participates in local, state and national organizations, councils, and committees related to disability policy and issues; serves on appropriate local, state and national committees and councils
- Relationships with the University: Serves as the Director of the Center on Disability and Health, School of Public Health at the University; manages and oversees the UCEDD Staffing Agreement with the University; manages and oversees the agreement with the graduate program in Speech/Language Pathology; ensures that the working relationships with the various departments at the University are positive, productive, and consistent with the goals of the UCEDD

- Fundraising: Oversees fundraising planning and implementation; actively participates in fundraising on behalf of the UCEDD; ensures that there is a timely submission of proposals and appropriate administration of fundraising records and documentation

*Qualifications:*

- The UCEDD President and CEO must be a recognized national leader in a disability-related field with a demonstrated commitment to and understanding of disability issues. The person must have:
  - Educational qualifications of a Ph.D., M.D. (or equivalent);
  - Demonstrated academic productivity and qualifications for an academic appointment at the University
  - A working knowledge of federal funding sources supporting programs for individual with disabilities
  - Significant organizational development experience and demonstrated success at building and sustaining programs
  - Ability to gain the confidence of a diverse set of stakeholders –board members, community leaders, funders, etc. with demonstrated experience in galvanizing effective participation from stakeholders
  - Outstanding interpersonal and communication skills, written and oral
  - Skills as a collaborative team player with a flexible approach to decision-making
  - Successful experience with financial management, governance issues, administration, and leadership in an organization or program

### Example from a Center attached to a School of Human Service

The College of Health & Human Services (CHHS) announces the opening of the position of Director of the University Center for Excellence in Developmental Disability (UCEDD), as funded by the Administration on Developmental Disabilities under the Developmental Disabilities Act. The purpose of a UCEDD is to provide university teaching, community training, innovative services and supports, technical assistance, research, and dissemination to support people with disabilities in their pursuit of independence, productivity, community inclusion, and overall quality of life.

#### *Responsibilities:*

The Director will work directly with the Dean of the CHHS and UCEDD Deputy Director to ensure that the vision, mission and goals of the UCEDD are realized. The responsibilities of the UCEDD Director include:

- Provide expert leadership and management oversight to the more than 30 funded projects representing multiple funding sources; as well as entrepreneurial business models of service and research
- Continue to build a growing body of applied and basic research and scholarship that advances the mission of the UCEDD and the CHHS and promotes best practices
- Secure diverse resources to advance the UCEDD Mission
- Participate in strategic College, University, State, and Federal policy activities
- Participate as a member of the College of Health & Human Services Executive Committee
- Work closely with interdisciplinary departments and Institutes

#### *Core Competencies and Experience:*

##### Leadership

- Understands the organizational landscape and is able to anticipate, articulate, and shape the critical issues, opportunities, and threats in the foreseeable future
- Exhibits an appreciation for the need for preparation, collaboration, planning, communication, and benchmarking of results in his/her approach to problem solving and program building
- Skilled at recruiting and retention, team building, and values the role of leaders in mentoring
- Understands the process of systems transformation in supporting progressive policy, legislative, and service outcomes affecting persons with disabilities
- Effectively engages with diverse University and external stakeholders including relevant State Departments (Health and Human Services, Department of Education)
- Advances the further development of a robust UCEDD research enterprise with multiple funding streams

##### Management

- Ability to manage a complex organization with success measured in well-defined benchmarks and metrics
- Skilled at recruiting, organizing, and managing human resources, including resolving conflict
- Understands and advocates for compliance with institutional and external regulations
- Ability to delegate effectively while remaining focused on strategy and overall goals of the university, CHHS, and the UCEDD

#### *Qualifications:*

- Minimum of a doctorate in a related field of disability (e.g., education, sociology, public health, medicine, psychology)
- Demonstrated scholarship in his/her discipline
- Extensive knowledge of the field of disabilities, especially federal, state and local policies and practices



- Evidence of vision and strategic thinking that affects system transformation
- Active grant-funded research (both qualitative and quantitative), publishing, and grant development in disabilities needed to ensure eligibility for a tenure track position at the University
- Demonstrated experience effectively securing and managing grants and grant-funded personnel
- Ability to work collaboratively and in a leadership role as part of a team and with other departments and agencies

Based on the candidate's academic discipline, tenure will be awarded in a relevant academic department

