Robert Wood Johnson Foundation

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Program Results
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Developing Leadership in Reducing Substance Abuse

An RWJF national program

SUMMARY

Developing Leadership in Reducing Substance Abuse was a Robert Wood Johnson Foundation (RWJF) national program to develop a new cadre of substance abuse prevention, treatment and policy leaders who come from diverse professions, points of view and racial and ethnic backgrounds.

From July 2000 to July 2003, 40 people received three-year fellowships during which they designed and executed projects aimed at enhancing the fields of substance abuse prevention, treatment and policy and at developing their leadership capacities.

Well-known leaders in substance abuse, academics, and prevention and treatment served as mentors to fellows, guiding them in their projects and their professional development. See Appendix 1.

Key Results

Judith Schector, MSOD, the program's director reported the following key results:

- Nearly 33 percent of the fellows made significant career moves since beginning the fellowship.
- More than 25 percent of the fellows used a portion of their stipend to further their education. Several completed doctoral programs.
- Fellows created and mobilized community coalitions that prompted changes in policy. For example:
  - Lexington, Ky., passed the state's first ordinance banning smoking in public places.
  - The state of Washington passed legislation prohibiting grocery stores from giving free beer and wine samples.

- Fellows received appointments to task forces and review committees for national-level organizations and institutes such as the Expert Panel at the federal Older Americans Substance Abuse and Mental Health Technical Assistance Center.

  See Fellows Profiles for information on six fellows and their projects.

Program Management

RWJF established a national program office at the School of Public Health at the University of Medicine and Dentistry of New Jersey in New Brunswick, N.J., in 1999. When program director John D. Slade, PhD, died in January 2002, RWJF first moved the program's management to Schector's offices in Portland, Ore. In 2003, she set up a national program office at the School of Social Work at Portland State University. The office closed in December 2006.

Funding

The RWJF Board of Trustees authorized up to $6 million for the program in April 1998.

THE PROBLEM

At the time that RWJF began the program, substance abuse was the number one health problem in the country, resulting in more deaths, illnesses and disabilities than any other preventable health condition, according to a 2001 report from the Institute for Health Policy at Brandeis University entitled *Substance Abuse, The Nation's Number One Health Problem: Key Indicators for Policy*.

In 1995, the economic cost of alcohol abuse, smoking and drug abuse was $414 billion, according to the Brandeis report. This cost includes productivity losses caused by premature death and inability to perform usual activities, as well as costs related to treatment, crime, destruction of property and other losses.

While many talented and committed people have chosen to work in the substance abuse prevention, treatment and policy fields, RWJF program staff found that building a cadre of new leaders in these fields was difficult because:

- The scope and implications of substance abuse problems made them seem unsolvable to people considering health careers.
- Pay scales for substance abuse providers were low and insurance coverage for treatment was limited, thereby making the field financially unrewarding.
- Substance abuse carried great stigma and many people, including some health professionals, harbored beliefs that addicts were to blame for their addiction.

- There was a lack of ethnic and gender diversity among recognized national leaders in substance abuse at a time when the proportion of African Americans, Hispanics and Asian and Pacific Islanders in the U.S. population was predicted to reach 48 percent by the year 2050, according to the U.S. Department of Census, 1997 Population Profile of the United States.

CONTEXT

With the arrival of Steven Schroeder, MD, as president of RWJF in 1990, substance abuse became a priority area for attention. According to Nancy Kaufman, RN, M.S., the original program officer for *Developing Leadership in Reducing Substance Abuse*, program staff sought leaders to serve on advisory committees, review grant proposals and undertake other activities to inform RWJF's grantmaking in this area.

They ran into the following difficulties:

- They could identify only a small group of people in their 50s and 60s who were established leaders, and these leaders would likely retire in the next 10 to 20 years.
- They could not identify significant efforts at universities or in substance abuse prevention or treatment programs to create the next generation of leaders or mentor new talent.
- A large proportion of leaders were professionally trained whites who did not reflect the overall population of people receiving substance abuse services, especially those receiving publicly funded services.

In deciding to invest in creating a cadre of new substance abuse leaders, RWJF program staff wanted to cultivate people from different racial and ethnic backgrounds, varied professional and personal backgrounds and from other fields such as public policy, public health or journalism.

Nurturing Leaders in Other Fields

Through a variety of programs comprising its human capital portfolio, RWJF has a history of identifying and nurturing emerging health leaders. Staff viewed its investment in substance abuse leaders as a logical and important aspect of its human capital portfolio.

Other RWJF human capital programs include:

- *Robert Wood Johnson Health Policy Fellows Program*, which allows mid-career health care practitioners to work in the U.S. Congress. See also Program Results on the program.

- *Harold Amos Medical Faculty Development Program*, which seeks to increase the number of faculty from historically disadvantaged backgrounds who can achieve senior rank in academic medicine and who will encourage and foster the development of succeeding classes of such physicians. See also Program Results on the program.
- *Robert Wood Johnson Clinical Scholars Program®*, which has provided support to more than 1,000 physicians to expand their reach beyond the biological sciences to health services research in other fields. See also Program Results on the program.
- *Robert Wood Johnson Scholars in Health Policy Research*, which provides postdoctoral training targeted to the most promising graduates of programs in the three disciplines of economics, political science, and sociology to advance their involvement in health policy research. See also Program Results on the program.

RWJF had also invested in research in the substance abuse area, with its *Substance Abuse Policy Research Program*, which focuses on analyzing and informing public and private policies aimed at reducing the harm caused by alcohol, drugs, tobacco and multiple-substance use. See also Program Results on the program.

A Companion National Program: 'Innovators Combating Substance Abuse'

When it authorized *Developing Leadership,* the RWJF Board of Trustees also authorized up to $7 million for a complementary program called *Innovators Combating Substance Abuse.* During 2000–2003, this program provided financial awards to 20 established leaders.

In creating these two programs at the same time and housing them in the same national program office, RWJF staff hoped that recipients of *Innovators* awards would teach and inspire emerging leaders who received fellowships under *Developing Leadership.* Several recipients of *Innovators* awards served as mentors to *Developing Leadership* fellows.

PROGRAM DESIGN

In April 1998, the RWJF Board of Trustees authorized up to $6 million for a six-year national program called *Developing Leadership in Reducing Substance Abuse.*

The purpose of the program was to develop a new cadre of substance abuse prevention, treatment and policy leaders comprised of people from diverse racial and ethnic backgrounds, professions and points of view. *Developing Leadership* sought to:

- Inspire emerging talent to achieve a new level of creativity, passion and commitment to the substance abuse field through an intensive mentoring relationship, project development and educational/leadership development opportunities.

- Attract new talent to the leadership ranks of the substance abuse field who reflect the growing ethnic and gender diversity found in America's population.

The *Developing Leadership* program design centered on providing paid fellowships for people who demonstrated promise as future leaders in substance abuse prevention, treatment and policy. It also featured a formal program of mentoring and meetings to guide and support fellows and develop them as leaders.

The Fellowships

According to the *Developing Leadership Call for Applications,* fellowship applicants had to propose a project that they would plan and execute over the three-year fellowship. They also had to:

- Have worked in the substance abuse field for three to 10 years.
- Through their lives, work or education, shown promise to become a leader in the substance abuse field.
- Demonstrate a career focus in substance abuse education, advocacy, service delivery or policy.
- Commit to three consecutive years of structured learning, self-study and project activity while continuing employment.
- Obtain a commitment from their employer ensuring their continued compensation and release time to participate in the program.

