Robert Wood Johnson Foundation Executive Nurse Fellows

2011–2012 Call for Applications

Application Deadline
January 18, 2012
Program Overview
(For complete details, refer to specific pages noted below.)

Purpose
The Robert Wood Johnson Foundation Executive Nurse Fellows 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.

Total Awards
■ We will award up to 20 fellowships for the 2012 cohort.
■ Fellowship resources: up to $35,000 over three years.

Eligibility Criteria (page 6)
RWJF Executive Nurse Fellow 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, or national professional, governmental and policy organizations.

Applicants must be citizens of the United States or its territories or have permanent residency status. In addition, applicants must have the support of their employing organization to engage fully in all curricular, action-learning and leadership project components of the program.

Additionally, applicants cannot be related by blood or marriage to any Officer* or Trustee of the Robert Wood Johnson Foundation, or be a descendant of the Foundation’s founder, Robert Wood Johnson.

We embrace racial, ethnic and gender diversity. We encourage candidates with diverse leadership backgrounds to apply.

* 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 (page 7)
Please see full selection criteria starting on page 7.

Key Dates and Deadlines (See Timetable)
■ November 7, 2011 (3 p.m. ET)—Optional informational applicant Web conference. Registration is required. Please see details on the program’s website.
■ January 18, 2012 (3 p.m. ET)—Deadline for receipt of applications.
■ May 21-22, 2012—Semifinalist interviews.

How to Apply (page 9)
Applications for this solicitation must be submitted through the RWJF Online system. Visit www.rwjf.org/cfp/enf and use the Apply Online link for this solicitation. If you have not already done so, you will be required to register at MyRWJF before you begin the application process.

Please direct all inquiries related to the application process to:
Valerie Swan, program manager
Tel.: (336) 286-4277; Fax: (336) 286-4434
E-mail: swanv@ccl.org

www.executivenursefellows.org
Background

Our nation’s ability to tackle America’s 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 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.

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 nursing leaders through its exemplary Robert Wood Johnson Foundation Executive Nurse Fellows program.

About the Cover

At the April 2011 Spring Leadership Seminar of the Robert Wood Johnson Foundation Executive Nurse Fellows program, Lorraine Frazier, 2009 Executive Nurse Fellow, University of Texas Health Science Center at Houston School of Nursing, is engaged in a session on “Future of Nursing Implementation Efforts”. As of October 1, 2011, Dr. Frazier will begin as Dean of the College of Nursing at the University of Arkansas Medical Sciences College of Nursing.

Photo: Hoyle Koontz of Frogman Interactive, Winston-Salem, NC.
Each year the RWJF Executive Nurse Fellows (ENF) 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:

- 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 and mentoring from program faculty and outside experts (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 Alumni networks.

While the program allows fellows to remain at their home institution, program activities will require approximately four weeks per year (only some of which will require travel). 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 200 fellows to date; for a list of current and former RWJF Executive Nurse Fellows and other program resources, visit www.executivenursefellows.org.

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

*RWJF Executive Nurse Fellow* 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.

Applicants must be citizens of the United States or its territories or have permanent residency status. In addition, applicants must have the support of their employing organization to engage fully in all curricular, action-learning and leadership project components of the program.

Additionally, applicants cannot be related by blood or marriage to any Officer* or Trustee of the Robert Wood Johnson Foundation, or be a descendant of the Foundation’s founder, Robert Wood Johnson.

We are committed to recruiting qualified nurses who want to become part of a program that cultivates a diverse and inclusive learning and research environment. We embrace racial, ethnic, gender and disciplinary diversity, and we encourage candidates with diverse backgrounds to apply to the *RWJF Executive Nurse Fellows* program. Our application and review processes help to ensure that all qualified candidates are given an equal opportunity to compete for the program.

Our goal is to create a rich intellectual, cultural and mentoring environment to ensure that our fellows reach their full potential. We recognize that a variety of experiences, backgrounds and ideas enrich the program and encourage creativity and innovation.

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**Selection Criteria**

We will select applicants to the *RWJF Executive Nurse Fellows* 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 Executive Nurse Fellows through action, reflection, feedback and support.

- 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 semi-finalists 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.
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.
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Valerie Swan, program manager
Tel.: (336) 286-4277
Fax: (336) 286-4434
E-mail: swanv@ccl.org

All inquiries about eligibility, applications or the submission process should be directed initially to Valerie Swan, program manager. She will determine whether other program staff or NPO directors should be contacted for further advice.

We encourage interested candidates to participate in an optional informational application Web conference scheduled for November 7, 2011 at 3 p.m. ET. You must register in advance by signing up 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**

The Center for Creative Leadership (CCL), which serves as the national program office, provides direction and technical assistance for the program. CCL is located at:

The Center for Creative Leadership  
One Leadership Place  
Greensboro, NC 27410  
Tel.: (336) 286-4277  
Fax: (336) 286-4434  
E-mail: swanv@ccl.org  
Website: www.executivenursefellows.org

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*
- Valerie Swan, *program manager*

Responsible staff members at RWJF are:
- Maryjoan D. Ladden, PhD, RN, FAAN, *senior program officer*
- David M. Krol, MD, MPH, FAAP, *senior program officer and team director*
- Lois Shevlin, *senior grants administrator*

The program benefits from the guidance of a national advisory committee (NAC) that makes recommendations to Foundation staff. RWJF makes all final decisions.
National Advisory Committee

Hon. Shirley S. Chater, PhD, RN, FAAN, Chair
Committee Former Commissioner
U.S. Social Security Administration
Mill Valley, CA

Neal R. Berte, EdD
President Emeritus
Birmingham–Southern College
Birmingham, AL

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Phyllis Meadows, PhD, RN
Associate Director, Office of Public Health Practice
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University of Michigan School of Public Health
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Cynthia Armstrong Persily, PhD, RN
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West Virginia University School of Nursing
Charleston, WV
Executive Nurse Fellow Alum
Joy Forsythe Reed, EdD, RN
Head, Public Health Nursing
North Carolina Department of Health and Human Services
Raleigh, NC
Executive Nurse Fellow Alum

Clyda S. Rent, PhD
Principal
Rent Consulting Group, LLC
Charlotte, NC

Mary Ann Stump, MBA, RN
Senior Vice President and Chief Strategy and Innovation Officer
President, Consumer Aware
Blue Cross and Blue Shield of Minnesota
Apple Valley, MN
Notes
A new solicitation for applications for the RWJF Executive Nurse Fellows program will be made each year during the life of the program. The application and selection timeline for the 2012 ENF cohort is:

- **November 7, 2011 (3 p.m. ET)**
  Informational applicant Web conference. Registration is required. Please see details on the program’s website.

- **January 18, 2012 (3 p.m. ET)**
  Deadline for receipt of applications.

- **May 21-22, 2012**
  National advisory committee interviews semifinalists (attendance required).

- **Late May 2012**
  Notification of acceptance.

- **July 2012**
  Fellows’ virtual seminar (attendance required).

- **September 2012**
  Fellows’ introductory seminar (attendance required).

- **2013–2015**
  Bi-annual seminars and intersession activities.

Applications for this program must be submitted only through the RWJF online system.
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, measureable and timely change. For nearly 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.

Sign up to receive e-mail alerts on upcoming calls for proposals at http://my.rwjf.org.