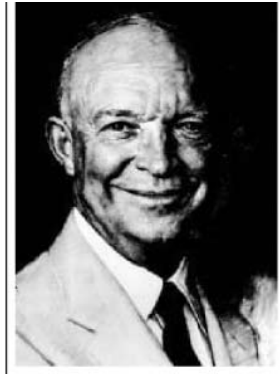


# Eisenhower Fellowships: Thinking globally, leading locally

Over the past decade, 32 emerging leaders from the Philadelphia region have had the unique opportunity to travel abroad, gain international perspectives, connect with foreign leaders in their professional fields, and discover innovative solutions to local policy issues. They have exchanged ideas and built life-long relationships. For most of the Philadelphia Fellows, the Eisenhower experience has been not only a professional journey abroad, but



## EISENHOWER FELLOWSHIPS

also a self-reflective voyage that allows time to examine who they are as emerging leaders while re-energizing and often re-focusing their personal and professional lives.

President Dwight David Eisenhower believed that world peace is possible when people get to know each other and understand each other's cultures. To honor his vision and belief in the importance of people-to-people connections, a group of prominent business leaders and educators established Eisenhower Fellowships on his 70th birthday in 1953. Since then, Philadelphia-based Eisenhower Fellowships (EF) has brought over 1,700 international leaders and professionals from all over the world to

Philadelphia and the U.S.

In 1999, under the leadership of then-Mayor Ed Rendell, EF created the Philadelphia International Leadership Initiative to provide the region's emerging leaders with a high-impact program of international contacts and learning opportunities in their professional fields. This effort involved re-focusing EF's USA Program, which had previously recruited candidates nationwide, to recruit and select candidates in specific geographic regions. Alumni would then be able to combine the experience and knowledge gained from their fellowship programs for the benefit of a particular region. Similar programs were also initiated in North Carolina's Research Triangle area and New England.

EF provides the Philadelphia Fellows with a two-month opportunity to focus on building knowledge and contacts in their fields while increasing understanding of their host countries, as well as their own. While on their fellowship, the Philadelphia Fellows follow personalized itineraries that take them to an average of 10-12 cities for an average of 50 appointments. They meet with some of their host countries' most prominent leaders, as well as with small-town business people, mayors, and city council members. They visit hospitals, youth and detention centers, and biotechnology hubs. They also explore cultural and historic sites and exchange views with other in-country Eisenhower Fellows. They develop connections.

The Philadelphia Initiative benefits from EF's 55-year history of excellence in international leadership programs. Philadelphia Fellows become part of a wide network of Fellows from around the globe, whose members include heads of government, cabinet members and legislators, ambassadors, and judges, as well as leaders from academia, busi-



EF President John S. Wolf and EF Chairman General Colin L. Powell

ness and not-for-profit organizations. This unique program has been able to connect Fellows with key individuals in their professional fields worldwide, broadening their perspectives, and changing the way they approach their work and community commitments. One of the most consistent observations about the fellowship experience is that it is a life-changing event.

As EF Chairman General Colin L. Powell said of the organization, "Dwight Eisenhower had an enduring vision of a world in which cooperation replaced confrontation and understanding replaced ignorance. I am proud to lead an organization in its sixth decade of working to make the vision a reality."

So what has this group of regional leaders learned from their fellowships abroad and how is it impacting their

work regionally? In celebration of the first Eisenhower Day of Fellowship, which took place on October 14, 2008, we are launching a series of profiles that will demonstrate how the combined efforts and energies of the 32 Philadelphia Fellows are already having a far-reaching impact on many of our region's crucial issues, including education, health care, the arts, technology, business, public safety and anti-crime programs, social and human services, community development, criminal justice, finance and the environment.

For more information about Eisenhower Fellowships, please contact Susan Kohler Reed, Director of Public Programs and External Relations at [skohler@eisenhowerfellowships.org](mailto:skohler@eisenhowerfellowships.org) or visit [www.eisenhowerfellowships.org](http://www.eisenhowerfellowships.org).



