

CERTIFICATE IN ADVANCED LEADERSHIP & MANAGEMENT

APPLICATION PACKAGE

This package contains information about applying to the **Certificate in Advanced Leadership & Management (CALM) Program**. The package includes basic program information such as program description, attendance expectations and selection procedure. The candidate application form, the supervisor form and instructions are also enclosed.

Please share the program information sections (pages 2-3) with your supervisor who will be completing the supervisor form and statement of support.

A more detailed program overview and preliminary schedule are available as separate documents and were previously distributed. These documents are also available from the program website: www.workingatmcmaster.ca/calm or by contacting the Centre for Continuing Education at ext. 24321.

The deadline by which all application materials must be received is **4:30 p.m. on May 31, 2010**.

Please direct all questions to:

Nancy Buschert
Program Manager
Centre for Continuing Education
905-525-9140 ext. 24236
buschen@mcmaster.ca



Program Description

The words “managing” and “leading” are often used interchangeably, yet they represent different skill sets. In today’s dynamic field of higher education, it is critical that McMaster University’s managers are enabled and equipped to function in both the manager and the leader role. **McMaster’s Certificate in Advanced Leadership & Management (CALM)** integrates advanced management skill acquisition (i.e., the implementation and administration of daily operations) with leadership development (i.e., being an innovative, influential change agent). Content is customized around University practices in areas of financial planning, labour relations and managing performance, while keeping the University’s mission, strategic goals and six leadership competencies interwoven throughout.

The program is designed to encourage and enable deep, transformative learning. A cohort of up to 30 managers and faculty leaders will participate over a 9- month timeframe. The program features diverse, cutting edge design including a blended learning format (in-class, online and self-directed learning), readings, discussions, case studies, guest speakers, coaching and mentoring, assignments and action learning (using real world problems/projects). Projects are identified by senior management and will have immediate and strategic benefit to the university.

Team Project Component

An integral part of CALM Program is the team project which focuses on relevant and practical challenges facing the University. These challenges may focus on various areas of the University. Ideas are generated by the University’s senior leadership and CALM’s Advisory Committee and are then approved by the program’s executive sponsors: Provost & Vice-President Academic and Vice-President Administration. Projects will be determined closer to the program start date.

Participants will apply learnings via working with a team of peers from across the University on a selected project. Teams will be determined by CALM organizers, and the process for selecting projects will be facilitated during sessions three and four of the program. Each project team will work with a project champion (senior management or faculty member). To provide 2010/2011 applicants with a sense of team project topics, the following projects were initiated during the pilot program (2008/2009): waste reduction through recycling, creating a campus community, developing a classroom inventory & management system, enhancing the University’s graduate student recruitment strategy.

Program Attendance and Expectations

Attendance and participation is a vital requirement. Participants have a responsibility to their project team members, the greater cohort and themselves to be personally invested in the classroom sessions, preparatory activities, and the project team initiatives. Human Resources Services provides funding for the program. There are no registration fees.

It is expected that participants, with the support of their supervisor, will attend all classroom sessions. In the event of extenuating circumstances, participants may miss a maximum of two sessions. Participants who miss more than two sessions may be ineligible to continue, and their department may be assessed up to a \$1,500 cancellation fee. A “session” is defined as any full-day classroom session or portions thereof equaling two days of classroom time.

CALM is an advanced learning program and requires that participants engage in a variety of activities outside of the structured classroom sessions. Pre-work and post-work is assigned for each session and may consist of the following:

- readings and assignments
- maintenance of a learning journal
- inventories or tools
- team meetings associated with the in-class sessions
- team project meetings

Sessions are held approximately every three weeks. For every classroom session, participants will need to allocate approximately 8 hours of time for the above items. In addition, participants will be requested to provide occasional feedback, beyond standard session evaluations. This may include web-based surveys, written questionnaires or facilitated feedback sessions.

The Application and Selection Process

The application consists of the following items:

1. Participant Application Form (pages 4 – 7)
2. Supervisor Support Form (pages 8 – 9)

Applications are reviewed by a five-member Advisory Committee. In order to be considered, individuals must meet the following basic criteria:

- Member of TMG (The Management Group) with direct-reports; or
- Member of MUFA (McMaster University Faculty Association) teaching or non-teaching with direct-reports.

Note: Direct-reports may include TMG, CAW, CUPE, MUFA or other bargaining units within the University.

