



AMERICAN ACADEMY OF NURSING
transforming health policy and practice through nursing knowledge

Chief Executive Officer

POSITION PROFILE – JUNE 2018

This profile provides information about the Chief Executive Officer (CEO) of the American Academy of Nursing in Washington, DC.

This profile is designed to assist individuals in assessing their interest in and qualifications for the position.

The search for the CEO of the Academy is being conducted by: [Association Strategies, Inc.](#), with the support of [Tuft & Associates](#), www.tuftassoc.com.

Applicants should submit a cover letter and resume/CV to Association Strategies, Inc., at: <http://www.assnstrategies.com/active-searches>. To learn more about the American Academy of Nursing, go to www.aannet.org. Applications will be accepted until 11:59 pm (ET) on **Monday, July 23, 2018**.



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The American Academy of Nursing

The Academy transforms health policy and serves the public to advance health policy, practice, and science. It is comprised of more than 2,500 members, known as Fellows, who are nursing's most accomplished leaders in education, management, practice, and research. Fellows include association executives; university presidents, chancellors, and deans; state and federal political appointees; hospital chief executives and vice presidents for nursing; nurse consultants; nurse scientists; researchers; military leaders; and entrepreneurs.

VISION:

Transforming health policy and practice through nursing knowledge and leadership.

MISSION:

Serve the public and the nursing profession by advancing health policy, practice and science through organizational excellence and effective nursing leadership

Fellows leverage their expertise to provide the critical knowledge, analysis, summary, and integration for transforming health policy and practice. The Academy advances evidence-based innovations in health care delivery to address the health needs of populations, including diverse, at-risk, and disenfranchised populations.

The Washington, D.C., office is the focal point for identifying key policy issues in which the Academy can mobilize its Fellows along with strategic partner organizations to support the Academy's policy agenda and affect change. Outreach to policymakers in Congress and the Administration and collaboration with key national stakeholders shape policy and ensure that nurses' solutions are integrated into a quality health care system.

The Academy has a staff of 10 and a budget of \$4.1 million. The Academy is governed by a 10-member board of directors, elected by the Fellows. Board members oversee the Academy's strategic planning and financial management.

The Academy's Annual Policy Conference, held each fall, offers Fellows and other participants an opportunity to share ideas and help develop new strategies for nurses to drive the transformation of America's health system. *Nursing Outlook*, the Academy's official bi-monthly journal, provides innovative ideas for leaders in the nursing profession through peer-reviewed articles and timely policy products.

About Academy Fellows

Academy Fellows have been recognized for their extraordinary nursing careers and are among the nation's most highly-educated citizens: More than 90% hold doctoral degrees and the rest have completed master's degree programs.

Invitation to the fellowship represents more than recognition of accomplishments within the nursing profession. Fellows are expected to participate in one of the Academy's 24 Expert Panels, which are one of the major forces within the Academy for developing new knowledge, promoting collaboration, and shaping policy. Fellows are encouraged to lead efforts to raise funds through philanthropy and partnership.

Academy fellows also have a responsibility to contribute their time and energies to the Academy and to engage with other health leaders outside the Academy in transforming America's health system by:

- ❖ Enhancing the quality of health and nursing care.
- ❖ Promoting healthy aging and human development across the life continuum.
- ❖ Reducing health disparities and inequalities.
- ❖ Shaping healthy behaviors and environments.
- ❖ Integrating mental and physical health.
- ❖ Strengthening the nursing and health delivery system, nationally and internationally.

