



2020-2021 Emerging Leaders in Aging Program

Applications are due Monday, November 4th 2019, 5PM Pacific Standard Time

[APPLICATION FORM](#)

Applications are now being accepted for the 2020 – 2021 Emerging Leaders in Aging Program (ELIA), a collaboration among [Tideswell at UCSF](#), [the American Geriatrics Society \(AGS\)](#), and the [Association of Directors of Geriatric Academic Programs \(ADGAP\)](#). Founded in 2015, this program is now admitting its sixth class of leadership scholars.

[Louise Walter MD](#), [Christine Ritchie MD](#), [Nancy Lundebjerg MPA](#), and [Anna Chang MD](#) co-lead the program. [Mindy Fain MD](#), [William Hall MD](#), and [Ted Johnson MD](#) are program mentors. A national interprofessional advisory board participates in scholar selection.

Scholars

Graduates from this program aim to transform the field of aging and lead the next generation of health professionals in improving the health and well-being for older adults. [Past scholars](#) have included physicians, dentists, nurses, pharmacists, psychologists, social workers, and speech therapists involved in **clinical**, **research**, **policy** and **educational** programs. Applicants should have a desire to advance their skills in developing mission and vision, self-awareness, influential communication, program evaluation, project management, financial literacy and adaptive strategies to achieve and sustain positive change in the field of aging.

Eligibility

This program benefits health professionals who are between four to ten years out of training, embarking on a new leadership endeavor, whose work is aimed at improving care for older adults. Ideal candidates are those who have a relatively new leadership role (that began within the last 5 years) and real-time challenges that involve leading others and leading change. Applicants will be health professionals whose current work has direct impact on the health and well-being of older persons. Applicants must demonstrate a clear commitment to the field of aging through their training experience and current position.

Eligible applicants are currently affiliated with a U.S. institution that is an academic or other non-profit organization. Applicants must have a local mentor and institutional support for their leadership practicum, professional development, financial costs, and release time to attend all program meetings and videoconferences. Applicants must commit to attend all program meetings and submit all program fees.

Based on scientific evidence, those who develop into outstanding leaders are individuals who are open to self-reflection, continuous improvement and growth. Through the design and completion of a feasible year-long leadership practicum with local (and eventually regional and national) impact, scholars will grow their leadership knowledge and skills with peer and mentor coaching to address challenges at their own institutions and beyond.

Program Fee

\$3,800 (includes meals and program materials). Program fee **does not include** air travel, lodging or ground transportation to and from the two in-person meetings. There is limited funding available for financial assistance. Payment is due by August 31, 2020.

Program Requirements

Attendance at all program sessions is required. The program consists of activities spanning the course of one year, with the anticipation that the community of scholars will remain meaningful colleagues for each other throughout their careers. The program begins with a two-day, in-person meeting near San Francisco, California, followed by individual and small group videoconference meetings, and it culminates with a final two-day, in-person meeting in the days preceding the AGS Annual Meeting. If an applicant is unable to attend all program sessions, we recommend deferring the application to a subsequent year.

1. **Two in-person meetings:**
 - a. Fall 2020 (Tiburon, California; exact dates to be determined)
 - b. May 10-11, 2021 (Chicago, Illinois; just prior to the AGS Annual Meeting)
2. **One individualized executive coaching session**
3. **Six one-hour videoconference meetings in small groups (clinical, education, and research)**

Program Small Groups

Based on area of focus, scholars will be assigned to one of three small groups: clinical program building, education, or research and evaluation in aging. Small groups consist of six scholars and one advisor.

Leadership Practicum

Scholars will outline a current pressing challenge at their organization, identify the goals, action steps, evaluation strategies and expected outcomes. The practicum must be aligned with the organization's strategic priorities. Scholars need to have a designated role in leading change in this area and will need to demonstrate institutional commitment in mentorship and resources to ensure success. Each scholar will present accomplishments, lessons learned and next steps to AGS leaders at the conclusion of the program.