## MEET THE VISIONARY LEADERS OF THE PHILADELPHIA EISENHOWER FELLOWSHIPS:

**Timothy Boyle**, Partner, KPMG LLP

**Daniel Castro**, Captain, Philadelphia Police Department

**David Castro**, President and CEO, ILEAD

**Della Clark**, Executive Director, The Enterprise Center

**Diane Dalto**, Chair, Pennsylvania Arts Council

**Jim Eisenhower**, Partner, Schnader Harrison Segal & Lewis LLP

**Donna Frisby-Greenwood**, Director, Office of College and Career Awareness, Philadelphia School District

**Jane Golden**, Director, Mural Arts Program

**Greg Goldman**, CEO, Wireless Philadelphia

**Anne Gordon**, Partner, Dubilier & Co. and former Managing Editor, The Philadelphia Inquirer

**Tine Hansen-Turton**, Executive Director/CEO, National Nursing Centers Consortium

**Gail Harrity**, Interim CEO, Philadelphia Museum of Art

**Keisha Hegamin Jordan**, Executive Director, Computers for Youth-Philadelphia

**David Hyman**, Managing Partner, Kleinbard, Bell & Brecker, LLP

**Felix James**, Esq., President & CEO, Ready-or-Not, LLC

**Loree Jones**, Executive Director, Manayunk Development Corporation

**Sharon Kershbaum**, Former Director, American Communities Fund, Fannie Mae Corporate Headquarters

**Thomas Lussenhop**, Principal, OFH LLC

**Nancy McGinley**, Chief Academic Officer, Charleston County School District

**Christine Massey**, Research Associate, Institute for Research in Cognitive Science, University of Pennsylvania

**Diane Melley**, Director Corporate Community Relations, IBM Corporation

**Wanda Mial**, Executive Director, Women's Christian Alliance

**John Osborn**, Former Senior Vice President & General Counsel, Cephalon

**Aaron Posner**, Artistic Director, Two River Theatre

**Robert Powelson**, Commissioner, Pennsylvania Public Utilities Commission

**Pedro Ramos**, Partner, Blank Rome LLP

**Maitreyi Roy**, Senior Director, Philadelphia Green, The Pennsylvania Horticultural Society

**Rick Sauer**, Executive Director, Philadelphia Association of Community Development Corporations

**Sister Mary Scullion**, Executive Director, Project H.O.M.E.

**David Thornburgh**, Executive Director, Fels Institute of Government, University of Pennsylvania

**Nicholas Torres**, President, Congreso de Latinos Unidos, Inc.

**Kimberly Turner**, Chief of Staff, Office of State Rep. Dwight Evans

# Changing Education

Nicholas Torres, M ED., President, Congreso de Latinos Unidos, Inc., Eisenhower Fellow to Argentina and Chile (2008)



nities.

As a leader of a large multi-service agency in Philadelphia that addresses the needs of the Latino community, I have worked on the front lines trying to bring the best services and delivery models to my community to find long-term solutions to poverty through education, workforce development and health services. And while I have honed my strategic thinking and management skills at venerable institution like Harvard Business School, Bridgespan Group Business Planning Process, and most recently through my Eisenhower Fellowship Independent Study, I wonder how any of us working in this field can effect real long-term change as long as funding patterns don't shift to focus on long-term and strategic problem solving. Social service agencies provide services to the most vulnerable citizens in our communities and this work is funded primarily by government agencies. But government contracts only

Over the past year, as one of 1700 Eisenhower Fellows worldwide, I have been fortunate to participate in a once-in-a-lifetime experience. I have observed that while we come from all parts of the globe and from many professions, my colleagues and I share a common drive for excellence and a thirst for knowledge that, by virtue of our year of learning, we will use to improve our commu-

partially subsidize the full cost of service delivery and almost never fund infrastructure—the costs of operations, planning, innovation and problem solving. As a result, we are dependent upon government in a way that does not allow us to find new solutions to problems or even find ways to decrease dependency on government support. So we can only react and respond to governmental shifts.

My time as an Eisenhower Fellow took me to Chile and Argentina in search of different approaches to the problems I face every day in my field. In these South American countries I witnessed islands of economic development in some of the poorest and most disinvested areas of the region. In the middle of one of the most impoverished communities of Chile, I saw two beautiful schools serving as an inspiration for all young people. These schools are continuously ranked among the best in the nation based upon their students' test scores. Funded by a combination of government dollars and private subsidies, these schools are successful because of their leadership, autonomy to make changes, doing what works, and dedication to both the academic and social development of the students. In Argentina, I was able to visit a small town called La Juanita which rejected government subsidies because of the unintended consequence that these funds were building cycles of poverty by shifting a community from one of work to one of dependency.

Because of visits like this, I realized that I had operated – like many social service organizations – as though government funding was an entitlement rather than an investment. I learned that while government dollars are an important investment, they are only part of the solution. Government shares the

same goals as nonprofits and other private foundations, corporate partners and individual investors. To ensure that our investments will return the outcomes we all share we must have well defined service models supported with solid financial indicators, community ownership, and the organizational infrastructure to carry them out. We need our investors to buy into the comprehensive strategy of our approach and track record, invest in it as a whole and not just purchase a portion of a particular item from our menu of services. Long-term sustainable change in our most vulnerable communities is not going to happen because of government policies or shifts in funding decisions. Rather, sustainable change will occur because of an overall investment strategy that returns results. What this means is that all funders, not just government or foundations, must change their grant-making habits and coalesce around the goals and strategies that once and for all lead to progress.

