

***UNIVERSITY AND COLLEGE LEADERSHIP TRAINING PROGRAMME***

***APPLICATION FORM***

***2016 / 2017***

**GENERAL INFORMATION**

* Applicants should have teacher training and at least a Master’s Degree.
* Please complete this form, print and submit two signed copies and supporting documents to the National College for Educational Leadership, 2-4 National Heroes Circle, Ministry of Education, Youth and Information, Kingston 10 NO LATER THAN **July 4, 2016;**
* It is the applicant’s responsibility to ensure that all referee reports are received under confidential cover by the aforementioned date.

**SUPPORTING DOCUMENTS**

1. Certified copy of degree(s) earned;
2. Two Referee Reports (professional / community)
	1. From Immediate supervisor; Education Officer, Principal, Vice Principal or Head of Department/Unit.
	2. from a Justice of the Peace, Attorney at Law, Pastor or Police Officer at the rank of Inspector or above or a member of the Civil Service at the level of the Senior Executive Grade;
3. One copy of your Resume;
4. A certified copy of your passport or driver’s licence; and
5. Two passport size photographs.

**­­­­­­­­­­­­­­­­­­­­­­­­­­\*\* Incomplete application packages will NOT be processed.**

**SECTION A – CONTACT INFORMATION**

1. Title: \_\_\_\_\_\_\_\_ First Name: ­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Middle Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Surname­: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Sex: M F **3**. Date of Birth: \_\_\_\_\_ / \_\_\_\_\_\_\_/ \_\_\_\_\_\_\_\_

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1. Nationality: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Address: ­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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1. Occupation: ­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Current Role: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. Place of Employment: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. Home Number: ­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Mobile Number: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

1. Previous Work Experience (*to be completed as is applicable*):

 **School / Organization Position Held Tenure (From / to)**

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Give a brief description of your role: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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 **School / Organization Position Held Tenure (From / to)**

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 **School / Organization Position Held Tenure (From / to)**

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Give a brief description of your role: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**SECTION B – EDUCATIONAL BACKGROUND**

*NB – Include professional certificates, diplomas and degrees where applicable*

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| --- | --- | --- | --- |
| **Name of Institution** | **Area of Study** | **Duration of Study** | **Qualification Obtained** |
|  |  |  |  |
|  |  |  |  |
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1. Please provide details of anyscholarship / bursary / fellowship previously received.

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1. Please list all academic awards and distinctions received.

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**SECTION C – SCHOLARSHIPS AND AWARDS**

1. Please provide details of any research, published articles, blogging, etc. in which you have been engaged.

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**SECTION D: MOTIVATIONAL FACTORS**

1. What is your motivation to be a participant in the University and College Leadership Training Programme (UCLTP)?

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1. Based on your professional/technical expertise, what have you seen as opportunities for improvement in your organization/agency, department, unit? To what extent have you been able to effect these changes?

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1. What work standards have you established in your current position? How did you ensure that the standards are being met? Give an example.

**Section E: Volunteer Work**

**Volunteer Work #1:**

Organization: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date Began: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date Completed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Duties Performed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Role: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Volunteer Work #2:**

Organization: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date Began: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date Completed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Duties Performed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Role: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Applicant’s Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Section F: Module Selection**

Please be advised that successful completion of the programme requires that participants do four (4) core modules and one (1) elective. Modules 1-4 below are the core modules and modules 5-9 are the electives. Please indicate by placing a tick 🗸 in the box the elective of your choice.

**Modules 1-4**

1. Culture and Governance
2. Empowering Leadership
3. Student Development and Support
4. Research in the Institution

**Module 5-9**

1. Teaching and Learning 🗌
2. Financing Tertiary Education🗌
3. The Digital Academy 🗌
4. Legal Issues 🗌
5. Institutional Operations🗌

**FOR OFFICIAL USE**

ACCEPTANCE:  REJECTED: 

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REASON(S):

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DIRECTOR OF PROGRAMMES

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PRINT NAME SIGNATURE DATE (DD/MM/YY)

PRINCIPAL DIRECTOR

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PRINT NAME SIGNATURE DATE (DD/MM/YY)



**Applicant Reference Forms**

Two recommendations of your candidacy are required. **The attached Applicant Reference Forms must be completed by your references.** These forms must be returned to you in a sealed envelope, and included in your completed application packet. Two references are required. Both references must be able to verbally attest to the quality of your work.