## Example from a Center attached to a University Hospital

### *Administrative Direction:*

- Report to the Chairman of the Department of Pediatrics
  - Represent UCEDD and the Division of Child Development on the Department of Pediatrics' Divisional Leadership Committee
- Program oversight responsibilities:
  - Ensure that the UCEDD stays on mission and achieves its goals
  - Direct all core staff and unit directors to establish access to an interdisciplinary training experience and advocacy models to individuals with a range of disabling conditions
  - Management of fiscal aspects of the UCEDD and other relevant grants
    - Management of personnel in the programs
    - The development of unit statistics for programs
    - Production of annual reports and grant renewal requests
    - Chair of the Executive Staff Committee where policies are formulated
    - Convene and attend the Consumer Advisory Committee and other policy committee meetings

### *Training functions:*

- Responsible for oversight and coordination of all medical and allied health training programs

### *Clinical and Community Services Functions:*

- Assure provision of required clinical services at key training sites
- Participate in local, regional and State service planning activities
- Establish and maintain working relationships with affiliated service agencies, including the DD Council, the State DD Planning Council, the Part C Agency and the Department of Health, Mental Health and Mental Retardation Services

### *Technical Assistance and Collaboration with Other Agencies:*

- Attend meetings of national organizations: Association of University Centers on Disabilities, American Academy of Pediatrics, Maternal and Child Health Bureau, The Arc, United Cerebral Palsy, etc.) to develop collaborative activities, and provide technical assistance
- Attending meetings of the State Developmental Disabilities Planning Council, State Maternal and Child Health advisory groups, and other State governmental bodies, as needed, to provide technical assistance and participate in committee meetings and advisory groups
- Attend meetings of the Early Intervention Coordinating Council, Department of Health Advisory Committees, the DD Council and the Interagency Coordinating Council; these activities involve planning, systems change, capacity building and TA efforts
- Meet with local and regional service agencies to assist in program development and collaboration

### *Research functions:*

- Develop procedures for research within the UCEDD and coordinates these with the hospital
- Oversee dissemination of the UCEDD's research

### *Minimum Qualifications:*

- Medical Degree, Board Certified in Pediatrics
- Two-year Fellowship Experience in affiliated specialty
- Five Years Post-Fellowship Clinical and Training Experience
- Demonstrated Leadership and Administrative Experience in the Field of Developmental Disabilities

### Example of a Center attached to a School of Education

The College of Education announces the opening of the position of future Executive Director of the University Center for Excellence in Developmental Disabilities Education, Research, and Service, funded by the Administration on Developmental Disabilities under the Developmental Disabilities Act. The purpose of a UCEDD is to provide university and community training, innovative services and supports, technical assistance, research, and dissemination to support people with disabilities in their pursuit of independence, productivity, community inclusion, and overall quality of life.

#### *Duties:*

The future Executive Director will work directly with the current Executive Director to ensure that the vision, mission and goals of the Institute on Disabilities are fully implemented. It is the expectation that this position will transition into that of the Executive Director upon the retirement of the current Executive Director.

- Providing expert leadership and management to the more than 40 programs representing multiple funding sources
- Active research and scholarship that advances the mission of the UCEDD and the College of Education
- University-based teaching, especially as it relates to Disability Studies or Inclusive Education or other disability/social justice issues
- Participation in strategic College, University, State, and Federal policy activities

#### *Qualifications:*

- Doctorate in a discipline relevant to the field disability (e.g., education, sociology, public health, policy)
- Demonstrated scholarship in their discipline
- Extensive knowledge of the field of disabilities, especially federal, state and local policies and practices
- Active grant-funded research (both qualitative and quantitative), publishing, and grant development in disabilities needed to ensure eligibility for a tenure track position at the university
- Demonstrated experience effectively managing grants and grant-funded personnel
- Ability to work collaboratively and in a leadership role as part of a team and with other agencies

Statewide travel is required. Based on the candidate's academic discipline, tenure will be awarded in a relevant academic department.

### Example from a Center attached to both University Administration and a School of Education

The UCEDD director's position carries with it a number of administrative, programmatic, representational, and coordinative functions and responsibilities. The director reports jointly to the Vice-President for Research and Graduate Studies and the Dean of the College of Education (COE), which houses the majority of the programmatic units comprising the center. The UCEDD is listed among the University's cadre of centers and institutes that report to the Vice President. The director represents the center and its interests both to the Vice President for Research and to the Dean of the COE. While there are occasional changes in the UCEDD director's areas of responsibility dictated by unanticipated developments in funding agency priorities or new university initiatives, the following is a list of specific duties and responsibilities that are relatively permanent and that span across academic years:

