



The Mid-Career MPA program is designed for experienced managers who are dedicated to public service. It provides the means for a manager to pursue a program of study that will enhance critical management and policy analysis skills. The fellowship is for the academic year September 2014 - May 2015, and includes the summer program in July/August 2014, which is generally required as a condition of acceptance into the program. In addition to full tuition and fees for the academic year, fellowship recipients will receive full salary while attending the MPA program, including the summer program. The candidate(s) chosen are personally responsible for the cost of books/supplies that are approximately \$2,000 for the full year.

### **Criteria for Selection**

To be considered for a Bradford Fellowship, a manager must:

- Be a college graduate;
- Have taken the GRE (or GMAT) within the last five years; or schedule a date to take the test by calling 800-473-2255;
- Be accepted for admission by Harvard University, John F. Kennedy School of Government, for its Mid-Career MPA Program;
- Upon application, occupy a full time position, be paid from the AA subsidiary, have at least twelve (12) months of full-time service with the Commonwealth, be in an active status, classified as management at levels MV - MXII within the executive branch, or be a member of the Massachusetts State Police Department classified as a Lieutenant or above. Contract employees, non-management employees or employees classified below Lieutenant or MV who occupy a qualifying position in an "acting" capacity are not eligible;
- Possess at least seven years of professional work experience in federal, state, municipal or county government, including time spent as a consultant or volunteer working for a public and/or private non-profit organization; or as a manager in a private non-profit organization;
- Be recommended by the appointing authority and supervisor;
- Possess a strong commitment to continue serving the public interest upon completion of the program;
- Be willing to sign an agreement to serve in Massachusetts State Government in the Commonwealth in the same or higher level management grade for a minimum of two years following graduation, or to repay the salary received while attending the program if one defaults on this agreement. This repayment provision will not apply if the individual is not offered a position at the same or higher-level management grade.
- Not have applied for the Bradford Fellowship more than 3 times.



**Please note the following:**

- The purpose of the fellowship is to provide an opportunity for those who will profit the most from the fellowship program. Preference will be given to eligible applicants who have the most qualifying state experience, a shown commitment to public service and demonstrated leadership potential.
- Applicants who have a graduate degree must specifically address what an MPA would offer them that their current graduate degree does not, in reaching their management career goals.
- It is the applicant's responsibility to ensure that all application deadlines are met. These deadlines will be strictly enforced. **Late applications will disqualify candidates.** These deadlines include applications to the Harvard Kennedy School, submission of applications for internal approval, and submission of the Commonwealth's application to the Human Resources Division (HRD). Applicants are strongly advised to submit applications for secretariat/agency approvals well in advance of deadlines to ensure that application deadlines are met. Within two business days of receipt, HRD will notify applicants of receipt of application. If you submit an application and do not receive a receipt notification from HRD, you should call HRD immediately at 617-878-9822. **Commonwealth applications are due by 5:00 PM on March 3<sup>rd</sup>, 2014.**
- Managers who receive the Bradford Fellowship are eligible for performance evaluations not to exceed "highly effective performance" on their Fiscal Year's ACES if they successfully complete the program and receive their MPA degrees by the completion of the academic year. If the requirements for the MPA are not completed within the academic year, the performance rating cannot exceed "fully meets expectations." To be eligible for meritorious ratings, Fellows must submit to HRD and their Agency Head by June 30, 2015, copies of their MPA degrees.
- Excluded from participation are employees: appointed directly by the Governor; whose salary, by statutory requirement, is set by the Governor; in public institutions of Higher Education; in the Office of the Governor, Lieutenant Governor, Secretary of State, State Auditor, Attorney General and State Treasurer; in county government organizations; in the Legislative and Judicial branches; within Massachusetts public authorities or other quasi-public agencies.



