

# National Council on Administrative Fellowships (NCAF)



## 2026 Member Benefit Prospectus

### Welcome to NCAF

The National Council on Administrative Fellowships (NCAF), led by the National Center for Healthcare Leadership (NCHL), is a national collaborative uniting hospitals, health systems, and graduate health management programs to strengthen the pathway for early-career healthcare leaders. NCAF creates a coordinated, equitable fellowship recruitment experience—bringing transparency, consistency, and shared standards to the selection of tomorrow’s healthcare administrators.

Through NCAF’s unified recruitment cycle, shared data resources, and cross-sector engagement, members work together to advance excellence in administrative fellowship preparation and placement. Joining NCAF means more than participating in a process—it means partnering with peers across academia and industry to shape the future of healthcare leadership, promote fairness in early-career hiring, and elevate the fellowship experience nationwide.

### Membership Benefits at a Glance

NCAF membership includes participation in:

- A standardized national recruitment timeline for administrative fellowships
- The centralized application service (NAFCAS) used by all NCAF fellowship sites
- Access to national fellowship trend data, benchmarking insights, and annual reporting
- A community of 70+ fellowship sites and 35+ graduate programs collaborating to share expectations, best practices, and emerging trends

There are many opportunities to co-create tools, strengthen consistency across programs, and better prepare students for successful fellowship placement.






Membership operates on an annual cycle (January–December).

### Our Commitment to You

Thank you for being part of a national community committed to developing future healthcare leaders. Your engagement supports a coordinated, equitable fellowship recruitment and best practice-sharing process that strengthens early-careerist development across the country. We deeply value your partnership and contributions to this community. We look forward to continuing this important work together.

*Malia Nellums*

**Malia Nellums**  
Program Coordinator  
Leadership Programs

Benefit Type		Member Value
	<b>Thought Leadership</b>	National visibility through NCHL's Annual NCAF Benchmarking and Implementation Guide to Building an Administrative Fellowship. With adherence to the Code of Good Practice, participation elevates members' reputations and influence in shaping fellowship standards across national hospitals, health systems, and healthcare administration-focused graduate programs.
	<b>Professional Development</b>	Enhanced training opportunities—such as coaching workshops and certification programs—are offered at discounted rates for members, supporting continuous growth for fellowship site staff, graduate program directors, and fellows.
	<b>Networking &amp; Community</b>	Quarterly calls for fellows and members, fellowship fairs, social integration, and a member-only discussion board foster connections, idea-sharing, and camaraderie among program leaders and fellows.
	<b>Organizational Impact</b>	Access to NAFCAS, the centralized fellowship application system, along with webinars, educational sessions, and fee waivers, provides a unified and equitable recruitment process for fellowship sites and graduate programs.
	<b>Recognition &amp; Influence</b>	Visibility and marketing through NCHL's administrative fellowship directory, promotion at fellowship fairs, and industry events elevate members' reputation, recruitment goals, and influence in shaping the fellowship standard.

2026 Prices		
Fellowship Site	Graduate Programs in Health Mgmt (MHA, MPH, MSHA, etc.)	LENS Membership Add-On
\$1,750	\$1,250	\$250 Discount

### ***Exciting Changes Ahead – In Collaboration with our Members:***

- **National Offer Week:** A coordinated national window for fellowship offers that brings consistency, fairness, and clearer timelines—reducing applicant pressure and strengthening a transparent early-career hiring process.
- **Member-Only Community Platform:** An opt-in Discord space for NCAF members and current fellows to connect, share resources, and support mentorship through real-time and asynchronous discussion across the recruitment cycle.
- **Increase complimentary application fee waivers for members:** Provide **four** complimentary application passes per member.

BENEFIT LEVEL	SUBSCRIBER \$0	FELLOWSHIP SITE \$1,750	GRADUATE PROGRAM \$1,250
<b>THOUGHT LEADERSHIP</b>			
National Visibility & Promotion	–	√	√
Leadership Opportunities	–	√	√
Benchmarking Survey & Executive Summary Data	–	√	√
Leadership Programs Newsletter (monthly)	√	√	√
Competency Model 4.0 Initiative (2026)	–	√	√
<b>PROFESSIONAL DEVELOPMENT</b>			
Leadership Summit	–	Discount	Discount
Enhanced Learning Opportunities	–	√	√

<b>NETWORKING &amp; COMMUNITY</b>			
Quarterly NCAF Member Meetings	–	√	√
Quarterly Fellow Meetings	–	√	-
Regional Networking Meetings	–	√	√
Member-Only Community Platform (Discord)	–	√	√
Member-to-Member Connections	–	√	√

