

Dear Friends and Colleagues,

2013 was an exciting year for the next generation of leadership in aging services. It marked seven years since the first **LeadingAge Leadership Academy** Fellows completed what has become universally described as a “life changing journey of leadership reflection and growth.” With that, **the LeadingAge Leadership Academy Alumni Network** reached a milestone of over 200 members and is spreading passion and progress in state associations through all corners of the country.

With this publication of our first *Impact Report*, the **Alumni Network** is celebrating the many ways Fellows past and present are giving back to the field. We want all LeadingAge stakeholders to know more about the remarkable impact made by Alumni following their Academy experience, and most importantly, to thank supporting organizations for the investments they have made in the future of aging services.

After reading this I trust you will agree that our Alumni Network members are *being the Change they Hope to See in the World*.

With shared passion for this good work,
Rebecca Donato, Class of 2010
Alumni Network President



A VIEW LOOKING OUT FROM THE INSIDE

PERSPECTIVE FROM THE ACADEMY'S MANAGING DIRECTOR, WENDY GREEN

Much of the growth and success of the Alumni Network is due to the ongoing support and contributions of Wendy Green, Managing Director of the Leadership Academy. We asked Wendy to share her unique perspective of being seated in the heart of this growing leadership engine.

Looking back on seven years of the Leadership Academy, what strikes you most about Fellows, individually or collectively?

The enormous dedication Fellows have for the field is what strikes me the most. So many times, now, I have witnessed the passion and energy Fellows feel for their work and, in particular, for those they serve. It comes out in different ways – verbally, a written poem, even a song or artwork. It is incredibly inspiring and I wish there was a way to capture and expose that dedication more broadly to the LeadingAge membership. Indeed, that was one of our goals with the launch of Spark in Dallas.

What has surprised you about the impact of the Alumni Network?

What surprises me about the Alumni Network isn't necessarily its degree of impact, but how quickly that impact is realized. I attribute this to the speed at which "class lines" disappear and Fellows begin to form meaningful and beneficial relationships with Fellows from other program years. It's as if the shared Academy experience provides everyone with a common language and set of values and principles that enable them to more quickly tackle projects and, thus, more quickly achieve their desired impact. With this group, there are never too many cooks in the kitchen!

What perspectives about the Academy & Alumni Network do you enjoy from your perspective "on the inside" that others may not see?

The relationships I've formed with Fellows, including alums, is what I enjoy the most. Through this experience I have learned so much about the field, myself and leadership in general. My perspectives have broadened and I have felt myself grow as a leader because of what I experience in the Academy and through the Alumni Network. This benefits my work and LeadingAge. Fellows and colleagues often tell me I have the coolest job and I agree 100 percent.



The application period for the 2015 program year begins after PEAK, we ask all members of the Alumni Network, as our biggest ambassadors, to encourage eligible colleagues to apply!

GIVING BACK BIG

LEADERSHIP ACADEMY ALUMNI AWARDED WITH 2013 LEADINGAGE AWARDS



Dr. Herbert Shore Outstanding Mentor Award

Alex Candalla, Executive Director

The Terraces of Los Gatos – Los Gatos, CA

Alex Candalla has served as a mentor for dozens of aging-services professionals in his own organization, ABHOW, his state and elsewhere across the nation. Back in 2006, little did Alex know that his action learning project – a project rooted in employee development through coaching – would be incorporated into ABHOW's strategic plan. The impact of Alex's passion and commitment and achievement was as inspiring as it was motivating to all of the Fellows to pay this experience forward.

Rae Holt, executive director at [The Terraces at Los Altos](#) in California, states that as a mentor, "Alex generously shares his passion, commitment and knowledge with all who have a sincere desire to grow as leaders in providing the highest quality care and services in retirement living." Alex has been instrumental in leadership development programs for [LeadingAge California](#) and the [American Baptist Homes of the West](#), and he was a critical player in the initiative that established our very own Alumni Network.

Cultural Diversity Award

Laura Lamb, VP Residential Housing and Healthcare

Episcopal Retirement Homes – Cincinnati, OH

Diversity takes many forms, and one of those forms is age. Back in 2009, during her year in the Leadership Academy, Laura Lamb's passion for changing the perception of aging led to her creation of [Episcopal Retirement Homes' Council for Life Long](#)

Engagement. The mission of Council for Life Long Engagement CLLE is to eradicate ageism one child at a time and does so by enabling elders to work with school children in meaningful ways to influence their views about aging.

Examples of CLLE programs include:

- A physician teaching 5th graders about body systems.
- A marketing executive teaching 8th graders the importance of knowing the audience when communicating.
- A group of elders teaching 8th graders about dining etiquette before a graduation party.



CLLE has created a replicable model and is sharing a toolkit for implementation with other schools and aging-services organizations in hopes of being in 20 cities by 2020. The Alumni Network will contribute to this goal in 2014 by actively sharing this program with its members.

LEADERSHIP ACADEMY ALUMNI FUELING GROWTH OF STATE LEADERSHIP PROGRAMS ACROSS THE U.S.