Fellows received $25,000 per year for three years to carry out their projects in consultation with their mentor and staff from the national program office. Examples of anticipated projects include:

- Conducting studies that contribute to understanding how substance use affects communities or strategies to reduce problems caused by substances.
- Developing and testing models that prompt changes in the way substance abuse agencies operate.
- Examining the impact of such factors as gender, race or culture on leadership competency and organizational effectiveness.
- Leading community initiatives aimed at preventing or addressing substance abuse problems.

Mentors

Each fellow received guidance and direction from an experienced substance abuse leader who served as a mentor. Fellows identified their own mentors or were matched with a mentor by national program office staff. They sought mentors who:

- Had prior successful experiences in mentoring people.
- Worked in settings and institutions that were supportive of mentoring relationships.
- Had similar expectations to fellows with regard to project activities and outcomes.

The mentors' responsibilities included:

- Collaborating with their fellows in designing and implementing a community-based advocacy or research project. Because many fellows did not have research experience, mentors guided them in designing studies that would yield helpful information and results robust enough to publish in journals.
- Providing personal and professional development experiences for fellows. This involved meeting with fellows in person or by telephone, introducing them to other leaders and recommending fellows for national substance abuse task forces or workgroups.

Mentors received a daily stipend of $500 for their time for up to 24 days per year. See Appendix 1 for a list of mentors and see the program's website for brief bios of mentors.

THE PROGRAM

Program Management

RWJF established the national program office at the School of Public Health at the University of Medicine and Dentistry of New Jersey, New Brunswick, N.J., in the fall of 1999. John D. Slade, MD, professor of medicine at the Robert Wood Johnson Medical School and a prominent researcher and advocate in the tobacco field, was the national program director until his death in January 2002. Cynthia Happel, EdD, was the deputy director.

RWJF then appointed Judith Schector, MSOD, an organizational development consultant in Portland, Ore., as the interim program director. Schector had been a consultant to the program and in 2001 had written a report on issues the program faced in bringing together a diverse cadre of fellows. See Challenges for more detail.

While Schector was interim director, Foundation program staff members conducted a national search for a new program director to refine the program design by enhancing the personal and professional development and leadership components. In June 2003, they

selected Schector to fill the position. She established a national program office at the Portland State University School of Social Work in Portland, Ore., and hired new staff. The office closed in December 2006.

Annual Meetings and Periodic Site Visits

The national program office convened three annual meetings designed to provide fellows with structured opportunities to develop their leadership skills:

- Shortly after their selection in July, new fellows and their mentors participated in a one-week orientation and leadership conference. Orientation meetings allowed new fellows to meet each other and their mentors.
- Each fall, fellows and mentors participated in a two-day meeting of fellows and mentors from current and prior classes. Fellows presented their projects and discussed them with colleagues and mentors.
- Each spring, fellows and mentors participated in a three-day networking seminar that also included recipients of RWJF *Innovators Combating Substance Abuse* program. These meetings allowed fellows, mentors and *Innovators* awardees opportunities to describe their work, learn from each other and establish ongoing relationships.

National program office staff visited fellows at least once to monitor progress on projects and to meet with officials of the organizations where fellows worked.

The national program office established a website and a listserv for program participants.

National Advisory Committee

RWJF and national program office staff established a national advisory committee comprised of leaders and experts in substance abuse prevention, treatment and policy. The national advisory committee reviewed fellowship applications and made final recommendations for the fellows to RWJF. They participated in identifying mentors, helped link fellows to other substance abuse leaders, and some attended annual meetings.

See Appendix 2 for a list of members.

The Fellows

At the beginning of each year from 2000 through 2003, the national program office released a *Call for Applications.* National program office staff and the national advisory committee interviewed semifinalists in the spring and recommended 10 finalists to RWJF. RWJF announced the new class of fellows each July.

Over the course of four years, 769 people applied for fellowships and 40 received them. See Appendix 3 for a list of all fellows and the Fellows Profiles for descriptions of six fellows. Also see the website for brief bios of all fellows.

Fellows came from a variety of occupations including:

- Research
- Medicine
- Program administration
- Treatment
- Prevention
- Community organizing
- Journalism

They carried out their projects while continuing to work at their jobs. In some cases, fellows incorporated their projects into their work while in others they conducted their projects on their own time.

Each fellow and mentor established their own methods of working together via telephone, e-mail or personal visits.

Examples of fellows' projects included:

- Conducting a study to determine whether menthol increased the addictiveness of nicotine in tobacco. (Bridgette E. Garrett, PhD, Centers for Disease Control and Prevention, 2000 fellow)
- Developing ways to talk about tobacco within Native American communities, including creating strategies for incorporating tobacco into other Native American study topics. (Lawrence Shorty, MPH, National Indian Health Board, 2000 fellow)
- Forming a coalition of prevention advocates in Washington state to push for legislative changes in substance abuse and violence prevention policies. (Linda J. Thompson, BA, Greater Spokane Substance Abuse Council, 2000 fellow)
- Designing a curriculum (*Families in Transition*) to improve family-child relationships when mothers are incarcerated. (Michele [Mickey] Eliason, PhD, University of Iowa, 2001 fellow)
- Writing a book (*Leaders Unmasked: A Celebration of Guts and Grace*) documenting life experiences of some fellows, including their struggles with problems such as poverty, addiction or fear of coming out as gay or lesbian. (Betsy Abrahams, MA, Youth Council, 2002 fellow)
- Designing and testing a 10-step framework (*Getting to Outcomes*) for planning, implementing and evaluating prevention strategies, programs and policies. (DeWayne Holman, MPA, Nashville Prevention Partnership, 2002 fellow)

- Gathering information as to behaviors, beliefs and policies about tobacco dependence in substance abuse treatment facilities, particularly lesbian, gay, bisexual, transgender, dual-diagnosis and perinatal programs. (Loretta Worthington, BS, Nashville Prevention Partnership, 2002 fellow)
- Creating a new organization (Family Recovery Collaborative) of state agencies, courts, substance abuse treatment providers and consumers and securing Memoranda of Understanding among several agencies regarding substance abuse services. (Kimberly M. Bishop-Stevens, MSW, LICSW, Consultant, 2003 fellow.

Challenges

The program faced a number of challenges, particularly in the first two years:

- Slade, the national program director, became seriously ill during the first year of the program and died in January 2002. His death was a blow to staff and fellows and created uncertainty regarding the program's future. Many of the fellows felt attached to Slade and became less attached to the program after his death.
- Some fellows felt isolated and without peers with whom they could collaborate or develop relationships. Fellows differed in their race, ethnicity, sexual orientation, level of education, life experience and profession. This diversity brought a welcome mixture of viewpoints, but some fellows wished for peers with similar backgrounds or interests.
- Conflicts among the fellows and between *Developing Leadership* fellows and some recipients of *Innovators Combating Substance Abuse* awards caused tensions at annual meetings. RWJF program officer Kaufman described the conflicts:

  "We had a couple of dynamics: the haves and the have nots together. You had people who were famous in the *Innovators* program and have made it in their careers and they're given money to do a genius idea. You bring in a mix of people [*Developing Leaders*] who are not as far along in their careers, a lot younger and a lot earlier in their learning curve than the professionals chosen for the *Innovators* program. Some of the [*Developing Leaders*] fellows came into [these meetings] with an attitude. They were there to prove something….They seemed to think America had cheated them out of things.

  "Some of the senior *Innovators* didn't cotton to this….They felt like, 'Oh my gosh, here is a group of people given an opportunity to get the most out of something and spend time with us.' They were taken aback by what they saw as disrespect and attitude.