My Eisenhower experience underscored my beliefs that solutions come from community ownership, partnerships, and great leadership, all of which are driven by the desires and dreams of our constituents. I operate with the philosophy that educated and highly skilled individuals are the underpinnings of a vibrant and thriving economy, and safe and healthy communities. As the President of Congreso de Latinos Unidos and part of the Eisenhower Network, I am dedicated to ensuring our most vulnerable young people and adults are given the opportunities to be successful. I can contribute to my region and nation by demonstrating how our most vulnerable young people and families can be economically independent through my work at Congreso and through sharing this knowledge through many professional networks.

# Changing Healthcare

Tine Hansen-Turton, MGA, JD, Vice President, Public Health Management Corporation, Executive Director, National Nursing Centers Consortium, Eisenhower Fellow to New Zealand (2008)



the Eisenhower Fellows have in common is our passion and belief that together we can play a critical leadership role in shaping the Philadelphia region.

I live by the ideal that what sets Americans apart is that we question the status quo, maintaining our entrepreneurial spirit and challenging policies and issues that don't make sense. Lack of access to basic healthcare is one of the greatest threats facing our country. Facing this issue requires entrepreneurial spirit and a willingness to explore alternative healthcare systems. This is at the heart of my work as Vice President at Public Health Management Corporation (PHMC) and Executive Director of National Nursing Centers Consortium (NNCC).

One-third of the American population has little or no access to basic healthcare services, often regardless of insurance. Lack of access is no longer a burden of the poor alone, as disparities have widened. With or without insurance, all are impacted by the staggering costs of healthcare due to the widespread lack of access to

basic care. Luckily, the U.S. has invested in alternative primary healthcare providers such as nurse practitioners. It was with this premise in mind, and with a passion to find a solution to our nation's healthcare crisis, that in 2005 I traveled to New Zealand as an Eisenhower Fellow. The purpose of my fellowship was to learn about the public health infrastructure and to exchange best practices about the role nurse practitioners and other providers could play in expanding access to primary healthcare in community-based settings, such as nurse-managed health centers and retail clinics.

I arrived in New Zealand at a critical point in its implementation of a government-sponsored primary healthcare strategy, a public/private-sector charge to solve the country's problem of lacking enough primary care providers. I became a resource to government leaders, who wanted to learn about emerging models of care and how these models could be applied. By the end of my Fellowship, New Zealand nurse practitioners received authority to prescribe medications and to serve as primary care providers with funding to support expansion of their role. This change in national policy not only benefited indigenous people in New Zealand who previously had no access to care, but all New Zealanders.

The partnerships I built far surpassed my expectations. Since returning, I have kept in close contact with many colleagues – leaders in their own regions, nations and profession – whom I met during my fellowship. To date, more than 30 healthcare leaders from New Zealand have visited the Philadelphia region and attended our annual conferences. NNCC also co-hosted with Eisenhower Fellowships our first international conference in January 2008, entitled "Global Healthcare Solutions to Vulnerable Populations," in

New Zealand, attracting healthcare professionals and fellows from 20 other countries, many from the Philadelphia region.

Back home, my experience as an Eisenhower Fellow promoting the role of nurse practitioners abroad enabled me to better position nurse practitioners and nurse-managed health centers as a focal point in Governor Edward Rendell's healthcare strategy. This strategy culminated in new legislation to eliminate barriers for nurse practitioner practice, enabling thousands of Pennsylvanians to get accessible, affordable, quality healthcare. The fellowship has also been instrumental in my leadership capacity at PHMC, where I have the opportunity to supervise several nonprofit affiliate organizations, by giving me the foundation for balancing the needs of multiple organizations with varying needs and priorities. And it was my visibility as an Eisenhower Fellow that led me to assist in founding and leading the Convenient Care Association, a trade organization representing over 1,000 retail clinics in chain drug stores, health systems and retail pharmacies as another innovative approach to expanding healthcare access to care to over 3.5 million people in the region and nation.

Finally, the Eisenhower Fellowship has enabled me to take a global view when dealing with local issues and has reinforced my understanding that partnerships are key to our success as leaders. It has opened me to a broader world of best practices that I can seek to adapt and apply to problems facing our region, state and country. As a Fellow, it is comforting to know that I have a large body of leaders from around the globe that I can access for support, knowledge and insight that will benefit fellow Philadelphians, and patients worldwide.