

2013 Call for Applications

Proposal Deadline: January 14, 2014



Robert Wood Johnson Foundation

ROBERT WOOD JOHNSON FOUNDATION EXECUTIVE NURSE FELLOWS

PURPOSE

The *Robert Wood Johnson Foundation Executive Nurse Fellows* (ENF) program is a three-year advanced leadership program for nurses who aspire to lead and shape health care locally and nationally. Fellows strengthen and improve their leadership abilities related to improving health and health care.

BACKGROUND

Our nation's ability to tackle difficult health challenges depends on the skills and creativity of the workers and professionals 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 workforce and leadership in health and health care. RWJF supports a wide variety of programs, which helps to ensure that our nation has a sufficient, well-trained workforce to care for patients.

Nurses bring a unique skill set to executive roles that make them ideal candidates to assume senior leadership positions and responsibilities in health care organizations, academia, public health and government. However, many nurse executives lack advanced leadership training, mentoring and networking opportunities needed to move them to the senior leadership level and meet the challenges of the 21st century health care system. The Executive Nurse Fellows program was designed specifically to address the needs, opportunities and challenges of nurses in senior leadership roles.

Health care reform; concerns about rising costs; efforts to improve the quality of care; increasingly activated consumers and patients; and new communications and information technologies are dramatically changing the American health care system. The system also faces other challenges, including health care workforce shortages; health disparities; and limited access to care in rural areas.

These issues reflect a turbulent environment that requires leaders and professionals to master new roles and responsibilities. To that end, RWJF invests in strengthening the capabilities of nurse leaders through its exemplary *Robert Wood Johnson Foundation Executive Nurse Fellows* program.

THE PROGRAM

Each year the *RWJF Executive Nurse Fellows* program selects a cohort of up to 20 highly qualified nurses in senior executive positions to participate in a three-year fellowship. Major components of the leadership development program include:

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- Advanced curriculum, employing best practices from the field of leadership development, delivered through face-to-face program sessions and technology facilitated intersession activities (years 1–3);
- Intensive and ongoing executive coaching from Center for Creative Leadership Executive Coaches (years 1–3);
- Team-based action learning and implementation of team projects (years 1–2);
- Self-directed, individual leadership development activities and implementation of a bold individual leadership project (years 2–3);
- Opportunity for post-program leadership development activities; and
- Membership in the nationwide ENF and RWJF networks.

While the program allows fellows to remain at their home institution, program activities will require a substantial time commitment over the course of the three year fellowship. The time commitment for the program varies by month and year but Fellows should expect to attend two three-day sessions each year (three in Year 1, including one five day session). Fellows will also participate in face-to-face Action Learning Team meetings, calls, and interactions. Fellows will spend an average of 4-6 hours each week engaged in all program-related activities. The program returns value to employing organizations by enhancing Fellows' leadership skills and effectiveness in meeting organizational and societal health care goals.

The fellowship is designed to enhance current leadership activities and professional development; therefore, the time that fellows dedicate to the ENF program will benefit themselves and their organizations. 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. Some activities will involve the use of technology that will support synchronous and asynchronous individual and team learning.

The program will target 20 leadership competencies focused on leading self, leading others, leading the organization and leading in health care. A key curriculum goal is to help fellows apply the knowledge and skills they obtain to the leadership challenges and opportunities they face in their work.

The program has supported more than 250 fellows to date; for a list of current and former *RWJF Executive Nurse Fellows* and other program resources, visit <http://www.executivenursefellows.org/>.

We expect fellows to meet program requirements, including participation in all program meetings, activities, projects, program evaluation, and submission of annual budgets, reports and project narratives.

TOTAL AWARDS

The program will award up to 20 fellowships for the 2014 cohort. Each award will be up to \$35,000 for each fellow over three years.

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ELIGIBILITY CRITERIA

RWJF Executive Nurse Fellows awards are open to registered nurses who hold senior leadership positions in health services, scientific and academic organizations, public health and community-based organizations or systems, and national professional, governmental and policy organizations.

Applicant organizations must be based in the United States or its territories.

Individual candidates for receipt of award funds must be U.S. Citizens or permanent residents at the time of application.

Individual candidates for receipt of award funds must have the support of their employing organization to fully engage in all curricular, action-learning and leadership project components of the program. Applicant organizations must have the administrative and financial capacity and experience to accept the award on behalf of the Fellow and be able to comply with all reporting requirements. Individual candidates who work for an organization that lacks this capacity or experience, or who work for a sole proprietorship or single-member LLC may not be eligible to apply. Please contact the national program office with questions on eligibility.