In the development of our 2012-2014 strategic plan, the Alumni Network established a key initiative of Giving Back to the Field. One of the binding threads found among Fellows upon completion of the Academy is a strong desire to pay the experience forward to their colleagues, organizations and Fellow state providers. Learn about some of the great work these Alums are doing to build leadership learning across the county.

LYNNE GIACOBBE, 2010

Executive Director, Kendal at Home

What role do you play in your state leadership program?

I have served on the design team and helped to initiate the program in collaboration with LeadingAge Ohio. In the program's first year, I served as co-facilitator alongside Michele Holleran. It was a year of incredible growth and learning in a very challenging role. As we begin our second year, I have taken on the role of Lead facilitator. A Fellow alum, Carrie McGlaughlin, will serve as co-facilitator. The three coaches in our program are all LeadingAge Leadership Academy Alumni.

What has been the most rewarding aspect of this experience?

The most rewarding aspect of my involvement with the state leadership program has been the opportunity to continue my own leadership journey. Initially, this seemed like an opportunity to give back but I soon learned that I gained much more than I could possibly give. The relationships we built throughout the year were very impactful.

In addition to the growth we experienced as a team and building new relationships with the Fellows, I had the opportunity to work closely with Michele Holleran, Judy Brown and Wendy Green. Their guidance, support, love and encouragement has had a profound impact in my life. I feel extremely fortunate to have such incredible mentors in my life.

What surprised you the most about this experience?

I have been amazed at how impactful this experience has been in our first year. I was apprehensive and uncertain that we would be able to create a similar experience as the one we had shared in the national leadership program. What I learned, was that the principles worked. The Fellows were open to the experience and immersed themselves in the program quickly. It was extremely hard work; much more than I expected, but incredibly rewarding.

What are your observations about the relationship between the Leadership Academy Alumni Network and state leadership programs?

I believe the success and sustainability of the state leadership programs will rely heavily upon involvement from LeadingAge Leadership Academy Alumni. While this creates an opportunity for us to be engaged on a local level, it also requires a significant commitment of time and will require involvement from many to sustain these programs.





BILL SNYDER, 2008

Vice President Marketing, Luthercare

What role do you play in your state's leadership program?

In the first year I was co-facilitator with Michele Holleran and worked to develop and lead the program. In the second year I was lead facilitator and worked with Marcia Hoffman, also an Academy Fellow, as co-facilitator. This year I will help facilitate the final of four sessions on innovation.

What has been the most rewarding aspect of this experience?

It has been tremendously rewarding to leverage experience and learning from LeadingAge along with skills I have discovered in myself to create a fine statewide experience for Pennsylvania. More importantly, I've enjoyed working with such a talented leadership pool in our state, both coaches and Fellows.

What surprised you the most about this experience?

How much people grew and how closely we could come to producing the same quality at a statewide level.

What are your observations about the relationship between the Leadership Academy Alumni Network and state leadership programs?

I think ours has been strong because of co-facilitators having had the Leadership Academy experience and continued touch points as alumni. We also had two coaches who had been national coaches as well. What blessings!

BETSIE SASSEN, 2009

Mather Lifeways, Vice President of Community Initiatives

What role do you play in your state leadership program?

I am a co-facilitator, serve on the design team, and I headed selection process in 2013.

What has been the most rewarding aspect of this experience?

Feeling like I am "paying it forward." I am happy to contribute, gain experience as a co-facilitator, get to know other Illinois "graduates" of the LeadingAge Leadership Academy, and just witness the transformation of the Fellows. It's amazing.

What surprised you the most about this experience?

How very difficult being a co-facilitator is. I thought it would come a bit more naturally.



THE WANDERING PATH

BETH VETTORI, A 2013 FELLOW REFLECTS ON HER LEADERSHIP JOURNEY



The journey commenced on a cool October afternoon in downtown Denver, Colorado. Thirty-three unassuming professionals came together wide eyed and intrigued by what was before us. We sat in circles, bells chimed and we commenced on a path of discovery, of networking, of sharing, and of growth. With Judy Brown, professor extraordinaire at the helm, we digested and analyzed what was presented to us as an unanticipated daunting task; but we had each other, and together we knew we could work these tasks to build a greater future for our grandparents, our parents, our children, our employees, and even ourselves. Knowing that through our refined focus the intricate dance of forward motion would emerge and we would find solutions to the gaps in aging services.

The passage through the Leadership Academy influences and holds great bearing on those who are fortunate to participate. Myself, I have found that there is a calling to those of us in this field to not only give to our communities and our organizations, but to branch out and make an impression on the world outside of our establishments, and even beyond the walls of healthcare. Coming together, partnering, and affiliating with nontraditional entities will aid in allowing greater services and opportunities for those living and working in our communities.

There are several ways in which we can all strive to do this, and giving back has been a means of sharing this treasure. Providing educational sessions on how to lead, how to partner, and how to gain momentum within changing environments is one of the manners in which I have shared the intricacies that the Academy afforded. Paying forward the gems gained from the Academy strengthens those who will engage. Allowing them to then spread the teachings and practices; thus providing hope for not only our future, but for aging services at large. For those familiar, it is the story of planting the acorns. The knowledge that there are professionals with the knowhow and vivacity to sustain our industry is not only critical, but comforting as well.

