

2018 Segal Fellowship & Citizen Leaders Summer Internship *Application Information, Guidelines & Policies Packet*

*"Eli Segal was a genius at turning good intentions into concrete reality."
~ Former United States President William Jefferson Clinton
2007 Eli J. Segal Citizen Leadership Program Launch Lecture*

Deadline for submission of application materials:
Monday, December 4th by 3 p.m. (EST)
(This is a firm deadline.)

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Guidelines and Policies

The Eli J. & Phyllis N. Segal Citizen Leadership Program at Brandeis University is sustained by a fund established by the friends and family of Eli J. and Phyllis N. Segal. As a part of the Segal Fellowship, the 2018 Citizen Leaders Summer Internships are meant to support up to six Brandeis undergraduates and Master's in Public Policy students from the Heller School for Social Policy and Management participating in meaningful internships at organizations that are committed to working for the common good and that exemplify the characteristics of citizen leadership, public and community service, civic engagement, and social entrepreneurship.

All recipients of this citizen leader internship and summer experience opportunity also become lifelong Segal Fellows in the Segal Network, which supports its Segal Fellows by providing opportunities for personal and professional growth, networking, and leadership development.

Purpose

As a part of the Citizen Leaders Summer Internship, stipends are awarded to students to support structured, supervised citizen leader internship experiences that provide an opportunity to participate in meaningful work at a host organization. Host organizations can be in any sector, including government, non-profit or for-profit who are committed to making a positive impact in society through their work. Examples of this include direct service, policy, advocacy and/or public-private partnerships. Students can intern in any field, including but not limited to health, youth development, scientific research, business, environment, technology, the arts, and education. The common link between our host organizations is a commitment to bettering society.

Internship Stipend

The Segal Program awards a \$6,000 stipend to graduate students and \$4,500 to Brandeis undergraduates. The purpose of the stipends is to defray the cost of living during the internship period. The stipend will be disbursed in two installments, one at the beginning of June for 75% of the stipend and the second for the remainder at the beginning of July. The Segal Program does not request a budget on how the stipend will be spent, however it is expected that it will be used for expenses such as travel, lodging, food, bills and any other needs during the summer. While this stipend is not taxed when given, it is considered taxable income to be claimed on 2018 tax forms. The student is responsible for using the living stipend to book any travel or attain summer housing.

Eligibility

Undergraduates must be rising juniors and seniors from any academic program (sophomores and juniors, when they apply). Graduate students must be enrolled in the Heller School for Social Policy and Management's Master in Public Policy (MPP) Program. To be eligible applicants must be available to intern for at least 8 weeks during the summer of 2018 and be continuing their studies at the University in the fall of 2018. Additionally, we will be checking University conduct/discipline records. The presence of a record will not automatically eliminate you from the process, but please be prepared to address any concerns in your application and/or interview. International students with questions about their eligibility to receive the stipend should check with the International Students and Scholars Office.

Participation

The Segal Program is dedicated to developing and supporting citizen leaders' continuous improvement and Segal Network engagement throughout their lifetime. We seek individuals who are prepared to make engagement with the Program a priority over time, beyond their first year.

The opportunities uniquely provided to Segal Fellows include events, workshops, leadership roles within the Program and Network, community support, discussions, mentorship and much more. We expect Segal Fellows to participate in efforts to improve the Segal Program before, during and after their citizen leader internships. These efforts may include engaging with Program Staff and other Network participants, building community with those in the Network, being an ambassador for the Program, attending periodic meetings and events, and participating in Segal Program projects.

This allows our Segal Fellows to have a vested interest in the longevity of the Program by building upon the community as well as developing individual citizen leadership core competencies. Additionally, after experiencing their first year, Fellows become integral parts in supporting incoming cohorts of Fellows as they explore their interests, passions and pathways for citizen leadership.

