



EMERGING

LEADERS

PROGRAM

EMERGING LEADERS PROGRAM

The Opportunity.

The CMAA Emerging Leaders Program (ELP) is designed to provide you with a robust, association leadership experience, and prepare you to assume increasingly responsible roles in your organization, your local CMAA chapter, and within the national committee and governance structure.



This guide describes the ELP process:

- [ELP Outline](#)
- [Timeline of events](#)
- [Applicant guidelines](#)



1 Establish and build relationships.

2 Equip participants with knowledge and tools to make informed and ethical decisions.

3 Develop leaders and professional construction managers.

4 A shadowing experience with a CCM.

5 A group presentation project.

The ELP is built around five core elements to help facilitate and encourage interactive engagement with professional CMs and industry experts.

In order to ensure the emerging leader experiences the industry's full spectrum of activities, the program is designed to incorporate the following aspects over the span of one year:

- Attendance at both the CMAA National Conference & Trade Show and FOCUS conferences.
- Face-to-face meetings and social events held before and during the CMAA conferences.
- Monthly, online learning sessions with association and industry leaders.
- A shadowing experience with a Certified Construction Manager® (CCM).
- A group presentation project.

Once a program year has concluded, the names of all participants will be shared with national and chapter leaders with recommendations for including these individuals in planning, and implementing chapter events. Further, each participant will be surveyed annually to identify their growth as a professional and whether and how she/he has become engaged in chapter or national leadership roles.

PROGRAM OUTLINE DEFINED



Attendance at both national conferences

All members of the cohort will attend both national conferences as guests of CMAA. The participants are responsible for their transportation expenses, while CMAA covers the expenses of conference registration, lodging, and a per diem for meals and incidentals. In addition to the conference, participants are invited to observe all or part of the Board of Directors meeting or the Chapter Leaders Meeting.



Face-to-face Meetings and Social Events

Prior to the beginning of each conference, the participants will meet with a designated conference mentor to review the conference program, discuss the learning opportunities, and build a schedule. The group meets briefly with the conference mentor at designated times during the conference to share and reflect on the experience.

Monthly Online Sessions

CMAA will host a webinar each month featuring a CMAA or industry leader who spends the first 20-30 minutes telling his/her story of professional and association experience, with the balance of the session left open for questions-and-answers and discussion. The roster of industry leaders will be identified by CMAA with input from the participants. The online sessions will be supplemented by chat and messaging apps.

Shadowing Experience

Each participant will be paired with a CCM from a service-provider firm or owner organization and will spend a full day shadowing him/her (e.g., attending meetings, visiting job sites, or preparing proposals). The objective is to give early-career professionals insight into the day-to-day life of a team or firm leader and to identify subjects for future learning and growth. CMAA will be responsible for the expenses of a participant who may have to travel to complete the shadowing experience. Participants will be shadowing a CCM in a firm or organization outside of the one in which they work.



Group Presentation Project

Annually, each cohort of emerging leaders will present at the National Conference on a topic of their choosing. The session will be featured in marketing and promotional materials for the conference and the participants will be recognized during a plenary session.

TIMELINE

Applications are due on July 15 each year.
Generally, the timeline follows this sequence.

SEPTEMBER - OCTOBER

Selection

Participants will be selected by the ELP Selection Committee, and advised of their selection by October 31.

DECEMBER

Orientation

CMAA will introduce the participants to each other via webinar and provide an outline of the program. Participants can begin setting goals for themselves.

JANUARY - SEPTEMBER

Core Program Elements

The monthly webinar series begins in January and continues through September, except for those months when a national event occurs. These are interactive calls; participants are encouraged to ask questions and engage in conversation with the featured speaker.

During the first few months, participants are encouraged to set goals for the shadowing experience and to begin considering where or whom they would like to shadow.

MARCH - APRIL

Meet at Spring Conference

Prior to attending the CMAA spring education conference, the cohort will meet by conference call with the conference mentor to review the program and to begin setting schedules. During the conference, the cohort will meet with the mentor to share experiences and reflect. Each member of the cohort is also invited to attend either the Board of Directors Meeting or the Chapter Leaders Meeting.

MAY - AUGUST

Program Shadowing Events

Shadowing visits are conducted in the spring and summer. During the shadowing experience, participants will have an opportunity to observe and participate in the work of a CCM. They may also attend regional chapter events. CMAA will help facilitate the shadowing experience and expenses.

SEPTEMBER - OCTOBER

Program Conclusion

Prior to attending the CMAA National Conference & Trade Show, the cohort will identify the topic and format for their presentation at the National Conference. In addition, they will also meet with the conference mentor to review the program and begin setting schedules.

At the National Conference, they will be recognized during a plenary session. Participants are also invited to attend the Board of Directors Meeting or the Chapter Leaders Meeting, whichever they did not attend at the previous conference.

ELIGIBILITY

ELP applicants should submit the application using the form available [in this document](#). Applications may only be submitted by email to PD@cmaanet.org.

Applicants must provide phone and email contact information to facilitate any necessary contact during or after the application and selection process. Applicants will be required to provide proof that they meet the eligibility requirements. This can be submitted in the form of a professional resume or official transcript from a college or university. Transcript links should be sent to PD@cmaanet.org.

All applications that meet the eligibility criteria and are complete will be sent to the Selection Committee for review and a decision. Those selected for participation will be notified by email.

