



Proposal for the Creation of a Certificate of Completion

“Certificates of Attendance” or “Certificates of Completion” may be issued with decanal approval by divisions using the division’s logo to recognize continuing education activities not captured under Category 1, 2, or 3 certificates as outlined by the [Policy for Certificates \(For-Credit and Not-For-Credit\)](#). Such certificates must make clear what is being signified – for example, attendance at a course or workshop (specifying the length), passing of an examination, etc.

Proposed certificate name:	Certificate of Completion in the Effective Management of People
Unit:	Institute for Management & Innovation (IMI)
Version date:	July 26, 2022

Summary

- A statement of purpose that clearly summarizes what is being proposed.
- A brief discussion of the background of the situation to set context for external readers.
- Identification of the impetus for this proposal.
- A brief description of the proposed certificate of completion – overall goals/ objectives; overview of requirements.
- How does the proposed certificate of completion fit into the vision/ goals of the unit; UTM; and/ or UofT?
- Brief discussion on need and demand (including target student group).
- Brief discussion on impact (positive & negative) to students, faculty, staff.

The Institute for Management & Innovation (IMI) at the University of Toronto Mississauga (UTM) is a cross-disciplinary institute dedicated to producing mission-focused managers and future leaders with a combination of management skills and depth in their chosen field. IMI provides an academic platform to foster close interactions and share expertise between faculty, staff, students, and their community partners. IMIx, the Institute’s branch for executive education and programming, aims to further IMI’s mission through a series of professional courses that address today’s business challenges and opportunities. To add to the IMIx roster of programming, this proposal seeks to establish a new certificate of completion that focuses on the effective management of people.

This IMIx *Effective Management of People* Certificate of Completion is designed to enhance the effectiveness of new managers or those transitioning to a managerial role by purposefully provoking insightful discussion and simulating the managerial

environment to offer opportunities for practice. All managers or future managers and supervisors will benefit from this program and it is a foundation program for individuals who are not yet eligible for the IMIx *Effective Leadership for Senior Managers* program (also a Certificate of Completion) but will be in a few years. The program aims to build the middle management tier for future more senior roles.

The goal of this program is to help individuals become successful managers and acquire the skills and knowledge to grow their careers effectively. They will also learn how to take charge of shaping environments and helping their teams thrive. In a collaborative learning environment, attendees will participate in lively sessions, interactive exercises, and case studies designed to help them identify their strengths and master the processes and tools required to motivate their team to higher levels of performance. The program is built on 4 pillars: leadership, managing change, career management and wellness.

The six (6) week program will be hosted at UTM through online delivery using the Zoom platform. The Certificate of Completion will be awarded for attendance at 90% of the program sessions. Based on discussions with prospective participants and experience with existing IMIx Certificates of Completion, attendance of 15-20 participants per offering is projected.

Effective Date

The proposed Certificate of Completion in Effective Management of People is expected to begin in January 2023 and run over a period of 6 weeks. Modules missed can be made up during later offerings of the program, for a period of three years.

It is expected the program will be offered on an ongoing basis, usually once per academic year.

Budget and Resources

- Clearly outline any resources required to implement and maintain the proposed certificate of completion (both internal and external to the unit). Discussion of the impact to existing resources, support, and programming within the unit (and external to unit, if appropriate). If there is no impact, please include a statement to this effect.
- Evidence that there is sufficient learning and physical resources to sustain the quality of programming required to achieve goals/ objectives. If the certificate of completion is intended to be time-limited, please confirm sufficient resources for the intended length of offering.

IMIx Certificate programs will only launch or proceed if enrolment indicates that the offering will break even or generate more revenue than costs. Costs are detailed in a separate full budget proposal on a full costing basis using costs as known on the date of this request. Teaching resources used will be on a gratis or an overload stipend

basis. The program will be delivered online using Zoom unless agreed otherwise with the UTM Dean's Office.

Based on full costs, conservatively assumed attendance, course and program fees, assumed levies from U of T and UTM (although we have asked for UTM not to levy this during our two-year launch window), and all taxes, this certificate program will break even at a minimum of 10 students (per certificate program). The breakeven estimate includes an estimate of the IMLx service costs for marketing, organization, fees collection, and supervision during the event.