**The following dates and events will be useful in planning for the application process:**

**September 23<sup>rd</sup>, 2013**  
**9:00 A.M - 4:30 P.M.**

**Harvard Kennedy School OPEN HOUSE**  
**79 JFK Street, Cambridge, MA**

**Please RSVP to**

**[http://www.hks.harvard.edu/degrees/admissions/fall-open-houses#heading\\_01](http://www.hks.harvard.edu/degrees/admissions/fall-open-houses#heading_01)**

**9:00 am - 9:25 am (Class Visitation Sign-Up)**

Sign up to attend a class. Due to high demand, only one class visit will be permitted. You may review the HKS course catalog online at <http://www.hks.harvard.edu/degrees/teaching-and-courses/courses> for descriptions of classes. However, please keep in mind that not all Monday classes will be available during the Open House due to space limitations. Continental breakfast and coffee will be served.

**9:30 am - 11:15 am (HKS Overview, Q&A and breakouts by program)**

The panel presentation will begin with a welcome from Melodie Jackson, Senior Associate Dean of Degree Programs and Student Affairs (DPSA). Representatives from the admissions, career advancement, and student financial services offices will be present. There will be a Q & A period with the panel participants, degree program directors and the Dean's Ambassadors (students).

**11:30 am - 1:00 pm (Lunch)**

Lunch with the Dean's Ambassadors. They will be sitting at tables identified by program with balloons in the John F. Kennedy Jr. Forum in the Littauer Building.

**11:40 am - 4:40 pm (Class Visitations – (The latter classes end at 6:00 pm)**

Class Visitations. Please arrive at the Forum 10 minutes prior to the start of the class and a Dean's Ambassador will accompany you to the classroom. Please do not leave the class early as it is disruptive.

**2:00 pm - 3:00 pm (Discussion Panel with Dean's Ambassadors (students))**

Dean's Ambassadors Panel

**3:15 pm - 4:30 pm (Information Session)**

Bradford Fellowship Information Session (124 Mt. Auburn Street, Suite 165 Conference Room)

**December 4<sup>th</sup>, 2013**

Harvard Kennedy School admission application due.  
*(Must be complete, including GRE or GMAT scores. No deadline extensions will be granted.)*

**March 3<sup>rd</sup>, 2014**

Bradford Fellowship application due.

**Week of March 16<sup>th</sup>, 2014**

Applicants notified of Harvard Kennedy School's admission decision.

**Week of March 24<sup>th</sup>, 2014**

Bradford Fellowship interviews: Candidates must interview in person—1 Ashburton Place, Boston.



Interested eligible managers should do the following:

- Access the Harvard Kennedy School catalogue and application at:  
<http://www.hks.harvard.edu/>.
- Schedule a date to take the GRE (<http://www.ets.org/gre>). Test scores will be available at conclusion of exam and the official scores will be sent to the Kennedy School admissions office within 15-20 days.
- Complete the Commonwealth's Bradford Fellowship application.

## **APPLICATION AND SELECTION PROCESS FOR THE BRADFORD FELLOWSHIP**

### **ADMISSION TO the Harvard Kennedy School (HKS)**

- The HKS catalogues and admission application packages are available at:  
<http://www.hks.harvard.edu/>.
- Completed applications for admission must be submitted online directly to the Admissions Office at the Harvard Kennedy School by **December 4<sup>th</sup>, 2013**. Please mark the HKS application as "Bradford Applicant" in the sponsorship section. The HKS admission application is not sent to HRD.

### **COMMONWEALTH'S APPLICATION**

- The Commonwealth's application form is available below and at the Human Resources Division's website. Completed application forms, with all requested signatures, must be submitted to HRD by **5:00 PM March 3<sup>d</sup>, 2014**. The Commonwealth's application is not sent to the Kennedy School.
- During the month of **March 2014**, the Bradford Fellowship Selection Committee will conduct a screening process to select Commonwealth eligible applicants who are accepted into the Kennedy School to be considered for the fellowship. Selected applicants must appear in person for an oral interview with the Selection Committee that will select the fellowship recipient(s).
- In selecting fellowship recipient(s), the Committee will place heavy emphasis on the applicant's past contributions and future potential to serve the public sector in a leadership role that significantly impacts the quality of programs and services. The Fellowship Board will notify the chosen fellowship recipient(s) in **early April 2014**.