Program Requirements

Before Citizen Leader Summer Experience

- Segal Program Staff will help match students with organizations that will provide an exemplary internship experience through working for the common good and exemplifying the characteristics of citizen leadership, public and community service, civic engagement, or social entrepreneurship. The Segal Program will try to accommodate location preference and topical/site preference as much as possible. We prefer to place Segal Fellows in areas where we have a Segal Network presence, currently most concentrated in Boston, New York City and Washington, D.C. However, we have and will continue to work with those selected who want to be placed elsewhere in the U.S.
- Citizen Leader Internships last at least 8 weeks during the summer of 2018 (280 hours minimum) and are usually full time. Options for flexible scheduling should be discussed with the Segal Program Staff. The final internship placement decision will be made by the Segal Staff and Segal Fellow.
- New Segal Fellows will be matched with a Segal Fellow Buddy (current Segal Fellows chosen in years past) to support their entry into the Program and their internship experience. You will be expected to communicate with your Buddy before, during, and after your internship.
- New Segal Fellows will be required to attend all pre-internship meetings, events and trainings. This includes orientation and introductory meetings to the Segal Network (including family, friends and colleagues of Eli and Phyllis Segal, Segal Coaches, Segal Fellows, and Advisory Board Members). These meetings are a unique opportunity to introduce new Segal Fellows to other members of the Segal Network and develop their citizen leader core competencies. The Brandeis 2018 Segal Fellows will meet ~6-7 times as a cohort to complete our Citizen Leadership curriculum and develop relationships with the other Fellows. **In order to apply to the Program, you must be able to attend mandatory meetings ~every other week (not including vacations/holidays) in February through April 2018.** We will not meet over break, but you will have your first 1-on-1 scheduled with the Segal Director before

or after the February break.

During Citizen Leader Summer Experience

- New Segal Fellows will be expected to:
 - Complete, at minimum, 280 hours at their citizen leader internship organizations.
 - Join bi-weekly calls with a Segal Program Staff member and other interning Segal Fellows to reflect on their work and continue leadership development.
 - Communicate regularly with Segal Staff, their buddy, and other Network members.

After Citizen Leader Summer Experience

- Segal Fellows must:
 - Complete a survey about their citizen leader summer experience.
 - Prepare a presentation on their experience for members of the Segal Network and others in the Brandeis community in the fall.
 - Attend ~3-5 debrief sessions with the other Segal Fellows and Segal Program Staff during the 2018-19 school year.
 - Students going abroad immediately after the citizen leader summer must make acceptable alternative arrangements with the Segal Program Staff in advance and fulfill the above requirements as possible (virtually, etc.).
 - Segal Fellows must commit to being an active lifelong member of the Segal Network after their citizen leadership Summer Internship by attending as many meetings and events as possible, as well as engaging in activities that further Segal Program goals and individual citizen leadership development. This includes our Annual Segal Retreat, which is often held in October, but is happening in June 2018 in DC for the coming year.
 - Segal Fellows will be paired with individual Segal Coaches (mentors) to assist in their career and Citizen Leadership development and provide additional support during the year after their internship. New Fellows will be expected to communicate with Segal Coaches per an agreement between paired Segal Fellow and Segal Coaches. This will include, but is not limited to, in-person meetings, emails, and phone calls.
 - Segal Fellows are expected to be Ambassadors for the Segal Program upon completion of the Citizen Leader Summer Experiences and assist with future recruitment.
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Selections Process

- *Friday, November 3rd* – Application Available on Website
- *Monday, December 4th* – Complete Application Due by 3p.m.
Complete Application Includes:
 - [General Online Application](#)
 - Long and short answer questions
 - List of 3 (undergraduate) or 4 (MPP) leadership references
 - Resume
 - Unofficial transcript (undergraduates) or class list (MPP)
 - 1 Outside Letter of Recommendation (undergraduate and MPP)
 - 1 Brandeis Letter of Recommendation (undergraduates only)
- *By Friday, December 22nd* – Notifications sent regarding final round interviews
This first round application evaluation is completed after a thorough examination of each

application by a select Segal Fellow, the Segal Program Staff team and reviewed by the full Selections Committee. During this time we may meet with various campus partners, on-campus Fellows and other stakeholders to ascertain necessary information. This includes the mandatory conduct review completed by the University and shared with the Segal Director. Finalists will be contacted regarding the scheduling of January interviews.

- *By Monday, January 8th* – Confirmation of interview slot times
- *Wednesday & Thursday, January 17th & 18th* – Individual interviews on campus for Finalists. These interviews are approximately 45-minutes long with our Selections Committee. This Committee is comprised of Segal Program Staff, Fellows, Advisory Board Members, Founders and Family members. It is usually no larger than 9 people – all of whom will be present for each interview – and interviews will take place on the Brandeis campus. Skype interviews will be offered for those studying abroad.
- *By Wednesday, January 31st* – New Segal Fellows Notified

Citizen Leader Internship Opportunities and Process

As noted previously, students will conduct their citizen leadership internships with organizations that are committed to working for the common good and exemplify the characteristics of citizen leadership, public and community service, civic engagement, and social entrepreneurship.

