OHRM
Professional Development & Learning Management

COURSE CATALOG
SPRING 2010

Featuring courses in:

- Administrative Skills
- Managerial/Supervisory Skills
- Communication
- Office Productivity
- CUNY Policies
- Technology
- Customer Service
- Training and Facilitation
- Diversity
- ...and much more!

Course offerings for March through June 2010

Come Learn with Us!

Professional Development & Learning Management Office
Office of Human Resources Management
The City University of New York
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All human beings are born with an innate desire and ability to learn. We are geared by nature to take in information, build skills and develop new ideas. Learning is an essential tool that helps individuals and societies grow and respond to change. People learn best from one another, and participation in learning communities is essential to their effectiveness, well-being and happiness in any work setting.

Learning doesn’t stop after we leave college – it continues throughout our lifetimes. This is especially important in a fast-changing world where dramatic workplace and lifestyle changes are the norm rather than the exception. No one knows that better than we do here at CUNY – our University and our jobs are growing and evolving every day. We realize that developing new skills and gaining knowledge provides us with the confidence to embrace change and seize opportunities. By embracing lifelong learning, we will not only become more innovative and enterprising at work, but we’ll be better able to cope with all aspects of life, on and off the job.

The new reality of the workplace is that organizations need motivated and highly skilled people to maintain a competitive edge. Think of it as a kind of “knowledge economy.” Technological advances and global competition requires that workers be equipped with not just technical know-how, but the ability to analyze, transform, create and share information. Lifelong learning is a powerful tool for building thriving organizations in which people pool their resources, skills and knowledge to advance the organization and enrich the community at large.

Towards that end, it is the mission of CUNY’s Office of Professional Development & Learning Management to provide opportunities for University employees to hone the skills that have brought them thus far, and to learn new ones that will equip them to succeed in the 21st Century workplace. I hope you will utilize these marvelous programs to invigorate and energize yourselves to move forward in your professional and personal lives. Let us all recommit ourselves to attaining our own personal goals, and to the service of our great University.

Sincerely,

Gloriana B. Waters
Vice Chancellor
Human Resources Management
Thank you for your interest in the Professional Development & Learning Management (PDLM) Catalog of Courses for Spring 2010. The Professional Development & Learning Management team of the Office of Human Resources Management recognizes that the success of every organization depends on the skills and capabilities of its people. CUNY professional development programs are designed to enhance the knowledge, skills, and competencies of CUNY employees.

MISSION

The mission of the Professional Development & Learning Management Office is to coordinate training and professional development programs that support University initiatives, assist in attaining organizational goals, and contribute to the professional and personal development of CUNY employees.

SPRING 2010

The Spring 2010 PDLM Program Schedule of professional development courses at CUNY, in combination with courses held at the Citywide Training Center (CTC), provides many opportunities for CUNY employees to enhance their professional skills. Ongoing feedback from program participants and Human Resource Directors throughout the University have helped us to focus on those areas of greatest need in developing the spring schedule. Subject areas to be explored this spring include negotiation, assertiveness, and presentation skills; written communication; management, supervision, and leadership; and technology skills encompassing several Microsoft Office software applications. A variety of technology courses as well as courses for IT professionals also are available through the Citywide Training Center. See page 34 for more information.

New courses being offered this spring include Negotiating “Win-Win” Agreements, Easy English for the Multilingual Writer, Fundamentals of Effective Presentations, The Grant Writing Workshop, and Motivating Yourself for Success: Making It Happen. The Catalog contains descriptions of these and other courses that make up the 2009-2010 CUNY Professional Development Program (CPDP). See the Spring 2010 Program Schedule beginning on page 39 for specific course dates and locations.

CUNY managers and supervisors have the opportunity to participate in the Managers or Supervisors Certificate Program. In addition to basic principals of management and supervision, specific subject areas to be explored this spring include team-based leadership, maintaining a positive work environment, and managing irritation and frustration in the workplace. Whether pursuing a certificate or not, both new and long-time managers alike will have access to a variety of courses that can assist them in their growth as leaders. Likewise, CUNY’s administrative professionals will have many opportunities to learn new techniques for providing excellent service. Administrative professionals may take courses in effective telephone skills, managing multiple priorities, and managing multiple bosses. Administrative professionals also may pursue the DCAS CTC Administrative Professionals Certificate.

We are pleased to offer all employees of The City University of New York the opportunity to take charge of their own professional development. In the back of this catalog, you will find a Professional Development Planner (page 49). We hope that as you review this catalog and identify courses that can assist you in your professional growth, you will use the planner to develop a short- or long-term professional development plan, in conversation with your supervisor. Supervisors also can help employees to set developmental goals by identifying courses that will assist in the performance of current duties as well as prepare employees to take on additional responsibilities.

Thank you for your continued participation in our professional development programs! We look forward to seeing you this spring.
CUNY Professional Development Program

Through the CUNY Professional Development Program (CPDP), PDLM offers a variety of courses to help employees in various job groups maximize their personal and workplace productivity and enhance their professional skills. Whether you are a manager, supervisor, professional, or administrative staff member, the CUNY Professional Development Program can help you to be more effective in your current position and achieve long-term growth in your career. CPDP courses provide instruction in leadership and supervisory techniques, written and verbal communication, communication across cultural ethnicities, technology and more. All of these courses are designed to assist CUNY employees in working smarter instead of harder.

Our Facilitators

CUNY Professional Development Program courses are taught by seasoned professionals from a broad range of disciplines, including education, human resources, law, and government. Most of our instructors come to us through the Citywide Training Center (CTC) and many manage their own training and consulting companies. Our diverse roster of course facilitators includes executive coaches, university professors, consultants to Fortune 500 companies, international public speakers, a published author, and an award-winning film producer. We are honored to have these distinguished individuals share their knowledge and experience with the CUNY community.

Course Schedule

The Spring 2010 CPDP course schedule is divided into the following special theme months:

March 2010 — Personal Productivity Month

April 2010 — Administrative Professionals Month

May 2010 — Managers and Supervisors Month

June 2010 — Technology Month

Descriptions for the Spring 2010 CPDP courses are provided on the following pages. For schedule information, please refer to the Spring 2010 Professional Development Program Schedule, beginning on page 39.
MARCH 2010 IS PERSONAL PRODUCTIVITY MONTH

Does your personal productivity need a boost?

Managers and Supervisors can get on the “Road to Resiliency” and learn to maintain health and productivity during periods of change. Maximize the performance of your staff by learning to develop effective workplace procedures and establish standards and goals.

Administrative Professionals — Motivate yourselves for success! Learn to invest in yourself, set goals, and define personal and professional success.

In two courses for special audiences, CUNY grant writers can learn to develop winning grant proposals while Help Desk team members can learn to use empathy to assist users more effectively — including those users who may have trouble identifying the issue or who may be emotional.

Course Descriptions

Developing Procedures: Improving Work Processes (Course #C9052)
This course is designed for managers and supervisors who want to improve and enhance their staff’s performance and increase productivity. The course will explore techniques for analyzing how the work is currently performed, while identifying roadblocks that result in unsatisfactory performance. Participants will explore various methods for developing, documenting, and refining procedures to close the gap between “what is” and the desired performance outcomes.

