



Dave Toeniskoetter  
Chair, Leadership Development Committee  
c/o ANCOR  
1101 King Street, Suite 380  
Alexandria, Virginia 22314

Dear Mr. Toeniskoetter,

James has eighteen years of professional leadership experience in the field of Intellectual and Developmental Disabilities and Mental Health Services. He has provided leadership in the context of vocational services and day programs that supported people with intellectual and developmental disabilities in preparing for, securing and sustaining employment. Further, he has provided strategic leadership in developing and expanding community-based services that supports people with intellectual disabilities in their homes, such as personal care and home health care services. As well, his leadership experience includes twenty-four hour residential supports and services; and semi-independent living services. Lastly, his broad leadership experience includes leading a dynamic community-based mental health clinic that provided individual therapy to adults and children; intensive in-home and multi-systemic therapy services to adolescents; and assertive community treatment to adults with severe and persistent mental illness.

Currently, James serve as the Executive Director for Community Systems, Inc. (Virginia), which is recognize as a trailblazer in providing twenty-four hour residential supports and semi-independent living services in the Northern Virginia area. Many of the people we support live in their own apartment/townhome or have a roommate. Other people supported live in four-person homes, however, we have a philosophy and vision that encourage the pursuit of more independent living. For example, over the past year, twelve people have transitioned from our group home model to our shared-living model. The shared-living model provides the opportunity for a person to live within a “family” context. We contract with individuals who are willing to share their lives and home with others. These contractors, some with spouses, support one or two people with intellectual disabilities with their daily living activities, with oversight provided by our organization.

James interaction with ANCOR include joining them in recognizing the dedication and accomplishments of Direct Support Professionals (DSPs) and expressing appreciation for their vital contribution to communities across the country. Thus, this interaction and James interest,

commitment and dedication to the field of intellectual and developmental disabilities has served as the catalyst for him developing a dissertation study that explores the lived experience of DSPs, an examine if there is a link between their experiences and positive forms of business and leadership practices. This study seeks to explore the impact that the Home & Community Base Services Final Rule in the United States and the National Disability Insurance Scheme in Australia, have on nonprofit organizations and DSPs who provide supports and service to people with intellectual developmental disabilities.

James interest for serving on the Board of Directors is anchored by his purpose and passion for the field of intellectual and developmental disabilities. He wants to share his knowledge, passion, and insight on integrated approaches for advocating on the behalf of nonprofit organizations, DSPs and people supported. He agrees with the recent claim made by the American Association on Intellectual and Developmental Disabilities and the National Alliance for Direct Support Professionals that the supervision of DSPs receive is ineffective and the organizations that promote community inclusion have not shifted their organizational culture and business practices to align with the concepts of integrated community supports. For example, the DSP workforce is plagued by stress, burnout, and a high turnover rate at a time when demand for DSPs is peaking. The growing demand combined with limited availability of training and education; and increased expectations and requirements make it paramount that there be an investment in workforce development strategies that increase the capacity and quality of the DSP workforce. Researchers, practitioners, and policy-makers have recommended recruitment, retention, and education strategies to address the needs of the workforce, however, the appropriate funding has not been provided, neither has any of the strategies been brought to scale. If the workforce crisis is not properly addressed, the entire disability system is at risk of going back to the days of institutionalization, segregation, and stigmatization.

James pursuit of a Doctorate of Philosophy in the field of Global Leadership and Organizational Management has prepared and equipped him to offer leadership and represent the needs and interests of providers and DSPs before Congress and federal agencies, advocating for the pivotal role providers and DSPs have in enhancing and supporting the lives of people with disabilities and their families. His academic and practical experience provides a framework for him to share knowledge and insight on organizational, professional and leadership development solutions. His purpose, passion and use of an integrated approach/model for serving people with intellectual and developmental disabilities is an indispensable resource for helping to strengthen a diverse disability service array that ensures full citizenship and engaged community participation for people with disabilities.

Sincerely,  
James E. Campbell, Jr., Ph.D. (c), M.Ed.