Individual candidates for receipt of award funds cannot be related by blood or marriage to any Officer* or Trustee of the Robert Wood Johnson Foundation, or be a descendant of its founder, Robert Wood Johnson.

Consistent with RWJF values, this program embraces diversity and inclusion across multiple dimensions, such as race, ethnicity, gender, age and disadvantaged socioeconomic status. We strongly encourage applications that will help us expand the perspectives and experiences we bring to our work. We believe that the more we include diverse perspectives and experiences in our work, the better we are able to help all Americans live healthier lives and get the care they need.

** The Officers are the Chairman of the Board of Trustees; President and CEO; Chief of Staff; General Counsel; Secretary; Assistant Secretary; Treasurer; and Assistant Treasurer of the Foundation.*

SELECTION CRITERIA

Up to 20 fellows will be selected to enter the program based on the following criteria:

- A strong professional record that reflects positions of increasing leadership responsibility and the potential to achieve higher levels of leadership effectiveness.
- Vision, passion and capability to make a substantial impact on health and health care.
- Insight, courage and evidence of a commitment to lifelong growth and development.
- Capacity and willingness to learn in collaboration with other RWJF Executive Nurse Fellows through action, reflection, feedback and support.

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- Commitment (from the employing organization and individual) for the fellow's continuing employment and active engagement in three consecutive years of structured learning, self-study and project activity.

SELECTION PROCESS

The national program office (NPO) will screen applications and forward those that meet the selection criteria to the national advisory committee (NAC) for review. Following NAC reviews, the NAC chair and NPO directors will select semifinalists. The NAC conducts face-to-face interviews with semifinalists and then makes recommendations to the Foundation. RWJF reviews the NAC recommendations and makes all final decisions.

Per RWJF policy, neither RWJF nor the NPO will provide feedback regarding an application's strengths and weaknesses. Invited semifinalists must be present for the in-person interviews to be eligible for selection as a Fellow. Semifinalist candidates who are unavailable for the interviews will not receive special consideration in a future year.

EVALUATION AND MONITORING

The main focus of evaluation and monitoring at RWJF is learning for program improvement and to determine best practices. An independent research group selected and funded by RWJF may conduct an evaluation of the program. Additionally, the NPO will collect evaluation data on an ongoing basis. RWJF intends for this project to contribute to national efforts 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. Therefore, the program will publicly release results from this evaluation. The evaluation team will study the extent to which program outcomes are achieved, as well as the impact fellows have on their work, their organizations, and in the health and health care field as a result of their fellowship experience.

As a condition of accepting RWJF funds, Fellows must participate in the evaluation. Fellow participation includes assisting with necessary data collection to accomplish the evaluation objectives. These data collection efforts may include surveys, interviews, focus groups and other related activities.

RWJF monitors the grantees' efforts and careful stewardship of grant funds to assure accountability. We will require grantees to submit annual narrative and financial reports.

USE OF GRANT FUNDS

The program will award up to 20 fellowships for the 2014 cohort. Each award will be up to \$35,000 for each Fellow over three years. Fellows can use funds for items such as consultant fees, conference/workshop registration fees, travel, supplies, and executive education.

Reportable expenditures cannot exceed \$35,000. Fellow funds cannot be used as compensation for the release time of the Fellow. No indirect/overhead expenses or markups to out-of-pocket expenses shall be

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charged under this award. Awards are allocated in the following categories: \$7,500 discretionary funds; \$7,500 action learning project support; and \$20,000 individual leadership project.

HOW TO APPLY

Applications to the *RWJF Executive Nurse Fellows* program must be submitted via the RWJF online system. Visit www.rwjf.org/cfp/enf7 and use the Apply Online link. If you have not already done so, you may be required to register at <http://my.rwjf.org> before you begin the application process.

Please direct inquiries to the NPO:

Valerie Swan, *senior program manager*

Phone: (336) 286-4277

Email: swanv@ccl.org

All applicants should log in to the system and familiarize themselves with the online application requirements well before the final submission deadline. Staff may not be able to assist all applicants in the final 24 hours before the submission deadline. In fairness to all applicants, late submissions will not be accepted.