Days of Training: 2   Target Audience: Managers and supervisors

Dynamics of Management (Course #C1006)
This course provides an overview of the managerial role in the public sector. Emphasis is placed on identifying internal and external customers, devising and implementing process improvement, and tracking measurable outcomes. This is a foundation course for all managers. Prerequisite: Fundamentals of Supervision or two years managerial experience

Days of Training: 3   Target Audience: Managers and supervisors

The Grant Writing Workshop (Course #C9105)
This workshop will help participants develop winning proposals and respond to Requests for Proposal (RFPs) or grant applications. Participants will learn the “seven building blocks of a successful proposal” and practice writing several sections of a “real life” proposal.

Days of Training: 1   Target Audience: Managers, supervisors, and professionals

Motivating Yourself for Success: Making It Happen (Course #9092)
This interactive workshop addresses key aspects of self-motivation. It provides practical tips for defining personal and professional success, setting goals, gaining positive energy, and investing in one’s self.

Days of Training: 1   Target Audience: Administrative staff
CUNY Professional Development Program

MARCH 2010 IS PERSONAL PRODUCTIVITY MONTH, continued

Course Descriptions

Performance Management (Course #C9037)

This course presents best practices that managers and supervisors may use to set standards, expectations, and goals for optimal performance from their staff. Participants will learn how to reinforce positive results while addressing performance gaps, examine the most challenging aspects of their work environments, and devise action plans to maximize performance outcomes.

Prerequisite: Dynamics of Management or two years managerial experience

Days of Training: 2

Target Audience: Managers and supervisors

Providing Exceptional Customer Service from the Help Desk (Course #C9083)

This program is designed to assist Help Desk staff in delivering exceptional customer service while meeting the challenging technical needs of the organization. The workshop will sharpen listening and questioning skills, enabling Help Desk staff to assist users more effectively through empathy and concern. Participants will learn how to work more successfully with callers who have trouble identifying the issue or who are emotional.

Days of Training: 1

Target Audience: Help Desk staff

The Road to Resiliency (Course #9126)

Personal resilience is the most important resource for coping well during stressful times. It is a critical key to maintaining health and productivity in periods of change. This course provides individuals with the knowledge and skills needed to face challenges with courage and conviction, allowing them to bounce back from adversity. Participants will learn how to view difficulties as challenges to overcome rather than as pressures that might overwhelm them.

Days of Training: 1

Target Audience: Managers and supervisors
APRIL 2010 IS ADMINISTRATIVE PROFESSIONALS MONTH

April is blooming with a variety of opportunities for CUNY Administrative Professionals to enhance their professional skills and successfully meet workplace challenges.

Learn to maintain a positive attitude and provide courteous customer service, both in person and over the telephone.

Master the art of composing clear and concise letters and memos.

Manage your office more effectively by learning to manage your time, manage changing priorities, develop effective office routines, promote communication and cooperation, and build a team environment. Improve your interactions and communications with co-workers and learn to manage multiple bosses, as well as multiple priorities.

Course Descriptions

Attitude is Everything (Course #C9266)

Attitude is a highly personal and sensitive topic. As attitudes deteriorate, so do commitment, loyalty and, most importantly, performance. Everyone encounters setbacks that can shake their attitude into a negative focus. *Attitude Is Everything* provides individuals with the knowledge and skills to develop and maintain positive attitudes while becoming sensitive to underlying causes leading to negative attitudes. Participants will explore various methods for responding to different attitudes in a positive and productive way.

Days of Training: 1   Target Audience: Administrative staff

Delivering Quality In-Person Customer Service (Course #C5555)

This half-day workshop provides participants with the techniques necessary to provide courteous in-person customer service. Participants will learn how to interact more effectively with customers, manage potentially challenging situations, and handle difficult customers with tact and diplomacy. The course explores techniques to obtain information and understand customer needs; effective responses to difficult customer service situations; dealing with stressful interactions; using external customer service skills to enhance relations with internal customers.

Days of Training: 1/2 day   Target Audience: Administrative staff

Effective Office Management for Today's Workplace (Course #C2202)

This course provides clerical associates and administrative assistants with the tools for superior management of their work environment. It addresses day-to-day workplace challenges and gives participants strategies and techniques to gain a better perspective on their job, as well as a streamlined approach for achieving results. Topics include: managing time more effectively; managing changing priorities; developing office routines that achieve optimum work outcomes; building better communication skills to facilitate cooperation; enlisting the support and help of others to build a team environment; and the impact of motivation on workplace effectiveness.

Days of Training: 1   Target Audience: Administrative staff

Effective Telephone Skills (Course #C5039)

This course equips participants with critical techniques for maximizing telephone service, creating “customer” satisfaction through effective communication, and dealing with difficult people on the phone. Participants will gain skills for on-the-job effectiveness and providing better telephone service.

Days of Training: 1   Target Audience: Administrative staff
Course Descriptions

Managing Multiple Bosses: Meeting Demands and Conflicting Priorities (Course #C5046)

This course focuses on skills for meeting multiple deadlines, setting goals and priorities with each manager, managing conflict, and communicating proactively to build rapport.

Days of Training: 1  
Target Audience: Administrative staff

Managing Multiple Priorities (Course #C5044)

This course prepares participants to better manage the multiple priorities faced in today’s fast paced work environment. It focuses on how participants can take control of their workday with methods for maximizing efficiency and effectiveness and minimizing stress. Participants will learn to: clarify and set work and personal goals and objectives; develop skills that get you organized and help you stay organized; take charge of time; identify and keep top priorities in motion when everything is important; recognize and overcome “productivity killers”; utilize planning and organizing tools to measure and monitor progress.

Days of Training: 1  
Target Audience: Administrative staff

Successful Letter and Memo Writing (Course #C6788)

This course focuses on fundamental writing concepts necessary for moving letters and memos from draft to finished document. Participants will acquire a system for organizing and composing clear, concise, and complete letters and memos. Participants will learn to: identify characteristics of effective business writing; plan and organize thoughts before writing; create a professional tone; avoid run-on sentences and sentence fragments; check for cohesive paragraphs; and avoid the most frequently made grammatical errors.

Days of Training: 2  
Target Audience: Administrative staff

Successful Workplace Communication (Course #C1022)

This course provides participants with methods to improve everyday interactions with co-workers and enable them to work more productively in group situations. Participants will evaluate their own communication styles and explore methods and techniques for improving their personal communication, including: active listening techniques; recognizing and respecting others’ needs; interpreting verbal and non-verbal communication cues; and diffusing and resolving conflict situations.

Days of Training: 1  
Target Audience: Administrative staff
MAY 2010 IS MANAGERS AND SUPERVISORS MONTH

May features several new courses designed to strengthen the leadership skills of CUNY managers, supervisors, and professionals.

Through one-on-one coaching, you can learn to create and deliver powerful presentations while representing yourself, your department, or the University with poise and confidence.

Through the concept of team-based leadership, learn to be a strong team member as well as a strong leader. As a leader, learn to create and maintain a positive work environment for yourself and your team by exploring the causes of workplace negativity and frustration. Our May courses for CUNY managers and supervisors will provide strategies to help you manage challenging situations.