Program Curriculum

Advanced individual preparation for every session is essential to maximize learning. Learning formats include individual reading and reflection, small group discussion, and large group workshops. The curriculum is experienced entirely within interactive learning communities.

The program is based on key questions in three core leadership areas:

1. **Authenticity in Leadership**

Do you recognize your emotions, strengths, weaknesses, needs and motivations, as well as their effect on others? What are your mission, values and goals? What are the opportunities and gaps in your leadership abilities that you could strengthen in order to contribute more effectively?
2. **Change Management**

Do you understand what inspires and motivates others? Who can help you make important changes? How can you best develop and communicate a shared vision and work plans? How can you influence and empower others to act? How will you manage conflict and lead teams through change?
3. **Making a Difference**

What positive difference do you wish to make with your leadership role and practicum? What are your goals and strategies? How will you measure progress and outcomes? How can you plan for potential risks, barriers and solutions? How will you implement real-world solutions for older adults?

Selection Criteria

Each application is reviewed and scored by multiple members of the national interprofessional selection committee. Written applications are evaluated for the following criteria.

- a) Demonstrated commitment to advancing discovery, clinical care, and/or education system change in the field of aging as evidenced in an applicant's career
- b) A compelling case why this program is a critical next step for the applicant in achieving their goals
- c) A strong record of accomplishment reflecting positions of increasing leadership responsibility
- d) Strong institutional and mentor support for the applicant and proposed leadership practicum
- e) Potential impact of the proposed practicum on the applicant's career trajectory, including contributions to the field of aging nationally.

Application outcome notifications will be sent by March 2020.

Please review the Application Instructions on the next page.

Application Instructions:

Applications are due by **Monday, November 4, 2019, at 5 PM Pacific Standard Time**

[APPLY HERE](#)

The online application includes:

- **Personal Information Form**
- **File uploads (must be PDF files):**
 1. Curriculum Vitae (no page limit)
 2. Personal Statement (limit to one page)
 3. Description of Practicum (limit to one page)
 4. Institutional Mentor Letter of Support (limit to two pages)
 5. Institutional Supervisor Letter of Support (limit to two pages)

Your **personal statement** [limit to 1 page, PDF] should include your current work and future career goals in the field of aging, including:

1. Your vision for the future care of older adults;
2. Your anticipated impact in the field of aging;
3. A story that describes your reasons and goals for pursuing this program;
4. Your past leadership experience, current leadership skills, and gaps that made you seek additional training;
5. The reason that this program is critical right now for the next steps in achieving your goals.

Your **leadership practicum description** [limit to 1 page, PDF] will include a brief structured overview using the headings below:

1. **Title** and description;
2. **Project aims and desired outcomes;**
3. **Action steps and timeline;**
4. **Project evaluation plan** (i.e., how you will measure the relevant outcomes);
5. The **institutional resources** committed to this project (e.g., human, financial, authority, time, mentorship, etc.)

The **Institutional Mentor Letter of Support** will describe your potential for leadership advancement. It will describe the mentor's role in the proposed practicum and in your career development. This may including the frequency of your planned mentoring meetings, how he/she, and the institution, has committed resources to support you in accomplishing your practicum aims within the proposed timeline. The mentor will comment on how participation in this program will help advance your career and expand your impact. [limit to 2 pages, PDF]

The **Supervisor Letter of Support** is written by your chief, chair, dean, or health system leader. It will comment on your current role in the organization and potential for growth as a leader. It will specify the authority and specific resources (e.g., human, financial, authority, time, etc.) granted to you to carry out the change proposed in the practicum. It commits financial support for participating in the program and release time for you to complete assignments and attend meetings. The supervisor will also comment on how this program will advance your career and expand your impact, and how the practicum will advance the mission of the institution. [limit to 2 pages, PDF]

Questions? Please e-mail us at: Leadership@TideswellUCSF.org

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