

## **2024 Brandeis/Heller Segal Fellowship** *Application Information, Guidelines & Policies Packet for Fall 2023*

*"When my father spoke of young people he mentored, his eyes would sparkle. He deeply believed that they could make our country better, a place where everyone can thrive. If he were alive today, he would feel more urgent than ever for the next generation to step up as citizen leaders - that's what the Segal program is all about."*

*~ Mora Segal (Chair, Segal Program Advisory Board)*

Deadline for submission of application materials:  
**Monday, October 23<sup>rd</sup>, 2023 by 11:59 p.m. (EST)**  
(This is a firm deadline.)

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## Guidelines and Policies

The mission of the Eli J. & Phyllis N. Segal Citizen Leadership Program at Brandeis University is to foster the next generation of citizen leaders. It was established to honor and continue the work of the late Eli Segal '64, his wife Phyllis, and their commitment to developing new generations of leaders. The Program is a constantly expanding, intergenerational constellation of citizen leaders working across all sectors, who give each other lifelong support as they devise solutions to society's most intractable problems.

As a part of their Segal Fellowship, the 2024 Brandeis/Heller Segal Fellows will have access to a meaningful Segal Summer Internship with a mission-driven organization that is committed to working for the common good and that exemplifies the characteristics of citizen leadership, public and community service, civic engagement, and social entrepreneurship. Those selected also become lifelong Fellows in the Segal Program, which supports its Segal Fellows by providing opportunities for personal and professional growth, networking, and leadership development before, during, and after the summer of 2024... across a Fellow's lifetime.

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### Purpose

As a part of the Citizen Leader 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 mission-driven 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 \$7,000 stipend to graduate students and \$5,500 to undergraduates, unless Fellows choose to accept funding from their host site instead. The purpose of the stipends is to help defray the cost of living during the internship. Usually, the stipend is disbursed in two installments, one by the beginning of June for 75% and the second for the remainder by 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 may be considered taxable income to be claimed on 2024 tax forms. The student is responsible for using the stipend and any additional necessary funds to book travel or attain summer housing themselves.

### Eligibility

Undergraduates must be Brandeis sophomores or juniors, from any academic program, or "4+1" seniors continuing at Brandeis the following fall, 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 2024 and be continuing their studies at the University in the fall of 2024 (whether on campus or abroad). 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. You do not need to be a US citizen to apply.

## Participation

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

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## Program Requirements

### Before the Citizen Leader Summer Experience

- Segal Program Staff will help match students with organizations that will provide a mission-driven internship experience focused on 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. Some Fellows prefer to be placed in areas where we have a significant Segal presence (Boston, New York City and D.C.). However, we have and will continue to work with those who want to be placed elsewhere in the U.S. Segal Fellow internships have a focus on domestic policy and/or issues. Depending on COVID safety/guidelines and host site preferences, internships may be hybrid or in-person.
- Citizen Leader Internships last at least 8 weeks during the summer of 2024 (280 hours minimum) and are usually full time. Options for flexible scheduling should be discussed with the Segal Program Staff and the host organization. The final internship placement decision will be made by the Segal Staff and Segal Fellow, based on host organization offers.
- 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 and trainings. This includes orientation and introductory meetings to the Segal Network (including family/friends of Eli and Phyllis Segal, Segal Fellows and, etc.). 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. Brandeis 2024 Segal Fellows will meet ~7-8 times over the spring as a cohort to complete our Citizen Leadership curriculum and develop relationships with other Fellows. **In order to apply to the Program, you must be able to attend mandatory 1.5 hour meetings ~every 2 weeks (not including vacations) in**

**January-April 2024.** (If the cohort is only able to find common time for 1-hour meetings, then meetings will be more frequent, approximately weekly, instead of bi-weekly.)

## **During Citizen Leader Summer Experience**

- New Segal Fellows will be expected to:
  - Complete, at minimum, 280 hours with their Segal internship organization.
  - Join ~bi-weekly calls with a Segal Program Staff member and/or other Segal Fellows to reflect on their work and continue their 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 ~2-3 debrief sessions with the other Segal Fellows and Segal Program Staff during the 2024-25 school year (mostly fall semester).
  - 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 Segal Fellow Retreat, which is held approximately every other year, most recently in October or November.
  - Segal Fellows will be paired with individual Segal Advisors (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 Advisors per an agreement between paired Segal Fellow and Segal Advisors. 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**

- *Monday, October 23<sup>rd</sup>* – Complete Application Due Online by 11:59p.m. EST  
Complete Application Includes:
  - [General Online Application](#)
    - Long and short answer questions
    - List of 2 (undergraduate) or 3 (MPP) leadership references
    - Resume
    - Unofficial transcript (undergraduates/non-first-year MPP) or class list (first-year MPP)
  - 1 Outside Letter of Recommendation (undergraduate and MPP)
  - 1 Brandeis Letter of Recommendation (undergraduates only)