Course Descriptions

Creating and Delivering Powerful Presentations (Course #C9041)

This course is designed for managers, supervisors and professionals who, in their leadership roles, must make important presentations. Participants will receive one-on-one coaching and develop a skill set for speaking with confidence and projecting the best possible image of themselves and the organization. Emphasis will be on developing and cultivating a conversational tone when speaking and formulating clear and logical presentation points to attain the desired audience reaction.

Days of Training: 2   Target Audience: Managers, supervisors, and professionals

Fundamentals of Supervision (Course #C1031)

An introduction to the issues, challenges, and typical situations related to supervising “frontline” employees. Participants will learn basic skills and be introduced to the key techniques they will need to function effectively in their supervisory role.

Days of Training: 3   Target Audience: Managers and supervisors

Maintaining a Positive Work Environment (Course #C3031)

This workshop will assist employees, supervisors, and managers in creating a “positive” work environment when a negative culture is present. It will explore the causes of negativity, its impact on individuals and the work unit, and provide strategies for managing a cultural change. Prerequisite: Fundamentals of Supervision or two years supervisory experience

Days of Training: 1   Target Audience: Managers and supervisors

Managing Irritation and Frustration in the Workplace: Creating New Choices (Course #C9091)

Irritation and frustration in the workplace can reduce job satisfaction and negatively impact one’s life outside of work. However, when irritation and frustration in the workplace are managed, the results are dramatic: improved communication, productivity and a sense of well-being. This course provides practical guidance for individuals who wish to free up their personal energy by improving the way they deal with irritation and frustration.

Days of Training: 1   Target Audience: Managers, supervisors, and professionals
CUNY Professional Development Program

MAY 2010 IS MANAGERS AND SUPERVISORS MONTH, continued

Course Descriptions

**Supervising Challenging Employees** (Course #C9038)

This course is designed to give supervisors the interpersonal and communication skills to effectively manage challenging employees and situations. Participants will examine behaviors and attitudes that “label” a person as “challenging” and develop techniques to formulate and communicate positive behavior change goals for the employee. Emphasis will be on maintaining a positive professional image and practicing communication techniques to address “attitude issues” that affect performance. **Prerequisite:** Fundamentals of Supervision or two years supervisory experience

Days of Training: 2
Target Audience: Managers and supervisors

**Team-Based Leadership** (Course #C1026)

A team is only as strong as its members and yet surprisingly little attention is paid to developing leadership skills among individual team members. This two-day program explores the skills necessary to be a strong team member, gain confidence and respect, and step forward to lead. Areas of focus include influencing co-workers for improved performance, managing conflict within work teams, and tactics and strategies for promoting change within teams. **Prerequisite:** Dynamics of Management or two years managerial experience

Days of Training: 2
Target Audience: Managers and supervisors
In addition to improving your skills in Word, Excel, and PowerPoint, you can now learn to create attention-grabbing flyers and brochures using Microsoft Publisher.

Been wanting to learn how to create and use a database, but feeling slightly intimidated? The Access 2003/2007 Level 1 class takes the mystery out of such processes as managing tables, running queries and creating reports from an Access database.

**Course Descriptions**

**Access 2003/2007 Level 1 (Course #WTT161)**

In this class, participants will be introduced to the concept of the "relational database" and selected specialized capabilities of the Access database. Specific topics include managing data in a database, identifying table relationships, performing general queries, manipulating form design, and creating an Access report. **Prerequisite: Excel Level 2 or Paradox 9**

Days of Training: 1   Target Audience: All staff

**Excel 2003/2007 Level 1 (Course #WTT141)**

Participants will learn the skills for creating, editing and formatting Excel worksheets. An introduction to formulas, functions and the chart wizard also will be presented. **Prerequisite: Working knowledge of Word Level 1**

Days of Training: 1   Target Audience: All staff

**Excel 2003/2007 Level 2 (Course #WTT241)**

Expanding on the skills learned in Level 1, this workshop will give participants the ability to rotate chart text, plot data, work with objects, sort and protect data. Participants will work intensively with formulas and functions (such as "if" function) and create headers and footers. (For employees seeking more thorough knowledge of Excel.) **Prerequisite: Excel Level 1 course or the equivalent hands-on skills**

Days of Training: 1   Target Audience: Employees seeking more thorough knowledge of Excel

**Power Point 2003/2007 Level 1 (Course #WTT151)**

Participants will learn Power Point fundamentals for creating, modifying, and presenting basic presentations. **Prerequisite: Working knowledge of Word Level 1**

Days of Training: 1   Target Audience: All staff

**Publisher 2003/2007 Level 1 (Course #WTT171)**

This highly interactive workshop encourages participants to "bring their imaginations" to class. Participants will learn the basic skills for designing a professional publication with Microsoft Publisher. Also presented will be information on preparing publications for print, the "nudge" option, grouping elements, layering, and using the design checker. **Prerequisite: Word Level 2 and/or PowerPoint Level 2**

Days of Training: 1   Target Audience: All staff

**Word 2003/2007 Level 2 (Course #WTT231)**

Expanding on the skills learned in Level 1, this highly interactive workshop will give participants the ability to create flyers by using backgrounds, borders and shading, pictures, clipart and WordArt, create fill-in forms, work with tables using formulas, and work with documents to include the use of reference commands. Participants also will work with macros and learn how to "protect" a document. **Prerequisite: Word Level 1 or equivalent user capability**

Days of Training: 1   Target Audience: All staff
CUNY Professional Development Program

CERTIFICATE PROGRAMS

PDLM offers professional skills enhancement certificate programs for CUNY managers and supervisors. In addition, administrative staff members may qualify for the administrative professionals certificate, awarded by the Citywide Training Center (CTC). (For more on CTC programs, see page 34.)

Managers and Supervisors

Courses for the managers and supervisors certificate programs have been specifically chosen to equip the CUNY manager and supervisor with cutting-edge managerial competencies and supervisory techniques. Where required, customization for specific CUNY challenges is incorporated into the design of the course.

CUNY supervisors may take courses in the Supervisors Certificate Program (SCP). Supervisors must complete three core courses and three elective courses to obtain the certificate. Core courses for the SCP are: Fundamentals of Supervision (foundation course), Managerial Leadership, and Supervising Challenging Employees.

For managers, the Professional Development Program offers the Managers Certificate Program (MCP). This certificate also requires the completion of three core courses and three elective courses. The core courses for the MCP are Dynamics of Management (foundation course), Leading for Excellence, and Performance Management. MCP candidates are required to choose a leadership course as one of their electives.

Elective courses for these certificate programs may be chosen from a list of communications, diversity, workplace violence prevention, and leadership courses. Managerial assessments and exercises completed during the foundation courses will assist participants in determining their elective courses. In order to count toward a certificate, all courses must be completed within a three-year period. Courses may be taken on-site at CUNY locations or at the CTC.

To find out which core and elective courses for the MCP and SCP are being offered at CUNY locations this spring, and for dates, times, and locations, refer to the Spring 2010 Program Schedule in this Catalog, or visit our web page at www.cuny.edu/training and select Spring 2010 under the heading Program Schedule.