  "Some of the young ones saw the *Innovators* as stodgy, fat cats who have it made."

  "The conflict between the fellows stemmed in part from trying to bring a very diverse group of individuals together, who were often working on very different things in very different ways. Included in this were issues of cultural understanding," said

Michelle Larkin, RN, JD, the RWJF program officer who replaced Susan Hassmiller (who replaced Kauffman).

- National program office staff lacked expertise in the fields of leadership development and organizational change, expertise that fellows and mentors needed. The mismatch between these needs and staff expertise led some fellows to view the program office as inefficient in its operations and its staff as unable to address their feelings of isolation. This challenge was made more difficult because both *Developing Leadership* and the *Innovators* programs were directed by the same national program office, which appeared at times to be overwhelmed with the workload involved in starting up and running two programs.
- Confusion among some mentors regarding the purpose of the program made them feel they did not have enough direction to guide their fellows. These mentors did not know whether the program intended to develop leadership capacity among the individual fellows or whether it intended to foster more assertive national leadership in the areas of substance abuse prevention, treatment and policy.
- Administrative difficulties created lengthy delays in disbursing funds to fellows. For example, seven people at the University of Medicine and Dentistry of New Jersey had to sign off on checks for the fellows, creating delays of several months.
- Some fellows could not spend their stipends. For example, one employer imposed limits on the number of employees allowed to join any particular professional organization. As a result, the fellow could not use her stipend to join the American Public Health Association.
- Occasional resentment of fellows by others at their home organizations created tense working environments for fellows.
- Some fellows felt that their mentors were not a good match for them. The mentor selection process produced good matches for 80 percent of the fellows, but some felt that mentors could have been better prepared for their roles. Two of the 10 mentors left after the first year of the program; one resigned and one was asked to leave.
- While some fellows said they benefited from the annual meetings, others felt that the meeting content was too basic and the structure did not allow them to integrate and apply what they learned. Some also felt that the meetings did little to help develop cohesiveness among the fellows.

Program Evolution

To address these challenges, in 2001 RWJF staff contracted with Judith Schector, to analyze the implementation of both the *Developing Leadership in Reducing Substance Abuse* and the *Innovators Combating Substance Abuse* national programs (ID#s 043555, 045366 and 047635).

Schector interviewed national program office staff, mentors, *Innovators* awardees, people who had facilitated sessions at annual *Developing Leadership* fellows meetings and national advisory committee members. She also reviewed a list of suggestions developed by some of the *Developing Leadership* mentors.

Schector's July 2001 report, *Developing Leadership in Reducing Substance Abuse and Innovators Combating Substance Abuse: Program Review*, summarized her findings about the two programs and offered recommendations for improvement. See the Bibliography for details.

In her report, Schector noted positive aspects of *Developing Leadership:*

- Everyone interviewed had positive things to say about *Developing Leadership* and believed it had potential to improve efforts to prevent and reduce substance abuse.
- Program participants and staff agreed that the relationship between the fellows and their mentors was the most successful aspect of the program.

She also noted problem areas and areas for improvement:

- Neither RWJF nor the national program office had adequately specified measurable goals and objectives at the outset. This lack of clarity made it difficult for them to assess whether the program or the fellows were achieving their goals. It also made it difficult for mentors to provide guidance and leadership to fellows.
- Annual meetings of the *Developing Leadership* fellows were not well facilitated and were not structured in a manner that promoted cohesion among fellows. Schector noted that this problem likely stemmed from the program's overall lack of clarity.
- While the mentor selection process generally produced good matches, the national program office could improve the way it recruited mentors and explained the program's requirements to them.

Changes Made

National program office and RWJF staffs reviewed Schector's report and incorporated one significant new feature into *Developing Leadership:*

- They created a core resource team whose members had expertise in leadership development. The teams served as coaches to the fellows, supplementing the expertise that fellows received from their mentors.

  Via monthly one-on-one telephone conversations with each fellow, coaches offered guidance in areas such as starting a consulting practice, planning a career move and other developmental concerns. These discussions provided fellows with more consistent and frequent contact with the program and allowed them opportunities to share frustrations before they escalated.

See Appendix 4 for a list of core resource team members.

In June 2003, when Schector became permanent director and the national program office relocated to Oregon, she implemented additional improvements:

- Each class of fellows identified a representative to participate in designing annual meetings, with a goal of better aligning the meetings with fellows' learning goals.
- The national program office developed and distributed a program manual that gave fellows information about the program's purpose, structure and administrative procedures. See the Bibliography for details.
- The national program office developed a detailed letter of invitation for mentors to help them better understand the program and their role in it before they agreed to participate.
- The office established smooth procedures within Portland State University to ensure that fellows received their stipends in a timely fashion.

PROGRAM RESULTS

Overall Results

National program office and RWJF staff members reported the following results of the program in a report to RWJF and in personal interviews:

- "The overall results are 40 people who were able to significantly advance their careers. It's too soon to know the impact. It's hard to imagine that these 40 people over time will not have an impact on the field. They are quite capable, quite bright and they are networked nicely now. That was an important factor in the program with the mentors and the meetings. They got to meet the movers and the shakers. That's how people's careers advance. " (Judith Schector, National Program Office Director)
- "The [fellows] have a better understanding of who they are as individuals and what their strengths are and how to push themselves beyond their comfort area. When you are mid-career, it can be daunting not to have a good coach or mentor to help you navigate your personal and professional development and career path. You do not know what's next. These fellows were given an opportunity to think about what they wanted to accomplish through their career and the connections to increase their sphere of influence. This program helped the fellows do that." (Michelle Larkin, RN, JD, RWJF Program Officer who replaced Susan Hassmiller)

Communications Results

The national program office published a guidebook that highlighted the accomplishments of the fellows (29 of the 40 fellows elected to participate) entitled *Leadership in*

Reducing Substance Abuse: Your Guide to the People Who Are Shaping Tomorrow (2006).

The purpose of the guidebook was to increase the visibility of these emerging leaders by describing their work to others in the field. The national program office distributed the guidebook to a mailing list that included all substance abuse-related programs sponsored by RWJF as well as other key organizations and individuals throughout the substance abuse field. (See the Bibliography for details.)

Results for Individual Fellows

In an August 2005 report to RWJF, *Developing Leadership in Reducing Substance Abuse: Lessons Learned,* Schector included stories of individual, organizational and community-level accomplishments by the fellows. The following results are supplemented by interviews with fellows and mentors conducted for this report:

Results at the Individual Level

- Nearly one-third of the program participants made significant career moves since beginning the fellowship. Many of the fellows suggest that their new job or promotion was offered—in part—because of the fellowship.
  - Dalimarie Perez-Arzuaga, a 2001 fellow and senior program coordinator at CFC-Restart Substance Abuse Services in Rochester, N.Y., credited her fellowship with helping her secure a job as the second in command of Puerto Rico's Substance Abuse and Mental Health Administration. For more, see her profile.
- More than a quarter of the fellows used a portion of their stipend to further their education. Several completed doctoral programs.
- The fellows described growth that occurred because of the fellowship. They said the fellowship experience gave them:
  - Enhanced self-confidence.
  - Clearer understanding of their own motivation and skills.
  - Renewed commitment to the substance use disorder field.

  "I [had] found myself in situations where I was expected to be a leader so I was, but I never believed it," said Thomas Hill, a 2003 fellow. "I would walk into a situation and think I was faking it. I don't feel that way anymore. [Today] I feel really grounded in what I'm doing. I have certain skills and talents that serve me. I really think it was the fellowship that helped me realize that. It just needed to be pulled out." For more, see his profile.

