

## **ELH Application Questions**

### **Preview**

The ELH selection committee is seeking applicants who demonstrate a strong commitment to leadership in academic medicine and healthcare, with both the insight and the motivation to contribute meaningfully to the ELH class as well as to their field and to their institution.

We are looking for individuals who not only achieve excellence in their own work, but also elevate teams, improve outcomes, and drive meaningful change at scale—whether through education, biomedical research, clinical innovation, operational transformation, public and population health efforts, and/or community engagement.

The following questions are a preview of the online application. Responses are limited to under 500 words per question. Note that you must use the ELH online application to apply for the program.

1. Help us better understand the scope of your work. Include the range of responsibilities in your current position, and the activities, operations or functions for which you are directly responsible.
  - a. Describe the impact of your role and leadership on your organization
  - b. Please share your work across and with external teams.
  - c. Where appropriate, identify strategic versus operational roles.
2. What is your personal philosophy or definition of leadership and how does it apply to your professional role?
3. What are your specific 5-year goals on your path to a senior leadership position? Be as concrete as possible.
  - a. How will participating in this program help you achieve these goals?
  - b. Why do these goals matter to your field?
4. Describe a time when you had to make a difficult trade-off to achieve an important goal. What factors did you weigh when deciding how to balance or shift competing priorities?
5. Please share your role in financial decision making. If you do not have financial responsibility, please share your contribution to financial decision making in your organization.
6. Please share an example of how you have worked on a complex team and an example of how you were effective in moving the team forward. Were there ways in which you were not effective? What challenges did you experience?
7. What do you view as the single most important issue facing your institution?
  - a. If you were the executive in charge, what would you do about this issue?
8. What do you view as the single most important challenge your institution presents to you in doing your job?

- a. What innovative approaches are you taking to meet this challenge?
9. Describe a professional situation in which you took on a leadership role.
  - a. In what ways were you effective?
  - b. In what ways were you not effective?
  - c. What did you learn from the experience?
10. Describe an initiative that you led at your current (or recent prior) institution. Include a brief description of the goals, barriers, metrics and outcomes. This may be a clinical, financial, operational or organizational project (ex. improving surgical site infections, changing vendors to reduce supply costs, streamlining credentialing, reorganizing a division, etc. ).
11. How will your skills and background (unique perspective) contribute to the cohort?

As part of your application, we are requesting that you provide a copy of your organizational chart that shows your domain and where you sit within your health system. Please also provide any supplemental information that you feel would be helpful in understanding where your role sits within the overall health system and your domain

Finally, you will upload your CV (If you are re-applying you must also add a cover letter to your CV with an update of your accomplishments since you last applied).

The following individual characteristics and skills and alignment with the [ELAM Mission and Vision](#) are highly valued for successful candidates.

- **Change Management** – awareness of its importance and experience navigating or leading through change
- **Professional Development** – a track record of intentional growth and learning
- **External Service** – meaningful engagement beyond your immediate role or institution
- **Cognitive Diversity** – openness to different perspectives and inclusive decision-making
- **Leadership Experience** – formal or informal roles where you've led teams or initiatives
- **Financial Responsibility** – understanding and managing resources effectively
- **Insight and Self-Awareness** – reflection, growth mindset, and emotional intelligence
- **Support for Others' Leadership** – mentorship, advocacy, or team development
- **Critical and Analytical Skills** – thoughtful, evidence-informed approaches to challenges
- **Commitment to the Process** – readiness to engage fully in the program
- **Team Orientation** – collaborative spirit and ability to contribute within group settings

Please contact ELAM if you need any support: [elamapps@drexel.edu](mailto:elamapps@drexel.edu)