MCP and SCP Elective Courses

- Communications Courses
  - The Art of Assertiveness
  - Business Writing for Managers and Professionals
  - Giving Effective Ongoing Feedback

- Diversity Courses
  - Achieving Cross-Cultural Appreciation
  - Cross-Cultural Communication

- Workplace Violence Prevention Courses
  - Resolving Conflict: A Leadership Approach
  - Managing Non-Productive Emotions in the Workplace

- Leadership Courses (for managers only)
  - Emotional Intelligence
  - Team Building or Team-Based Leadership
  - Managing the Challenges of Change
CERTIFICATE PROGRAMS (continued)

Administrative Professionals

The Professional Development & Learning Management Office is pleased to provide CUNY administrative professionals the opportunity to earn the Administrative Professional Certificate (APC) through the DCAS Citywide Training Center (CTC). The CTC provides courses for administrative professionals at various levels who wish to improve their skills and gain new knowledge. The courses focus on strengthening the skills of administrative professionals and equipping them with the knowledge necessary to provide exceptional service. To obtain the Administrative Professional Certificate, employees must take the following:

- Three core courses
  - Effective Office Management for Today's Workplace
  - Managing Multiple Priorities
  - Dealing with Difficult People

- One communications course

- One technology course at a CTC location

Refer to the Spring 2010 Program Schedule to view a list of the core courses and communications courses to be offered at CUNY locations this spring. **Technology courses for the APC must be taken at CTC locations.** Check the CTC Course Schedule to find out when they are being offered. Contact your Human Resource Office for the CTC course schedule or visit the CTC web site at [www.nyc.gov/ctc](http://www.nyc.gov/ctc).

Upon successful completion of the APC program, employees and their supervisors will be invited to the Citywide Training Center’s APC Graduation and Celebration Ceremony where they will be awarded certificates of achievement.

For more information about the APC, visit the Citywide Training Center web site at [www.nyc.gov/ctc](http://www.nyc.gov/ctc).

Personal Productivity Courses

Courses to enhance personal productivity, communications, diversity awareness, and workplace violence prevention also are provided for various job groups in the 2009-2010 CUNY Professional Development Program. Courses are offered for managers, supervisors, professionals, and administrative support staff.

*Employees are not required to work toward a certificate to register for individual managerial, supervisory or administrative courses. However, all participants must meet course prerequisites and eligibility requirements. Descriptions for these courses begin on the following page.*
Managers Certificate Program (MCP)/Supervisors Certificate Program (SCP)
Course Descriptions

MCP CORE COURSES

Dynamics of Management  (Course #C1006)

Foundation Course - An overview of the managerial role in the public sector. Emphasis is placed on internal and external customers, devising and implementing process improvement, and tracking measurable outcomes. Prerequisite: Fundamentals of Supervision or two years managerial experience

Days of Training: 3   Target Audience: Managers

Leading for Excellence  (Course #C9043)

This workshop helps participants assume the qualities of leadership that can help their units to achieve improved performance. The concentration will be on proactive adaptation to change, assumption of responsibility and accountability, and taking initiative to ensure success. Prerequisite: Fundamentals of Supervision or two years managerial experience

Days of Training: 2   Target Audience: Managers, supervisors, team and project leaders

Performance Management  (Course #C9037)

This course presents best practices managers and supervisors may use to set standards, expectations, and goals for optimal performance from their staff. It provides participants with methods to reinforce positive results while addressing performance gaps. Participants will examine the most challenging aspects of their own work environments and devise action plans for maximizing high performance outcomes. Also an SCP elective course. Prerequisite: Fundamentals of Supervision or two years supervisory experience

Days of Training: 2   Target Audience: Managers and supervisors

SCP CORE COURSES

Fundamentals of Supervision  (Course #C1031)

Foundation Course - An introduction to the issues, challenges, and typical situations related to supervising “frontline” employees. Participants will learn basic skills and be introduced to the key techniques they will need to function effectively in their supervisory role.

Days of Training: 3   Target Audience: New and prospective frontline supervisors

Managerial Leadership  (Course #C3032)

Teaches supervisors to coordinate newly developed leadership styles with supervisory/managerial responsibilities. Supervisors learn to use leadership skills to achieve department goals and promote a culture of trust and high performance. Prerequisite: Fundamentals of Supervision or two years supervisory experience

Days of Training: 2   Target Audience: Managers and supervisors
Managers Certificate Program (MCP)/Supervisors Certificate Program (SCP)  
Course Descriptions

SCP CORE COURSES (continued)

Supervising Challenging Employees  (Course #C9038)

This course is designed to give supervisors the interpersonal and communication skills to effectively manage challenging employees and situations. Participants will examine behaviors and attitudes that “label” a person as “challenging” and develop techniques to formulate and communicate positive behavior change goals for the employee. Emphasis will be on maintaining a positive professional image and practicing communication techniques to address “attitude issues” that affect performance.  
Prerequisite: Fundamentals of Supervision or two years supervisory experience

Days of Training: 2  
Target Audience: Managers and supervisors

MCP and SCP ELECTIVE COURSES

Communication Courses

The Art of Assertiveness  (Course #C2010)

This course will focus on ways in which individuals can establish trust, mutual respect, and openness to develop an assertive approach when interacting with others. It will show participants how to build “win-win” relationships and attain the results they expect, without appearing “heavy-handed.” Participants will learn methods to actively persuade others without being aggressive.  
Prerequisite: Fundamentals of Supervision or two years supervisory experience

Days of Training: 1  
Target Audience: Managers, supervisors, and professionals

Business Writing for Managers and Professionals  (Course #C2034)

Participants will learn to write letters, memos, and reports that are informative and persuasive - and to distinguish between the two. Participants will also practice contemporary writing techniques to increase the ease and quality of their writing in a variety of work situations.  
This course is not intended as a remedial writing course.

Days of Training: 2  
Target Audience: Managers and professionals

Giving Effective Ongoing Feedback  (Course #C1041)

This workshop will focus on teaching managers to use effective feedback as a tool for employee performance, improvement, and development. Emphasis will be placed on developing strategies to maximize the benefits of the feedback process.  
Prerequisite: Fundamentals of Supervision or two years supervisory experience

Days of Training: 1  
Target Audience: Managers and supervisors
CUNY Professional Development Program

Managers Certificate Program (MCP)/Supervisors Certificate Program (SCP) Course Descriptions

MCP and SCP ELECTIVE COURSES (continued)

Diversity Courses

Achieving Cross-Cultural Appreciation  (Course #C8017)

Cross-cultural appreciation is the foundation of successful customer service and partnering relationships among managers, peers and customers. This course will focus on increasing participant knowledge and awareness of - as well as sensitivity to - different perspectives, values, and behaviors. This course is for individuals who want to communicate successfully and have meaningful and rewarding interactions in multi-cultural environments.

Days of Training: 1   Target Audience: All staff

Cross-Cultural Communication  (Course #C2210)

This course explores the different communication styles that exist in a diverse workplace. Through structured exercises, participants will experience the value of multiple perspectives and see how increased sensitivity to diversity issues can maximize effective communication in the workplace.

Days of Training: 1   Target Audience: All staff

Workplace Violence Prevention Courses

Resolving Conflict: A Leadership Approach  (Course #C5151)

This course enables participants to develop collaborative problem-solving methods for addressing conflict-related work situations and disputes. Participants will practice constructive framing and confronting of conflict issues and learn to transfer conflict into positive situations. Prerequisite: Fundamentals of Supervision or two years supervisory experience

Days of Training: 2   Target Audience: Managers and Supervisors

Managing Non-Productive Emotions in the Workplace  (Course #C1640)

This workshop is designed to give participants a set of tools for preventing and/or managing non-productive emotions in the workplace including their own, their superiors’, their colleagues’ and their subordinates’. The course will focus on how to respond constructively to the frustrations and stress encountered during the workday.