  Another 2003 fellow, Deborah McLean Leow, said, "The fellowship enabled me to do passion-driven work. It let me tie into my experience of serving communities that

have limited influence and access. The fellowship enabled me to reflect on other tools that I need in my toolkit in order to really make a difference for communities that are marginalized." For more, see her profile.

Results at the Organizational Level

- Fellows set up training programs to help medical professionals and drug treatment staff better serve people with substance abuse problems, particularly groups such as Latinos, older people, women in prison and Native Americans that had been poorly served by traditional programs.
  - Javier Sanchez, a 2003 fellow, wrote and produced a hip-hop CD containing songs with strength-based messages for youth to reach people who are unlikely to be reached by mainstream messages. For more, see his profile.
  - Jennifer Smith, MD, a 2000 fellow, helped institute training for primary care physicians at Cook County Hospital, Chicago, which serves low-income communities.

    Smith created a program in which primary care physicians learned to assess and refer patients with possible substance abuse problems. Local volunteers in recovery from their own substance abuse addictions provided support to patients referred by physicians and met with physicians to discuss problems and progress.
  - Maria Fernanda Levis-Peralta, a 2002 fellow, used a portion of her stipend to support a strategic planning effort for her organization, the Chana Goldstein and Samuel Levis Foundation, in Puerto Rico.

    That planning effort fostered a clearer sense of purpose for the organization's substance abuse efforts and resulted in improvements in the organization's services. It also helped Levis-Peralta learn to delegate some of the tasks she had been performing so that she could work on public policy issues of importance to her organization and community.

Results at the Community Level

Fellows established links with other agencies to better serve people with substance abuse problems and organized coalitions to take a more comprehensive approach to concerns in their communities. Fellows also organized people in recovery to take a more active role in setting substance abuse policies.

- Ellen Hahn, a 2000 fellow, led a coalition to fight for smoke free policies in Lexington, located in the tobacco-growing state of Kentucky. Based on the coalition's work, in July 2003 the Lexington-Fayette Urban County Council, the governing body for Lexington, passed an ordnance banning smoking in all public places. This was the first smoke-free ordinance in Kentucky. For more, see her profile.

- Bernardo Rosa, a 2000 fellow, worked with youth in his community of Pomona, Calif., to remove alcohol and alcohol advertising from Cinco de Mayo celebrations by finding financial support elsewhere for the festivities.

- Jeannie Villarreal, a 2000 fellow, expanded the work of Recovering Advocates for Treatment (RAFT) a group she created in Vallejo, Calif., to improve substance abuse policies and enhance awareness of substance abuse problems.

  With her fellowship, Villarreal developed a strategic plan for RAFT, whose core group grew from six to more than 20 members. RAFT also developed Project Connect, a 24-hour, toll-free addiction and recovery crisis and referral help line.

  The toll-free line received an average of 120–150 calls a month and operated for five years, when it closed due to lack of funding.

- Linda J. Thompson, a 2000 fellow, organized community leaders to form the Washington Association for Substance Abuse and Violence Prevention in the state of Washington. Working with a legislative liaison, the association stopped beer and wine sampling in grocery stores and secured more state funds for prevention programs. Thompson also earned a master's degree in organizational leadership from Gonzaga University in Spokane.

- Tamu Mitchell Nolfo, a 2001 fellow, organized 13 nonprofit and faith-based agencies in the Sacramento, Calif., area into a technical assistance coalition that provided substance abuse prevention services to area agencies. Nolfo and coalition members leveraged RWJF funds to secure $525,000 from Sacramento County to:

  — Hire coalition staff and evaluators.

  — Purchase substance abuse prevention curricula.

  — Attend national conferences and meetings.

  — Provide technical assistance to six additional area agencies.

  In 2006, the Child Abuse Prevention Council of Placer County (which neighbors Sacramento) received $750,000 in funds from the U.S. Department of Health and Human Services to replicate the technical assistance coalition. Nolfo is the lead consultant on the project.

- Loretta Worthington, a 2002 fellow, collaborated with Mickey Eliason, a 2001 fellow, and received a grant from the American Legacy Foundation to expand her study regarding behaviors, beliefs and policies about tobacco dependence in substance abuse treatment facilities. Worthington and Eliason prepared a report of their study entitled *Addressing Tobacco Dependence in Substance Abuse Treatment Facilities: Implementation Manual.* See the Bibliography for details.

Results at the National Level

Several fellows were asked to serve on task forces and review committees for national organizations and institutes. Others published articles in national journals and newspapers.

- Carol D'Agostino, a 2002 fellow, received an appointment to the Expert Panel at the federal Older Americans Substance Abuse and Mental Health Technical Assistance Center where she provided advice on how best to develop and disseminate information regarding substance abuse and mental programs for older adults.
- Dalimarie Perez-Arzuaga served on the federal Hispanic/Latino National Steering Committee Prevention Initiative for the U.S. Department of Health and Human Services.
- James Gogek, a 2001 fellow and an editorial writer for the San Diego Tribune wrote op-ed columns about substance abuse for the New York Times and the Washington Post.

  See Fellows Profiles for profiles of six fellows.

Results for Mentors

- Although most mentors did not draw down their full stipends, they said they learned from their participation in the program. Several stated that attending the annual meetings and working with individual fellows allowed them to deepen their knowledge in such areas as critical thinking, leadership development and the substance abuse recovery community. Others said they made connections that have resulted in continued collaborations.
  - Through the program, Ivan Juzang, president of MEE Productions, Philadelphia, a company specializing in communicating with at-risk audiences, met Abraham Wandersman, PhD, another *Developing Leadership* mentor and has since established an ongoing collaboration using Wandersman's expertise in evaluation.
  - Frederic Blow, PhD, a professor in the psychiatry department at the University of Michigan, Ann Arbor, said that spending time with fellows who worked in community-based organizations gave him insights he had not received in his career, which involved working with academics and substance abuse treatment officials. He also said it was helpful to get to know people in recovery.

    "I was very moved by discussions that I had with several people around sustaining recovery and thinking about recovery. That was useful in my thinking more globally," Blow said. "It got me started in thinking about how people change and what programs would support that."

LESSONS LEARNED

Lessons on Designing a Leadership Program

1. **Be clear about the purpose of a leadership program.** Determine whether the program is focused primarily on developing leadership capacities within identified individuals or whether it is focused on developing a national leadership presence in the field. The answer to this question should drive the design of the program. Schector concluded that *Developing Leadership to Reduce Substance Abuse* aimed to develop individual leadership capacities within the fellows. (National Program Director/Schector)

   Hortensia Amaro, PhD, a psychology professor at Northeastern University, Boston and a mentor, said that the skills needed to develop a national presence differ from those needed to lead a local program. Amaro indicated that if the program aimed to develop a national leadership presence, it could have identified a few broad topic areas, such as research, policy or public health and require that fellows concentrate their work in one of those areas. (Mentor/Amaro)

2. **Establish a core curriculum.** Articulate the knowledge and skills participants should have as a result of their participation. These knowledge and skill sets should be documented in a core curriculum for participants, and the program should structure its activities to assure that all participants work to the standards specified in the curriculum. (National Program Director/Schector)

3. **Provide direction to applicants in how to conceive of and create a fellowship project.** Some fellows liked the challenge of having to create their projects and felt that it inspired growth that would be useful in their roles as leaders. But a few fellows would have preferred a set of basic requirements—things that had to be included in their projects. (National Program Director/Schector)