Eligibility Requirements

In order to be eligible for the CMAA Emerging Leaders Program, you must be a member of CMAA. In addition, you must meet one of the following criteria:

- An undergraduate, graduate, or associate's degree from an institution accredited by a U.S. regional accrediting agency; or
- Have been advanced to sit for the CMIT examination; or
- Four years' experience in general design, construction, or association/nonprofit management.

CMAA believes that all participants in projects and programs are responsible for always fulfilling their obligations in an ethical and professional manner, regardless of delivery system or contract method.

Educational Documents

Degrees or transcripts documenting education must be from institutions accredited by a U.S. regional accrediting agency.

CMAA accepts degrees from post-secondary institutions with accredited degree programs to be eligible for the Emerging Leaders Program.



Association/Nonprofit Management and/or General Design/Construction Experience Requirement

If an applicant wishes to include general design/construction experience in his/her application, it must be clearly outlined in a professional resume submitted with the application. CMAA defines general design/construction experience as any experience gained while working on or with a job site.

CMAA defines association/nonprofit management experience as any experience gained while working with or for an organization classified as a nonprofit or group of persons that identifies as an association. This may include volunteer experience as well as professional experience.

APPLICATION PROCEDURES

A completed application will consist of a form, an essay, and a letter of support from an applicant's employer, a transcript or resume.



Form

This is a fillable PDF that captures the applicant's name, contact information, and a summary of his/her professional experiences.



Essay

This is limited to 2,000 words and asks the applicant to describe his/her objectives for participating in the program, his/her commitment to CM as a profession, and identifies his/her long-term goals.



Transcript or Resume

Transcript links may be sent to PD@cmaanet.org; resumes should be appended to the application.



Letter of Support

This is a brief letter from the applicant's employer, professor, or CCM that commits to providing the time to attend the national conferences, the online seminars, and the shadowing experience.

All of these materials should be combined into a single PDF, with bookmarks, and sent by email to PD@cmaanet.org. Files should be named using the following convention: CMAA ELP Application [applicant's first and last name]. For example, CMAA ELP Application_Jane Doe.

Participants will be selected by a panel of three people: the current Chair of the CMAA Board of Directors, a chapter leader, and a member at-large. Every effort will be made to ensure that the review panel and the cohort are diverse and inclusive.

Any person who is not selected may re-apply the following year.

Once CMAA receives the application, staff will review it for completeness. If there is any missing material or information in the application, the applicant will be contacted and asked to provide it.

Disclaimer

Anyone who chooses to participate in the Emerging Leaders Program, as participants or mentors, are volunteers. CMAA does not guarantee career advancement through the Emerging Leaders Program.

CMAA Statement of Non-Discrimination

CMAA does not discriminate among applicants on the basis of age, gender, race, religion, national origin, disability, marital status, or sexual orientation.

Confidentiality

The Selection Committee and CMAA staff adheres to best practices using strict guidelines for confidentiality of applicants and all related materials not otherwise deemed public information. All personal data including applications and contact information maintained by CMAA are stored confidentially.

CMAA's Vision is that all owners will realize project and program success by using professionally qualified Construction Managers (CMs).

CMAA's Mission is to promote the profession of construction management and the use of qualified CMs on projects and programs.

PROGRAM APPLICATION

The Construction Management Association of America (CMAA) is a not-for-profit organization that was formed in 1982 to promote the profession of construction management and the use of qualified CM's on projects. CMAA's purpose, among others, is to serve the public and profession of construction management through the establishment and maintenance of the Emerging Leaders Program.

Application Checklist

The following sections must be completed and are included in this application:

- Section 1: Application Form
- Section 2: Essay
- Section 3: Resume or Transcript
- Section 4: Letter of Support

Failure to include the above information will result in delayed processing of your application.

Section 1: Applicant Information

First Name _____

Last Name _____

Mailing Address Street

City, State, and Zip Code

Mobile Phone Number _____

Home Phone Number _____

Personal Email _____

- I have attached a copy of my resume.

Education Information

Current Employer

Position/Title _____

Employer Address Street

Employer City, State, and Zip Code

Work Phone Number _____

Work Email _____

Education Information

Name of School

Field of Degree Earned/Working Towards

Year Graduated/Expected Graduation Date _____

Section 2: Essay

This is limited to 2,000 words and asks the applicant to describe his/her objectives for participating in the program, his/her commitment to CM as a profession, and identifies his/her long-term goals.

Section 3: Resume or Transcript

You must submit a qualifying degree or transcript. All documentation of education must be from institutions accredited by a U.S. regional accrediting agency.

Section 4: Letter of Support

This section must be filled out by a supervisor, professor, or CCM[®], in order to be eligible for the Emerging Leaders Program.

RE: Emerging Leaders Program

Dear Selection Committee,

This letter is to confirm that I, _____ (Supporter's Name) am aware that _____ (Applicant Name) has applied for the CMAA Emerging Leaders Program.

If he/she is selected to participate in the program, I affirm that he/she will have the support of this organization including the necessary time off to participate fully in all program elements including the CMAA national conferences and the shadowing experience.

I am willing and able to serve as a reference should CMAA need additional information.

Sincerely,

Name: _____ Date: _____

Title: _____

Organization: _____

Phone: _____ Email: _____

Signature: _____