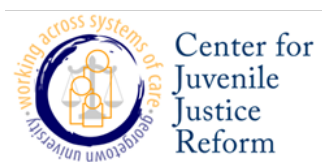


TRANSFORMATIVE LEADERSHIP VANGUARD

(2024 REQUEST FOR APPLICATIONS)

*Cultivating leadership in front-line youth justice
staff for systemic change.*

The Transformative Leadership Vanguard is supported by the U.S. Department of Justice's Office of Justice Programs' Office of Juvenile Justice and Delinquency Prevention through grant number 15PJDP-21-GK-03216-JRIX. The opinions, recommendations, and content discussed through the event do not necessarily reflect those of the U.S. Department of Justice.



Justice Center
THE COUNCIL OF STATE GOVERNMENTS





INTRODUCTION AND PURPOSE

The juvenile justice system is deep in crisis. Across the country, agencies are facing severe staffing challenges, which negatively affects the quality and quantity of youth services provided. Working conditions are the main concern – violent attacks, low wages, and even lower resource availability create a stressful environment where turnover and burnout are high, and important positions are left vacant. Without the appropriate staff, justice-involved youth are often on long wait lists for care (e.g., medical, mental health, education), confined to their cells, and are unable to form relationships with staff. These staffing issues perpetuate and worsen the cycle of youth incarceration. The system is not working as intended, and staff deserve a safe and stable environment in which they can work to successfully transform the lives of justice-involved youth.

Therefore, the University of Cincinnati Corrections Institute (UCCI), with support from the Office of Juvenile Justice and Delinquency Prevention (OJJDP), and in collaboration with the Council of State Governments Justice Center (CSG) and the Center for Juvenile Justice Reform (CJJR) at Georgetown University's McCourt School of Public Policy, is hosting the inaugural Transformative Leadership Vanguard (TLV): Cultivating Leadership in Front-Line Youth Justice Staff for Systemic Change. A Vanguard is the forefront of a movement, made up of people who have a strong desire for change, and who will lead the way in new developments or ideas.

The creation of the TLV is a direct response to the need for system-wide transformation by developing organizational champions at the front-line level. The main purpose is to help jurisdictions cultivate champions to serve as expert ambassadors, coaches, strategists, and innovators who are prepared to lead both internal and external staff recruitment, retention, and wellness efforts, and to develop innovative, research-based approaches to effectively respond to the growing concerns around youth crime and violence. Through a training summit and ongoing training and technical assistance, champions will learn about evidence-based practices, communication, and leadership, and how to leverage their skills to re-shape the culture, climate, and practices of their agency from within. Cumulatively, this experience will position staff to promote organizational transformation and meet current system challenges head-on.



ABOUT THE PARTNERS

The University of Cincinnati Corrections Institute (UCCI) translates research into practice by conducting research on correctional interventions, developing evidence-informed and evidence-based tools, and providing training and technical assistance to professionals working with justice-involved populations. At its core, UCCI uniquely combines theory and practice through two avenues of innovation: The research pathway serves to study and support data-driven strategies that advance evidence-based approaches in Corrections, and the implementation pathway serves to apply correctional research in ways that strengthen program effectiveness, encouraging professionals to become “agents of change.” UCCI strategies are data driven and rely heavily on a well-developed research base of knowledge. To change the big picture, we create effective programs that agencies can adopt and sustain. We do this by offering technical assistance in the way of research design, development, and implementation of proven strategies that help individuals change their behavior. By changing behavior, we can help individuals change their life and the lives of those around them.

The Center for Juvenile Justice Reform (CJJR) advances a balanced, multi-systems approach to improve the lives of youth who touch or are at risk of touching the youth legal system. CJJR serves as a national resource in identifying and highlighting research on effective policies and practices that cut across youth justice, child welfare, and related systems of care.

The Council of State Governments (CSG) Justice Center develops research-driven strategies to increase public safety and strengthen communities, with the goals of breaking the cycle of incarceration, advancing health, opportunity, and equity, and using data to improve safety and justice.

The Department of Justice’s Office of Juvenile Justice and Delinquency Prevention (OJJDP) provides national leadership, coordination, and resources to prevent and respond to youth delinquency and victimization. The Office helps states, localities, and Tribes develop effective and equitable juvenile justice systems that create safer communities and empower youth to lead productive lives. This work is funded by the OJJDP grant #2021-13002.



SCHEDULE AND FORMAT

Post Summit events will be scheduled around cohort availability during the months indicated.