BENEFIT LEVEL	SUBSCRIBER \$0	FELLOWSHIP SITE \$1,750	GRADUATE PROGRAM \$1,250
<b>ORGANIZATIONAL IMPACT</b>			
National Application Portal (NAFCAS)	–	Supported Access	–
Student Application (Discounts & Waivers)	–	Access to Purchase	4 Complimentary Applications
National Offer Week	√	Supported Campaign	Supported Campaign
Benchmarking	–	√	√
<b>RECOGNITION &amp; INFLUENCE</b>			
Recognition on Social Media and Newsletters	–	√	√
Job Postings	–	√	√
NCAF Newsletter	–	√	√

### Enhanced Learning Opportunities in 2026:

Beyond council activities, NCHL offers a range of professional development programs at discounted rates for members:

- **Healthcare Leader as a Coach:** A 7-week virtual workshop that equips healthcare leaders with coaching skills and tools to apply immediately in the workplace.
- **Level 1 HCI Coaching Certification Program:** A 64-hour International Coach Federation (ICF) accredited course offered in partnership with the Healthcare Coaching Institute. Focuses on conversational coaching models and includes ten hours of mentor coaching.

## Key 2026 Benefits

- **National Application Portal (NAFCAS):** Streamlined, modernized application platform with enhanced features for sites, reviewers, and applicants.
- **Student Fee Waivers (Graduate Programs):** Complimentary applications for eligible first-year students, supporting equitable access to administrative fellowships.
- **Virtual Fellowship Fairs:** Dedicated hosting opportunities for sites and early access for graduate programs to connect with prospective fellows.
- **Quarterly NCAF Member Meetings:** Year-round sessions featuring content, best practices, and peer discussion, including a complimentary ticket to the annual NCAF Virtual Summit.
- **Regional Networking Meetings:** Enhanced virtual gatherings offering region-specific dialogue, networking, and shared problem-solving.
- **Benchmarking Survey & Executive Data Summary\*:** Annual access to national trends and benchmarking data related to recruitment, applicants, and fellowship outcomes. **\*Programs members that DO NOT complete the survey(s) will not receive the results.**
- **National Visibility & Promotion:** Year-round promotion through NCHL's fellowship directory, events, and adherence to the Code of Good Practice.
- **Professional Development Touchpoints:** Ongoing learning opportunities across meetings, newsletters, and collaborative programs for site staff, fellows, and graduate program leaders.
- **NCAF Newsletter:** A bi-monthly update featuring recruitment news, member highlights, and NCHL program announcements.

### More Exciting Changes Ahead in 2026:

- **Competency Model 4.0 Initiative:** A revalidation project that invites premium members to help shape the next iteration of NCHL's leadership competency model. Join fellow leaders in crafting the benchmark for future healthcare leadership.
- **Updated Guide on Implementing an Administrative Fellowship:** Using our Annual Benchmarking Survey and inputs from NCAF Members, this project aims to share guidance on how to create structured, sustainable, and successful administrative fellowship programs that best suit organizational needs and changes across the healthcare industry.
- **Monthly NCHL Leadership Program Newsletter:** Stay up-to-date with a monthly digest covering LENS programs, leadership insights and upcoming opportunities.
- **Recognition & Influence:** Expanded opportunities to highlight member impact and expertise. Look for **Executive Briefing Member Spotlights** and **Social Media Spotlights** showcasing member achievements, innovations, and thought leadership across the network.