4. **Provide mentors to guide fellows.** Fellows and staff believed the fellow-mentor relationship was the most important element of the program. When these relationships worked, they provided enormous learning experiences for fellows and access to a network of other leaders across the country. (National Program Director/Schector)

5. **Provide mentors with a set of clear goals for the program and the fellows that they can use to assess the progress of the fellows.** Some mentors said the overall goals of *Developing Leadership* were not clear to them, so it was difficult to assess whether their fellows were meeting expectations. (Mentors/Amaro, Blow)

6. **Within program goals, remain flexible as to the range of projects that people select.** As the program evolved, many fellows appreciated the flexibility that allowed them to create projects that matched their needs and interests. Projects ranged from relatively mainstream efforts aimed at working with physicians in inner-city hospitals to as nontraditional as producing a hip-hop CD. (National Program Director/Schector)

7. **Be prepared for tensions and challenges when bringing together people from diverse backgrounds.** While the diversity of *Developing Leadership* contributed to much of its richness, it also posed significant challenges and probably contributed to some of the problems experienced during the first year. National program office staff, mentors and fellows all found it difficult to talk about and reconcile widely different racial and ethnic backgrounds, professional and life experiences and professional points of view. (National Program Director/Schector)

8. **Utilize facilitators who are knowledgeable in group dynamics and organizational development.** People who understand how groups work and who have experience in helping groups communicate effectively are essential to translating tensions into learning experiences. (National Program Director/Schector)

9. **Provide modest financial resources, which can make a big impact.** Even modest financial resources help future leaders try out ideas and explore paths that would not have been open to them otherwise. Fellows used their stipends to attend national conferences, secure resources for their research or their organizations, contract for consulting services and pursue graduate degrees. They also implemented projects for which they had no other funding. (National Program Director/Schector)

10. **Identify mentors who will help fellows realize their leadership potential.** Mentors are more likely to be good matches for fellows if they:

    — Help fellows develop realistic expectations about the guidance mentors can provide.

    — Hold a strong interest in at least one of the fellow's areas of effort.

    — Help potential fellows understand program expectations.

    — Are flexible in their relationship with the fellow, allowing for changes in the relationship during the course of the fellowship.

    While geographic proximity of mentors to fellows was helpful, it is not an essential consideration. (National Program Director)

11. **Compensate mentors so they can devote adequate time to their fellows.** Because the mentors received a stipend for the time they spent with the fellows, they were freed up to devote themselves to the effort in a way that several might not have been able to do otherwise. (National Program Director, RWJF Program Officer/Kaufman)

12. **Consider similarities as well as differences when attempting to create cohesive groups of people.** One effect of the diverse composition of fellows was that most did not have career peers in their class, and many did not have career peers in any of the four classes of fellows. As a result, some fellows felt professionally isolated in the program even though all the fellows worked within the substance abuse field.

Programs might include subgroups based on professional similarities such as job title or function, career or professional interests or even geographic location. (National Program Director/Schector)

13. **Involve fellows in planning and running annual meetings.** The *Developing Leadership* meetings faced difficulties in designing learning experiences that had relevance for such a diverse group of participants. Responses to the meetings improved when fellows participated in planning the agendas. The best meetings were those in which everyone had both a teaching and a learning role. (National Program Director/Schector)

14. **Build evaluation into programs.** Program evaluation was not part of the *Developing Leadership* program. Ongoing feedback about program performance and fellow and mentor experiences would have allowed the national program office to more readily identify and address problems. (National Program Director/Schector)

15. **Involve national advisory committee members closely in all aspects of a program.** The *Developing Leadership* national advisory committee members were nationally recognized experts in substance abuse disorders. The national program office could have fostered stronger ties between members and fellows, thus providing another vehicle for fellows to develop as leaders in the field. (National Program Director/Schector)

16. **Manage fellowship stipends through the national program office.** Most of the fellows' home organizations managed their stipends. Each organization had its own rules about expenditures and, as a result, some fellows could use stipends for expenses that other fellows could not.

    Centralizing the management of stipends would ensure that fellows had access to their stipends for appropriate expenses and that the rules for spending the stipends are consistent across the program. It would also allow for seamless transitions if fellows changed employment during their fellowship. (National Program Director/Schector)

Lessons for Operating Leadership Programs

1. **Give promising leaders the luxury of time for self-exploration as a key component of leadership development.** For many fellows, *Developing Leadership* represented the first opportunity they had to stand back from their work to assess where they had come in their professional development and to make choices about the next phase of their careers. (National Program Director/Schector; RWJF Program Officer/Larkin)

2. **Provide networking opportunities for participants in human capital development programs.** Almost everyone felt that networking aspects of the program created through the annual meetings were essential to its success.

One fellow said, "To be able to sit at breakfast with these folks and know that I could pick up the phone and call any one of them for help with my work has been remarkable. I've been very appreciative of the nationwide support." (National Program Director/Schector)

3. **Give diverse groups of leaders a chance to learn from each other by visiting one another's home organizations.** Developing leaders may appreciate one another's areas of knowledge more if they have a chance to visit one another's work place. Those visits could include neighborhood centers that serve people who are homeless and university research labs. (Former RWJF Program Officer/Kaufman)

4. **Promote diversity among the fellows, but have core criteria that each fellow must meet and that provide a connection between all fellows.** Without this, it is very difficult to develop a core leadership experience and build a sense of connectedness and cohesion among the fellowship. (RWJF Program Officer/Larkin)

5. **Involve the fellow's home organization early in the fellowship.** It would be useful to involve the fellow's supervisor in the process without violating the privacy of the fellow. This would help the home organization support the fellowship. If national program office staff had involved the home organization early in the fellowship period, they possibly could have gained support from staff in those organizations that proved to be difficult. In the *Developing Leadership* program, national program office staff visited most fellows at their jobs and typically met with the fellow's supervisor and staff. (National Program Director/Schector, Former RWJF Program Officer/Kaufman)

AFTERWARD

The last class of fellows completed their work in 2006. The national program office closed in December 2006.

In October 2012, various media reported that at least 26 of the 40 fellows went on to assume positions in the health and substance use fields, suggesting that the program helped support careers at an individual level. Fellows who continued to substantively address alcohol and drug use through their work include:

- **Daniel Abrahamson.** He directs the Office of Legal Affairs in Berkeley, Calif., which he founded in 1996. Abrahamson is an active litigator in state and federal courts across the country, including the United States Supreme Court, and is co-author of several state and local legislative initiatives, including California's treatment-instead-of-incarceration law, Proposition 36.[1]

- **Evelyn Castro.** Before her death in 2009, she developed, directed, and replicated treatment programs for drug-addicted mothers of young children in Harlem and the

[1] "Daniel Abrahamson," *Huffington Post*, April 9 2012.

Bronx, which became national models for family rehabilitation. She also served for many years as Associate Director of Preventive Services at SCAN-New York.[2]

- **Michele Eliason**. She is an applied researcher in the substance use treatment field and an adjunct professor at the University of California, San Francisco. She wrote *Improving Substance Abuse Treatment: An Introduction to the Evidence-Based Practice Movement*, which is based on her experience implementing evidence-based practices in community-based treatment programs.[3]
- **Javier Sanchez**. Motivational speaker for youth and founder of R.E.A.C.H. Communications. Drawing on his interests in comedy and hip hop, he writes, produces, and delivers youth empowerment speeches at conferences, churches, and community events across the United States and around the globe.[4]

Prepared by: Susan G. Parker
Reviewed by: Mary Nakashian and Molly McKaughan
Program Officers: Nancy Kaufman, Susan Hassmiller and Michelle Larkin

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[2] *New York Nonprofit Press*, "Obituary: Evelyn Castro," July 22 2009. Available online.
[3] Sage Books, "Author Profile: Dr. Michele J Eliason." Available online.
[4] Reach Communications Inc., "About the Founder." Available online.