- A minimum of one year in current position at McMaster.
- Statement of Commitment (signed by applicant)
- Statement of Support (signed by applicant's Supervisor)

Upon meeting the basic criteria noted above, applications will be reviewed using a universal rating tool. Responses in section B, section C and the letter of reference will be considered. All applicants will be notified by August 12, 2010. Applicants who are not selected may apply to future program offerings.

Submission Instructions for the Applicant

1. Review this opportunity with your supervisor.
2. Complete the application form (pages 4 – 7).
 - a. Print CLEARLY or type your responses in the PDF document, then save and print.
 - b. Responses to Part C should be typed in a separate document and attached.
3. Prepare one copy of your application and deliver to:
Nancy Buschert, Program Manager
Centre for Continuing Education
DTC – 2nd Floor
Re: CALM
4. Provide your supervisor with pages 8 – 9 to complete.

APPLICATION DEADLINE: 4:30 p.m. May 31, 2010

All materials, including those supplied by the supervisor, must be received by the deadline date.

It is the applicant's responsibility to ensure the supervisor submits their required items.

Section A: Applicant Information

Last Name _____ First Name _____

Department _____ Job Title _____

Faculty or Administrative Area _____

Email _____ Phone _____

Mailing Address _____

Please check the category of your position:

TMG Member w/direct reports; MUFA Member w/direct reports

Other: _____

How long have you been in your current position at McMaster? _____ year(s) _____ month(s)

Section B: Applicant's Education, Training & Experience

1) Education & Training Background. *Check all that apply and fill in the subject/concentration. Also list any training programs or courses related to management or leadership development that you have completed in the past three years.*

Certificate or Diploma in: _____

Bachelor's Degree in: _____

Master's Degree in: _____

Doctorate Degree in: _____

Training Program/Course titled: _____

Training Program/Course titled: _____

Training Program/Course titled: _____

Training Program/Course titled: _____

Training Program/Course titled: _____

3.1) Have you successfully managed a project from start to finish? Yes No

3.2) If yes, provide a brief example:

4) Have you completed a project management course? Yes No

3. Describe your career goals over the next 3 – 5 years. How do you see this program enabling you to attain these goals?

Section D: Applicant's Direct Supervisor Information

Last Name _____ First Name _____

Department _____ Job Title _____

Faculty or Administrative Area _____

Email _____ Phone _____

Mailing Address _____

Section E: Applicant Statement of Commitment

Please carefully read and sign the following *Applicant Statement of Commitment*.

If selected to participate in the Certificate for Advanced Leadership & Management Program, I understand that I will make my participation in all aspects of this program including pre-session assignments, session attendance and project team work a priority.

I understand that if I miss more than two sessions of the program, I may be ineligible to complete the program, and my department may be assessed an administrative fee not to exceed **\$1,500**. A “session” is defined as any full-day classroom session or portions thereof equaling two days of classroom time.

I have discussed my participation in this program with my direct supervisor and with my direct reports to help ensure that any disruption to our department’s daily operations, as a result of my attendance in this program, will be minimized.

I certify that all information provided in my application is true and accurate.

Applicant’s Signature

Date

*** IMPORTANT: Please provide pages 8 - 9 to your direct supervisor. Remember to review pages 2 and 3 of this package with your supervisor first. If you are in a multiple reporting system, you may choose one supervisor to complete page 8; however both must provide a statement of support (page 9).*

Supervisor Statement of Support

Please carefully read and sign the following *Supervisor Statement of Support*.

If selected to participate in the Certificate for Advanced Leadership & Management Program, the applicant will be expected to make his/her participation in all aspects of this program including pre-session assignments, session attendance and project team work a priority.

In order to support the applicant's success in the program, I agree to the following:

- Enable the applicant to fully participate by not introducing meetings, deadlines, or other job activities that present conflicts with the program sessions.
- Support the applicant in his or her efforts to participate in project team meetings which may require some time during the traditional workday.
- Provide guidance and advice to the applicant as needed with regards to the team project.
- Provide opportunities for discussion and debriefing related to the program content.

All costs associated with the program delivery are funded by Human Resources Services. While the program costs are covered, the department must allow the applicant release time to participate in scheduled sessions. I understand that the applicant may be ineligible to complete this program if he/she misses more than two sessions of the program, and my department may be assessed an administrative fee not to exceed **\$1,500**. A "session" is defined as any full-day classroom session or portions thereof equaling two days of classroom time.

The applicant and I have discussed his/her participation in this program and I believe this opportunity will be beneficial to the applicant's management and leadership development. I support and will help ensure this applicant's full participation in this program.

Supervisor's Signature

Date