

John T. Gorman Fellowship: Guidelines

About the John T. Gorman Foundation

The John T. Gorman Foundation advances and invests in innovative ideas and opportunities that improve the lives of Maine's most vulnerable people. The independent, statewide Foundation focuses on four key areas: improving educational achievement for children, promoting successful transitions to adulthood for vulnerable older youth, helping struggling parents to support their families and enabling seniors to successfully age in place. The Foundation's work is guided by data, evaluation, national best practices and lessons from the initiatives in which we invest. We also seek to inform and influence practice and policy on issues affecting disadvantaged children, youth, families and seniors.

Program Overview

The John T. Gorman Fellowship is designed for emerging leaders in the nonprofit, advocacy and government sectors who aspire to be results-based leaders with the vision, confidence, and competence to advance changes in programs, policies, and systems that can improve the lives of vulnerable people in Maine. Through a series of in-person and virtual seminars, the Foundation will convene up to 12 fellows to reflect, explore, and learn more about their leadership practice in the context of personal strengths, organizational roles, and the complex systems in which they may work. Discussions, exercises, and practice around results-based leadership competencies will be woven into both group work and individual activities with the expectation that participants will internalize, grow comfortable with and ultimately apply these skills on a broader scale within their own organizations, systems, and communities.

Program Purpose & Description

The Fellowship seeks to develop a pool of leaders in public sector systems, non-profits, community-based service organizations, and advocacy initiatives from across the state who are able to apply results-based accountability strategies in their work to make measurable improvements in the lives of Maine people.

The Fellowship will equip participants to leverage data, partnerships, individual strengths and organizational authority to develop a way of working that is data-driven, collaborative and reflective of best practices. Specifically, participants will be introduced to concepts and skills that will deepen their ability to:

1. Become results-based and data-driven, establishing clear goals and using data to assess progress and change course as needed;
2. Use themselves as an instrument of change to move a result and recognize that they are capable of leading from whatever position they hold;
3. Master the skills of “adaptive leadership,” - i.e. the values, habits, beliefs, attitudes, and behaviors associated with taking action to improve results in complex environments where answers are not always clear cut;
4. Collaborate with others, understanding that the capacity to build consensus and make group decisions enables leaders to align their actions and move work forward to achieve results; and,
5. Understand how economic and other disparities, as well as differences in geography and culture, impact outcomes and opportunities for vulnerable people in Maine.

A core element of the Fellowship is the expectation that participants will take what is learned and apply it to their work. During their time in the Fellowship, fellows are asked to commit to making a measurable improvement on specific results related to their organization’s or agency’s work, which they will advance by working with their colleagues, leadership and board. This will offer opportunities to address real-time challenges in the context of participant’s current work and will build a strong foundation for taking up positions of even greater responsibility in the future.

Participants will learn from and with a community of peers and will also have access to a statewide network of fellows who have completed the program, benefiting from their continued support and experiences. Seminars will also give participants the opportunity to hear from and interact with national experts on topics related to the Fellowship’s curriculum and content areas.

Program Results

Fellows will make a measurable difference in the lives of Maine people by September 2023, including making measurable improvement on specific results related to their current work.

In addition, by the end of the Program, the Foundation expects that the fellows will be able to:

- Become more results focused by adopting values and honing skills that support this orientation;
- Enhance their use of data to understand problems, frame strategies and measure effectiveness;
- Advance meaningful collaboration by learning how to effectively work with others to go beyond cooperation and toward collectively achieved specific results;

- Address challenging problems more creatively, in ways that go beyond the perceived constraints of traditional funding streams; and,
- Broaden their thinking through a better understanding of effective policies and practices used nationally.

Applicant Profile

To be eligible for the John T. Gorman Fellowship, an applicant must:

- Have a deep commitment to the mission and values of the John T. Gorman Foundation.
- Be working in a public system or non-profit organization associated with the Foundation's investment priorities:
 - Improving academic achievement for young children (aged 0-8);
 - Improving successful adult transition for vulnerable older youth;
 - Improving the ability of parents to provide and care for their families; and,
 - Helping more Maine seniors successfully age in place.

[More information on the Foundation's mission, values and priorities can be found on the Foundation's website: <http://www.jtgfoundation.org>]

- Be in a position of influence and responsibility at a level in their organization or agency that requires them to work with others around decisions related to program and/or policy direction and the utilization of resources.
- Be in a position to influence systems outside of their organization.
- Have at least seven years of cumulative work experience in fields related to the Foundation's priority areas.
- Aspire to move to positions of even more significant influence and responsibility in the future.
- Have the support of those in their organization or agency to whom they report; and their approval to utilize their current role as a venue for applying the skills and competencies advanced in the Fellowship.

Expectations for Applicants

The John T. Gorman Foundation expects that applicants share a commitment to improving the lives of disadvantaged people in Maine by strengthening families and helping communities provide them with the supports and opportunities they need to thrive. Specific requirements of the Fellowship include:

- Attendance at all five of the Fellowship's in-person Portland-based two-day seminars and two virtual half-day seminars;
- Attention to seminar preparation;

- Completion of all required readings;
- Participation in an organization site visit; and,
- Ongoing application of tools, skills and methods between sessions in the context of their current position.

The Fellowship is an intensive program and will require significant time away from other professional and personal responsibilities and substantial work between seminars. If an applicant is unable to fully commit to the Program and all of the seminar dates, then they may consider applying for a future cohort.

Program Logistics, Dates & Location

The Fellowship occurs over the course of six months from March 2022 to September 2022.

Seminars will be built around several core themes. Each session builds on the prior one, but the design is also intended to be flexible enough to address the specific needs of the Fellowship cohort. Fellows will receive training in results-based accountability and results-based facilitation, learn how to leverage strengths to work more effectively in collaboration with others, gain exposure to best policies and practices through national experts, refine communications skills, and develop post-Fellowship agendas for achieving results targets.

All in-person sessions will be held in Portland. The Foundation will cover all participant costs, including travel, lodging, meals and materials. Dates of the in-person sessions each include two seminar days, with the first Seminar including a welcome dinner to kick off the program.

- VIRTUAL – February 28, 2022 1:00 - 4:00 PM
- Welcome Dinner – March 16, 2022
- Seminar 1 – March 17 – 18, 2022
- Seminar 2 – May 5 – 6, 2022
- Seminar 3 – June 9 – 10, 2022
- VIRTUAL – July 12, 2022 8:00 AM - noon
- Seminar 4 – July 28 – 29, 2022
- Site visit – TBD for each Fellow
- Seminar 5 – September 22 – 23, 2022

Fellows will also be asked to hold October 27-28, 2022 to attend an in-person gathering of all four cohorts of Fellows.

APPLICATION DEADLINE: Wednesday, September 8, 2021