Administrative resources needed for this program are incorporated into the work expectations for the IMLx Program and Business Development Manager and the IMLx Director.

Certificate Requirements

- Clearly outline the requirements for the proposed certificate of completion.
- If applicable, note any requirements to qualify for the proposed certificate of completion.
- For undergraduate offerings, include a proposed calendar copy as an appendix.

Certificate of Completion in Effective Management of People

This Certificate of Completion is designed for 'high potential' managers. Participants enroll through an online form managed by IMLx. Enrolment in the Certificate of Completion is first-come, first-served; however, IMLx reserves the right to pre-screen participants to ensure appropriate professional background and experience.

The structure of the Certificate of Completion is as follows:

Module 1 - Leadership (2 half days)
Module 2 - Managing Change (2 half days)
Module 3 - Career Management (1 half-day)
Module 4 - Wellness (1 half-day)

Completion of the Certificate of Completion is based on a minimum 90% attendance at each module.

Upon completion of this program, participants will be able to:

- Structure their team to maximize potential
- Set clear and engaging goals
- Resolve conflict and manage change effectively
- Better manage their own career with a clear plan for work-life balance
- Create a positive and supportive team culture.

It is recommended that modules be completed in offering order, but not mandatory. Participants that are not able to complete all four modules in one offering can

complete any missed modules in future offerings, provided the Certificate of Completion requirements are done within a three (3) year period.

Consultation

- Describe the expected impact of the proposed certificate of completion on the nature and quality of other programs delivered within and external to the unit.
- Describe any consultation with other academic or non-academic units that will be implicated or affected by the creation of the proposed certificate of completion.

The development of this proposed certificate of completion program was done in consultation with the IMIx Academic Director, IMI Director, IMI Curriculum Committee, IMI Faculty, and the UTM Director, Human Resources.

This Certificate of Completion in Effective Management of People was designed and structured to differentiate itself from existing offerings at U of T in terms of nature, focus, instruction, target audience, scope, location, and mode of delivery. Consultation was undertaken with Rotman Executive Programs and the School of Continuing Studies to confirm content overlap and competition between offerings would be minimal. Both units acknowledged the certificate of completion is appropriately distinct from their current offerings and overlap would not be a concern.

Oversight and Accountability: Review

- Certificates of Completion, while academic in nature, do not involve academic offerings and as such are not governed by the UTQAP. However, these Certificates of Completion should still be consistent with the general objectives and strategic direction of the unit and division.
- For ongoing certificates of completion, a process for review should be established to assess appropriateness of Certificate Program against current unit and division priorities; ensure quality of offerings is maintained; confirm suitability of available resources; determine next steps. Please outline this process here.
- For time-limited certificates of completion, please confirm the expected end date of the offering and any conditions for renewal that may exist.
- Note that all certificates of completion are subject to periodic review by the Vice-Principal Academic & Dean, UTM.



The proposed certificate of completion will be subject to periodic reviews by the IMI Director and the Vice-Principal Academic and Dean, UTM.

To ensure the curriculum and course content of all IMIx offerings maintains the same standard as IMI degree programs, the IMIx Academic Director will have oversight in the administration of this program. Similar to for-credit offerings, new IMIx certificate programs and significant changes to existing courses/ programs (i.e. new courses,

course deletions, changes to program requirements) will be reviewed by the IMIx Academic Director, IMI Director, and IMI Curriculum Committee before receiving final approval by the UTM Dean.

Process Steps and Approvals

The pathway is summarized in the table below.

