

Application to the College for Behavioral Health Leadership 2023-2024 Equity-Grounded Leadership Fellow Program

Equity-grounded leadership stems from the understanding that the current systems are unjust. It empowers leaders to mobilize themselves and others to create positive change. Equity-grounded leadership begins with courageous inquiry of personal and professional biases that impact how one views themselves and others, and how to collectively influence others to create communities that are rooted in resilience and promote healing.

Launched through a pilot cohort in 2022, the Equity-Grounded Leadership (EGL) Fellow Program is in its second year of implementation. This innovative program shifts the focus of cross-sector behavioral health leaders to intersectionality, equity, and anti-racism for behavioral health systems transformation to:

- Cultivate a deep understanding of how inequity is perpetuated by and in the behavioral health system.
- Support all leaders to step into their own voice, courage, and power.
- Empower all leaders to thrive as change agents to unravel systemic racism and inequity.
- Prepare all leaders to take measurable action to create equitable systems.

Equity-grounded leadership recognizes the danger caused by unchecked power and hierarchies in all forms and works to mitigate them. It demands transformative solutions away from the status quo. Equity-grounded leadership is anti-racist, person-centered, recovery-oriented, trauma-informed, and acknowledges that individuals have different experiences, abilities, needs, and strengths. It allows leaders to account for this diversity and develop strategies for decision making to include all voices. It is different from leading from a place of equality, which is about sameness and assumes that all individuals will benefit from being provided the exact same support.

Equity-grounded leadership ensures all leaders are equipped to lead with influence and from a position of love and humility. The EGL Fellow Program:

- **Focuses on the individual as a leader.** Participants will learn to lead visibly as their authentic self. Personal goals will be identified and progress measured.
- **Prioritizes the power of relationships.** The cohort will develop a shared vision. Curriculum will be delivered in a circular (person-centered) versus hierarchical approach to emphasize competencies aligned with the vision. Relationships will be cultivated with other leaders and with community, and will continue beyond the Program.
- **Spurs collective action.** Participants will take action through collaborative learning. They will develop transformative solutions resulting in collective change for their organization, community, or region.

- **Is adaptable.** The content and approach are based on individual and cohort experiences, goals, and needs. Program requirements are directly aligned with work that already is or needs to occur, thus supportive of existing (or necessary) efforts.

Program Expectations

The second cohort will convene from September 14, 2023, to August 2, 2024. Program expectations will be detailed in the [pre-application webinar](#).¹ Meaningful engagement in the EGL Fellow Program entails a time commitment of approximately 200 hours (25 days) of participation during the 11-month program period. This includes:

- 66 hours of hybrid, full cohort meetings (at various sessions across 11 months)
- A minimum of 9 hours of advisor meetings (1-hour monthly meetings across nine months)
- 3 hours of coaching meetings (three 1-hour meetings over 8 weeks)
- Up to 10 hours/month of self-paced and team-based learning activities, such as participating in learning labs, attending webinars or book clubs, or joining learning collaboratives, among other activities

Following participation in the 11-month program period, fellows transition to an Equity-Grounded Leadership Learning Collaborative where they will collaborate with leaders from the inaugural cohort, and they will receive an additional two-year membership to CBHL.

Curriculum

Through individualized curriculum design, fellows will gain knowledge and experience across the five Principles of Change. The principles guiding the EGL Fellow Program are that an equity-grounded leader:

- Understands How Racism and Oppression Show Up in Behavioral Health
- Practices Intersectional Allyship
- Integrates Data Equity Frameworks and Culturally Responsive Behavioral Health Approaches
- Engages in Co-Production and Community-Driven Practices
- Demonstrates Transformational Leadership to Improve Communities

Curricula include in-person and virtual sessions, and self-paced learning tied to individual goals through multiple modalities. Please refer to the program calendar for mandatory session dates.

Mentorship

Fellows will receive peer and individualized leadership support through mentors. Participants will receive individualized and cohort-level leadership support through coaches, who will support personal development and growth, and advisors, who will assist with collaborative projects. Fellows will meet with their coaches every other week for six weeks, and then have the option for ongoing bimonthly sessions, and with their advisors monthly.

