

September 19, 2011

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Sheila Kitz  
Chief Administrative Officer  
County Of St. Paul No. 19  
5015-49 Avenue  
St Paul AB T0A 3A4

Dear Sheila,

On behalf of the Alberta School of Business, Executive Education, I am pleased to enclose the 2012-2013 brochure for the Certificate in Municipal Management and Leadership Program (CMML).

We have recently expanded the program as a result of discussions that took place in our annual Advisory Committee meeting. The program, beginning with cohort ten in January 2012 will include new features such as an additional cohort, as well as shorter, topic-specific sessions scheduled during the months when regular CMML modules are not occurring.

The format of program delivery has remained the same; however, this year's record registration numbers led us to incorporate an additional cohort start date. For the first time, we will be accepting registrations for a January 2012 intake, as well as a September 2012 intake. With the option to choose between two different start dates, we strongly encourage participants to complete the program in the cohort they start with as this will maintain the opportunity to form long-lasting networks and relationships with like-minded managers. To continue fostering those networks and providing opportunities for continuous learning beyond program completion, we will be running shorter sessions throughout the year that will focus on hot topics within municipalities. Our hope is to attract alumni from the CMML community, as well as new individuals who are interested in learning more about the program. The first session we have scheduled is *Problem Solving Lessons from Critical Issues* with Dr. Gordon McIntosh on October 20-21, 2011.

The enclosures provide an overview of the program, course descriptions, tuition fees and information relating to delivery dates for all courses in the tenth program offering. Please see our website for more detailed information at [www.executiveeducation.ca](http://www.executiveeducation.ca).

If you have any questions about the above information or the enclosed brochures, please feel free to contact me at any time.

Sincerely,



Heather Christensen  
Director, Client Development  
Executive Education  
780-492-6907  
encl./

\*Upon successful completion of the CMML program, graduates may be eligible to receive credit for an elective course (3 credits) towards the University of Alberta Masters of Business Administration (MBA) program. Please contact the MBA office at 1-780-492-4213 for more information or go to [www.mba.net](http://www.mba.net).

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UNIVERSITY OF ALBERTA

The Alberta School of Business is one of the world's leading institutions of business education and research. The Financial Times of London's 2010 research rankings placed the Alberta School of Business 20th in research among publicly funded institutions and 37th for overall research. The Alberta MBA was ranked within the top 100 globally and the Alberta PhD 60<sup>th</sup> globally. Our student body includes over 2000 students in various undergraduate programs, 460 students in our MBA and PhD programs, and over 5000 students in our Executive Education Programs.



The Certificate in Municipal Management and Leadership (CMML) develops municipal leaders by increasing their capacity to lead people, teams, departments and organizations. As a participant of this program, you will gain a deep understanding of yourself as a leader. You will learn to shift your focus from day-to-day tasks to strategically achieving the organization's business goals while managing change and stakeholder expectations through effective leadership. Throughout the program's duration, you will form long-lasting networks with like-minded managers from across the province, which will prove themselves valuable as your learning continues in your future day-to-day. In keeping with our teaching approach, which integrates a multi-faceted instructional approach in the classroom to ensure the needs of all learning styles are met, the CMML is structured to achieve the following primary learning goals:

- Increase understanding of the many roles, responsibilities and accountabilities of management and leadership
- Deepen self-awareness and stretch mental models

- Improve your personal management and leadership skills
- Develop strategies to apply knowledge and skills
- Enhance capacity to think and behave strategically
- Develop people's capacity through individualized leadership development plans
- Create effective, productive work environments by managing employee performance to deliver results that help to achieve organizational goals.

Upon successful completion of the CMML, graduates may be eligible to receive three credits for an elective course towards the University of Alberta Masters of Business Administration (MBA) program. Please contact the MBA office directly at 780-492-3946 for more information, or visit [www.mba.net](http://www.mba.net)



Executive Education is one of the four pillars of the Alberta School of Business. As the School's professional development provider, we serve clients across all industries and in the public sector. With over 30 programs offered and serving over 5000 participants per year, we continue to work toward becoming the premier executive education source in Canada. As Alberta's premier broker of intellectual capital, we focus on providing education solutions that enable today's business leaders in government, publicly traded companies, and privately held organizations to lead change and increase organizational performance.

#### WHO CAN PARTICIPATE?

The CMML is suited for managers who lead one or more teams, groups, or departments, and would like to further develop effective management and leadership skills in a municipal setting. It is well suited for mid-manager level and above, and is very appropriate for CAOs. As indicated by one of our recent graduates, "The mix of senior leaders (ex: CAOs) and middle managers provides a variety of

perspectives, which create meaningful learning and networking opportunities".

#### HOW DOES THE PROGRAM WORK?

The program consists of six modules occurring over the course of 11 months. The CMML runs in a cohort format, requiring program completion as part of an intact group. In the event full program completion is not possible, please contact our office at your earliest convenience.

#### Cohort A

#### Cohort B

Module	Module Name	Date	Instructor
1	The Challenge of Leading and Managing in Municipalities	January 18-19, 2012	Barry Mitchelson
		September 25-26, 2012	
2	Understanding Yourself as a Leader	February 27-29, 2012	Laurie Hillis
		October 30 – November 1, 2012	
3	The Productive Manager: Management and Leadership Skills	March 20-22, 2012	TBD
		November 20-22, 2012	
4	Information and Technology Management/Creating a Collaborative & Knowledge-Sharing Culture	September 12-14, 2012	Dave McGarva & Salman Mufti
		January 23-25, 2013	
5	Finance for Municipal Managers	October 24-25, 2012	Frank Saccucci
		February 13-14, 2013	
6	Committing to Improving Your Leadership Abilities	December 5-6, 2012 & January 15, 2013	Barry Mitchelson
		March 5-6 & April 18, 2013	





## PROGRAM DETAILS

**Time:** 9:00 am to 4:00 pm

**Location:** University of Alberta, Enterprise Square  
Please note this is our downtown location.

**Program Fee:** \$6,110 CAD (plus GST)  
Fees include all program materials, breakfast, lunch and refreshments.

**Logistics:** An electronic confirmation will be sent to you in advance of the program start date. Pre-course material will be sent via e-mail (where applicable) prior to each session.

### CANCELLATION POLICY

Notification of cancellation from the program must be received via email 21 calendar days prior to commencement.

### REGISTRATION AND PAYMENT

To register for the program, please visit [www.executiveeducation.ca](http://www.executiveeducation.ca) and click on Register Now!.

Payment is due **prior** to the commencement of the program. Acceptable methods of payment include: credit card (MasterCard, American Express or Visa), purchase order/invoice to the organization, or cheque made payable to the University of Alberta. If you choose invoice as your payment option, please be advised that we require a purchase order or letter of authorization from your organization to accompany actual payment.

#### More than 21 calendar days prior to program start

**Cancellation:** You receive a full refund of the program fee.

**Transfer:** You may transfer your registration to another participant or another cohort with no transfer fee.

#### Between 21 and five calendar days prior to program start

**Cancellation:** You incur a \$300.00 cancellation fee.

**Transfer:** You incur a \$75.00 transfer fee when transferring your registration to another participant or to another cohort.

#### After program start date

Assessed on a case-by-case basis. Please contact Kassey Koumarelas at 780-492-4095.

