



# Emerging Leaders Institute

## NOW ACCEPTING APPLICATIONS FOR 2026-2027

The Emerging Leaders Institute (ELI) is a cohort-based leadership development program designed to prepare future leaders in Minnesota government. For 2026-2027, ELI will be hosted in a virtual and/or in-person environment, twice per month, over the course of seven months. The Opening Ceremony and Graduation will be held in person in St. Paul at the State Capital and will have a livestream option. Participants will experience instruction from topical experts, small group interaction, interviews with other leaders, and 360° feedback assessments designed to build self-awareness in leadership context.

The ELI program will increase your knowledge of public sector leadership, individual leadership effectiveness, and develop important skills through critical thinking, interviews, study, and reflection. Join the hundreds of alumni who increased their effectiveness and expanded their leadership role as a result of completing the ELI program.

### **Application deadline is June 18, 2026, by 4:30 pm.**

Please work with your human resources and/or learning and development teams to find out if your agency has an earlier application deadline. Late and incomplete or emailed submissions will not be accepted. Receipt of your submission will be confirmed by email within five business days of June 18, 2026. Please email [ETD's Leadership Program inbox](#), if you do not receive a confirmation email.

Selection committees will be held during the month of July. Applicants will be notified of acceptance into the ELI program between August 3-7, 2026.

### **Eligibility**

- Candidates must be employed by the state of Minnesota for at least two years by Sept. 9, 2026.
- Agency and Supervisor/chain of leadership support and sign-off by the agency human resource director is required.
- Candidates must commit to attend all classes and complete all assignments (see class schedule below).

### **Application Process**

#### **Step 1: Follow Agency Internal Process**

Applicants are expected to follow their agency's internal process and deadlines to apply for the ELI program. Complete the fillable PDF application form. You can receive the application form from your human resources or learning and development teams starting April 6, 2026.



# Emerging Leaders Institute

## Step 2: Obtain Required Letters

Obtain the required letters of support to accompany your application.

### Letter of Recommendation

This signed letter of recommendation must be from one person in your direct hierarchy/chain of leadership (supervisor, manager, director, or senior leader) on agency letterhead and must include the following:

- Name of Applicant (your name).
- Description of how applicant exhibits leadership characteristics at work. Examples of leadership characteristics might include:
  - Values accessibility, inclusion, equity, and diverse perspectives.
  - Highly motivated/enthusiastic about participating in ELI.
  - Works collaboratively.
  - Accepts and utilizes feedback.
  - Continually seeks personal and professional growth.
  - Valued contributor and strong performer in current position.
  - Interest in developing leadership skills and professional network.
  - Demonstrates a strong commitment to use knowledge gained in service to the citizens of the State of Minnesota.
- Description of how the applicant, division, and state agency will benefit if applicant participates in this program.
- A statement of willingness to support the applicant's participation in all classes and homework.

### Letter of Approval from Human Resources

This second letter should be from the agency's human resources director to verify the agency has received and approved the candidate's application. The letter must also confirm the candidate has completed two years of service with the state by Sept. 9, 2026. The 24 months of services does not need to be consecutive. The letter should only reference:

- The name of applicant.
- Confirm two years (24+) months of state service.
- Name and contact information for the human resources director.
- Human resources director's signature.

Please note that this is not a letter of recommendation, but a letter of approval and will not be reviewed by the selection committee. Your agency may elect to send one letter for all ELI applicants. The letter must clearly



# Emerging Leaders Institute

include your name and eligibility. Please do not send any additional letters or materials beyond what has been requested above.

## Step 3: Review ELI Session Dates

You will be assigned to one of the cohorts below. Participants are required to attend all classes for the dates below. Cohorts will meet in-person, virtually or hybrid (combination of in-person and virtual). We will do our best to honor your preference. Program selection is not based on your preferred option. If you select the in-person option you may be placed in a virtual cohort, depending on demand.

### Cohort 40 – In Person and Virtual Sessions (as noted)

Dates	Times	Locations
Wednesday, Sept. 9 (opening ceremony)	8:30 a.m. – 1 p.m.	In person
Thursday, Sept. 10	8:30 a.m. – 4 p.m.	Virtual
Tuesday, Sept. 22	8:30 a.m. – 1:45 p.m.	In person
Tuesday, Oct. 6	8:30 a.m. – 4 p.m.	Virtual
Tuesday, Oct. 20	8:30 a.m. – 1:45 p.m.	In person
Tuesday, Nov. 3 or Monday, Nov. 2	8:30 a.m. – 4 p.m.	Virtual
Tuesday, Nov. 17	8:30 a.m. – 1:45 p.m.	In person
Tuesday, Dec. 8	8:30 a.m. – 4 p.m.	Virtual
Tuesday, Jan. 12	8:30 a.m. – 1:45 p.m.	In person
Tuesday, Jan. 26	8:30 a.m. – 4 p.m.	Virtual
Tuesday, Feb. 9	8:30 a.m. – 1:45 p.m.	In person
Tuesday, Feb. 23	8:30 a.m. – 4 p.m.	Virtual
Tuesday, March 9 (final presentations)	8 a.m. – 4 p.m.	In person



# Emerging Leaders Institute

## Cohort 41 – All In Person Sessions (unless noted)

Dates	Times
Wednesday, Sept. 9 (opening ceremony)	8:30 a.m. – 1 p.m.
Thursday, Sept. 10 (virtual)	8:30 a.m. – 4 p.m.
Wednesday, Sept. 23	8:30 a.m. – 1:45 p.m.
Wednesday, Oct. 7	8:30 a.m. – 4 p.m.
Wednesday, Oct. 21	8:30 a.m. – 1:45 p.m.
Wednesday, Nov. 4	8:30 a.m. – 4 p.m.
Wednesday, Nov. 18	8:30 a.m. – 1:45 p.m.
Wednesday, Dec. 9	8:30 a.m. – 4 p.m.
Wednesday, Jan. 13	8:30 a.m. – 1:45 p.m.
Wednesday, Jan. 27	8:30 a.m. – 4 p.m.
Wednesday, Feb. 10	8:30 a.m. – 1:45 p.m.
Wednesday, Feb. 24	8:30 a.m. – 4 p.m.
Wednesday, March 10 (final presentations)	8 a.m. – 4 p.m.



# Emerging Leaders Institute

## Cohort 42 – All Virtual Sessions (unless noted)

Dates	Times
Wednesday, Sept. 9 (opening ceremony – in person)	8:30 a.m. – 1 p.m.
Thursday, Sept. 10	8:30 a.m. – 4 p.m.
Friday, Sept. 25	8:30 a.m. – 1:45 p.m.
Friday, Oct. 9	8:30 a.m. – 4 p.m.
Friday, Oct. 23	8:30 a.m. – 1:45 p.m.
Friday, Nov. 6	8:30 a.m. – 4 p.m.
Friday, Nov. 20	8:30 a.m. – 1:45 p.m.
Friday, Dec. 11	8:30 a.m. – 4 p.m.
Friday, Jan. 15	8:30 a.m. – 1:45 p.m.
Friday, Jan. 29	8:30 a.m. – 4 p.m.
Friday, Feb. 12	8:30 a.m. – 1:45 p.m.
Friday, Feb. 26	8:30 a.m. – 4 p.m.
Friday, March 12 (final presentations)	8 a.m. – 4 p.m.

## Questions

If you have any questions on the ELI application process, please email ETD’s Leadership Program inbox at [etd.leadership.shared.mailbox.mmb@state.mn.us](mailto:etd.leadership.shared.mailbox.mmb@state.mn.us).