**COMMONWEALTH OF MASSACHUSETTS APPLICATION**  
**Return Application by March 3, 2014 to:**  
**Bradford Fellowship Manager, Human Resources Division,**  
**One Ashburton Place, Room 301, Boston, MA 02108**

Name: \_\_\_\_\_  
 Title: \_\_\_\_\_ Employee ID #: \_\_\_\_\_  
 Agency: \_\_\_\_\_  
 Work Address: \_\_\_\_\_ ZIP: \_\_\_\_\_  
 Work Email Address: \_\_\_\_\_ Work Telephone: \_\_\_\_\_  
 Gender:  Male  Female Race:  Asian/Pacific Islander  Black  Hispanic  
 Native American  White  Other

Please check all and fill in the blanks that apply:

I meet the following eligibility requirements **at the time of application**:

- I am an Executive Branch Manger, MV – MXII. Specify Mgmt Level \_\_\_\_\_ or
- State Police employee classified as Lieutenant or above. Specify Rank \_\_\_\_\_
- I am paid from the AA Subsidiary (check with payroll personnel)
- I occupy this position as a full time employee in an active and not in an "acting" capacity.
- I have at least 12 months full time service with the Commonwealth
- I have at least seven years of professional work experience
- How many of these years have been in the employment of the Commonwealth? \_\_\_\_\_ years.

I have attached the following documents:

- Applicant Information and Checklist (this sheet)
- Current Resume
- Supervisor's Recommendation & Student Application
- Acceptance Agreement
- Leave of Absence Agreement
- ACES Agreement

Signature of Applicant: \_\_\_\_\_ Date: \_\_\_\_\_

**Supervisor, Human Resources Director and Agency Head certify that the above information is correct:**

Supervisor's Signature: \_\_\_\_\_ Print Name: \_\_\_\_\_ Date: \_\_\_\_\_

HR Director's Signature: \_\_\_\_\_ Print Name: \_\_\_\_\_ Date: \_\_\_\_\_

Agency Head's Signature: \_\_\_\_\_ Print Name: \_\_\_\_\_ Date: \_\_\_\_\_



**COMMONWEALTH OF MASSACHUSETTS APPLICATION**

**SUPERVISOR'S RECOMMENDATION**

Applicant's Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Agency: \_\_\_\_\_  
Supervisor's Name: \_\_\_\_\_  
Title and Address: \_\_\_\_\_

Please note that your recommendation is considered as part of the candidate's application, and the Selection Committee will take no action until this form is submitted.

**We would appreciate your candid response to the following:**

1. What are your organization's objectives in sponsoring the applicant for the Massachusetts Bradford Fellowship for Excellence in Public Administration?  
(Attach separate sheet, if necessary.)
  
2. Please comment in detail, on the candidate's work record, professional potential, and personal qualities. (Attach a separate sheet, if necessary.)



## COMMONWEALTH OF MASSACHUSETTS APPLICATION

### STUDENT APPLICATION

**We would appreciate your candid response to the following (250-300 words per question):**

1. Describe your passion and vision for your work in state government and for your future. (Attach separate sheet, if necessary.)
2. In reviewing the Harvard Kennedy School MPA course curriculum, what skills and management tools are you seeking from your experience in the MPA career program?
3. Describe a professional accomplishment where you have implemented change and how you believe the Harvard Kennedy School MPA program could have helped you to better carry out that implementation.



**COMMONWEALTH OF MASSACHUSETTS APPLICATION**

**ACCEPTANCE AGREEMENT**

In accepting the Bradford Fellowship for the academic year 2014-2015, I hereby agree that following graduation in 2015, I will serve in Massachusetts State Government in the same or higher-level management grade for a minimum of two years or repay the salary received while attending the program.

If I do not serve for the full two years in the Commonwealth's service, I will repay, within 36 months of leaving the Commonwealth's service, on a proportional basis, the salary received while attending Harvard University. Said repayment shall be in proportion to the amount of the required two years that I did not serve in the employment of the Commonwealth following graduation. I understand that the repayment provision will not apply if I am not offered a position for the aforementioned two-year period at the same or higher-level management level that I now hold.

