



Robert Wood Johnson Foundation

Robert Wood Johnson Foundation **Executive Nurse Fellows**



2007–2008 Call for Applications

Application Deadline

February 1, 2008

Program Overview

(Please refer to specific sections for complete detail.)

Purpose

The *Robert Wood Johnson Foundation Executive Nurse Fellows* program is an advanced leadership program for nurses in senior executive roles in health services, public health and nursing education who aspire to help lead and shape the U.S. health care system.

The three-year fellowships allow participating nurses to remain in their current positions while they gain the experiences, insights, competencies and skills necessary to advance in executive leadership positions in a health care system that is undergoing unprecedented change. The program is designed to give nursing and nurses a more influential role across many sectors of the economy.

Eligibility Criteria (page 6)

The fellowships are open to senior-level nurses who hold executive positions in health services organizations, public health organizations and systems, and nursing education. Applicants must be citizens of the United States or its territories or have permanent residency status at the time of application.

Selection Criteria (page 6)

- A strong professional record that reflects increasing leadership responsibility and the potential to achieve higher levels of leadership.
- Demonstrated commitment to advance in executive leadership in health care, public health and/or health professions education that is consistent with the program's purpose and goals.
- Demonstrated capability to have substantial impact on the health care delivery system.
- Vision, passion and courage.
- A commitment to three consecutive years of structured learning, self-study and project activity while continuing one's current employment.

Total Awards

- Up to 20 fellowships will be awarded in this grant cycle.
- Fellowship resources: \$35,000 over three years.

Key Dates and Deadlines

- **February 1, 2008 (3 p.m. ET)**—Deadline for receipt of applications.
- **May 19–20, 2008**—Semifinalist interviews.
- **Late May 2008**—Notification of acceptance.

How to Apply (page 7)

This program only accepts applications submitted through the RWJF Grantmaking Online system.

Please direct inquiries about the program and application process to:
Mary Dickow, M.P.A., *associate director*
Phone: (415) 502-4770
Fax: (415) 476-4113
E-mail: maryd@thecenter.ucsf.edu

www.enfp-info.org

Background

Our nation's ability to tackle a changing set of challenges to the health of our people depends on the skills of the workers and leaders in our health and health care systems. The Robert Wood Johnson Foundation (RWJF) has a history of making investments to help build and maintain a strong, capable and diverse leadership and workforce in health and health care in response to an ever-evolving system. RWJF supports programs for promising scholars and leaders in leadership development, training and research; makes investments to build specific fields within health and health care; and is helping assure that our nation has a sufficient, well-trained workforce that provides direct care and services to patients.

Dramatic changes in the American health care system are driven by consolidation, concerns about rising costs, efforts to improve the quality of care, increasingly activated consumers and patients, and new communications and information technologies. Other challenges include a record number of uninsured and underinsured people, health disparities and limited access to care in rural areas. These changes and challenges reflect a turbulent environment that requires leaders and professionals to master new roles and responsibilities.

The unique combination of skills and knowledge that nurses bring to executive posts makes them ideal candidates to assume new leadership roles and responsibilities. Their skill set includes effective communications, health/patient education, team building, negotiation, community health and management of interdisciplinary interaction. However, many nurse executives lack the advanced leadership training, mentoring and networking opportunities that are needed to meet the challenges of shaping the health care system. This program is designed specifically to offer these opportunities to nurses who can make the best use of them.

The Program

Each year the *Robert Wood Johnson Foundation Executive Nurse Fellows* program selects a cohort of approximately 20 qualified nurses in senior executive positions to participate in the three-year fellowships. Major components of the program include an advanced leadership curriculum, seminar and workshop sessions, pursuit of an individual learning plan, completion of an individual project, intensive coaching and significant experience with a senior executive mentor. While the program allows fellows to remain at their home institution, program activities (including group sessions, coursework and a mentor experience) will take fellows away from their regular duties for four to six weeks per year. Fellows must secure a commitment from their home institution for release time and continued compensation so that they are free to attend and participate in all program activities.