- Provide administrative supports and services to UCEDD programmatic units and programs
- Coordinate activities across UCEDD units that address and are focused on funding priorities and core functions mandated by the funding agency – The Administration on Developmental Disabilities (ADD)
- Integrate UCEDD priorities, activities, and programs within ongoing COE operations where appropriate and feasible
- Participate as a key member of the State DD Partners which represent the three arms of the national Developmental Disabilities Act
- Work collaboratively with the director and staff of the other UCEDD in this state, which is also a member of the national network of UCEDD center programs
- Represent the UCEDD at the two national meetings and technical assistance session held annually in Washington, DC
- Serve as a participant on key working committees, as appropriate, of the national Association of University Centers on Disabilities (AUCD)
- Respond to survey and information requests from the AUCD and the ADD as requested
- Take responsibility for developing the UCEDD 5-year core grant to the ADD funding agency that lays out a program of activities that meets expectations for UCEDDs and that illustrates the program strengths of the UCEDD
- Serve as a site visitor on ADD and AUCD sponsored site visits to programs within the national network requiring technical assistance in order to meet agency requirements and expectations
- Serve as a peer reviewer for judging federal grant applications within competitions in which the director and the UCEDD are not applicants
- Maintain responsibility for the UCEDD's participation in the creation of an annual National Information Reporting System (NIRS) database that forms the core feature of annual reports required of UCEDDs by the ADD funding agency
- Provide overall leadership for the UCEDD within the University, the region, and nationally in promoting its contributions, products, and impact
- Represent the UCEDD in University and state administrative and policy meetings

## **Appendix 3 – Contact information for Technical Assistance from the Association of University Centers on Disabilities**

### **Association of University Centers on Disabilities (AUCD)**

[www.aucd.org](http://www.aucd.org)

Phone: (310) 588-8252

Fax: (301) 488-2842

### **UCEDD Resource Center**

<http://www.aucd.org/urc/>

The UCEDD Resource Center is a Project of AUCD, in partnership with ADD, to strengthen and support the network of UCEDDs. It provides UCEDDs with up-to-date information to support the implementation of the ADD core grant.

The content of this guide and supplemental material have been organized into a page on the URC available at: <http://www.aucd.org/template/page.cfm?id=763>

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## Appendix 4 – Prior Approval Documents from the Administration on Developmental Disabilities

Source Document: [http://www.aucd.org/docs/urc/request\\_to\\_change\\_director\\_011907.pdf](http://www.aucd.org/docs/urc/request_to_change_director_011907.pdf)



# Administration on Developmental Disabilities Administration for Children and Families U.S. Department of Health and Human Services

### Documents to be Submitted to ADD When Requesting Approval for New UCEDD Director

- Copy of proposed Director's CV
- Description of major responsibilities as UCEDD Director and how the responsibilities compares to that of the former director
- Description of how the new Director will manage the UCEDD and implementation of the UCEDD core functions:
  - Interdisciplinary preservice preparation and continuing education
  - Community services (e.g., training, technical assistance, model demonstration of services)
  - Research
  - Information Dissemination
- Summary of qualifications of proposed Director to manage and oversee the UCEDD

### Documents to be Submitted to ADD When Requesting Approval for an Interim UCEDD Director

- Copy of proposed Interim Director's CV
- Description of major responsibilities as Interim UCEDD Director and how the responsibilities compares to that of the former director
- Description of how the Interim Director will manage the UCEDD and implementation of the UCEDD core functions (e.g., Interdisciplinary preservice preparation and continuing education, Community services, Research, and Information Dissemination) during the transition period
- Detailed plan, timeline, and methods for recruitment of a permanent Director

### Documents should be mailed to the ADD Project Officer at:

Administration on Developmental Disabilities  
Administration for Children and Families  
U.S. Department of Health and Human Services  
370 L'Enfant Promenade, SW  
Mail Stop: HHH-405D  
Washington, DC 20447

### Questions?

Contact your ADD Project Officer

## **Appendix 5 – Resources from the New UCEDD Directors Orientation**

Each year, the AUCD and ADD organize an orientation for new UCEDD directors. The meeting brings together new directors, veteran directors from the network, project officers from ADD, and grant managers from the Administration on Children and Families to introduce new directors to ADD and the UCEDD network and to answer questions related to UCEDD leadership. Topics include UCEDD data collection and annual reporting requirements, management of UCEDD grants, ADD expectations of UCEDDs, DD network collaboration, and the challenges and opportunities facing UCEDDs and the DD network as a whole.

To see a list of items and resources from the 2011 New UCEDD Directors Orientation, please visit:  
[http://www.aucd.org/template/news.cfm?news\\_id=7076&parent=517&parent\\_title=Events&url=/template/page.cfm?id%3D517](http://www.aucd.org/template/news.cfm?news_id=7076&parent=517&parent_title=Events&url=/template/page.cfm?id%3D517)