¹ The pre-application webinar is scheduled for May 16, 2023. A recording will be made available post event.

Collaborative Project

In the program, participants engage in a collaborative project with up to five of their peers to:

- Apply new ideas to solve current problems/challenges or needs
- Apply analytical and measurement techniques to understand community impact of project
- Promote systems change
- Demonstrate change in key equity and inclusion metrics

Through the project, fellows will explore and identify an organizational or community need and will strategize how to make an impact and address any challenges. By program's end, fellows will have taken steps towards implementing this plan, taking action to address the issue, with support of their peers and assigned advisor. A project menu will be provided upon acceptance and orientation, aligned with curriculum, to support project development.

Facilitation

Together, fellows will build with one another as a cohort, with intentional effort to co-create a safe, brave, and liberated space for collaboration and growth. Convenings will include time for reflection and connection, creating an opportunity for fellows, along with the EGL Facilitators, to cultivate an environment conducive to learning, growth, and action.

Program Calendar

Fellows are expected to fully engage in the following events. **If you have conflicts with the in-person convening dates and/or three or more of the virtual convening dates, CBHL encourages you to apply for a future cohort.**

Successful program completion requires engagement in cohort meetings (fellows must participate in 100% of the in-person convenings and at least 80% of the virtual convenings):

Program Month	Month	Event	Date & Time
2023			
Month 1	September	In-Person Kick-Off Day 1 <i>Sacramento, CA</i>	Thursday, September 14 9am – 5pm PT
Month 1	September	In-Person Kick-Off Day 2 <i>Sacramento, CA</i>	Friday, September 15 9am – 5pm PT
Month 1	September	Virtual 3-hour meeting	Friday, September 22 9am – 12pm PT / 12pm – 3pm ET
Month 1	September	Virtual 3-hour meeting	Friday, September 29 9am – 12pm PT / 12pm – 3pm ET
2024			
Month 5	January	Virtual 3-hour meeting	Friday, January 12

			9am – 12pm PT / 12pm – 3pm ET
Month 5	January	Virtual 3-hour meeting	Friday, January 19 9am – 12pm PT / 12pm – 3pm ET
Month 5	January	Virtual 3-hour meeting	Friday, January 26 9am – 12pm PT / 12pm – 3pm ET
Month 6	February	Virtual 3-hour meeting	Friday, February 2 9am – 12pm PT / 12pm – 3pm ET
Month 8	April	Virtual 3-hour meeting	Friday, April 5 9am – 12pm PT / 12pm – 3pm ET
Month 8	April	Virtual 3-hour meeting	Friday, April 12 9am – 12pm PT / 12pm – 3pm ET
Month 8	April	Virtual 3-hour meeting	Friday, April 19 9am – 12pm PT / 12pm – 3pm ET
Month 8	April	Virtual 3-hour meeting	Friday, April 26 9am – 12pm PT / 12pm – 3pm ET
Month 11	July	Virtual 3-hour meeting	Friday, July 19 9am – 12pm PT / 12pm – 3pm ET
Month 11	July	Virtual 3-hour meeting	Friday, July 26 9am – 12pm PT / 12pm – 3pm ET
Month 11	August	In-Person Celebration Day 1 <i>East Coast (Location TBD)</i>	August 1, 2024 9am – 5pm ET
Month 11	August	In-Person Celebration Day 2 <i>East Coast (Location TBD)</i>	August 2, 2024 9am – 5pm ET

Cost and Sponsorships

The cost of the 2023-2024 EGL Fellow Program is \$11,800 per fellow. The program fees include the costs associated with curriculum facilitation, coaches, advisors, and CBHL membership. The program fees do not include travel to the in-person kick-off meeting in Sacramento, CA nor to the in-person celebration meeting (location TBD on the East Coast). Attendance at these in-person meetings is a requirement of program completion.

Payment is due to The College for Behavioral Health Leadership by August 30, 2023. Payment options will be discussed with accepted fellows; and will include a paid in full option for the \$11,800, and a split payment option with two payments of \$5,900.