Days of Training: 2   Target Audience: Managers, supervisors, and professionals
CUNY Professional Development Program

Managers Certificate Program (MCP)/Supervisors Certificate Program (SCP)

Course Descriptions

MCP and SCP ELECTIVE COURSES

Leadership Courses (for managers only, except where noted). Prerequisites for courses on this page are the Dynamics of Management course or two years managerial experience.

Emotional Intelligence: The Key to Effective Leadership (Course #C9207)

This course presents methods for dealing effectively with personal emotions and those of others. Participants will learn to “read” emotional situations, choose emotional responses, manage non-productive emotions, and use the 5 key EQ competencies.

Days of Training: 2   Target Audience: Managers and supervisors

Team Building (Course #C1233)

This workshop provides participants with the tools and techniques needed to build an effective team. The course will help supervisors, team leaders, and managers turn existing work groups into teams and explore how a team approach can result in improved work performance and productivity.

Days of Training: 2   Target Audience: Managers and supervisors

Team-Based Leadership (Course #C1026)

A team is only as strong as its members and yet surprisingly little attention is paid to developing leadership skills among individual team members. This two-day program explores the skills necessary to be a strong team member, gain confidence and respect, and step forward to lead. Areas of focus include influencing co-workers for improved performance, managing conflict within work teams, and tactics and strategies for promoting change within teams.

Days of Training: 2   Target Audience: Managers and supervisors

Managing the Challenges of Change (Course #C5678)

This course will assist managers in enabling and implementing change initiatives. Participants will explore the dynamics of change and their roles in the change process. Emphasis will be placed on: understanding and dealing with resistance to change; smoothing transitions; understanding the complexities of change; assessing staff openness and readiness for change; and identifying and practicing ways to communicate change.

Days of Training: 2   Target Audience: Managers in a position to implement change
Administrative Professionals Certificate Program — Course Descriptions

**CORE COURSES**

**Effective Office Management for Today’s Workplace**  (Course #C2202)

This course provides clerical associates and administrative assistants with the tools for superior management of their work environment. It addresses day-to-day workplace challenges and gives participants strategies and techniques to gain a better perspective on their job, as well as a streamlined approach for achieving results. Topics include managing your time more effectively; managing changing priorities; developing office routines that achieve optimum work outcomes; building better communication skills to facilitate cooperation; enlisting the support and help of others to build a team environment; and the impact of motivation on workplace effectiveness.

Days of Training: 1  
Target Audience: Clerical and administrative personnel who wish to manage the office more effectively

**Managing Multiple Priorities**  (Course #C5044)

This course prepares participants to better manage the multiple priorities faced in today’s fast-paced work environment. It focuses on how participants can take control of their workday with methods for maximizing efficiency and effectiveness and minimizing stress. Participants will learn to: clarify and set work and personal goals and objectives; develop skills that get you organized and help you stay organized; take charge of time; identify and keep top priorities in motion when everything is important; recognize and overcome “productivity killers”; and utilize planning and organizing tools to measure and monitor progress.

Days of Training: 1  
Target Audience: Individuals who need to balance multiple tasks and manage their time

**Dealing with Difficult People**  (Course #C6060)

This course provides participants with techniques to enhance their skills for dealing with difficult people in the workplace. Participants will learn how to manage their own behavior, explore different coping mechanisms, and develop more effective communication skills when confronted with a difficult person or situation. Topics include: identifying emotionally charged situations at work in order to minimize their impact; practicing strategies for gaining control of volatile situations; applying techniques to take charge of workplace conversations; fending off a personal attack without being drawn into a “no-win” showdown; and discovering methods to keep pressure from affecting job performance.

Days of Training: 1  
Target Audience: Managers, supervisors, and professionals

**Communication Courses**

**Action Grammar**  (Course #C5031)

This workshop is recommended for individuals who want to enhance or refresh their understanding of the rules of standard English grammar. Participants will learn to write more effectively using the practical suggestions that are presented in this class. Topics include: clear-cut answers to grammar questions; common errors in grammar and sentence structure; principles of subject-verb agreement; applying the rules of grammar to writing; correctly using abbreviations, quotations, capitalization, and punctuation; eliminating unnecessary words and phrases.

Days of Training: 2  
Target Audience: Individuals who want to enhance their grammar skills
Developing Dynamic Listening Skills  (Course #C2508)

This workshop will focus on the skills, knowledge, and attitudes necessary to meet the challenges of listening effectively. Through practical exercises, participants will improve their behavior in this critical component of the communication process. Topics include: attitudes that interfere with effective listening; listening to understand versus listening to reply; separating the message content from feelings; and achieving results through better communication. Participants will assess their own listening strengths and weaknesses, practice active listening skills and receive feedback on their listening ability.

Days of Training: 1  Target Audience: Professionals seeking to enhance their listening behaviors

Easy English for the Multi-Lingual Writer  (Course #C8005)

This course is designed for writers for whom English is not their first language. In this course participants will work on their own and with others on job-related writing exercises that will strengthen their ability to write using proper English. Participants will leave the course with an awareness of writing strengths and a sense of confidence in their ability to improve in areas where special focus is needed.

Days of Training: 2  Target Audience: All staff

Successful Letter and Memo Writing  (Course #C6788)

This course focuses on fundamental writing concepts necessary for moving letters and memos from draft to finished document. Participants will acquire a system for organizing and composing clear, concise, and complete letters and memos. Participants will learn to: identify characteristics of effective business writing; plan and organize thoughts before writing; create a professional tone; avoid run-on sentences and sentence fragments; check for cohesive paragraphs; and avoid the most frequently made grammatical errors.

Days of Training: 2 days  Target Audience: Clerical and administrative support staff responsible for drafting and writing routine office correspondence

Successful Workplace Communication  (Course #C1022)

This course provides participants with methods to improve everyday interactions with co-workers and enables them to work more productively in group situations. Evaluate your own communication style and explore methods and techniques for improving your personal communication, including: active listening techniques; recognizing and respecting others’ needs; interpreting verbal and non-verbal communication cues; and diffusing and resolving conflict situations.

Days of Training: 1  Target Audience: Clerical and administrative staff seeking to improve their communication effectiveness
CUNY Professional Development Program

Administrative Professionals Certificate Program

CTC Technology Courses

Candidates for the Administrative Professionals Certificate must complete one of the following technology skills electives at a CTC location. Refer to the Spring 2010 Citywide Training Center Course Catalog, available at www.nyc.gov/ctc, for technology course descriptions.