	Approving Body	Approval Date
Development & Consultation within Unit	 Leonard J. Brooks Academic Director, IMIx	July 27, 2022
	 Shashi Kant Interim Director, IMI	August 8, 2022
Decanal Approval	Amrita Daniere Interim Vice-Principal Academic & Dean	August 18, 2022

Appendix A - Draft Certificate of Completion



Institute for Management & Innovation
UNIVERSITY OF TORONTO
MISSISSAUGA

THIS IS TO CERTIFY THAT

<< insert name >>

IS AWARDED A CERTIFICATE OF COMPLETION FOR THE

EFFECTIVE MANAGEMENT OF PEOPLE PROGRAM

OFFERED BY

IMI_x EXECUTIVE PROGRAMS

<< insert program timeframe >>

PROFESSOR SOO MIN TOH

Director

Institute for Management & Innovation



PROFESSOR LEN BROOKS

Director

IMI_x Executive Programs

Appendix B – Marketing Brochure/ Webpage

EFFECTIVE MANAGEMENT OF PEOPLE PROGRAM A CERTIFICATE OF COMPLETION



Successful managers must have the skills and knowledge to grow their careers effectively. They are also in charge of shaping environments and helping their teams thrive. This program will enable you to deliver lasting value across your career, your team, and your organization. In a collaborative learning environment, you will participate in lively sessions, interactive exercises, and case studies designed to help you identify your strengths as you master the processes and tools required to motivate your team to higher levels of performance.

Effective Management of People Modules (offered online)

The four pillars for the Effective Management of People program are:

1. Leadership
2. Managing Change
3. Career Management
4. Wellness

Certificate Fees

The total fee for the Effective Management of People (not including taxes) is \$1,800. Group registrations of 2 or more people may be eligible for a discounted rate of \$1,650 per participant.

Who Should Apply

This program is designed to enhance the effectiveness of new managers or those transitioning to managerial role by purposefully provoking insightful discussion and simulating the managerial environment to offer opportunities for practice. All managers or future managers and supervisors will benefit from this program.

“ *Nothing will work, unless you do* ”

– Maya Angelou

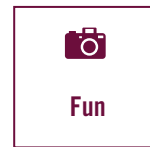
IMix: GUIDING THE LEADERS OF TOMORROW

Register & learn more at: uoft.me/URLgoeshere



Instructor

Rafael Chiuzi is an experienced Organizational Behaviour Consultant with a strong, demonstrated capacity to leverage human capital for the benefit of organizations and people alike. In his ten plus years of innovative practice in North & South America, Europe and the Middle East, he has been able to overcome widespread organizational challenges, and successfully implement lasting and meaningful change. Rafael is also a published author and Assistant Professor, Teaching Stream, at the University of Toronto Mississauga where he teaches organizational behaviour and correlated courses.



Module Descriptions

Topics & Dates	Key Content
<p>Module 1 – Leadership 2 half days Dates: TBD Time: 9:00 am – 12:00 noon</p>	<p>This module will focus on self-awareness, managing teams, and how to best manage attitudes towards work (work constructs). Different leadership styles will be explored with a focus on negotiation and how you can lead most effectively in difficult circumstances. You will also do a deeper dive into feedback, cognitive biases, and how you can foster engagement through developmental activities to optimize your organizational and departmental culture. Case discussions will cover toxic/inefficient cultures and how they can best be avoided.</p>
<p>Module 2 – Managing Change 2 half days Dates: TBD Time: 9:00 am – 12:00 noon</p>	<p>This module will help you frame and understand change processes and the different models of change. You will walk away with a practical all-in-one change management toolkit to help you better engage your team and learn evidence-based change practices through a case study analysis. This module will also give you competitive insights to avoid critical pitfalls and drive long-term success.</p>
<p>Module 3 – Career Management 1 half day Dates: TBD Time: 9:00 am – 12:00 noon</p>	<p>This module focuses on the different levels of work complexity, and methods to successfully assess time allocation and complexity level. You will review delegation approaches that leverage high-potential and lead to high-performance. You will also cover developmental assignments, managing upwards, and the self-assessment of networking pipelines.</p>
<p>Module 4 – Wellness 1 half day Dates: TBD Time: 9:00 am – 12:00 noon</p>	<p>This module will help bring your values to the forefront as you develop a thorough and highly executable plan for your job and life satisfaction. It will cover traps and pitfalls, mental health issues and tangible strategies for coping. There will be a focus on work-life integration in the new and constantly evolving environment in which we live and work and how we can nurture it through the lens of wellness.</p>