Key External Relationships

The Academy interacts with a number of related nursing, medical, and healthcare entities, agencies, and constituents, including but not limited to:

- ❖ American Academy of Pediatrics (AAP)
- ❖ American Association of Critical-Care Nurses (AACN)
- ❖ American Association of Retired Persons (AARP)
- ❖ American Board of Internal Medicine (ABIM)
- ❖ American Medical Association (AMA)
- ❖ American Nurses Association (ANA)
- ❖ American Organization of Nurse Executives (AONE)
- ❖ American Association of Colleges of Nursing (AACN)
- ❖ National Academy of Medicine (NAM)
- ❖ National Black Nurses Association (NBNA)
- ❖ National League for Nursing (NLN)
- ❖ Regulatory and government agencies such as Centers for Disease Control (CDC), National Institutes of Health (NIH), U.S. Department of Health and Human Services (HHS), and others.
- ❖ Tri-Council for Nursing
- ❖ World Health Organization (WHO)

History of the Academy

The sole corporate member of the American Academy of Nursing is the American Nurses Association (ANA). First approved by the 1964–66 ANA House of Delegates, the American Nurses Association bylaws were amended to call for an Academy of Nursing for the advancement of knowledge, education, and nursing practice. On April 24, 1973, 36 charter fellows held their first meeting.

Articles of incorporation were approved by the District of Columbia in December 1999, qualifying the Academy as a nonprofit 501(c)3 corporation. In 2006, the Academy established a Washington, D.C., office in keeping with its strategic goals and recognizing the pivotal role of public policy in reforming American health. In 2007, the Academy consolidated the operational office and policy office into a single headquarters in Washington, D.C.

POSITION DESCRIPTION

The chief executive officer (CEO) of the American Academy of Nursing is expected to:

- ❖ Advance the Academy's current upward trajectory of success and further propel efforts to not only sustain but also grow the Academy's influence and stature in health care and in policy arenas.
- ❖ Serve the public through membership engagement in health policy, science, and practice.
- ❖ Promote evidence-based innovations in health care delivery to address the health needs of populations, including diverse, at-risk, and disenfranchised populations.
- ❖ Mobilize Academy Fellows along with strategic partner organizations to support the Academy's policy agenda and affect change through philanthropy and partnership.

The CEO reports to the Academy Board of Directors and serves as an ex-officio member of the Board.

The CEO works closely with the Board to establish and execute its goals and strategies. The Executive Committee of the Board (President, President-Elect, Secretary, and Treasurer) evaluates the performance of the CEO.

Responsibilities

The Chief Executive Officer of the Academy will have the following responsibilities:

1. Work directly with the President, Officers, Board Members, Committee/Taskforce/Expert Panel Chairs and other leaders within the Academy to provide the leadership to implement the mission of the Academy.
2. Develop the professional staff including the Chief Operating Officer; Policy and Grants Manager; Development Manager; Membership Manager; Manager, Communications and Public Affairs; Manager, Meetings and Events; and Manager, Council for the Advancement of Nursing Science.
3. Exhibit bold and courageous leadership in the coordination and implementation of the Academy's strategic plan.
4. Oversee financial operations of the Academy and the audit process ensuring rigorous accountability, long-term stability through clear fiscal management of resources, and compliance with all federal, state, and local legal and regulatory requirements. Identify new opportunities to increase revenue.
5. Develop and maintain relationships with funders, foundations, association colleagues, and public policy leaders to promote the work of nursing and the Academy.
6. Oversee and position the Academy's development efforts by identifying and developing sources of philanthropy, as well as foundation and corporate support for the Academy.

7. Analyze and provide leadership to ensure the development of the Academy membership in order to position the organization to meet its strategic goals.
8. Ensure that all organizational communications are in concert with the Academy's mission and evaluate the impact of the communications products.
9. With the President, serve as the chief spokesperson with external audiences including the executive and legislative branches of government, major policy organizations, the media, and foundations.
10. Serve as Academy representative on boards, committees, and other entities in order to advance and support the Academy's mission.
11. Act as liaison and coordinator between the President/Board and external relevant health care and nursing constituent organizations.
12. Develop and maintain a relationship with the American Nurses Association and other Enterprise organizations.

QUALIFICATIONS

The Chief Executive Officer position requires a visionary and committed individual who will serve as the voice and face of a highly-skilled membership organization.