APPENDIX 1

Mentors for *Developing Leadership in Reducing Substance Abuse* Fellows

(Current as of the time of the grant; provided by the grantee organization; not verified by RWJF.)

Hortensia Amaro, PhD
Distinguished Professor
Bouve College of Health Sciences
Northeastern University
Boston, Mass.
—Mentor to Shan Mohammed

Frederic C. Blow, PhD
Associate Professor and Senior Associate Research Scientist
Department of Psychiatry
University of Michigan
Ann Arbor, Mich.
—Mentor to Carol D'Agostino

Susan P. Brown
Vice President
National Center on Addiction and Substance Abuse
Columbia University
New York, N.Y.
—Mentor to Deborah McLean Leow

Frank Chaloupka, PhD
Professor of Economics
University of Illinois at Chicago
Chicago, Ill.
—Mentor to Ellen Hahn

Meda Chesney-Lind, PhD
Professor of Women's Studies
University of Hawaii
Honolulu, Hawaii
—Mentor to Mickey (Michele) Eliason

Johnnetta L. Davis-Joyce
Director
Center for Policy Analysis and Training
Pacific Institute for Research and Evaluation
Calverton, Md.
—Mentor to Jacqueline Bridges

Don C. Des Jarlais, PhD
Director of Research
Beth Israel Medical Center
Chemical Dependency Institute
New York, N.Y.
—Mentor to Barry Schector

Diana Yazzie Devine, MBA
Executive Director
Native American Connections
Phoenix, Ariz.
—Mentor to Harrison Jim

Carlo C. DiClemente, PhD
Professor and Chair
Department of Psychology
University of Maryland
Baltimore, Md.
—Mentor to Luis Manzo

Dona Dmitrovic
Executive Director
Pennsylvania Recovery Organization Alliance
Harrisburg, Pa.
—Mentor to Jeannie Villareal

Laurie Drabble, PhD, MSW, MPH
Assistant Professor
San Jose State University
Berkeley, California
—Mentor to Loretta Worthington

Ruth Edwards, PhD
Senior Research Scientist and Director
Tri-Ethnic Center for Prevention Research
Colorado State University
Fort Collins, Colo.
—Mentor to Satya Krishnan Rao

Norma Finkelstein, PhD
Director
Institute for Health and Recovery
Cambridge, Mass.
—Mentor to Janel Hines

John Franklin, MD
Director of the Division of Addiction Psychiatry
Northwestern University Medical School
Department of Psychiatry & Behavioral Science
Chicago, Ill.
—Mentor to Jennifer Smith

Nicholas Freudenberg, PhD
Distinguished Professor and Director
Urban Public Health
Hunter College
New York, N.Y.
—Mentor to Stanley Richards

Felipe Castro Gonzalez, PhD
Professor of Psychology
Arizona State University
Tempe, Ariz.
—Mentor to Deborah McLean Leow

Lawrence W. Green, DrPH
Visiting Professor of Health and Society
University of Maryland
College Park, Md.
—Mentor to Samira Asma

Janice Ford Griffin
Deputy Director
Join Together
Boston, Mass.
—Mentor to Tamu Mitchell Nolfo

Mary Haack, PhD, RN
Associate Professor
College of Nursing
Rutgers University
Newark, N.J.
—Mentor to Elias Provencio-Vasquez

Denise Herd, PhD
University of California, Berkeley
School of Public Health
Berkeley, Calif.
—Mentor to Lawrence Shorty

Eduardo Hernandez-Alarcon, PhD
Special Expert
Division of State and Community Systems Development
Center for Substance Abuse Prevention
Rockville, Md.
—Mentor to Bernardo Rosa

Jack Henningfield, PhD
Professor
Behavioral Psychology
Department of Psychiatry and Behavioral Sciences
Johns Hopkins University School of Medicine
Baltimore, Md.
—Mentor to Bridgette Garrett and Samira Asma

Jackie Jordan-Davis
Plainsboro, N.J.
—Mentor to Thomas Hill

Ivan J. Juzang
Founder and President
MEE Productions
Canoga Park, Calif.
—Mentor to Javier Sanchez

Karol L. Kumpfer, PhD
Associate Professor
Department of Health Promotion and Education
University of Utah
Salt Lake City, Utah
—Mentor to Evelyn Castro

Roberta Garson Lies, MPA, MEd
Program Director
Join Together
Boston, Mass.
—Mentor to Betsy Abrahams

Michael Massing
Journalist, Author
New York, N.Y.
—Mentor to James Gogek

Gail Gleason Milgram
Director
Education and Training Division
Center for Alcohol Studies
Rutgers University
Piscataway, N.J.
—Mentor to Evelyn Castro

Mark Pertschuk
Executive Director
Marin Institute
San Rafael, Calif.
—Mentor to Daniel Abrahamson

Riley Regan
Director
New Hampshire Division of Alcohol and Drug Abuse
Prevention and Recovery
Concord, N.H.
—Mentor to Jeffrey Servinski

David L. Rosenbloom, PhD
Director
Join Together
Boston, Mass.
—Mentor to Maria Levis-Peralta

Paul N. Samuels, JD
Director & President
Legal Action Center
New York, N.Y.
—Mentor to Donald Kurth

Ruth Sanchez Way, PhD
Vice President
Health and Community Initiatives
Management Sciences for Development
Shady Side, Md.
—Mentor to Dalimarie Perez-Arzuaga

Charles R. Schuster, PhD
Researcher
Detroit, Mich.
—Mentor to S. Pirzada Sattar

Michael Sparks
Project Director
Fighting Back Partnership
Vallejo, Calif.
—Mentor to Linda Thompson

Faye Taxman, PhD
Professor
Wilder School of Government & Public Affairs
College of Humanities & Sciences
Virginia Commonwealth University
Richmond, Va.
—Mentor to Scott VanBenschoten

Makani Themba-Nixon
Executive Director
Praxis Project
Washington, D.C.
—Mentor to Anita Gaillard

Terra Thomas
Senior Vice President
Human Resources Development Institute
Chicago, Ill.
—Mentor to Phelicia Jones

Abraham Wandersman, PhD
Professor of Psychology
University of South Carolina, Columbia
Columbia, S.C.
—Mentor to DeWayne Holman

Kenneth E. Warner, PhD
Professor of Public Health
University of Michigan
School of Public Health
Ann Arbor, Mich.
—Mentor to Brion Fox

Cassandra E. Welch
Director of National Advocacy
American Lung Association
Washington, D.C.
—Mentor to Jodi Radke

William Williford
Retired - Assistant Commissioner
New York State Department of Correctional Services
Gansevoort, N.Y.
—Mentor to Scott VanBenschoten

Nancy K. Young, PhD
Director
Children and Family Futures
Irvine, Calif.
—Mentor to Kimberly Bishop-Stevens

APPENDIX 2

Developing Leadership in Reducing Substance Abuse National Advisory Committee Members

(Current as of the time of the grant; provided by the grantee organization; not verified by RWJF.)

Robert W. Denniston, MA Chair
Director, HHS Secretary's Initiative on Youth Substance Abuse Prevention
Center for Substance Abuse Prevention
Substance Abuse and Mental Health Services Administration
Rockville, Md.

David Altman, PhD
Professor, Department of Public Health Services
Professor, Department of Pediatrics
Wake Forest University School of Medicine
Winston-Salem, N.C.