- Excel (Level 1, 2, or 3)
- Outlook (Level 1, 2, or 3)
- Word (Level 1, 2, or 3)

Note that not all CTC courses are offered each semester. Please refer to the CTC Course Schedule, distributed separately, for dates, times and locations, as well as additional courses. The CTC Course Schedule also is accessible via the CTC web site at www.nyc.gov/ctc.
Policy Mandated Courses

Sexual Harassment Prevention Program

Policy

Harassment of employees or students based upon sex is inconsistent with and contrary to the University’s non-discrimination policy. Sexual harassment is illegal under Federal, State, and City laws, and cannot be tolerated within the University. In compliance with federal and local laws and CUNY Policy, training is provided to disseminate the University’s Policy Against Sexual Harassment and to inform faculty and staff of their responsibilities. The University provides training programs for campus employees who intake and investigate sexual harassment complaints, who train others on the campus about the CUNY policy, managers and supervisors, and the CUNY Community-at-large. Campuses provide training programs to educate students and staff about the University’s policy and their responsibilities.

CUNY’s Policy Against Sexual Harassment is available at: http://web.cuny.edu/administration/ohrm/policies-procedures/policy-against-sexual-harassment.html

Core Courses

Three Core Courses are required for all campus Sexual Harassment Awareness and Intake Committee (SHAIC) members and/or investigators. The core courses provide SHAIC members with basic skills for executing general committee responsibilities. The core courses are:

1. Policy and Procedures
2. Complaint Intake
3. Managing Intake Communications

For Campus Investigators (SHAIC members)

In addition to the three core courses, campus investigators must take two courses, Informal Resolution: Conciliation, and Investigations, to assist them in resolving and investigating sexual harassment complaints.

For Campus Trainers (SHAIC members)

In addition to the three core courses, campus trainers must take the one-day Trainer Essentials course. Participants will learn essential training techniques to assist them in conducting training programs for staff on their campuses. Participants who would like additional training after completing Trainer Essentials may register for Fundamentals of Effective Presentations, in which they will receive feedback on videotaped practice presentations. For more information on the courses for trainers, turn to page 28.

For Managers and Supervisors

Managers and supervisors have additional responsibilities in accordance with the law and CUNY Policy. For them, CUNY offers a half-day workshop entitled Respectful Workplaces: Preventing Sexual Harassment. This workshop, conducted on-site, is designed to heighten their awareness and inform managers and supervisors of their responsibilities for preventing sexual harassment. For more information, managers and supervisors should contact their campus Sexual Harassment Prevention Coordinators or the Professional Development & Learning Management Office.
Policy Mandated Courses

Sexual Harassment Prevention Program

For the University Community

The University provides a self-paced, comprehensive, interactive program on sexual harassment law and CUNY policy on the CUNY website. All members of the CUNY community are encouraged to take this web course at: http://www.newmedialearning.com/psh/cuny/index.htm.

Course Descriptions

SHAIC members

Policy and Procedures (Course #SHP201)

Participants will review CUNY’s Policy Against Sexual Harassment and CUNY’s Procedures for Implementation of the City University’s Policy Against Sexual Harassment.

Days of Training: 1/2 day (3 hours)  Target Audience: Sexual Harassment Prevention Coordinators, Deputy Coordinators and all campus SHAIC Members

Complaint Intake (Course #SHP202)

This course is the second in a series of workshops for employees responsible for the intake of sexual harassment complaints. Participants will learn to intake a sexual harassment complaint in compliance with CUNY’s policy and procedures regarding sexual harassment. Through the use of a CUNY Sexual Harassment Intake Form and simulations of intake situations, participants learn the communication and process skills needed to collect information effectively from complainants, provide complainants with information on CUNY’s policy and procedures, and prepare reports for Sexual Harassment Coordinators. Prerequisite: Policy and Procedures

Days of Training: 1/2 day (3 hours)  Target Audience: Sexual Harassment Prevention Coordinators, Deputy Coordinators and all campus SHAIC Members

Managing Intake Communications (Course #SHP203)

This course is the third in a series of workshops for employees responsible for the intake and resolution of sexual harassment complaints. Participants will learn to: recognize and manage their personal biases about sexual harassment, effectively communicate during a sexual harassment intake, and recognize behaviors that can be perceived as sexual harassment. Emphasis will be placed on becoming familiar with CUNY’s policy and procedures regarding sexual harassment and knowing your responsibilities in reporting incidents of sexual harassment. Prerequisites: Policy and Procedures and Complaint Intake

Days of Training: 1  Target Audience: Sexual Harassment Prevention Coordinators, Deputy Coordinators and all campus SHAIC Members

Informal Resolution: Conciliation (Course #SHP301)

This highly interactive workshop is the fourth in a series of sessions designed for employees who are responsible for the informal resolution of sexual harassment complaints. This course teaches participants to: manage interactions and communications sensitively between complainants and accused parties, explore options that may lead to an informal resolution, prepare informal resolution reports for the Sexual Harassment Coordinator and anticipate potential challenges experienced in conciliation efforts. Prerequisites: Policy and Procedures, Complaint Intake, and Managing Intake Communications

Days of Training: 2  Target Audience: Sexual Harassment Prevention Coordinators, Deputy Coordinators and all campus SHAIC Members assigned to resolve complaints
Policy Mandated Courses

Sexual Harassment Prevention Program — Course Descriptions, continued

Managers and Supervisors

Respectful Workplaces: Preventing Sexual Harassment  (Course #SHP401)

This course provides a comprehensive review of the problem of sexual harassment in the workplace. Managers and supervisors receive information on sexual harassment law, their responsibilities under the law, and CUNY’s policy against sexual harassment. They learn how to recognize harassing behavior in the workplace and what they can do to prevent a sexually hostile work environment. The Professional Development & Learning Management Office coordinates on-site presentations of this program to assist campus Sexual Harassment Awareness and Intake Committees in educating their managers and supervisors.

Days of Training: 1/2 day (3 hours)  Target Audience: Managers and supervisors

Online Training (for all staff, vendors, and visitors to the CUNY web site)

Preventing Sexual Harassment at CUNY: Online Course and Mastery Test

PDLM has partnered with New Media Learning, an online compliance software provider, to offer a comprehensive, interactive computer tutorial on sexual harassment law and CUNY’s policy, via the CUNY website. The tutorial is followed by a 15-question mastery test. Participants are required to review CUNY’s Policy Against Sexual Harassment before taking the test. Participants may print a personalized Certificate after completing (and passing) the online test. The course and test are self-paced and are available to the entire CUNY community.

To access the online course and mastery test:

2. From the home page, click the Faculty & Staff heading.
3. Scroll down to Personnel Policies and Procedures and select Preventing Sexual Harassment at CUNY: Online Course and Mastery Test from the list of links.

OR

Enter the following address in your web browser: http://www.newmedialearning.com/psh/cuny/index.htm.

All members of the CUNY community are invited to take the sexual harassment prevention online course and mastery test. Specific editions of the course are offered to faculty, administrators and supervisors, non-supervisory employees, students, and guests (vendors and other visitors to the CUNY website who are not CUNY employees or students).

By special arrangement with New Media Learning, The City University of New York has obtained authorization for small employers located in the five Boroughs of New York City, with not more than fifty (50) employees in total, to use the “Guest” version of the Online Course and Mastery Test free of charge for employee training. Larger employers may use this program for demonstration and evaluation but must obtain a license from New Media Learning for instructional use.

Course Costs for Sexual Harassment Prevention Courses

Sexual harassment prevention courses for college SHAIC members are offered free of charge. A small materials fee of $5 per person is charged for the course for managers and supervisors, Respectful Workplaces: Preventing Sexual Harassment. This fee is waived if the college is paying for the course. Contact your campus Sexual Harassment Prevention Coordinator or SHAIC representative for more information.