The new CEO will create a vision of influence and excellence for the Academy through his/her leadership, inspiration, and influence, and his/her skills in fundraising and building partnerships.

The successful candidate will be passionate about the Academy's commitment to the health of populations and to health equity, integrated throughout our policy, practice, and leadership. The CEO also will be dedicated to promoting the Academy culture—one that is committed to nursing knowledge, science, organizational excellence, fiduciary responsibility, and leadership that advances health policy in support of a healthier global community.

The successful candidate will project a dynamic, strategic, and confident manner and presence, and will be articulate, professional, and personable. In today's U.S. public health and health care arena, the CEO must be driven to stay in the forefront of our nation's health issues, regulatory environment, and opportunities/challenges to fulfill the Academy's goals and serve our members.

Educational Qualifications and Experience

Preference will be given to qualified candidates with:

- ❖ A master's-level education in healthcare, business, public health or similar field; doctoral degree preferred. CAE is considered a plus.

- ❖ A career record of 10+ in senior-level management roles; executive-level experience with a medical society or nonprofit healthcare association or organization preferred.
- ❖ Proven financial acumen and experience with diversified revenue sources.
- ❖ Demonstrated success implementing advocacy, public policy, and legislative agendas.
- ❖ Exceptional skills as a communicator, with the ability to enhance the profile, visibility, and influence of an organization at national and international levels.

Competencies

Strategic Leadership: The successful candidate for CEO of the Academy will have strategic planning expertise and experience in creating a strong vision for an organization. The candidate will be able to develop, nurture, and maintain effective relationships and champion consensus building with relevant nursing and health organizations. The candidate will have the skills and initiative to expand Academy membership, grow a philanthropic culture, enhance member engagement, and manage diverse membership structures and relationships.

Financial Acumen: The CEO position calls for proven abilities to generate and diversify revenue sources through grants, products, and/or services. The candidate will have strategic skills to oversee existing business initiatives and identify viable new sources of non-dues revenue.

Leading and Building Teams: The successful candidate will be able to demonstrate superior abilities in providing effective staff management, development, and team-building. The position requires an individual who demonstrates a collaborative leadership style with highly effective interpersonal skills, and the ability to be an effective listener and relationship builder who is adept at motivating and inspiring others. The candidate for CEO must have integrity and self-confidence, and be pragmatic, resourceful, and personable.

Communication Skills: Highly effective communication skills, both written and oral, are essential. The candidate must be able to communicate effectively at all levels with Board leaders, members, staff, and volunteers. Experience serving as a spokesperson for an association or other organization is desirable. Strategic ability to leverage technology and social media to engage members is preferred.

Essential Characteristics and Behavioral Skills

According to responses from a survey of key Academy stakeholders, the following are among the leading personality characteristics or behavioral skills essential to the position of CEO:

- ❖ A leader who generates a team spirit, engages members, and inspires collaboration to drive change.
- ❖ Good listener, who is open to a wide range of thought, ideas, values, and ethnicities
- ❖ Respectful of members and leadership, and is committed to service of the organization
- ❖ Values the importance of diversity and inclusion
- ❖ Ethical, authentic, and transparent leadership style, and able to motivate and inspire others

- ❖ Team player with good consensus-building skills, integrity, and honesty, and a sense of humor
- ❖ Calm approach to working out tough, emotional issues
- ❖ Creative, innovative, and open to new ideas
- ❖ Problem solver, facilitator, and able to prioritize and create actionable agendas
- ❖ Calculated risk taker

CHALLENGES AND OPPORTUNITIES

In today's environment, the complexity of health care issues and the uncertainty around health care delivery dominate the dialogue across the country. It is essential that the Academy's policy work, drawn from our Expert Panel recommendations and innovative solutions put forth by our initiatives, continues with a sense of urgency. A commitment to the health of populations and to health equity is threaded throughout the Academy's focus on policy, practice, and leadership.