Philip Diaz
CEO
Gateway Community Services
Jacksonville, Fla.

Frances Hesselbein
Chairman, Board of Governors
Peter F. Drucker Foundation for Nonprofit Management
New York, N.Y.

Lt. Col. Robert Hickes
Deputy Commissioner of Staff
Pennsylvania State Police
Harrisburg, Pa.

David James, EdD
Dean, Educational Development
Prince George's Community College
Largo, Md.

Jerilyn H. Jordan
Program Office
Office on Smoking and Health
Centers for Disease Control and Prevention
Atlanta, Ga.

Herbert Klebler, MD
Columbia Psychiatric Institute
Columbia University
New York, N.Y.

Jeannette Noltenius
Executive Director
Latino Council on Alcohol and Tobacco
Washington, D.C.

Constance Weisner, DrPH, MSW
Professor
Department of Psychiatry
University of California San Francisco
San Francisco, Calif.

APPENDIX 3

Fellows and Their Projects

(Current as of the time of the grant; provided by the grantee organization; not verified by RWJF.)

A list of the fellows in the *Developing Leadership in Reducing Substance Abuse* program (classes of 2000 through 2003) and a brief description of their projects. Because of the death of the original program director and the move of the national program office across the country, in some cases, the files are incomplete and only indicate what the fellows planned to do, not what they did.

2000 Fellows

Bridgette E. Garrett, PhD
Senior Scientist
National Institute for Occupational Safety and Health
Centers for Disease Control and Prevention
Atlanta, Ga.

Garrett investigated whether menthol increased the addictiveness of nicotine in tobacco.

Ellen Hahn, PhD
Professor, College of Nursing
University of Kentucky, Lexington

Hahn led a coalition to fight for smoke-free policies in her community, Lexington, which is located in the tobacco-growing state of Kentucky.

Janel Hines, JD
Director of Social Services
Milwaukee Women's Center
Milwaukee, Wis.

Hines planned to develop a treatment and recovery environment for women and their children that incorporated treatment, supportive services, prevention and education.

Phelicia Jones
Executive Director
Hope Preservation
Belmont, Calif.

Jones planned to develop a network of halfway houses for children who are not in need of institutionalization but who nonetheless need a safe place to live.

Elias Provencio-Vasquez, PhD
Assistant Professor of Nursing
University of Texas, Houston, Health Sciences Center

Provencio-Vasquez, an advanced practice nurse, planned to conduct research and create research opportunities for other nurses, with particular emphasis on improving the way child protective services works with women with addictive disease.

Bernardo Rosa Jr., MFA
Executive Director
Community Wellness Partnership of Pomona
Pomona, Calif.

Rosa worked with youth in Pomona, Calif., to remove alcohol from Cinco de Mayo celebrations by finding financial support elsewhere for the festivities.

Lawrence Shorty
Director of Public Health Programs
National Indian Health Board
Washington, D.C.

Shorty developed methods to help Native Americans speak about and understand the role of tobacco in Native American communities and identified ways that other Native American studies subjects could incorporate concerns with tobacco.

Jennifer Smith, MD
Associate Chief, Division of General Medicine
Cook County Hospital
Chicago, Ill.

Smith initiated a program for the Cook County Ambulatory and Community Health Care Network to increase the number of primary care clinicians who actively identify and offer effective interventions to their patients with substance abuse problems.

Linda J. Thompson
Executive Director
Greater Spokane Substance Abuse Council
Spokane, Wash.

Thompson organized prevention leaders in Washington state to advocate for substance abuse and violence prevention and established the Washington Association for Substance Abuse and Violence Prevention. She also earned a master's degree in organizational leadership from Gonzaga University, Spokane, Wash.

Jeannie Villarreal
Consultant, Strategic Planning and Grant Writing
Vallejo, Calif.

Villarreal expanded the work of Recovering Advocates for Treatment (RAFT) a group she created in Vallejo, Calif., to improve substance abuse policies and enhance awareness of substance abuse problems. With her fellowship, Villarreal developed a strategic plan for RAFT, whose core group grew from six to more than 20 members. She also earned a master's degree in organizational management.

2001 Fellows

Samara Assam, PhD
Office on Smoking and Health
Centers for Disease Control and Prevention
Atlanta, Ga.

Assam planned to use the fellowship to improve her work in prioritizing, expanding, budgeting and managing ongoing global tobacco control activities while exploring new global strategic ventures and partnerships.

Jacqueline Jackson Bridges
Project Manager
Partnership for Drug-Free Detroit
Detroit, Mich.

Bridges planned to design prevention and treatment interventions that could be replicated across the country.

Evelyn Castro
Program Director
Support Children's Advocacy Network
New York, N.Y.

Castro planned to use her grant to find ways to better serve families involved with New York City's foster care system by helping them recover from addiction and regain or retain custody of their children in a timely but not premature fashion.

Michele (Mickey) Eliason, PhD
Associate Professor
University of Iowa
College of Nursing
Iowa City, Iowa

Eliason designed a curriculum called Families in Transition for mothers in prison. The curriculum included a 10-week parenting class. Eliason also prepared videotapes of women talking to their children about their drug addiction and incarceration. See 2003 fellow Loretta Worthington for her collaborative work.

Brion Fox, JD
Associate Scientist
University of Wisconsin Comprehensive Cancer Center
Madison, Wis.

Fox planned to design a project aimed at reducing the illness and death rate associated with tobacco use.

Jim Gogek
Editorial Writer
San Diego Tribune
San Diego, Calif.

Gogek wrote articles and op-ed pieces about substance abuse, including some that were in the New York Times and the Washington Post.

Tamu Mitchell Nolfo
Nolfo Consulting
Sacramento, Calif.

Nolfo organized 13 nonprofit and faith-based agencies in the Sacramento, Calif., area into a technical assistance coalition that provided substance abuse prevention services to area agencies. Nolfo and coalition members leveraged RWJF funds to secure $525,000 from Sacramento County to support and expand the coalition.

Dalimarie Perez-Arzuaga
Manager of Education and Training
CFC-Restart Substance Abuse Services
Rochester, N.Y.

Perez-Arzuaga created a celebration for underserved Latina girls. She mobilized a coalition of organizations to create Soy Unica! Soy Latina! and leveraged funding to institutionalize this event on an annual basis. Perez also implemented the first program in upstate New York for adolescents who have dual diagnoses—a substance abuse and mental health diagnosis.

In addition, Perez-Arzuaga served on the federal Hispanic/Latino National Steering Committee Prevention Initiative for the U.S. Department of Health and Human Services.

Stanley Richards
Senior Director of Education and Career and Client Development
Fortune Society
New York, N.Y.

Richards conducted a project to inform policy-makers of the needs and concerns of people who suffered from incarceration, substance abuse, poverty, poor health care and other social ills in three South Bronx, N.Y., communities. He gathered data, created community profiles, held conferences to disseminate the findings and testified before the City Council.

Jeffrey Servinski
Training Coordinator
FACE - Truth and Clarity on Alcohol
Clare, Mich.

Servinski planned to use his fellowship to advocate for policy change by providing community organizations with simple tools that would allow them to advocate for changes in alcohol policies at the local, state and national levels.

2002 Fellows

Betsy Abrahams, MA
Executive Director
Youth Council
Nashua, N.H.

Abrahams wrote a short book entitled Leaders Unmasked: A Celebration of Guts and Grace, which documents journeys of 10 Developing Leadership fellows. Each fellow talked about overcoming adversities such as poverty, abuse, addiction, the death of loved ones, self-imposed expectations and the fear of coming out as gay or lesbian. Abrahams printed several copies and distributed them among the classes, mentors and RWJF staff.