Note that not all courses are offered each semester. Please refer to the PDLM Program Schedule for dates, times and locations, as well as additional courses. The Program Schedule also is accessible via our web pages at www.cuny.edu/training.
Policy Mandated Courses

Workplace Violence Prevention Program

The City University of New York has a long-standing commitment to promoting a safe and secure academic and work environment that promotes the achievement of its mission of teaching, research, scholarship, and service. All members of the University community are expected to maintain a working and learning environment free from violence, threats of harassment, intimidation or coercion. While these behaviors are not prevalent at the University, no organization is immune.

In 2005, OHRM’s Professional Development & Learning Management Office (PDLM) and Human Resources Operations and Services Office (HROS) collaborated with the University Public Safety Office and faculty from John Jay College and New York City College of Technology to deliver an orientation program for campus Workplace Violence Advisory Teams (“WVATs”). WVATs are responsible for assisting college Presidents in implementing the University’s workplace violence prevention policy. Participants reviewed general information on workplace violence, best practices for implementing CUNY’s policy, information on preventing student violence, and resources for presenting training and workplace violence prevention information to their campuses.

Since that time, the Professional Development & Learning Management Office has offered several courses each year to assist the University community in preventing incidents of workplace violence. As recommended by workplace violence prevention experts, basic courses in supervision, management, conflict resolution, diversity awareness, communication skills, and cross-cultural appreciation were provided to CUNY audiences. These courses were presented as part of the CUNY Professional Development Program. Courses were conducted at the Central Office and at several CUNY colleges.

CUNY campuses also are engaged in assessing prevention needs and providing information and training in workplace violence prevention. Interested persons should contact their campus WVAT Coordinator for information about workplace violence prevention activities on their campuses.

A copy of CUNY’s Workplace Violence Policy and Procedures is available at: http://web.cuny.edu/administration/ohrm/policies-procedures/domestic-violence.html

Course Descriptions

Creating Workplace Civility: Respect, Service, and Safety at Work® (Course #C9100)

Employees may face angry, challenging, disruptive, and sometimes even dangerous behavior during the course of their work. Such behavior might involve conflict, harassment, intimidation, incivility, disrespect, verbal aggression, or even violence. Both internal and external customers could potentially present these behaviors at any time. At these times, it is vital that employees maintain a workplace culture incorporating the guiding principles of Respect, Service, and Safety at Work®. This course focuses on building employee confidence to proactively address problematic situations while maintaining professionalism.

Days of Training: 1  
Target Audience: All staff

Managing Irritation and Frustration in the Workplace: Creating New Choices (Course #C9091)

Do you repeatedly experience irritation and frustration on the job? If so, you are aware of how these emotions reduce job satisfaction and impact your life outside work. However, when irritation and frustration in the workplace are managed, the results are dramatic: improved communication and productivity, and a sense of well-being. This course provides practical guidance for individuals who wish to improve the way they deal with irritation and frustration and release their personal energy.

Days of Training: 1  
Target Audience: Managers, supervisors, and professionals
Policy Mandated Courses

Workplace Violence Prevention Program — Course Descriptions (continued)

Managing Non-Productive Emotions in the Workplace  (Course #C1640)

This workshop is designed to give participants a set of tools for preventing and/or managing non-productive emotions in the workplace including their own, their superiors’, their colleagues’ and their subordinates’. It will focus on how to respond constructively to the frustrations and stress encountered during the workday.

Days of Training: 2   Target Audience: Managers, supervisors, and professionals

Resolving Conflict: A Leadership Approach  (Course #C5151)

Enables participants to develop collaborative problem-solving methods for addressing conflict-related work situations and disputes. Participants will practice constructive framing and confronting of conflict issues and learn to transfer conflict into positive situations.

Days of Training: 2   Target Audience: Managers and Supervisors

Workplace Violence Advisory Team Orientation  (Course #WVP201)

CUNY’s Workplace Violence Prevention Policy requires campus Workplace Violence Advisory Teams (“WVATs”) to assist college Presidents in responding to campus workplace violence issues and to develop workplace violence prevention tools. The purpose of this training is to present campus WVATs with industry “best practices” for preventing and managing workplace violence incidents and to identify resources to assist in the development of workplace violence prevention and education tools.

Days of Training: 1   Target Audience: Members of campus Workplace Violence Advisory Teams (“WVATs”)

Note that not all courses are offered each semester. Please refer to the PDLM Program Schedule for dates, times and locations, as well as additional courses. The Program Schedule is also accessible via our web pages at www.cuny.edu/training.
Policy Mandated Courses

Domestic Violence Prevention Program

CUNY Domestic Violence and the Workplace Policy Statement

The City University of New York ("CUNY") disapproves of violence against women, men, or children in any form, whether as an act of workplace violence or in any employee’s personal life. Domestic violence can spill over into the workplace, compromising the safety of both victims and co-workers and resulting in lost productivity, increased health care costs, increased absenteeism, and increased employee turnover. CUNY is committed to full compliance of all applicable laws governing domestic violence in the workplace, to promoting the health and safety of its employees, and to making a significant and continual difference in the fight to end domestic violence. CUNY will review this policy annually and will notify all employees and the New York State Office for the Prevention of Domestic Violence ("OPDV") of any revisions.

Training

New York State requires employees designated as Domestic Violence Liaisons to complete a one-day Domestic Violence and the Workplace training course. This "orientation" course is conducted by The New York State Office for the Prevention of Domestic Violence (OPDV).

In addition, Liaisons who will conduct training on domestic violence prevention for employees on their campuses also are required to complete the half-day New York State train-the-trainer course, Program Implementation: Tools and Techniques for Trainers. (Note that the full-day orientation course is a prerequisite for Tools and Techniques.)

CUNY’s Domestic Violence and the Workplace Policy is available at: http://web.cuny.edu/administration/ohrm/policies-procedures/domestic-violence.html.

Course Descriptions

Domestic Violence and the Workplace (Course #DVP101)

This workshop will prepare campus Domestic Violence Liaisons to better understand the dynamics of domestic violence, identify possible signs and indicators of victimization, make appropriate referrals to domestic violence service providers, work with professionals to assist identified victims with safety planning, and develop individualized responses in recognition of the physical, social and cultural realities that may affect an individual victim’s situation. Training also will include information on ways in which domestic violence impacts the workplace, including potential impact on worker productivity and the safety risks to on-site personnel and visitors.

Days of Training: 1  
Target Audience: Campus Domestic Violence Liaisons and employees providing training in domestic violence

Domestic Violence and the Workplace – Program Implementation: Tools and Techniques for Trainers (Course #DVP201)

This session is intended to support individuals who will be providing training on domestic violence on their campuses, as well as to standardize the message being delivered to all New York State employees. Training materials that will support campus training efforts will be distributed and reviewed. Prerequisite: Domestic Violence and the Workplace

Days of Training: 1/2 day  
Target Audience: Employees providing training in domestic violence
The Trainers Circle

Courses for CUNY Trainers

Today, more CUNY employees are stepping into training roles to assist in the implementation of new systems and policy initiatives such as CUNYfirst and the Domestic Violence Prevention Program. In addition, CUNY employees already occupying training roles have had to take on new topics. In order to develop and support CUNY’s growing training community, PDLM presents a series of courses to help employees sharpen their training and facilitation skills.