- A list of past citizen leader internship sites is available on the [Segal Program website](#). In the web-based portion of the application, the applicant must state their interest and availability for internships in Boston, New York, and Washington, DC. Applicants may also list other locations within the US.
- We expect that Segal Fellows will spend the eight weeks in the cities where the organizations are located. Past sites have specialized in health, youth development, the environment, education, public service, business, communications, woman's rights, democracy and governance, technology, the arts, and other efforts to promote social justice in the U.S. Segal Fellow internships have a focus on domestic policy and/or issues.
- Indication of location preference will be taken into consideration but cannot be guaranteed. Applicants who cannot relocate to a city should indicate it on the web-based application.
- The process to get matched for a summer internship is completely individualized to the Segal Fellow. It is a multi-step process that depends on what stage a Fellow is currently in with finding a summer internship. Once initial mutual interest for Fellow and organization has been developed, an interview will be scheduled between the two. The Director will help negotiate an offer that ensures well-aligned projects and opportunities for growth.
- The Fellow is expected to be involved in every step of this process and prepare accordingly. While the Staff acts as an advocate for the Fellow and helps decide on final internship locations, it will be the Fellow who will succeed in finalizing the placement and sharing their needs and thoughts openly. With this model we have been able to ensure excellent placements that allow the organization to find a top summer candidate and the Fellow to work at a well-matched organization. All internship partners are carefully vetted to allow for fit and connection to Segal Citizen Leadership Core Competencies and guidelines.
- As part of the Segal structure, the Segal Director is the primary point of contact for both

parties in order to create long-lasting partnerships with each organization. This may include discussions of organization's contributions to allow the Segal Program to continue to place Fellows in dedicated organizations across the U.S.

Segal Citizen Leadership Brandeis Curriculum

Each Segal Fellow will begin our unique and exclusive Citizen Leadership Curriculum upon entrance into the Segal Program. This curriculum will run over **6-7 mandatory sessions in February-April 2018**. The curriculum is aligned with our Citizen Leadership Core Competencies, which allow Fellows to explore their personal history and connection to social change, leadership styles, and goals, and to build skills related to communication, evaluation, and mentorship, as well as assess their personal strengths and areas for future growth.

We believe that the opportunity to explore one's passion, values, and interests will allow our Fellows to create citizen leadership trajectories which will inform their career paths and interests, as well as the ways in which they will be change agents in their communities. These sessions will be focused on collective learning in a workshop-style format to ensure individualized experiential opportunities, while creating meaningful relationships amongst the cohort of other Fellows selected from Brandeis University this year.

The curriculum will be supplemented with additional opportunities to engage with our larger Network in order to learn about the Segal Program and develop personal networks for social impact. This curriculum and first year experience are the starting point to developing lifelong relationships that will allow our Fellows to collaborate across sectors and issue areas to create momentous solutions for today's social problems.

Application Checklist

Application Piece <i>All required for application to be considered complete</i>	Student Type	Notes	Check When Complete (<input checked="" type="checkbox"/>)
List of 3-4 Leadership References (on-line application)	Undergraduate & MPP	Those we may contact for a conversation about your candidacy. <i>*MPPs must submit a Heller Staff or Faculty as a 4th reference, who the Segal Staff will meet with when considering your application.</i>	
Short and Long-Answer Application Questions (on-line application)	Undergraduate & MPP	PDF version on the Segal Program website for preparation purposes (http://segal.brandeis.edu) but must be submitted via this online application	
Resume (on-line application)	Undergraduate & MPP	Current; no more than 2 pages	
Transcript through Fall 2017 (on-line application)	Undergraduate Only	May be unofficial Brandeis/SAGE version	
List of Fall 2017 Enrolled Classes (on-line application)	MPP Only	Via SAGE printout-with any grades available at due date (will be asked for final Fall 2017 grades if move onto interview stage)	
Letter of Recommendation from outside of Brandeis/Heller**	Undergraduate & MPP	See References Overview page in Guidelines and Policies packet	
Letter of Recommendation by a Faculty/Staff member from Brandeis University**	Undergraduate Only	Or other University attended within last 3 years	

Applications must be submitted [online](#).