The Academy transcends through our professional lives and into our personal being. A very powerful tool and moment of reflection comes at a poignant time. Quite recently, feeling overwhelmed, I received a handwritten letter from "my secret admirer." I recognized the handwriting on the envelope yet it took a moment for me to recall that "my secret admirer," was actually ME. I had in hand the letter I had scribed on reflection and Sabbath; a reminder to hold true to my abilities, myself as a professional, a spouse, a mother, a daughter and a friend. To take the lessons which were nurtured and grown through the time with the Academy and rekindle the desire to provide and serve. To let the discovery of my true north guide in what we do while being present for those in our lives. To know my inner-self. This reflection gave me the boost needed to tackle projects and it rejuvenated my spirit.



Beth Vettori is a 2010 graduate of the LeadingAge of Massachusetts Leadership Academy, and founded its Alumni Network in 2013 as her Action Learning Project.

LEADINGAGE ACADEMY ALUMNI NETWORK BOARD 2013-2014

In addition to Alumni Network strategic initiatives, many board members are also actively engaged in growing state leadership academies across the US, many of which are modeled on the national academy.

Board member involvement in those programs is also listed below.

DAPHNE SCHREIBER

2010 Fellow

**The Village at
Heritage Point**

MICHELLE JUST

2007 Fellow

**Past President
Beatitudes Campus
Design Team & Coach
LeadingAge Arizona**

BOB MAYER

2010 Fellow

**Weinberg Campus
Design Team & Coach
LeadingAge New York**

BETSIE SASSEN

2009 Fellow

**Mather Lifeways
Co-Facilitator
Design & Selection Team
Life Services Network - IL**

ZELL GASTON

2012 Fellow

**Park Baptist Home
Leader in Residence
LeadingAge CT**

SUZANNE PUGH

2012 Fellow

Aldersgate UMRC

REBECCA DONATO

2010 Fellow

North Hill

KELLY PAPA

2007 Fellow

**Masonicare
Design Team & Care
LeadingAge CT**

WENDY GREEN

**Academy Managing Director
LeadingAge**

BETH VETTORI

2013 Fellow

**Rockridge Retirement
Community
Founder, Alumni Network
LeadingAge MA**

DEANN AKINS

2010 Fellow

**Carol Woods
Retirement Community
Coach, LeadingAge Kansas
Design Team, LeadingAge NC**

LYNNE GIACOBBE

2010 Fellow

**Kendal at Home
Design Team & Lead Facilitator
LeadingAge Ohio**

MATT ANDERSON

2008 Fellow

**The Osborn
Development & Selection Team
LeadingAge New York**

DAVID SMART

2007 Fellow

Eaton Senior Communities

LISA WACHT

2011 Fellow

**Jewish Home Life Care
Selection Committee
LeadingAge New York**

CARRIE MCGLAUGHLIN

2011 Fellow

**Ohio Presbyterian
Retirement Services
Design Team & Co-Facilitator
(LeadingAge Ohio)**

DIANA DELGADO

2010 Fellow

Eaton Senior Communities

ALUMNI NETWORK BY THE NUMBERS



Our annual surveys and info from LeadingAge enable us to track the engagement of Leadership Academy Alumni in measureable terms. Results are impressive!

- 2013 marked the 7th program year and the growth of LeadingAge Alumni Network bringing nearly 250 members and their Action Learning Projects to the field
- More than 25 Alumni are serving as coaches or facilitators in the 20+ state and member leadership programs
- 32 of the 2013 LeadingAge Annual Meeting sessions featured Alumni
- 2013 survey showed that service to State Associations was impressive:
 - ◇ At least 48 Alums serve on state committees
 - ◇ At least 29 Alums serve on state association boards
 - ◇ At least 59 Alums have presented at state conferences
- Nearly 20% of all Alumni serve in LeadingAge leadership roles (board, cabinets, etc.)
- Since its formation, the Alumni Network has sponsored five Leadership Academy scholarships
- 41 alumni donated to LeadingAge in FY13, a number we see increasing each year
- Surveys show that impact of the Leadership Academy experience is significant
 - ◇ Alumni dedication to the field of aging jumped from 30% to almost 100% after the Academy
 - ◇ Alumni engagement with their own organization jumped over 20% after the Academy experience
 - ◇ Alumni engagement with LeadingAge jumped over 30% after the Academy experience

Treasurer's Report (Fiscal Year 2013)

The Leadership Academy Alumni Network fund began 2013 with a balance of \$9,560.

- There were 22 individual, organizational and LeadingAge donations totaling \$10,000.
- Expenses for the year included the annual \$5,200 scholarship for the Leadership Academy and the Alumni board meeting event at PEAK for \$323.
- Ending year balance is \$14,037.

The Memorandum of Understanding between LeadingAge and the Alumni Network was amended in 2013 to reflect a new approach to fundraising by which a joint appeal will be sent to the LeadingAge membership on an annual basis. The first \$10,000 of funds raised will be granted to the Alumni Network. We remain committed to sponsoring one scholarship to the Leadership Academy each year and to furthering our shared learning initiatives with the field at large.