A limited number of sponsorships will be available for select applicants who demonstrate exemplary promise as an equity-grounded leader, whose host organizations would otherwise be unable to submit the program fees and who serve communities with limited access to resources. Applicants/host organizations are responsible for travel to in-person meetings (e.g., flight, ground transportation, hotel, per diem, etc.). For some applicants who are accepted as a sponsored fellow, travel may be partially or fully covered. Please note that sponsorships may be limited to specific geographies or participant roles.

Application Requirements

In order to apply, prospective fellows (and their immediate supervisors if applying to participate as part of an institution, e.g. “on work time”) are expected to participate in or stream the CBHL EGL Fellow Program pre-application and overview webinar. The webinar will be held on May 16, 9am PT / 12pm ET. Webinar registration can be found [here](#). The webinar will be recorded for those who are unable to attend live.

Applicants are asked to submit to CBHL:

- A completed application form, which includes demographic details and a Principles of Change Scale
- A brief bio (200 words or less), tailored to discuss personal and professional experiences in equity and anti-racism
- CV or resume, demonstrating leadership skills and relevant experiences
- A personal statement outlining:
 - Reasons for participating in the fellow program
 - Personal and professional development goals
 - Plans for improving equity in the organization, community, or region in the future

Personal statements should not exceed 250 words.

Suggestions for the personal statement include describing how you currently apply leadership skills in your community; and demonstrating an awareness of the people, systems, policies, and cultures in your community that intersect with the behavioral health system. Indicating an understanding of how equity-grounded leadership translates to the context of your own organization, what partnerships are needed in your community to increase equity, and who would be most impacted by equity-grounded leadership in your organization, community, or region are additional recommendations for strong personal statements.

- Vision as an equity-grounded leader
 - For the vision submission, applicants are asked to imagine themselves outside of their role at their employer and view themselves simply as a human being in their community. As a human in your community, what is your vision for your community? How can this be facilitated by your participation in the Fellow Program? In other words, what is your vision of change for yourself and your community as a result of intentional effort toward becoming an equity-grounded leader? This is a creative reflection question.

Vision statements should not exceed 150 words.

Suggestions for the vision statement include describing how your personality or past personal experiences inform your vision for yourself or your community; how you hope to advance your own personal development or confront your own biases upon completion of the equity-grounded leadership fellow program; or how your current community involvement (unrelated to your employer) can be enhanced by equity-grounded leadership attributes. This can be an aspirational statement.

- A letter of commitment signed by both the applicant and employer/home organization, if applicable, detailing program expectations and accommodations that will be made to

foster the fellow's participation in the program. The letter of commitment must also either describe the home organization's commitment to paying the \$11,800 program fees by August 30, 2023, or otherwise describe why a sponsorship would be requested for the applicant, and whether a partial or full sponsorship is needed. The commitment letter must also indicate agreement to pay travel costs (e.g., flight, hotel, ground transport, per diem, etc.) associated with the required in-person travel.

- A direct supervisor or other accountable home organization member signature is required if the applicant would be participating "on work time," e.g., participating in the program as part of their daily work expectations. If the applicant would participate as an individual (e.g., self-employed or participating on personal time outside of work) this letter can exclude the employer/home organization signature. Upon acceptance, the home institution will sign an agreement to further detail this commitment to the fellow's participation in the program.

Submission Instructions

The application materials listed above should be submitted via the [application portal](#).

****Please note the application portal will not be live until applications officially open on May 1, 2023.***

Deadline

The deadline for submission of the application package is June 12, 2023.

Selection Criteria

Only applicants who submit complete application packages by the deadline will be considered. CBHL application reviewers will give preference to applicants who clearly demonstrate leadership experience that can be enhanced through the acquisition of equity-grounded principles and practices. Applicants will also be selected based on their potential to integrate learning from the EGL Fellow Program into organizational, community, or regional transformation during and following program participation, and based on results of the Principles of Change scale included in the application form. Preference will be given to applicants of underrepresented, marginalized, and oppressed groups.