The program has identified five key competencies that are essential for successful leadership in the emerging health care system. These competencies form the pillars of the curriculum that engages the fellows throughout the program, and all the program activities are designed to enhance them:

- *Interpersonal and communication effectiveness*—The ability to translate a strategic vision into compelling and motivating messages.
- *Risk-taking and creativity*—The ability to transform both self and organization by moving beyond traditional, patterned ways of success.
- *Self-knowledge*—The ability to understand and develop the self in the context of organizational challenges, interpersonal demands and individual motivation.
- *Inspiring and leading change*—The ability to inspire, structure, lead and effectively implement organizational change in an inclusive way.
- *Strategic vision*—The ability to connect broad social, economic and political changes to the strategic direction of institutions and organizations.

The program has supported nearly 185 fellows to date; for a list of current and former Robert Wood Johnson Foundation Executive Nurse Fellows please visit www.enfp-info.org.

At the outset of the program, fellows work with program faculty and staff to prepare an individual learning plan that will guide their leadership activities over their three-year fellowship. The planning process includes a thorough assessment of each fellow's current leadership skill base.

Specific learning opportunities include the following:

- A sequence of group seminars and workshops for the entire class of fellows, plus self-directed learning sessions.
- A battery of self-assessments and 360-degree feedback instruments.
- Exposure to contemporary and future-oriented leadership thinking and action by senior executives from public and private organizations.
- Significant exposure to top-level executive leaders through formal mentor experiences. Support and coaching from a core resource team of program staff and senior consultants.

Each fellow's individual learning activities are covered by a \$15,000 leadership account. These funds are spent to support self-selected learning activities, independent study and access to an electronic communications network during the three-year fellowship.

Comprehensive Leadership Project

Each fellow designs and undertakes a comprehensive leadership project in his or her home institution.

The national program office (NPO) provides matching support for these projects of \$10,000 each year for the first two years of the program. The fellow's home institution (and/or a local partner) must match these challenge funds dollar for dollar, either in cash or in-kind. Challenge funds and

matching support must provide direct support for the fellow's project and cannot be used to cover the fellow's release time costs. Total resources over each three-year fellowship are \$35,000, which includes \$20,000 in matching project funds and \$15,000 for individual development activities.

Fellows are expected to meet all program requirements, including participation in all program meetings and seminars and submission of annual budgets, reports and project narratives. The NPO will cover related travel and accommodation expenses to all program meetings and seminars.

Eligibility Criteria

The fellowships are open to senior-level nurses who hold executive positions in health services organizations, public health organizations and systems, and nursing education. Applicants must be citizens of the United States or its territories or have permanent residency status at the time of application.

Selection Criteria

Applicants to the Robert Wood Johnson Foundation Executive Nurse Fellows program will be selected based on the following criteria:

1. A strong professional record that reflects positions of increasing leadership responsibility and the potential to achieve higher levels of leadership.
2. Demonstrated commitment to advance in executive leadership in health care, public health and/or health professions education that is consistent with the program's purpose and goals.
3. Demonstrated capability to have substantial impact on the emerging health care delivery system.
4. Vision, passion and courage.
5. A commitment to three consecutive years of structured learning, self-study and project activity while continuing their current employment.
6. A corresponding commitment from the CEO or board chair of the employing organization to provide: (a) continued compensation and release

time to attend all program sessions and other related activities; and (b) matching funds on a one-to-one basis to support the fellow's project.

Applications to the Robert Wood Johnson Foundation Executive Nurse Fellows program will be screened by the NPO and forwarded to members of the national advisory committee (NAC) for review.

How to Apply

Applications to the Robert Wood Johnson Foundation Executive Nurse Fellows program may be made only through the RWJF Grantmaking Online system. Instructions and all application materials may be found at <http://grantmaking.rwjf.org/enl5>.

Based on an evaluation of submitted applications, a review panel will select semifinalists for interviews with members of the program's NAC.

