



# EMERGING LEADERS PROGRAM

## INTRODUCTION

**Research shows individuals who go through a leadership development training program have an increased likelihood of career success as a result of the targeted developmental support they receive.**



**In response to this research, the Construction Management Association of America (CMAA) has a program designed to:**

- Provide rising construction management professionals with a robust leadership development and networking experience; and
- Prepare individuals to assume increasingly responsible roles within their organizations and professional associations.

### Cost

The program registration fee is \$1,750.  
The program fee includes:

- CliftonStrengths™ Assessment Tool
- 6 selected publications
- 10 Workshops with Construction Leaders
- 2 CMAA Conference Registrations during the 12-month program (fall and spring)

### Program topics include but are not limited to:

- Emotional Intelligence and Professional Mindset
- Leading Teams and Building Relationships
- Managing Transitions and Crucial Conversations
- Strategic Planning and Goal Setting

### Benefits of a Leadership Development Program

- Building a lasting career network that strengthens the perception of construction as a profession
- Gaining access to a network and support system to facilitate professional and career development
- Developing professionalism and increases the likelihood of career promotions
- Overcoming obstacles to reach career success
- Providing inspiration and encouragement to target long-term goals
- Leveraging leadership and presentation skills

# 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:

- [Program Outline](#)
- [Approximate Timeline](#)
- [Eligibility](#)
- [Application & Payment Form](#)
- [Scholarship Application](#)

### 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 conferences.
- Face-to-face meetings and social events during the CMAA conferences.
- Ten monthly, online learning sessions with industry and association leaders.
- CliftonStrengths™ Assessment tool and six publications
- 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.

**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** Overcoming obstacles to reach career success.

**5** A group presentation project.



## 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.

### Strategic Self Reflection

Each participant will receive six publications that relate to the topic that will be discussed in the online meetings and help expand their thinking for leadership roles throughout their career. The participants will use the CliftonStrengths assessment to discover and develop their talents. By taking 177 questions, participants will unlock the personalized reports and resources they will need to maximize their potential.



### 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.

## APPROXIMATE TIMELINE

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

### MARCH

#### Selection

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

### APRIL

#### 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.

### MAY - SEPTEMBER

#### Core Program Elements

The monthly webinar series begins in May 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.

### OCTOBER

#### Meet at Conference

Prior to attending the CMAA 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.

### NOVEMBER - MARCH

#### Core Program Elements Continued

The monthly webinar series continues through the spring conference. The interactive calls continue; participants are encouraged to ask questions and engage in conversation with the featured speaker.

#### Spring Conference Presentation

Throughout these months, the ELP cohort will prepare their presentation to wrap up the program.

### MARCH

#### Program Conclusion

The cohort will identify the topic and format for their presentation at the conference. In addition, they will also meet with the conference mentor to review the program and begin setting schedules.

At the spring 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](mailto: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](mailto: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](mailto: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](mailto: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 the voice of the program and construction management industry and the premier resource for professionals working in the built environment.

**CMAA's Mission** to promote, support, educate, and develop professionals who lead the delivery of programs and projects within the built environment.

## 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
- Section 5: Payment

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.

### Employer Information

Current Employer \_\_\_\_\_

Position/Title \_\_\_\_\_

Employer Address Street \_\_\_\_\_

Employer City, State, and Zip Code \_\_\_\_\_

Work Phone Number \_\_\_\_\_

Work Email \_\_\_\_\_

### Education

Name of School \_\_\_\_\_

Field of Degree Earned/Working Towards \_\_\_\_\_

Year Graduated/Expected Graduation Date \_\_\_\_\_

Total # of Years in Construction \_\_\_\_\_

*We are collecting the following details in order to ensure a diverse and inclusive cohort. If program costs are a barrier, please refer to the scholarship application on page 11.*

*Review CMAA's DE&I Statement [here](#).*

Gender (optional): \_\_\_\_\_

Race (optional): \_\_\_\_\_

Ethnicity (optional): \_\_\_\_\_

### Who is funding the program?

- 100% Employer
- 100% Employee
- Other

If selecting Other, please explain:

### Accommodation requests (please describe):



## PROGRAM APPLICATION

### 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: \_\_\_\_\_

# PROGRAM APPLICATION

## Section 5: Application Fee and Payment Form

To participate in the ELP program, the program registration fee is \$1,750. The program fee includes:

- Strength Finders™ Tool
- 6 selected publications
- 10 Workshops with Construction Leaders
- 2 CMAA Conference Registrations during the 12-month program (fall and spring)

Please refer to the [scholarship application](#) if you are interested in applying for a partial or full scholarship.

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### Select Payment Type

**Check**

Payments need to be sent to the following address with the application:

Construction Management Association of America  
200 Lawyers Road NW, #1968  
Vienna, Virginia 22183

**Credit**

VISA     MASTERCARD     AMERICAN EXPRESS

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ACCOUNT NUMBER

EXP DATE

SECURITY CODE

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BILLING ADDRESS Including City, State

ZIP CODE

## PROGRAM APPLICATION

### Scholarship Application (optional)

CMAA is offering partial (50%) and full scholarship options for the various costs associated with our Emerging Leaders Program. Please complete this form if you are interested in applying for a scholarship. The scholarship program seeks to encourage a diverse and inclusive cohort and to prevent cost from being a barrier.

#### Type of Scholarship:

Partial (50%)  Full (100%)

Please check which cost items you would like to be considered for a scholarship arrangement:

- Emerging Leaders Program Tuition  
 CMAA Conference Travel Costs  
 CMAA Conference Lodging

**Is your participation in the program dependent upon receiving scholarship assistance?**

Yes  No

#### Applicant Information

Full Name: \_\_\_\_\_

Credentials: \_\_\_\_\_

Address: \_\_\_\_\_  
 \_\_\_\_\_

City: \_\_\_\_\_

State/Province: \_\_\_\_\_

Zip/Postal Code: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Email: \_\_\_\_\_

Please answer the following question:

**Describe why you are eligible for this scholarship and what barriers are preventing you from covering the costs associated with participating in the program.**



200 Lawyers Road, NW, #1968  
Vienna, VA 22183-1968

[pd@cmaanet.org](mailto:pd@cmaanet.org)

[www.cmaanet.org](http://www.cmaanet.org)