Event	Date	Topic(s)	Format	Length
<i>Summit</i>	August 5-8, 2024	Why Are We Here? Translating Research into Practice Self-Care Inclusive Leadership Becoming a Champion Capstone Project	In-Person	4 days
<i>Webinar</i>	September 2024	Youth/Family/Community Partnerships	Virtual	1 hour
<i>Peer-to-Peer (P2P) Discussion</i>	October 2024	Current successes and challenges (e.g., staffing and retention, leadership, working with youth) Capstone Projects	Virtual	1 hour
<i>Training and Technical Assistance (TTA)</i>	November 2024	Customized training, coaching, mentoring identified as relevant and necessary from P2P	Virtual	1.5 hours
<i>Webinar</i>	December 2024	Implementing Evidence-Based Practices/Continuous Quality Improvement	Virtual	1 hour
<i>P2P Discussion</i>	January 2025	Current successes and challenges Capstone Projects	Virtual	1 hour
<i>TTA</i>	February 2025	Customized training, coaching, mentoring identified as relevant and necessary from P2P	Virtual	1.5 hours
<i>Webinar</i>	March 2025	Multi-System Partnerships	Virtual	1 hour
<i>P2P Discussion</i>	April 2025	Current successes and challenges Capstone Projects	Virtual	1 hour
<i>TTA</i>	April 2025	Customized training, coaching, mentoring identified as relevant and necessary from P2P	Virtual	1.5 hours
<i>Summit</i>	May 2025	Capstone Project Presentations Awards Ceremony What's Next	In-Person	1 day



SELECTION CRITERIA

Up to 10 teams will be selected from state, county, and/or tribal jurisdictions. Teams will consist of at least three people from each agency (one supervisor, the rest front-line staff). UCCI understands that present staffing challenges may limit participation, so please reach out to Leslie Drummond (Leslie.Drummond@uc.edu) with concerns about team composition and size, as well as any additional questions. The TLV is open to anyone who works closely with youth involved in the justice system at the state and local levels (e.g., community supervision officers, case managers, corrections officers, counselors, clinicians, residential staff) *. Applicants must demonstrate a passion for their work, and a strong desire to transform not only their agency, but the system at large.

IMPORTANT DATES AND DEADLINES

Application Opens – January 31, 2024

Applications Closes – March 6, 2024

Selections Announced – April 17, 2024

Registration Opens – May 1, 2024

**Note: CJJR is hosting the first Reimagining Youth Justice Workforce Innovation Network, available for those in leadership positions to engage with policymakers on innovative approaches to solving the staffing crisis. See <https://cjjr.georgetown.edu/the-reimagining-youth-justice-workforce-innovation-network/>.*

EXPECTATIONS

With the support OJJDP's Juvenile Justice System Reform Initiative, participants' tuition for the TLV is provided at no cost to the selected jurisdictions. All participants are expected, however, to dedicate their time and effort to fully participate in all TLV meetings and activities.

Participants will cover any costs associated with travel to the University of Cincinnati for attendance at the in-person summits (August 2024 and May 2025, Teachers-Dyer Complex, 2610 University Cir, Cincinnati, OH 45221). Zoom will be utilized for virtual sessions, and trainees agree to actively participate in all training events in their entirety by connecting with both video and audio feed, working in a private space that allows focus, and planning to prioritize training engagement and minimize distractions.



Each team will develop and present a Capstone Project, which will apply the knowledge and skills acquired from the TLV to a real-world, agency or jurisdiction-level issue.

APPLICATION

<https://forms.office.com/r/6cgHF1Q9yE>

Jurisdictions will use the above application link to complete a Microsoft Forms submission. The form will include three sections, each of which must be full completed or uploaded into the submission.

Section 1: Contact Information

- Agency name, location, and type; Number of team members applying; Main application contact name, email, phone

Section 2: Experience Survey

Background on each individual team member:

- Name, email, and phone number; Title and educational background (degree and field); Time at current agency, time in corrections field, previous corrections (or related) roles; Essential duties and responsibilities of their current role; Experience with evidence-based practices

Input from team:

- What risk/need assessment instruments does your agency and/or contracted providers utilize? How are they utilized at your agency with the youth you supervise?
- How has your agency struggled with hiring, staffing, and/or retention? What effect does it have on staff? What effect does it have on youth? What would help to overcome these issues?
- What changes do you want to see in your agency? How can you help facilitate those changes?
- What changes do you want to see in the field? How can you help facilitate those changes?
- Why are you applying? How will it serve you (personally), the agency, and your clients? How will each of you contribute meaningfully to the transformation of the system?

Section 3: Letter of Support

- Acknowledgement included in the Microsoft Form application

QUESTIONS

For questions or trouble with your submission, please contact Leslie.Drummond@uc.edu.