****Recommendation Letters submitted separately by recommender online or via mail.**
Letters of recommendation delivered by applicant must come in a sealed envelope that has been signed by the recommender. Alternatively, writers upload their letters online or mail them directly.

Questions? Contact:

Susie Flug-Silva, Director, Eli J. & Phyllis N. Segal Citizen Leadership Program

- **Email:** flugsilva@brandeis.edu
- **Campus Mail:** MS 035
- **Official Mail:** 415 South Street, MS 035, Waltham, MA 02453
- **Questions** via [Email](#) or Phone (781-736-3933)
- **In Person:** Heller-Brown Building, 3rd Floor, Office 345

Citizen Leadership Essay Questions

Please respond in [the online application](#) to the following essay questions, as prompted (maximum 250 words each). We recommend that you draft your responses in a separate Word or Google document and then copy and paste those answers into the online application. Please make sure that you self-monitor to limit your responses to a *maximum* of 250 words each per question.

- What does citizen leadership mean to you? Please describe yourself as a Citizen Leader. How do you connect your strengths to what you're passionate about? What skills and knowledge do you want to improve?
- Think about past and current social movements (e.g. civil rights, women's, LGBTQ, immigration) and people within those movements who you think are Citizen Leaders. How have those movements and leaders influenced your own thinking and actions around solving pressing social and political issues?
- How do you define and/or think about diversity, equity, and inclusion, and what does they mean for you as a Citizen Leader?
- Briefly describe a time when you worked on a social issue or problem. What was your vision? What resources (e.g. people, personal) did you bring to bear on the issue? Looking back, is there anything you would do differently?
- Share about a time you were not meeting a goal: How did you realize this, and how did you change course to improve the outcome?
- Why are you interested in and committed to being part of a lifelong network focused on leadership development? How do you think the Segal Program can help you accomplish your goals as a Citizen Leader and how do you imagine wanting to stay involved over time?

The online application also asks you for biographical information and spring semester 2018 scheduling information, as well as the following:

- Segal Citizen Leader internship sites are organizations (in any sector including government, non-profit or for-profit) who are committed to making a positive impact in society through their work. Examples of this include direct service, policy, advocacy and/or public-private partnerships. Segal Fellows can intern in any field including, but not limited to, health, youth development, scientific research, business, environment, technology, the arts, and education. The Segal Program and our host organizations share a commitment to bettering society.
 - Please indicate the kind of organization(s), topic area(s), and role(s) you would like to pursue for your Citizen Leader summer internship.
- Are there any other important pieces of information that you would like to share that you feel the Selections Committee should consider when reviewing your application? Please keep any responses brief.

2018 Segal Fellow Citizen Leaders Summer Internships

References Overview

Applicant: *Please give this page to those writing your letters of recommendation or acting as a reference and make sure that those writing letters of recommendation have the online upload link: https://brandeis.qualtrics.com/jfe/form/SV_7PAboPVkcxg0yOh*

Brief Summary of the Eli J. & Phyllis N. Segal Citizen Leadership Program

The Eli J. & Phyllis N. Segal Citizen Leadership Program was established at Brandeis University in 2007, to honor and continue the work of Eli J. Segal, who is best known for his leadership in developing AmeriCorps and Welfare-to-Work initiatives in the Clinton Administration and for his talent for inspiring and mentoring young people. During Eli's memorial, President Clinton explained that if someone wanted something done during his administration, they went to Eli. The Segal Program commemorates his legacy of "getting things done" by advancing citizen engagement and continuing his and his wife Phyllis' commitment to developing new generations of citizen leaders.

The mission of the Segal Program is to encourage and enable emerging leaders to engage in a lifetime of citizen leadership.

The Program is designed to make the experience of being a Segal Fellow a recognized and valued credential – signifying important citizen leadership core competencies, developmental experiences, and the support of a network of talented people dedicated to Segal Fellows success.

The Segal Citizen Leadership Network includes 99 Segal Fellows, ranging in age from early twenties to mid-forties, who live in 17 states and 3 continents who support each other in their efforts to advance social justice. Segal Fellows come into the Program through Brandeis University, the Corporation for National and Community Service, Service Year Alliance, AmeriCorps Alums, and City Year. The Network also includes many of the Segal Founders who helped to create and sustain the Segal Program, as well as others who have joined to contribute expertise and resources to support the development of the next generation of citizen leaders. Segal Fellows assume leadership roles within the Segal Program to help ensure the Program is continuously improving and being sustained for future generations of Segal Fellows. The Segal Network provides new Segal Fellows with mentors to assist in their leadership development – these mentors are both Segal Fellows and Founders or Friends who have expertise to share, providing an opportunity to give back by supporting others in much the same way that Eli Segal did for so many.

Brandeis Segal Fellows are selected through a highly competitive process after which they complete a rigorous experiential learning opportunity through a citizen leader summer internship at private, nonprofit, and public U.S. organizations committed to making a difference. Each Brandeis Segal Fellow is supported by a \$4,500 stipend for undergraduate students and \$6,000 stipend for Master's in Public Policy students. Citizen leader summer internship stipends are being supported by a fund established by friends and family of Eli J. Segal. They are meant to support up to six Brandeis undergraduate students and Master's in Public Policy students from the Heller School for Social Policy and Management pursuing meaningful citizen leadership summer internships at organizations that are committed to working for the common good and exemplify the characteristics of citizen leadership, public and community service, civic engagement, or social entrepreneurship.

Written Letter of Recommendation Instructions

In your recommendation, please indicate how you know the applicant and provide an evaluation of his/her work, maturity, sense of purpose, leadership potential, and how they could benefit from a

Fellowship and Network like this over the future course of their career. We are looking for people who are committed to actively working for the common good and being a citizen leader. We are particularly looking for mature students who can prioritize effectively, follow through with commitments and who would be excellent ambassadors of Brandeis and the Segal legacy of commitment to social justice and “getting things done.” Please review the *Segal Citizen Leadership Program Core Competencies* below and comment on how the applicant has demonstrated their capacity or areas for growth.

Both concrete examples and general impressions/evaluations are useful to the Selection Committee. When applicable, also comment on the applicant’s ability to flourish in a self-directed, professional work environment. Recommendations should include the applicant’s name and your name on each page. They should be no longer than 2 pages.

Your recommendation can be [uploaded online](#) or mailed directly to Director Susie Flug-Silva. Alternatively, if you choose to send your letter to the applicant, please put it in a sealed and signed envelope, to be submitted by the student as part of a complete application package. As noted above, the deadline for receipt of completed applications is **3 p.m. (EST), Monday, December 4th.**

Questions can be sent to:

Susie Flug-Silva, Director, Eli J. & Phyllis N. Segal Citizen Leadership Program

- **Email:** flugsilva@brandeis.edu
- **In Person:** Heller-Brown Building, 3rd Floor, Office 345
- **Official Mail:** 415 South Street, MS 035, Waltham, MA 02453; **Campus Mail:** MS 035
- **Phone:** 781-736-3933, **Fax:** 781-736-3773

ELI J. & PHYLLIS N. SEGAL CITIZEN LEADERSHIP PROGRAM CORE COMPETENCIES

The competencies described below are the core skills and attributes of citizen leaders, and promotion of these competencies lies at the heart of all Segal Program endeavors.

Segal Citizen Leaders:

- Understand the background and history of social policy, social movements, and efforts to promote social justice, and then apply this **knowledge** when seeking solutions to contemporary social issues and problems;
- Are “**citizens of the world**” who will **lead** social change for the common good. In so doing they understand principles of effective leadership, and that varying contexts, resources, and desired outcomes will demand a variety of approaches to leadership;
- Have visionary **goals** for social change, recognize that social capital is necessary for social change, and that creative collaboration, relationship-building, networking, team-building, coalition-building and community organizing are ways to build social capital;
- Are able to **communicate**, collaborate, and learn with multiple **diverse communities** and know that successful change efforts must understand the role of privilege in society and honor diversity of thought, lessons, and individuals;
- Know that change requires a range of **resources** including financial, talent and time;
- Use **evaluation** as a necessary strategy to measure and manage progress toward goals. Citizen Leaders know that evaluation is a tool for social justice, one that can help to give marginalized groups a voice, and that can both prove and improve the effectiveness of change efforts;
- Recognize and inspire leadership in others through serving as a **mentor**.
- Never assume their learning is done so **continuously seek to improve** the ways in which they act as a citizen leader.