

The Milbank Memorial Fund is currently recruiting for the seventh cohort of the Emerging Leaders Program (ELP) which is scheduled to begin in September 2023.

Thank you for your interest in applying for the sixth cohort of the Emerging Leaders Program. ELP is a dynamic opportunity that relies on the insight, lived experience, and diversity of its candidates, and we greatly appreciate your interest and commitment in applying.

The deadline for applications for the 2023 ELP cohort is June 30, 2023. In order to complete the application, you must have on hand your resume and recommendation letter. In this application you will be asked to provide short answers for the following questions:

- **What motivated you to enter public service?**
- **What aspects of your professional and lived experience will bring richness to ELP?**
- **What populations do you focus on and impact in your current work?**

The Milbank Memorial Fund is a nonpartisan, trusted foundation focused on improving the health of communities and entire populations. Our work is guided by core values of objectivity and non-partisanship, collaboration and community, stewardship and accountability, and leadership and excellence. For more than 100 years, the Fund has connected leaders with the expertise of policymakers and the evidence that they need to advance policies and practices that improve health. For more information, visit www.milbank.org.

Relevant to your participation to ELP, we invite you to review the Fund's [Racial Equity Statement of Purpose](#), which was developed over the course of this year. In this statement, the organization apologizes for some of its past actions that have perpetuated systemic racism and outlines actions that reflect its commitment to promote diversity, equity, and inclusion, both within and outside the organization.

If you have questions on the program or the application process, please feel free to contact Rich Callahan, Lead Program Consultant, at 916-803-7022 or Rich@TAPinternational.org or Morgan McDonald, National Director for Population Health and Health Equity Leadership, at mmcdonald@milbank.org

Please review the information below and click "Next" to proceed to the application form. If you have any questions about the form, please contact Gail Cambridge Cambridge@milbank.org.

****Please note. The form does not allow you save and return. When accessing the application, please allow plenty of time to complete it. A PDF of the short application can be found [here](#).**

About the Emerging Leaders Program (ELP)

The Milbank Memorial Fund's Emerging Leaders Program (ELP) is a 10-month leadership development program for early and mid-career legislative and executive branch state and large-county government officials who are committed to bringing a health equity lens to their work to improve population health. All expenses for travel, lodging, and meals are covered by the Milbank Memorial Fund so there is no cost to participants. Please note that participants must be fully vaccinated, as defined by the CDC, no later than the first in-person meeting of the cohort.

The program will provide participants with opportunities to develop practical, applied leadership skills and personal insights to enhance capacity to improve population health; partner with colleagues from states across the country, who have different life experiences, disciplinary expertise and orientation than their own; expand their network of colleagues, both from within the cohort and the broader Milbank State Leadership Network; access and apply evidence, best practice and experience to their work as state leaders and health policy decision makers.

Who Can Participate?

- State legislators and large county elected officials who are either newly elected or in the early years of their tenure, who serve on committees that have jurisdiction over health, human services, and related budget matters
- Executive branch staff of state and large county health and human services, public health, insurance, or Medicaid, agencies who are responsible for direction of a major program or initiative with at least three years of experience

Selection Criteria

The Fund will select up to 24 participants for the 2023-2024 ELP cohort. When selecting participants, the Fund will prioritize applicants who demonstrate the following:

- A commitment to health equity, and use of evidence, as key means of improving population health
- Demonstrated leadership, as reflected by experience in positions of significant responsibility as well as public impact
- Inquisitiveness, as evidenced by interest in continuous learning and self-improvement
- A focus on impact, with an emphasis on developing and implementing innovative, practical policy solutions that will demonstrably improve the health of people and communities and
- Collegiality and receptivity, as exemplified by eagerness around exchange of ideas and interest in building lasting relationships with colleagues.

Additionally, the Fund is committed to building a diverse cohort of participants that includes:

- Leaders of with diverse backgrounds and lived experience - we strongly encourage nominations of people of color and members of the LGBTQIA community.

- **Regional representation - we strive to have participants from a broad range of states and regions**
- **A range of political perspectives - we strive to include an array of political perspectives**
- **Position and role - we strive to have a mix of legislative and executive participants from state and large county government**

Information About You

* 1. Contact Information

Name	<input type="text"/>
State	<input type="text"/>
Title	<input type="text"/>
Email	<input type="text"/>
Phone Number	<input type="text"/>

2. Please identify and provide contact information for the person who helps you with scheduling, if applicable

Assistant's name	<input type="text"/>
Assistant's email	<input type="text"/>
Assistant's phone number	<input type="text"/>

3. We aim to be inclusive of applicants from all backgrounds and with all abilities. Do you have any disabilities or accommodation needs that you would like for us to be aware of?

- ☐ Yes
- ☐ No
- ☐ Prefer not to answer
- ☐ If yes, please feel free to describe further

4. Race: How do you identify?

- ☐ White or Caucasian
- ☐ Black or African American
- ☐ Hispanic or Latino
- ☐ Asian or Asian American
- ☐ American Indian or Alaska Native
- ☐ Native Hawaiian or other Pacific Islander
- ☐ Another race
- ☐ Prefer not to answer

Other (please specify)

5. Gender: How do you identify?

- ☐ Female
- ☐ Male
- ☐ Non-binary
- ☐ Transgender
- ☐ Prefer not to answer
- ☐ Prefer to self-describe, below

Other (please specify)

6. Sexual Orientation: How do you identify?

- ☐ Straight/Heterosexual
- ☐ Gay or Lesbian
- ☐ Bisexual
- ☐ Prefer not to answer
- ☐ Prefer to self-describe

Self-describe:

7. Do you serve in:

- ☐ A State or Large-County Department or Agency (e.g. Health & Human Services, Public Health)
- ☐ State Legislator or Large-County Governing Body
- ☐ Other

Other (please specify)

8. For executive branch applicants, how many staff do you oversee?

- ☐ None
- ☐ 1-3
- ☐ 4-10
- ☐ 11-20
- ☐ More than 20

9. What is your principal area of program focus and impact?

10. For legislators and county elected officials, which committee(s) do you serve on (please check all that apply)

- ☐ Health Committee
- ☐ Human Services Committee
- ☐ Appropriations Committee
- ☐ Other

Other (please specify)

Statement of Purpose

11. **What motivated you to enter public service?** Up to 250 words

12. **What aspects of your professional and lived experience will bring richness to the Emerging Leaders Program?** Up to 250 words

13. **What populations do you focus on and impact in your current work?** Up to 250 words

Applicant Resume and Recommendation Letter

14. **Please upload your resume**

Only PDF, DOC, DOCX files are supported.

Choose File

Choose File

No file chosen

15. **Please upload your letter of recommendation.**

Please upload a brief (1 page or less) letter of recommendation from a senior health executive or state leader familiar with your current professional responsibilities and achievements.

Choose File

Choose File

No file chosen