In accepting this Fellowship, I understand that I must personally assume full responsibility for the cost of books and any fees required by the John F. Kennedy School of Government, Harvard University.

Name: \_\_\_\_\_ Employee ID Number: \_\_\_\_\_

Title: \_\_\_\_\_ Agency: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



**COMMONWEALTH OF MASSACHUSETTS APPLICATION**  
**LEAVE OF ABSENCE AGREEMENT (Includes Guidelines-Attached)**

As a recipient of the Commonwealth of Massachusetts Bradford Fellowship for Excellence in Public Administration for the academic year July 2014 through May 2015, I hereby certify that I have read, understand and agree to comply with the attached Guidelines Governing Leaves of Absence during my assignment to the Mid-Career MPA Program at Harvard University's Kennedy School of Government. I will notify my agency payroll office on a weekly basis of my attendance and use of leave time for each payroll period. At the close of each semester, I will submit to the appointing authority a completed and signed calendar of attendance to be reviewed for consistency with personnel/payroll records.

Name: \_\_\_\_\_ Employee ID Number: \_\_\_\_\_  
Title: \_\_\_\_\_ Agency: \_\_\_\_\_  
Signature: \_\_\_\_\_ Date: \_\_\_\_\_



## COMMONWEALTH OF MASSACHUSETTS APPLICATION

### GUIDELINES GOVERNING LEAVES OF ABSENCE

Recipients of the Commonwealth of Massachusetts Bradford Fellowship for Excellence in Public Administration receive full salary and benefits, including accrued sick leave and vacation credits while on leave to attend the Mid-Career MPA Program at Harvard University's Kennedy School of Government. Since any manager selected for the Fellowship Award continues to be a paid employee of the Commonwealth, it is essential that accurate attendance and authorized leave records be maintained for payroll purposes. The fellowship guidelines will therefore govern leaves of absence granted for participation in this program.

- ◆ Fellowship recipients are expected to attend all classes as scheduled.
- ◆ In instances where the manager is unable to attend classes, appropriate leave time will be charged. For example, if the manager is unable to attend class due to illness, he/she will be charged sick leave for the day.
- ◆ Any manager participating in this program is expected to return to the agency for work assignment during vacation periods between semesters, or he/she is required to use available vacation or personal leave credits for such periods.
- ◆ Any manager participating in this program **will not** be expected to return to the agency for work assignment during vacation period(s) occurring **within** a semester as such time will be largely devoted to academic-related projects or activities.
- ◆ In order to ensure accurate payroll/leave records, any manager participating in the program must contact the agency personnel/payroll office on a weekly basis to confirm attendance and notify the agency of appropriate leave to be charged in cases of absence. The agency payroll office must record this information prior to issuing the individual's biweekly paycheck.
- ◆ At the close of each semester, any manager participating in the program must submit to the appointing authority a completed and signed Attendance Calendar. The appointing authority is accountable for ensuring the information is consistent with agency personnel/payroll records, i.e., use of sick leave, vacation leave, and paid personal leave.



**COMMONWEALTH OF MASSACHUSETTS APPLICATION**

**(ACES) AGREEMENT**

Managers who receive the Bradford Fellowship will be eligible for performance evaluations not to exceed "highly effective performance" on their Fiscal Year's ACES if they successfully complete the program and receive their MPA degrees by the completion of the school year. If the requirements for the MPA are not completed within the school year, the performance rating cannot exceed "fully meets expectations." To be eligible for meritorious ratings, Fellows must submit to their Agency Head by June 30, 2014, copies of their MPA degree.

As a recipient of the Commonwealth of Massachusetts Bradford Fellowship for Excellence in Public Administration for the academic year July 2014 through May 2015, I agree that, if granted, I will submit to my Agency Head by June 30, 2015, copies of my Masters in Public Administration degree. I understand that if the degree has been awarded by the completion of the school year, I am eligible for a performance rating not to exceed "highly effective performance" on my Fiscal Year 2015 ACES and if not awarded, I am eligible for a performance rating not to exceed "fully meets expectations."

Name: \_\_\_\_\_ Employee ID Number: \_\_\_\_\_

Title: \_\_\_\_\_ Agency: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_