- *By Mid-November* – Notifications sent regarding final round interviews  
This first round application evaluation is completed after a thorough examination of each application by a select team of Segal Fellows and 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 finalist interviews.
  - *Week of November 27 (exact dates TBA)*– Individual interviews for Finalists  
These interviews are approximately 45-minutes long with our Selections Committee. This Committee is composed of Segal Program Staff, Fellows, Advisory Board Members, Founders and Family members. It is usually no larger than 6 people. Interviews may take place virtually.
  - *By Mid-December* – Finalists are notified of their status
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## **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 internship sites is available on the [Segal 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. Internships may be in-person or hybrid, depending on host site and other factors.
- We expect that Segal Fellows will spend at least eight weeks interning with their host organization. Past sites have specialized in health, youth development, environment, education, public service, business, communications, women's rights, democracy and governance, technology, arts, and other efforts to promote racial and social justice in the U.S. Segal internships have a focus on domestic policy/issues and take place in the U.S.
- 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 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 Staff are 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. Generally, **if Fellows choose to receive reimbursement from their host site partner directly, then they forgo the Segal stipend.**
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## Segal Citizen Leadership Brandeis Curriculum

Each Segal Fellow begins our unique [Citizen Leadership Curriculum](#) upon entrance into the Segal Program. This curriculum will run over ~**8 mandatory 1.5 hour sessions in January-April 2024**. (If the cohort can only find a common 1-hour time block, then meetings will be more frequent, approximately weekly, instead of biweekly.) 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. The curriculum and core competencies will be updated over the coming year.

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

<b>Application Piece</b> <i>All required for application to be considered complete</i>	<b>Student Type</b>	<b>Notes</b>	<b>Check When Complete</b> (☐)
List of 2-3 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 3rd reference, whom 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 <a href="#">Segal Program website</a> for preparation purposes, but <i>must be submitted via the online application link.</i>	
Resume (on-line application)	Undergraduate & MPP	Current; no more than 2 pages	
Transcript through Fall 2023 (on-line application)	<b><i>Undergraduate Only</i></b>	(Grades through Spring 2023, list of enrolled classes through Fall 2023) May be unofficial Brandeis/SAGE version	
List of Fall 2023 Enrolled Classes (on-line application)	<b><i>MPP Only</i></b>	Via SAGE printout. <i>Returning Heller students who are not first years should include their transcript from prior years.</i>	
Letter of Recommendation from outside of Brandeis/Heller**	Undergraduate & MPP	See References Overview page in Guidelines and Policies packet (Different from other listed references)	
Letter of Recommendation by a Faculty/Staff member from Brandeis University**	<b><i>Undergraduate Only</i></b>	Or other University attended within last 3 years	

**Applications must be submitted [online](#).**

**\*\*Recommendation Letters submitted separately by recommender online.**  
*Writers should upload their letters directly online.*

### Questions\*? Contact:

Susie Flug-Silva, Segal Program Director, at [flugsilva@brandeis.edu](mailto:flugsilva@brandeis.edu) or 781-736-3933, or Carmela Belizaire, Segal Program Assistant Director, at [carmelajmb@brandeis.edu](mailto:carmelajmb@brandeis.edu).

## Citizen Leadership Essay Questions

Please respond in the [online application](#) to the following essay questions, as prompted. 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 in your citizen leadership essay questions to a *maximum* of 2,000 characters each per question.

- Please describe yourself as a Citizen Leader. Include how you connect your leadership strengths to what you're passionate about and what kind of skills and knowledge you want to improve. Also include what levers *you* feel you can push to help make change happen.
- Think about past and current movements (e.g. civil rights, Black Lives Matter, women's, MeToo, LGBTQ, immigration, climate justice) 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?
- The Segal Program holds pursuing equity, inclusion, and racial justice as a core value. Please share how these values are entwined in your life and leadership. How do you, or will you, leverage your leadership towards action around racial justice and antiracism? What would you like to share about your own antiracism journey?
- 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, what lessons, tools, and/or skills were learned or strengthened as a result of this experience?
- Either thinking more about your experience above, or another time, describe 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? In what ways can the Segal Program help you accomplish your goals as a Citizen Leader? How do you imagine wanting to stay involved over time, both giving to and receiving from the Network?
- *(Optional)* 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.

The online application also asks you for biographical information, as well as the following:

- Segal Citizen Leader summer internship sites are organizations (in any sector including government, non-profit, and for-profit) who are committed to making a positive impact in society through their work. Examples 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, racial justice, immigration, scientific research, business, environment, economic equality, LGBTQIA+ advocacy, technology, the arts, and education. The 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 Fellowship summer internship.



## 2024 Segal Fellow Applicant References

### 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\\_bItY82KCDAZAK4u](https://brandeis.qualtrics.com/jfe/form/SV_bItY82KCDAZAK4u).*

### **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 other 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 155 Segal Fellows, ranging in age from their early twenties to mid-forties, who live in 24 states and 3 countries who support each other in their efforts to advance social justice. Segal Fellows come into the Program through Brandeis University, AmeriCorps (formerly the Corporation for National and Community Service), AmeriCorps Alums @ Service Year Alliance, 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 during their first-year summer internship by a \$5,500 stipend for undergraduate students and \$7,000 stipend for Master's in Public Policy students. 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. Beyond the summer internship, awardees become ***lifelong*** Segal Fellows, with a cohort-based first-year citizen leadership curriculum and ongoing mentorship, professional development opportunities, and networking, over the course of their lives and careers.

### 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 and who will stay engaged over a lifetime as a lifelong Fellow. 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. They should be no longer than 2 pages and should be uploaded directly by you, the recommender.

Recommendations must be **uploaded online** by **11:59 p.m. (EST), Monday, October 23<sup>rd</sup>**.

### Questions can be sent to:

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

- **Email:** [flugsilva@brandeis.edu](mailto:flugsilva@brandeis.edu)
- **Phone:** 781-736-3933

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### 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.