Daniel N. Abrahamson, JD, MA
Director of Legal Affairs
Drug Policy Alliance
Oakland, Calif.

Abrahamson planned to convene a committee to work on a model drug law that he hoped would promote a less punitive and more treatment-oriented approach to serving drug offenders within the criminal justice system.

Carol S. D'Agostino, MA, CSW
Founder
Women of Wonder Institute
Rochester, N.Y.

D'Agostino carried out a clinical evaluation of 120 participants age 55 and older who received services in a treatment program in Rochester, N.Y.

She also served on the Expert Panel at the federal Older Americans Substance Abuse and Mental Health Technical Assistance Center. D'Agostino earned a master's degree in creative writing.

DeWayne Holman
Partnership Facilitator
Nashville Prevention Partnership
Nashville, Tenn.

Holman created and tested Getting to Outcomes, a 10-step framework for planning, implementing and evaluating prevention strategies, programs and policies. As of June 2007, Holman was testing the usability and effectiveness of the Getting to Outcomes framework in Tennessee and Missouri.

Harrison Jim, Sr.
Native American Substance Abuse Counselor/Clinical Supervisor
Na'nizhoozhi Center
Gallup, N.M.

Jim planned to use the fellowship to grant further recognition for traditional Native American Substance Abuse Counselors and to start treatment centers on reservations and in border towns throughout the southwestern United States.

Satya P. Krishnan Rao, PhD
Associate Professor and Graduate Program Coordinator

Department of Health Science
New Mexico State University
Las Cruces, N.M.

Rao evaluated juvenile drug court programs in southern New Mexico to determine how well they addressed addiction among young people and to identify areas for improvement.

Maria Fernanda Levis-Peralta
Executive Director
Chana Goldstein & Samuel Levis Foundation
Puerto Nuevo, P.R.

Levis-Peralta used a portion of her fellowship stipend to support a strategic planning effort for her organization, the Chana Goldstein and Samuel Levis Foundation, in Puerto Rico. That effort helped focus the organization's substance abuse services and allow Levis-Peralta to delegate some day-to-day activities and pay attention to public policies of concern to her community.

Shan Mohammed, MD, MPH
Associate Director, MPH Program
Senior Clinical Instructor
Case Western Reserve University
Cleveland, Ohio

Mohammed developed a Substance Abuse Prevention Track within the master's of public health program at Case Western Reserve to enable graduate students from multiple disciplines to effect positive change in the effort to reduce illness and death from substance abuse.

Barry Schector
Clinical Supervisor
Cornerstone Recovery Services
Ithaca, N.Y.

Schector interviewed patients in a methadone maintenance treatment program to connect their humanity and spirituality with their recovery. He learned that many of his patients, who were middle-aged, had not been told by their parents about their parents' addictions. Similarly, those patients had not revealed a complete picture of their addiction to their own children.

Loretta Worthington
Contract Program Auditor/Manager
LGBT Cessation and Smoke-Free Outdoor Areas
Tobacco Control and Prevention Programs
Alcohol and Drug Program Administration
Los Angeles, Calif.

Worthington gathered information about behaviors, beliefs and policies regarding tobacco dependence in substance abuse treatment facilities with particular attention to Lesbian, Gay, Bisexual, Transgender, dual-diagnosis and perinatal programs.

In collaboration with another fellow, Mickey (Michele) Eliason, Worthington surveyed treatment counselors and administrators to gather information about smoking behaviors and history, the relationship between recovery from drugs and alcohol and smoking and attitudes about smoking cessation activities during treatment.

2003 Fellows

Kimberly M. Bishop-Stevens, MSW, LICSW
Consultant
Boston, Mass.

Bishop-Stevens and colleagues at the Massachusetts Department of Social Services formed a new group called the Family Recovery Collaborative composed of multiple state agencies, the courts, providers, consumers and other stakeholders. She received a technical assistance grant from the National Center on Substance Abuse and Child Welfare, during which she led a strategic planning effort for the Family Recovery Collaborative.

Anita W. Gaillard, MSPH
Director of Community Programs
Indiana Tobacco Prevention and Cessation Agency
Indianapolis, Ind.

Gaillard worked with her colleagues at the Indiana Tobacco Prevention and Cessation Agency to produce a training DVD entitled "Smoke Free Air Policy."

Thomas R. Hill, MSW
Senior Policy Associate
Health Systems Research
Washington, D.C.

Hill focused his project on creating a different kind of recovery community using servant leadership as a model. He developed a range of methods for involvement including a website allowing interaction between people in recovery wherever they reside.

Donald J. Kurth, MD, FASAM

Associate Professor and Chief of Services in Addiction Medicine, Chemical Dependency Unit

Loma Linda University Behavioral Medicine Center

Loma Linda, Calif.

Kurth planned to use his fellowship to educate national policy-makers about effective treatment strategies.

Luis G. Manzo, PhD

Staff Psychologist

University Counseling Center

University of Notre Dame

Notre Dame, Ind.

Manzo planned to improve his ability to use theory and research to inform the assessment, treatment and prevention of addictive disorders among young adults on college campuses. He planned to develop a computer-based screening and intervention program that could meet the needs of adolescents and young adults.

Deborah McLean Leow, MSW

Associate Director, Center for Substance Abuse Prevention

Northeast Center for the Application of Prevention Technologies

Education Development Center

New York, N.Y.

Leow's fellowship focused on the issues that new immigrants face when coming to the United States, with emphasis on designing prevention services to help immigrants adapt to American culture. She designed a research project and created a website to publicize these and other findings.

Jodi L. Radke

Director, Rocky Mountain/Great Plains Region

Campaign for Tobacco-Free Kids

Loveland, Colo.

Radke prepared for and ran for state house of representatives in 2006. Radke won the primary and was defeated in the general election. She also worked to defeat a ballot initiative for a jail expansion because of lack of adequate funding for substance abuse.

Javier Sanchez
Prevention Program Specialist
Youth to Youth International
Columbus, Ohio

Sanchez wrote and produced a hip-hop CD containing songs with strength-based messages for youth to reach people who are unlikely to be reached by mainstream messaging.

Syed Pirzada Sattar, MD
Director of Psychiatric Service
Substance Abuse Treatment Center
Omaha Veterans Administration Medical Center
Omaha, Neb.

Sattar planned to study legislative trends in developing laws against substance abusers and the development of laws for the involuntary commitment of dangerous substance abusers.

Scott W. VanBenschoten, MSW
Probation Administrator
U.S. Courts, Office of Probation and Pretrial Services
Washington, D.C.

VanBenschoten developed national substance abuse supervision policies for federal probation officials.

APPENDIX 4

Developing Leadership in Reducing Substance Abuse Core Resource Team Members

(Current as of the time of the grant; provided by the grantee organization; not verified by RWJF.)

Valerie Hunter
Deputy Director
Developing Leadership in Reducing Substance Abuse
Portland, Ore.

Judith Schector, MSOD
Director
Developing Leadership in Reducing Substance Abuse
Portland, Ore.

Anthony Reilly, PhD
Consultant
Boulder, Colo.

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Leadership in Reducing Substance Abuse: Your Guide to the People who are Shaping Tomorrow. Princeton, NJ: Robert Wood Johnson Foundation, 2006.

Grantee Websites

www.developingleadership.org. The website provided information about the program along with biographies of fellows and mentors. New Brunswick, NJ: Foundation of the University of Medicine and Dentistry of New Jersey, 2000.

Fellows Bibliography

Books

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