Please direct all inquiries about the program and application process to:

Mary Dickow, M.P.A., *associate director*
Phone: (415) 502-4770
Fax: (415) 476-4113
E-mail: maryd@thecenter.ucsf.edu

RWJF does not provide individual critiques of applications submitted.

Program Direction

Direction and technical assistance for this program are provided by the NPO located at:

The Center for the Health Professions
University of California, San Francisco
3333 California Street, Suite 410
San Francisco, CA 94118
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Fax: (415) 476-4113
E-mail: maryd@thecenter.ucsf.edu
Web site: www.enfp-info.org

Responsible staff members at the NPO are:

- Marilyn Chow, D.N.Sc., R.N., F.A.A.N., *program director*
- Edward O’Neil, Ph.D., *principal investigator*
- Robin Morjikian, M.P.A., *deputy director*
- Mary Dickow, M.P.A., *associate director*
- Matt Weldon, *program coordinator*

Responsible staff members at the Robert Wood Johnson Foundation are:

- Susan Hassmiller, Ph.D., R.N., F.A.A.N., *senior program officer*
- John Lumpkin, M.D., M.P.H., *senior vice president and director, Health Care Group*
- Linda Wright Moore, M.S., *senior communications officer*
- Lois Shevlin, *grants administrator*

The program benefits from the guidance of a national advisory committee that makes funding recommendations to Foundation staff. All grant decisions are made by RWJF.

National Advisory Committee

Hon. Shirley S. Chater, Ph.D., R.N., F.A.A.N., *chair*
Former Commissioner, U.S. Social Security
Administration
Mill Valley, Calif.

Neal R. Berte, Ed.D.
President Emeritus
Birmingham–Southern College
Birmingham, Ala.

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University of Kansas School of Nursing
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Vernice D. Ferguson, R.N., M.A., F.A.A.N., F.R.C.N.
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Cornelius Hopper, M.D.
Former Vice President, Health Affairs
University of California System
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Health Care Services Consultant
Tucson, Ariz.

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Dean Emeritus, School of Public Health
State University at Albany (SUNY)
Washington, D.C.

Charles R. Perry
Chairman and CEO
Perry Management, Inc.
Midland, Texas

Burton Sonenstein
Chief Financial Officer
The Annie E. Casey Foundation
Baltimore, Md.

Hon. Mary Ellen Withrow
Former Treasurer of the United States
Bethesda, Md.

Louise Woerner, F.A.A.N.
Chairman and CEO
Home Care of Rochester
Rochester, N.Y.

Timetable

A new solicitation for applications for the Robert Wood Johnson Foundation Executive Nurse Fellows program will be made each year during the life of the program. The application and selection timeline for 2008 is:

■ **February 1, 2008 (3 p.m. ET)**

Deadline for receipt of applications.

■ **May 19–20, 2008**

National advisory committee interviews with semifinalists. (Attendance required.)

■ **Late May 2008**

Notification of acceptance.

■ **July 12–16, 2008**

Fellows' introductory seminar (attendance required).

■ **October 22–26, 2008**

Fellows' seminar (attendance required).

Applications for this program must be submitted only through the RWJF Grantmaking Online system at <http://grantmaking.rwjf.org/en15>.

About the Robert Wood Johnson Foundation

The Robert Wood Johnson Foundation focuses on the pressing health and health care issues facing our country. As the nation's largest philanthropy devoted exclusively to improving the health and health care of all Americans, we work with a diverse group of organizations and individuals to identify solutions and achieve comprehensive, meaningful and timely change.

For more than 35 years we've brought experience, commitment and a rigorous, balanced approach to the problems that affect the health and health care of those we serve. When it comes to helping Americans lead healthier lives and get the care they need, we expect to make a difference in your lifetime.

For more information visit www.rwjf.org.

Sign up to receive e-mail alerts on upcoming calls for proposals at www.rwjf.org/services.



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Foundation

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