Current or emerging behavioral health leaders of all levels with learned and lived experience who are open, willing, and prepared to engage in change efforts to advance behavioral health equity in their organization, community, or region are encouraged to apply. The ideal applicant is working in health care, policy, community, advocacy, or peer-led recovery organizations and recognizes the disparities that exist within these arenas - seeking to interrupt the status quo. Behavioral health leaders committed to and passionate about driving systems transformation, including but not limited to public or non-profit mental health, behavioral health, or substance use services, prevention, or advocacy; emergency medical services, law enforcement, and other first responder organizations; criminal justice; education; hospitals; community-based

organizations; and others whose work intersects with behavioral health, are invited to apply to join the Fellow Program cohort.

Up to 25 applications will be accepted. Selected applicants will be notified by July 14, 2023 via email to the address provided on the application form.

Contact

Please direct any questions to egl.cbhl@gmail.com.

Application Form

Applications should be submitted via the [application portal](#). This section is included as a preview for applicants to prepare responses and materials before going through the portal submission process.

****Please note the application portal will not be live until applications officially open on May 1, 2023.***

Thank you for your interest in participating in the Equity-Grounded Leadership (EGL) Fellow Program! We look forward to learning more about you and to reviewing your application.

All information collected via this application form is for internal use only and will not be shared. If you have questions about the application form or process, please contact egl.cbhl@gmail.com

First and Last Name: _____

Email: _____

Title: _____

Organization: _____

Years of experience in current position: _____

Years of experience in behavioral health: _____

Did you and a responsible party from your home institution watch the pre-application webinar?
The pre-application webinar is scheduled for May 16, 2023. A recording will be available post-event.

Yes No N/A - Not participating on work time

The program fee for the 2023-2024 EGL Fellow Program is \$11,800, excluding travel. Does your home institution agree to pay these funds, either in full or in two payments of \$5,900 with the first due by August 30, 2023, if you are accepted into the program?

Yes No N/A - Not participating on work time

Do you identify as part of the LGBTQIA2S+ community?

Yes

No

Unsure

Prefer not to answer

Do you have any experience navigating the behavioral health system on behalf of yourself or family members?

Yes – Self

Yes – Family

Yes – Both

No

Unsure

Prefer not to answer

What is your preferred email address for communication? Please note, if accepted, there may be sensitive information sent via email as part of your participation. We want to honor your preferences for utilizing a work, personal, or other email account accordingly.

If accepted, please describe any accommodations you would need to fully participate:

If accepted into the program, there are mandatory meetings that are required for program completion. While some meetings will be scheduled with accepted fellows after the program launches, e.g., advisor and coach meetings, others have been scheduled in advance. Please review the program calendar (on pages 3-4 of this form) and affirm your availability. In order to meet the attendance requirements, accepted fellows must participate in 100% of the in-person convenings and at least 80% of the virtual convenings. Do you have any known conflicts with the mandatory meetings that have been pre-scheduled?

Yes

No

If yes, please explain any known conflicts with the mandatory meetings that have been pre-scheduled:

Principles of Change Scale – Short Form

We are all on a journey to become an equity-grounded leader and are all starting from different places.

This short form is intended to assess baseline knowledge in relation to a sampling of the EGL Fellow Program Principles of Change. To assist facilitators in adequately planning for the 2023-2024 Cohort, please answer the following. The responses will not be used to determine acceptance into the program.

1. I understand how racism and oppression show up in behavioral health.

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

2. I can identify microaggressions in behavioral health care workplaces and services.

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

3. I am able to recognize and elevate the assets and expertise of community members who reflect intersections of various identities and experiences, different from my own.

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

4. I engage and empower people from diverse social identities in equity grounded work.

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

5. I understand how to apply data-driven and best practice decision-making to behavioral health issues that are influenced by multiple factors (e.g. Social determinants of health, institutional racism, etc.).

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

6. I am able to articulate the concept of equity in an accessible and concise way.

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

7. I practice equity work with self-care and balance to limit feelings of burnout.

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree