

Thank you for your interest in becoming a Fellow of the Construction Management Association of America (CMAA).

Please review these instructions to ensure that your submission receives full consideration by the Selection Committee.

### Overview

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The Fellows designation is one of the highest honors CMAA can bestow on an individual member.

Election to the CMAA College of Fellows represents recognition by your peers of your leadership in the program and construction management (PM/CM) profession, your contribution to its continued growth and development, and your support of CMAA.

As leaders in the PM/CM profession, CMAA Fellows fully embrace CMAA's Vision and Mission, Statement of Values, Policy Framework, and Code of Professional Conduct.

### Role and Purpose of the College

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The CMAA College of Fellows was established to recognize members who are leaders and who have made significant contributions to the PM/CM profession, the industry, and the association.

The goals of the College of Fellows are:

- a) To represent a diverse community of thought leaders that lend their knowledge and insight to the strategic issues facing the industry, the PM/CM profession and CMAA;
- b) To identify and assist in the development of future leaders;
- c) Maintain an active role in CMAA; and
- d) To contribute to the discussion of issues of strategic importance to the future growth of the profession.

### Eligibility and Areas of Nomination

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To be eligible for selection as a Fellow (FCMAA), an individual must be a voting member of CMAA as defined in the CMAA Bylaws, Article III, Section 1(a), and be a member in good standing as defined in Article III, Section 2 for a minimum of five (5) cumulative years.

Fellows are expected to have a record of professional achievement as well as volunteer experience that demonstrates significant accomplishments and plan to continue to take an active role in supporting the profession.

Voting directors on the CMAA Board of Directors and members of the CMCI Board of Governors are not eligible for nomination or selection as a Fellow (FCMAA) until their terms on their respective boards have concluded.

### Submissions and Nominations

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The nomination process has two parts:

- Phase 1: In which interested candidates and nominators work with a current Fellow to review the process and to develop a complete and responsive nomination.

Phase 2: In which the nomination dossier is submitted and formally reviewed by the Fellows Nomination Committee.

### **Phase 1**

The purpose of this phase is to aid interested candidates and nominators in understanding the role and purpose of the College and in preparing a nomination dossier that is responsive to the criteria.

All candidates must complete Phase 1.

In Phase 1, candidates or nominators indicate interest in becoming a Fellow or nominating a member for Fellowship.

Initial submissions are assigned to two current Fellows who are responsible for assigning a mentor to the candidate. The role of the mentor is to provide early feedback and advice to the nominator and the candidate regarding completeness of the submittal and readiness of the candidate to be considered for election.

The role of the mentor is advisory only. Their role is not to make a judgement about a candidate's qualifications or readiness. Mentors are not responsible for the final selection of a candidate and any mentor who serves on the Fellows Nomination Committee is required to recuse themselves from the committee's deliberations on any candidate they mentored in Phase 1.

Further, nominators and candidates are not obligated to accept a mentor's advice and may request a different mentor.

### **Process**

The initial submission is made by either the nominator or the candidate; both must be members in good standing as defined in the CMAA Bylaws and the candidate must have been a member in good standing for at least five cumulative years.

Submissions are completed through an online portal and can be made at any time during the year.

Initial submissions are assigned to at least two Fellows who are responsible for identifying a mentor from among the current Fellows.

The mentor's role is to provide objective advice and assessment of the nominee's eligibility and qualifications for election to the College. This advice is shared with the nominator and the candidate prior to the submission of the nomination dossier (see below). Candidates are encouraged to include their potential nominator in Phase 1 so that the mentor's advice can aid both.

Phase 1 initial submissions have two parts:

- Contact information for the nominator and the candidate
- A 500-word statement that includes the following:
  - A statement of interest from the candidate
  - A brief summary of the candidate's accomplishments and contributions to the PM/CM profession, industry and CMAA
  - A statement of commitment to the purposes of CMAA and the Fellows

Initial submissions can be made throughout the year.

Candidates, nominators, and mentors identify a timeline and plan for working together as a group. The process is informal and may last as long as a few months or a little as a few weeks or days.

### **Phase 2**

#### **Purpose**

Phase 2 is the formal submission of a nomination dossier.

#### **Process**

Nomination dossiers are accepted only during the formal nomination period, usually in the first quarter of the calendar year.

A complete nomination dossier has three parts:

Part 1 consists of a 500-word narrative by the nominator that describes the candidate's accomplishments and contributions in each of the following:

- The PM/CM profession (e.g., leading an organization, project, or program; contributing to technical advancement or to the growth and development of technical expertise that has benefitted the profession; presenting at national conferences or Chapter events; contributing to CMAA's Body of Knowledge).
- The PM/CM industry (e.g., receiving honors and awards from CMAA or related professional societies; receiving recognition from employers or employees; teaching, research, administration, or writing that has a lasting impact, is widely recognized, and provides inspiration to others in the field and the profession.).
- The association (e.g., leading CMAA either nationally or within a regional chapter over a sustained period and gaining recognition for the results of their work)

Part 2 consists of a 500-word narrative by the nominator that describes the candidate's commitment to the purposes of the Fellows and to the growth and development of CMAA in each of the following areas:

- As a thought leader lending their knowledge and insight to the strategic issues facing the industry and the profession.
- Identifying, developing, and mentoring emerging leaders for the profession and the association.
- Taking an active role in CMAA.
- Contributing to the discussion of issues of strategic importance to the future growth of the profession.

Part 3 consists of the letters of support; a total of six (6) letters are required as follows:

- One (1) letter of support from the nominator who must be a CMAA member in good standing and should clearly and succinctly describe the rationale for the nomination.
- Five (5) letters of support should be from individuals who know the nominee and who can attest to their achievements and contributions and to the influence of their achievements.
- At least three of the five letters must be from current CMAA members in good standing as defined in Article III, Sections 1 (a) and 2 of the CMAA Bylaws.

#### **Submission Mechanics**

Once the nominator and the candidate have prepared the responses to Parts 1 and 2, the nominator submits the dossier, including all six letters of support, to the online portal. While not a requirement, candidates and nominators are encouraged to review the complete dossier with the mentor prior to submission. Once a nomination dossier is submitted it cannot be edited or added to.

After the submission deadline passes, CMAA staff confirm whether the dossier is complete and whether all eligibility requirements have been met.

A portfolio of all complete and eligible nominations is sent to the Fellows Nominating Committee for review and deliberation. The committee's composition changes annually and consists of three Fellows and three voting members of the CMAA Board of Directors. No one may serve on the committee two years in a row.

The decision to nominate an individual for election to the College is based solely on the material in the dossier; no additional material or information can be introduced to the review that is not contained in the dossier. Further, nominations are considered independently of one another.

- **Selected Candidates:** A letter is issued to selected candidates and a copy is sent to the nominator by the Chair of the CMAA Board of Directors and the Chancellor of the CMAA College of Fellows.
- **Not Selected Candidates:** A letter is issued to those candidates who are not selected and a copy is sent to the nominator. Candidates are offered an opportunity to schedule a debriefing with members of the Fellows Nominations Committee, staff, the nominator, and the mentor.

Once the Fellows Nomination Committee makes its determination, the list of names is sent to the CMAA Executive Committee for approval.

New Fellows are formally inducted into the College of Fellows at the CMAA National Conference in the fall.

## 2024 College of Fellows Nomination Dossier Guidelines and Helpful Hints

Thank you for your interest in nominating a member of the Construction Management Association of America to become a CMAA Fellow.

Nominations may be submitted by any CMAA member in good standing as defined in Article III, Sections 1 (a) and 2 of the CMAA Bylaws.

These guidelines and “helpful hints” are based on feedback captured from Fellows Selection Committees over the past few years. It is designed to assist the candidate and the nominator in developing a nomination dossier that clearly makes the case for the individual’s selection. The decision to recommend an individual for selection is based solely on the material in the dossier; no additional material or information can be introduced to the review that is not contained in the dossier.

These guidelines apply only to the preparation of the formal dossier.

It is important to note that using any of these guidelines does not guarantee success.

### Overall Guidelines

- Well-written, well-documented, and complete nominations are often the result of the nominator and the nominee working together to review the instructions and prepare the materials after the nominee has completed Step 1 and received advice from a Fellow mentor.
- Nominations are submitted by the nominator.
- The members of the Selection Committee are precluded from writing letters of support or otherwise contributing to or assisting in the development of a nomination.
- The nomination is submitted online through a submission portal; the nominator will upload the complete submission package to the portal including written narratives and letters of support.
- Part 1 is a 500-word narrative addressing three areas – Profession, Industry, and Association.
- Part 2 is a 500-word narrative describing nominee’s commitment to the goals of the Fellows.
- Part 3 consists of six (6) letters of support including a letter from the nominator.
- A sample of a successful nomination dossier is here.

Let’s look at each section:

### Part 1 | Helpful Hints

- In Part 1 the candidate and the nominator describe the achievements and contributions to the profession, the industry, and the association.
- Be specific and cite examples.
- Use the language of the prompts (see below) in the narrative.
- Write a complete narrative; do not submit a bulleted list.
- A good practice is to develop each paragraph in a Word file and then cut-and-paste it into the relevant section of the submission.
- The following prompts are designed to guide you as you write the narrative.

### Part 1 | 500-Word Narrative Prompts

*Contributions to the PM/CM **profession** includes but is not limited to: leading an organization, project, or program; contributing to technical advancement or to the growth and development*

## 2024 College of Fellows Nomination Dossier Guidelines and Helpful Hints

*of technical expertise that has benefitted the profession; presenting at national conferences or Chapter events; contributing to CMAA's Standards of Practice or other signature publications.*

- Contributions through their work as professionals (e.g., significant, complicated programs or projects over a long period of time).
- Sharing best practices and lessons learned with the profession at industry events.
- Project or program management (e.g., using creative solutions to resolve intractable problems).
- Contributions to their own organization's growth and development over time. This may include:
  - Integration of new technology, processes, or tools.
  - Changes in process or sequencing that contributed to project or program success.

*Contributions to the PM/CM **industry** includes but is not limited to: receiving honors and awards from CMAA or related professional societies; receiving recognition from employers or employees; teaching, research, administration, or writing that has a lasting impact, be widely recognized, and provides inspiration to others in the field and the profession.*

- Contributions to technical advancement or the growth and development of technical expertise that has benefitted the industry (e.g., writing technical articles for industry publications, developing a new software application that benefits jobsite experience).
- Teaching, research, or writing that has a lasting impact and provides inspiration to others in the profession (e.g., teaching in a professional program and construction management program, serving on an industry advisory council for a post-secondary program; contributing to PM/CM textbooks or teaching materials).
- Supporting or advocating for laws or regulations that improve the industry's performance (e.g., allowing design build on state projects, changing procurement regulations to reduce burdens on small businesses).
- Awards received from CMAA or related professional societies given in recognition of the nominee's contributions to the industry

*Contributions to the **Association** includes but is not limited to: leading CMAA either nationally or within a regional chapter over a sustained period; leading the CMAA Foundation, CMCI Board of Governors, participating on a national or regional chapter committee, making significant contributions to programs and initiatives that contribute to the growth and development of CMAA; or work with related professional organizations.*

- Participation or leadership in national or regional related professional organizations (e.g., service on the National or Chapter CMAA Board of Directors, CMCI Board of Governors, CMAA Foundation Board of Directors, or leadership in a regional chapter of ACEC or DBIA).
- Participation in CMAA national or local chapter committees or task forces (e.g., CMAA Standards of Practice Committee, CMAA Ethical Practices Committee, a CMAA Local Chapter Board of Directors).
- Founding or growing a CMAA Local Chapter.

# 2024 College of Fellows Nomination Dossier

## Guidelines and Helpful Hints

### Part 2 | Helpful Hints

- In Part 2 the candidate and the nominator describe the candidate's readiness and interest in contributing to the goals of the College of Fellows as stated in the CMAA Bylaws.
- Be specific and cite examples.
- Use the language of the prompts (see below) in the narrative.
- Write a complete narrative; do not submit a bulleted list.
- A good practice is to develop each paragraph in a Word file and then cut-and-paste it into the relevant section of the submission.
- The following prompts are designed to guide you as you write the narrative.

### Part 2 | 500-Word Narrative Prompts

*As a thought leader lending their knowledge and insight to the strategic issues facing the industry and the profession.*

- Continuing to participate in professional development and learning opportunities
- Pursuing and maintaining CMCI credentials
- Recruiting and mentoring emerging professionals
- Contributing to CMAA publications and education programs

*Identifying, developing, and mentoring emerging leaders for the profession and the association.*

- Nominating and supporting members of the Emerging Leaders Program
- Mentoring new CMITs

*Sustaining an active role in CMAA.*

- Presenting at chapter or national events on areas of expertise
- Representing CMAA at events and with related professional organizations
- Serving as a point of contact or support for members within an organization
- Recruiting and mentoring new Fellows
- Supporting the CMAA Foundation

*Contributing to the discussion of issues of strategic importance to the future growth of the profession.*

- Continuing to teach, write, or publish for CMAA or related professional organizations
- Promoting and advocating for diversity, equity, inclusion, and belonging in the PM/CM profession
- Participating in CMAA's Advocacy initiatives
- Serving on national committees and task forces at the invitation of the Chair, CMAA Board of Directors or Chair, CMAA Foundation Board of Directors

## 2024 College of Fellows Nomination Dossier Guidelines and Helpful Hints

### Part 3 | Letters of Support:

- You'll need a total of **six (6)**: one from the nominator and five (5) from other individuals of which at least three (3) must be CMAA members in good standing.
- Letter writers should be individuals who know the candidate.
- The letters should affirm or expand upon what has been submitted in the two narrative sections. They should cite specific examples and be based on the letter writer's personal knowledge of the candidate's achievements and commitments. Form letters and general statements are discouraged.
- A personal letter that shows evidence of the writer's knowledge of the candidate and supplements or complements the narratives strengthens the submission.
- All letters are limited to one page and are submitted as PDFs by the nominator.