## Description of Benefits:

- **Fellowship Application Portal (Updated for 2026):** A nationally recognized one-stop application portal for administrative fellowship recruitment operating during two annual cycles. Includes promotion of fellowship programs, webinars, and educational sessions.
- **National Visibility & Promotion:** Year-round visibility through NCHL's administrative fellowship directory, promotion of informational sessions, and representation at fellowship fairs and industry events. Demonstrates adherence to the Code of Good Practice and a commitment to standardized recruitment.
- **Student Application Fee Waivers:** Graduate programs receive complimentary applications for eligible first-year students after completing the NCAF Graduate Benchmarking Survey. Each qualifying student (as of Spring 2026) receives two application fee waivers. Programs that do not complete the survey do not receive waivers.
- **Virtual Fellowship Fairs:** Fellowship sites receive access to host virtual sessions during the two-day June fair and the August fair. Graduate programs receive early viewing of the schedule and early free registration.
- **Quarterly NCAF Member Meetings (Updated for 2026):** Quarterly calls designed to build camaraderie, share best practices, and support professional development.
  - Includes:
    - Q1 All-Member Call
    - Q2 NCAF Virtual Summit (One complimentary ticket for each membership org)
    - Q3 All-Member Call
    - Q4 separate sessions tailored for fellowship sites and graduate programs
- **NCAF Regional Meeting:** An annual virtual meeting offering region-specific content, networking, and discussion based on geographic needs and interests.
- **NCAF Member-Only Discussion Board (New for 2026):** An opt-in platform (hosted online) providing asynchronous communication among NCAF members and administrative fellows for discussion, resource sharing, and community support.
- **NCHL Leadership Programs Newsletter (New for 2026):** A monthly digest highlighting updates, opportunities, and announcements across all NCHL leadership initiatives, including LENS, NCAF, and specialty programs.
- **NCAF Newsletter:** A bi-monthly publication featuring recruitment updates, educational opportunities, member highlights, and NCHL news.
- **Quarterly Fellow Meetings:** Quarterly virtual sessions for administrative fellows across NCAF member sites to network, collaborate, and contribute to the continuous improvement of fellowship programs. Each quarterly call will feature professional development and career insights from former and current fellows.
- **NCAF Benchmarking Survey & Executive Summary Data:** Annual access to recruitment, benchmarking, and trend data across fellowship sites, graduate programs, applicants, and fellows. Full results are available only to members who complete the required surveys.



# THE VOICE OF OUR MEMBERS

"As an NCAF member for 10 years, it has been a pleasure to meet and work with healthcare professionals, higher education leaders, and administrative fellows from around the country. I have **gained profound insight into ways to strengthen the fellowship program** at my health system while also offering advice to those beginning programs at their own institutions. It is amazing and reassuring to know that I have a network to lean on, workshop ideas, and share challenges and successes as **we work together to support the next generation of healthcare leaders!**"



Shana Dacon-Pereira, MPH, MBA,  
Assistant Vice President  
Mount Sinai Health System

"Over the years, I have had the privilege to complete an administrative fellowship, hire administrative fellows as a hospital leader, advise graduate students as a program director, and serve in multiple leadership roles for the National Council on Administrative Fellowships. Through its many educational sessions, **NCAF offers unprecedented access and insight into the fellowship process with the goal of transparency for graduate students** who are applying to fellowships. I appreciate the lengths that NCAF goes through **to collect data and understand the graduate student**, fellow, and fellowship site experiences to continuously improve its processes"



Chris Louis, PhD, MHA  
Director, Healthcare Management  
Program  
Boston University School of Public  
Health

## NCHL Cross-Member Benefits

All members, regardless of tier, enjoy additional benefits that enhance professional visibility and influence:

- **Recognition:** Highlight your organization and leaders on NCHL's social media channels and newsletters.
- **Job Board Access:** View available positions and post opportunities at no cost on the NCHL job board.
- **Competency Model:** Access NCHL's leadership competency model for benchmarking and development.
- **National Health Leadership Survey:** Participate in national surveys to benchmark organizational performance.
- **Publications:** Access NCHL white papers and research publications.
- **Virtual Learning:** Join NCHL coffee chats and other virtual learning opportunities.

## 2026 National Administrative Fellowship Application Dates

Applications Open	June 5, 2026
Virtual Interviews Begin	August 24, 2026
Application Deadline	September 10, 2026
On-site and Final Interview Period	September 14 - October 1, 2026
National Administrative Fellowship Offer Week	October 2 – October 9, 2026
Opt-In Cycle 2 Recruitment	November 9 – January 29, 2027

## Join NCAF in 2026

NCAF brings hospitals, health systems, and graduate programs together to build a stronger, more equitable pathway for early-career healthcare leaders. Membership connects you to a community that values transparency, consistency, and excellence in administrative fellowship preparation.

To learn more about joining NCAF or selecting the right membership level for your organization, contact [ncaf@nchl.org](mailto:ncaf@nchl.org).

### Together, We Build Tomorrow's Leaders

I'm honored to collaborate with organizations and academic partners who are deeply invested in preparing emerging leaders for meaningful careers in healthcare. Your engagement in NCAF strengthens the fellowship experience, elevates standards nationwide, and ensures a strong, vibrant leadership pipeline for the future. Thank you for all you do.



Christina Volpicelli, MBA, MSN, RN, CNML, CAPM®  
Senior Manager Leadership Programs