Guided by our 2014-2017 strategic plan, the Board of Directors refined and updated strategies to reflect new opportunities for the Academy, while at the same time keeping the focus on signature initiatives such as Raise the Voice Edge Runners, the Institute for Nursing Leadership, Primary Care, Choosing Wisely®, the Council for the Advancement of Nursing Science, and more. In addition, our Expert Panels produced timely, critical policy briefs and statements in support of our strategic direction.

In late 2016, the Board generated a new strategic plan for 2017-2020 with the input of a survey sent out to the fellowship, as well as a task force of Fellows who advised the Board on new and continuing initiatives. (See <http://www.aannet.org/about/strategic-plan-2017-20>) The Board is pleased with the revised set of goals and with new strategies and tactics that drive current and future initiatives.

Academy Activities: In response to an online survey, key Academy stakeholders reported they are satisfied or somewhat satisfied about the following Academy activities:

- ❖ The Annual Policy Conference
- ❖ Advocacy agenda/governmental relations
- ❖ Research
- ❖ Committees and work teams
- ❖ Practice resources
- ❖ Publications
- ❖ Expert Panels
- ❖ Jonas Policy Scholars Program
- ❖ Education programs and services

Opportunities: In the same online survey, key stakeholders identified the following as significant opportunities for the Academy moving forward:

- ❖ Serving as a voice for nursing to champion more funding for nursing research.

- ❖ Leading collaborative efforts and partnerships with other nursing and non-nursing organizations to advance health policy issues and provide thought leadership on ways to address them.
- ❖ Capitalizing on the depth and breadth of the expertise and knowledge throughout the entire profession to strengthen the visibility of nursing in health policy.
- ❖ Working courageously to advance policies aimed at improving the nation's health by reducing gaps in access, quality, and cost.
- ❖ Building on a strong foundation that harnesses the collective power of the Fellows to further improve the influence of the Academy and the nursing profession.

Challenges: As a visionary leader and consensus builder, the next CEO of the Academy will be fully prepared to address organizational challenges identified by stakeholders, including:

- ❖ Expanding the visibility of the Academy beyond nursing and into multiple health care arenas such as medicine, health care finance and operations, and other areas.
- ❖ Recognizing the Academy's aging membership and the need to engage younger members and leaders, including advancing strategies to outpace competition for members from other national organizations.
- ❖ Seeking new ways to expand Academy revenue sources to ensure future financial growth and stability.
- ❖ Keeping the Academy nimble and able to respond quickly and often to broader health policy issues and be viewed as an important source of expertise on such issues.
- ❖ Reviewing the selection process for Fellows and promoting their full engagement to bring on the next generation of scholars/leaders.
- ❖ Ensuring excellent value for the costs of membership and attending the Annual Policy Conference.

MEASURES OF SUCCESS

The CEO's success in the position will be evaluated by demonstrated and measurable progress in the following areas:

- ❖ Ensuring the Academy and nursing participate fully in shaping the nation's health policy
- ❖ Increasing the visibility and impact of the Academy with related organizations, policymakers, and other key external partners.
- ❖ Managing and implementing a clear strategic vision and effective operating plan.
- ❖ Expanding, diversifying, and engaging the membership.
- ❖ Effective management of the Academy office and staff.
- ❖ Maintaining fiscal stability and identifying new revenue sources.
- ❖ Achieving a trusted relationships and a working partnership with the Board.

Profile Methodology

This profile for the position of Chief Executive Officer for the American Academy of Nursing was developed from organizational data, an online survey of key Academy stakeholders, and discussions with Academy leaders and staff. These discussions were conducted to identify and prioritize the skills, knowledge, experience, qualifications, and qualities required and desired in the position. Information regarding programs and services, organizational and cultural factors, and challenges and opportunities for the Academy was also developed from these discussions and from the Academy's materials.

The American Academy of Nursing is an equal opportunity employer committed to inclusive hiring and dedicated to diversity.

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Nominations or referrals may be directed to Pamela Kaul, President, pamela@assnstrategies.com.