**Recommendation for Admission**

Applicant’s Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Referee’s Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Department: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The person named above has applied for admission to the National College for Educational Leadership to pursue the University and College Leadership Training Programme. Participation in this Programme is geared towards sustained organizational development, meaningful change and personal growth. Participants are selected on the basis of their demonstration of big picture thinking, self-awareness, communication, ethics/integrity, leading change, teamwork and followership. We would appreciate your assessment of the applicant’s suitability for admission and as such, ask that you respond to the questions that follow and complete the assessment instrument. Please return the completed form to the applicant in a sealed envelope or mail directly to:

**The Principal Director**

**National College for Educational Leadership**

**3rd Floor, Building 1, Ministry of Education**

**2 – 4 National Heroes Circle, Kingston 4.**

1. ***Big picture thinking:***
2. Give an example of how the applicant has generated new ideas or new ways of doing things.
3. ***Self-Awareness:***
4. How effective is the individual in dealing with people?
5. ***Communication***
6. Give an example of how the applicant has communicated the agency’s/department’s/unit’s goals to other employees.
7. ***Ethics / Integrity***
8. To what extent does the individual support or promote a positive image of the organization/agency/unit/department?
9. ***Leading Change***
10. Provide an example of how the individual has dealt with stress, pressure and ambiguity in the work environment.
11. *T****eamwork and Followership***
12. How does the individual build cooperation and efficiency among team members?

**Assessment Instrument for Participant**

For each item, tick the rating that best coincides with how you believe the applicant has performed or has been performing in his/her role/s. The rating scale is defined as follows:

Always – distinctly outstanding

Usually – definitely above the norm

Often – generally, or by way of an average meets requirement

Sometimes – needs improvement in the area, yet passable

Rarely – unacceptable, needs improvement

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Leadership Competency** | **Rarely** | **Sometimes** | **Often** | **Usually** | **Always** |
| 1. ***Big picture thinking***
 |  |  |  |  |  |
| 1. Analyzes problems from various angles and considers implications and solutions.
 |  |  |  |  |  |
| 1. Foresees obstacles to the agency’s/department’s/unit’s/goals and implements strategies to mitigate those obstacles.
 |  |  |  |  |  |
| 1. Translates analyses or findings from data into sound recommendations.
 |  |  |  |  |  |
| 1. Generates creative ideas and solutions.
 |  |  |  |  |  |
| 1. Shows openness to new information, approaches and risk taking.
 |  |  |  |  |  |
| 1. Actively advances the goals and strategic priorities of the agency/ unit/ department.
 |  |  |  |  |  |
| 1. Uses the organization’s vision to steer decision-making.
 |  |  |  |  |  |
| 1. Quickly synthesizes information and identify links.
 |  |  |  |  |  |
| 1. Has a thorough understanding of the content of his/her job.
 |  |  |  |  |  |
| 1. Knowledgeable of new developments and new approaches in leadership.
 |  |  |  |  |  |
| 1. ***Self-Awareness***
 |  |  |  |  |  |
| 1. Recognizes and manages difficult work relationships.
 |  |  |  |  |  |
| 1. Is able to remain poised and confident in demanding situations.
 |  |  |  |  |  |
| 1. Takes ownership and responsibility for decisions even when at risk of failure or at risk of being reprimanded by his/her supervisor.
 |  |  |  |  |  |
| 1. Seeks constant feedback.
 |  |  |  |  |  |
| 1. Acts on his/her colleagues’ feedback.
 |  |  |  |  |  |
| 1. Is able to withhold emotions.
 |  |  |  |  |  |
| 1. Is able to withhold premature judgments.
 |  |  |  |  |  |
| 1. Is able to identify and help others to see self-defeating behaviours.
 |  |  |  |  |  |
| 1. Is able to exercise self-discipline so as to achieve goals.
 |  |  |  |  |  |
| 1. Practises self-reflection.
 |  |  |  |  |  |
| 1. Seeks out opportunities to improve his/her leadership skills.
 |  |  |  |  |  |
| 1. Creates clear and realistic timelines for the achievement of the agency’s/department’s/ unit’s goals.
 |  |  |  |  |  |
| 1. Is a mentor to other employees.
 |  |  |  |  |  |
| 1. Is capable of self-adjustment.
 |  |  |  |  |  |
| 1. ***Communication***
 |  |  |  |  |  |
| 1. Is able to effectively organize and analyze communicated messages.
 |  |  |  |  |  |
| 1. Constructs clear, concise, complete, well-organized and convincing messages.
 |  |  |  |  |  |
| 1. Is able to make effective presentations.
 |  |  |  |  |  |
| 1. Is able to respond to questions from a diverse audience.
 |  |  |  |  |  |
| 1. Speaks clearly and listen for effective interchange of information with my supervisor, colleagues and customers.
 |  |  |  |  |  |
| 1. Is able to hold/chair effective meetings.
 |  |  |  |  |  |
| 1. Listens effectively and seek to understand.
 |  |  |  |  |  |
| 1. Is able to convince others to follow me into a particular direction.
 |  |  |  |  |  |
| 1. Demonstrates sensitivity to the diversity of people within the organization.
 |  |  |  |  |  |
| 1. Is able to marshal the skills, gifts, confidences, and energies to of his/her colleagues to deliver quality service to all stakeholders.
 |  |  |  |  |  |
| 1. Contributes to the professional growth of his/her colleagues.
 |  |  |  |  |  |
| 1. ***Ethics/Integrity***
 |  |  |  |  |  |
| 1. Acts in accordance with my professional convictions.
 |  |  |  |  |  |
| 1. Recognizes and honours the rights and dignity of others.
 |  |  |  |  |  |
| 1. Is trustworthy and honest.
 |  |  |  |  |  |
| 1. Is able to positively influence his/her colleagues or team members.
 |  |  |  |  |  |
| 1. Contributes to the positive image of the organization.
 |  |  |  |  |  |
| 1. Maintains confidentiality of data and other information.
 |  |  |  |  |  |
| 1. Treats my colleagues with respect and professionalism.
 |  |  |  |  |  |
| 1. ***Leading Change***
 |  |  |  |  |  |
| 1. Is able to identify emerging and changing goals of the system.
 |  |  |  |  |  |
| 1. Sees beyond current realities to create new opportunities.
 |  |  |  |  |  |
| 1. Is able to listen well, particularly to those advocating new and different perspectives.
 |  |  |  |  |  |
| 1. Is able to deal with ambiguity and stay on track.
 |  |  |  |  |  |
| 1. Seeks innovative ways to change, grow and improve.
 |  |  |  |  |  |
| 1. Is able to assess which skills would be most appropriate to use in various situations.
 |  |  |  |  |  |
| 1. Knows when to seek help.
 |  |  |  |  |  |
| 1. Is able to effectively encourage democratic participation.
 |  |  |  |  |  |
| 1. Is able to help employees effectively deal with change.
 |  |  |  |  |  |
| 1. Encourages intelligent risk taking
 |  |  |  |  |  |
| 1. Is able to convince others to follow him/her into change.
 |  |  |  |  |  |
| 1. Is able to develop strategies and plan activities to move ideas into action.
 |  |  |  |  |  |
| 1. Is able to organize people and resources to get tasks done.
 |  |  |  |  |  |
| 1. Places emphasis on establishing procedures and reviewing results.
 |  |  |  |  |  |
| 1. Explores various options before making a decision.
 |  |  |  |  |  |
| 1. Identifies limits and risks before making a decision.
 |  |  |  |  |  |
| 1. ***Teamwork and Followership***
 |  |  |  |  |  |
| 1. Is considerate in recognizing contribution from each individual.
 |  |  |  |  |  |
| 1. Is able to cultivate effective networks.
 |  |  |  |  |  |
| 1. Collaborates with others in meeting targets or objectives.
 |  |  |  |  |  |
| 1. Builds cooperation and efficiency among team members.
 |  |  |  |  |  |
| 1. Empowers my colleagues and team members
 |  |  |  |  |  |
| 1. Shows support and concern for staff.
 |  |  |  |  |  |
| 1. Looks for opportunities for various members of his/her agency/department/unit to assume leadership.
 |  |  |  |  |  |
| 1. Is effective in dealing with people.
 |  |  |  |  |  |
| 1. Gives credit for work well done.
 |  |  |  |  |  |
| 1. Takes action to help staff work effectively together.
 |  |  |  |  |  |
| 1. Is able to be effective at encouraging personal development.
 |  |  |  |  |  |
| 1. Is able to understand and tolerate individuals from various cultural and religious backgrounds.
 |  |  |  |  |  |

Comments: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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| Reference’s Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
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| Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
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Thank you for your co-operation.