We encourage interested candidates to participate in an optional applicant Web conference call scheduled for November 1, 2013 at 1 p.m. ET. You must register in advance on the program's website at www.executivenursefellows.org. The conference will be recorded and available on the program's website if you are unable to participate.

PROGRAM DIRECTION

Direction and technical assistance for this program are provided by the Center for Creative Leadership (CCL), which serves as the NPO located at:

The Center for Creative Leadership

One Leadership Place

Greensboro, NC 27410

Phone: (336) 286-4277

Email: rwjfenf@ccl.org

Website: www.executivenursefellows.org

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Responsible staff members at the NPO are:

- David Altman, PhD, *co-program director*
- Linda Cronenwett, PhD, RN, FAAN, *co-program director*
- Andrea Williams, MA Ed, *deputy director*

Responsible staff members at the Robert Wood Johnson Foundation are:

- Maryjoan D. Ladden, PhD, RN, FAAN, *senior program officer*
- Susan B. Hassmiller, PhD, RN, FAAN, *senior advisor for nursing*
- Lois Shevlin, *senior program financial analyst*

The program benefits from the guidance of a NAC that makes recommendations to Foundation staff. RWJF makes all final decisions.

KEY DATES AND DEADLINES

November 1, 2013 (1 p.m. ET)

Optional applicant Web conference call. Registration is required. Please visit the program's website for complete details and to register.

January 14, 2014 (3 p.m. ET)

Deadline for receipt of full applications.*

May 5-6, 2014

Semifinalist interviews with the national advisory committee (attendance required).

Late May 2014

Notification of awards.

July 9, 2014 (1-2 p.m. ET)

Fellows orientation webinar (attendance required)

September 14-19, 2014

Fellows' introductory session (attendance required).

** All applicants should log in to the system and familiarize themselves with the online application requirements well before the final submission deadline. Applicants should also take time to review all program Frequently Asked Questions at <http://www.executivenursefellows.org/faqs.php>. Staff may not be able to assist all applicants in the final 24 hours before the submission deadline. In fairness to all applicants, late submissions will not be accepted.*

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NATIONAL ADVISORY COMMITTEE

Terry T. Fulmer, PhD, RN, FAAN (*Chair*)

Dean and Professor, Bouve College of Health Sciences
Northeastern University
Boston, MA

James B. Appleberry, EdD

President Emeritus
American Association of State Colleges and Universities
Lee's Summit, MO

June S.L. Chan, MSN, MSA, RN, CNS (*Alumni Representative*)

Director for Pediatric Acute Care and Clinical Support Services
Benioff Children's Hospital at the University of California at San Francisco
San Francisco, CA

Sue W. Cole, MBA

Managing Partner
Sage Leadership & Strategy, LLC
Greensboro, NC

Brian D. Coyne, MA

Senior Vice President, Federal Government Relations
Amerigroup Corporation
Washington, DC

Joanne Disch, PhD, RN, FAAN

Clinical Professor
University of Minnesota School of Nursing
Minneapolis, MN

Paul J. Gam, MBA, CGMA

Managing Director
Grace Associates Strategic Advisors
St. Paul, MN

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J Taylor Harden, PhD, RN, FAAN

Executive Director
National Hartford Centers of Gerontological Nursing Excellence
Washington, DC

Phyllis D. Meadows, PhD, MSN, RN

Associate Dean, Office of Public Health Practice
Clinical Professor, Health Management and Policy
University of Michigan School of Public Health
Ann Arbor, MI

Patricia T. Montoya, MPA, RN

Project Director
Albuquerque Coalition for Healthcare Quality
New Mexico Medical Review Association
Albuquerque, NM

Mary E. Newell, MSN, RN, NSNC (Alumni Representative)

Nurse Facilitator
Kent School District
Kent, WA

Mary Evans Sias, PhD

President
Kentucky State University
Frankfort, KY

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 health and health care, the Foundation works with a diverse group of organizations and individuals to identify solutions and achieve comprehensive, measurable, and timely change.

For more than 40 years the Foundation has brought experience, commitment, and a rigorous, balanced approach to the problems that affect the health and health care of those it serves. When it comes to helping Americans lead healthier lives and get the care they need, the Foundation expects to make a difference in your lifetime.

For more information, visit www.rwjf.org. Follow the Foundation on Twitter at www.rwjf.org/twitter or on Facebook at www.rwjf.org/facebook.

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Sign up to receive email alerts on upcoming calls for proposals at <http://my.rwjf.org>.

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