Course Descriptions

**Connections™ Train-the-Trainer** (Course #NLC110)

This one-day workshop prepares participants to provide customer service training for others on their campuses, using the Connections™ training program. Participants receive an introduction to the Connections™ program content and training components. Working in teams, participants will prepare and deliver a short presentation of a specific program segment. Strategies for successful implementation also will be reviewed. To learn more about Connections™, see the Customer Service Training section of this catalog. Prerequisite: Trainer Essentials

Days of Training: 1  
Target Audience: Employees designated as campus Connections™ Group Leaders

**Fundamentals of Effective Presentations** (Course #C9114)

This course is designed for employees who want to learn the fundamentals of making effective presentations. Participants will learn and practice basic presentation skills and techniques for making effective presentations. These skills and techniques include: dealing effectively with fear and anxiety; planning presentations that gain attention and enhance credibility; using visual aids to underscore key points; and handling questions and comments with confidence. Participants will make group presentations and receive one-on-one feedback to enable them to return to their campuses with greater confidence in their presentation abilities.

Days of Training: 1  
Target Audience: Employees with little or no experience in giving presentations

**Trainer Essentials** (Course #C8004)

In this one-day overview, participants will review effective training techniques and facilitation skills. Topics include adult learning theory, identifying learning style preferences, the effects of subject matter and environment on training, and how to apply training in a dynamic and engaging manner.

Days of Training: 1  
Target Audience: Experienced trainers needing a quick review of the fundamentals of training and employee development

**Train-the-Trainer** (Course #TTT101)

This workshop will prepare participants to design and deliver effective training programs for employees on their campuses. Participants will use their own training content to practice the following skills: developing learning objectives and activities for specific competencies, applying creative training designs for delivering difficult or sensitive material, using technology and audiovisual aids to enhance presentations and materials, and designing training programs based on adult learning principles.

Days of Training: 3  
Target Audience: Training specialists and others responsible for designing and conducting training and professional development programs
Customer Service Courses

Some studies indicate that educational institutions can lose as much as 15 percent of enrollment because of poor customer service. To assist in combating such negative statistics, the Professional Development & Learning Management Office offers two employee development options aimed at helping CUNY employees provide exceptional customer service: (1) courses provided by the Citywide Training Center and (2) the Connections™ customer service training program.

Citywide Training Center

The DCAS Citywide Training Center (CTC) offers a series of customer service workshops that provide participants with the skills and tools necessary to cultivate positive interactions with both internal and external customers. Participants may take these courses at CTC locations or at CUNY locations when offered.

Two CTC courses, Delivering Quality In-Person Customer Service and Practicing Telephone Techniques That Make A Difference, have been especially effective with CUNY audiences. Both courses are a half-day in length and often are presented together as a one-day session. A third course, Preparing On-Target Customer Correspondence, helps participants to prepare customer-focused letters. Staff members who take all three customer service courses may qualify for the CTC’s Excellence in Customer Service Certificate. It is recommended that the supervisors of employees who take these classes take the Managing for Customer Service Excellence course in order to reinforce the techniques learned by their employees.

Additional customer service/communications courses available through the CTC are:

- Working Effectively with Internal Clients (Course #C6000)
- Interpersonal Skills for Technical Professionals (Course #C8680)

Registration

To find out which Citywide Training Center customer service/communications courses are scheduled for Spring 2010, contact your Human Resource office for a copy of the CTC schedule or visit the CTC web site at www.nyc.gov/ctc. To register for CTC (DCAS) courses, contact your campus Human Resource Office for the CTC application and registration procedures. All applications must be sent to PDLM for processing. Applications sent directly from the department to DCAS/CTC are not processed.

Course Costs

Citywide Training Center professional development courses generally cost $125 per person, per day of training, when taken at a CTC location. (PDLM is able to offer many CTC courses at CUNY locations for roughly half the price.) Occasionally, a series of courses taken to earn a CTC certificate may be offered at a discount. Contact your campus Human Resource Office for more information.
Customer Service Courses

Citywide Training Center (CTC) Customer Service/Communications Training

Course Descriptions

Delivering Quality In-Person Customer Service  (Course #C5555)

This half-day workshop provides participants with the techniques necessary to provide courteous in-person customer service and support. Participants will learn how to interact more effectively with customers, manage potentially challenging situations, and handle difficult customers with tact and diplomacy. This course explores techniques for obtaining information and understanding customer needs; effective responses to difficult customer service situations; dealing with stressful interactions; and using external customer service skills to enhance relations with other college departments (“internal customers”). Requirement for CTC Excellence in Customer Service Certificate.

Days of Training: 1/2 day (3.5 hours)   Target Audience: Customer service personnel who interact with the public face-to-face

Interpersonal Skills for Technical Professionals  (Course #C8680)

This course provides technical professionals with the skills needed to cultivate positive interactions in the workplace. The course focuses on the interpersonal issues that those in technical areas face on a day-to-day basis. It will assist participants in becoming more effective at presenting and implementing ideas with non-technical personnel. Participants will learn to identify differences in communication styles of technical and non-technical personnel, improve key verbal communication skills, assess listening strengths and weaknesses, apply assertiveness techniques, and identify methods to effectively manage conflict.

Days of Training: 2   Target Audience: Technical professionals who want to enhance their communication skills

Managing for Customer Service Excellence  (Course #C3033)

This course provides managers and supervisors with the requisite skills for managing superior customer service in their unit and addresses the specific customer service challenges that managers face. Topics covered include how to build and maintain a customer service team, identifying and solving key customer problems, gaining management support, and coaching and motivating the customer service team to achieve excellence in customer satisfaction. Participants also will learn to apply the “Customer Satisfaction Process” (CSP).

Days of Training: 1   Target Audience: Managers and supervisors who want to ensure excellent customer service with every client contact

Practicing Telephone Techniques That Make A Difference  (Course #C5656)

This half-day workshop provides participants with specific techniques and skill enhancements for producing positive results when dealing with clients and customers on the telephone. Participants will have the opportunity to discuss specific service challenges faced on the job and will learn how to handle callers with composure and confidence by doing the following: cultivating an effective telephone service attitude; listening accurately to gain a clear understanding of caller needs; responding helpfully with clear and relevant information; considering each phone contact from the customer’s point of view and building rapport; and practicing specific techniques for dealing with potentially difficult callers and situations. Requirement for CTC Excellence in Customer Service Certificate.

Days of Training: 1/2 day (3.5 hours)   Target Audience: Customer service personnel who interact with clients and customers over the phone

Preparing On-Target Customer Correspondence  (Course #C5050)

This two-day workshop uses individual and group exercises to help customer service staff build and enhance their writing skills. Participants will work on realistic simulations in which they must respond in writing to client complaints and inquiries. In addition, participants will receive individual, confidential feedback summarizing their writing strengths and challenges. Concepts covered include: fundamental principles required for success in business writing; writing clear, concise, and complete customer-focused letters; choosing the most effective organization, format, and style in written responses; proper sentence structure, grammar, tone, and word usage; and eliminating redundancy, ambiguity, and bureaucratic language in customer-directed correspondence. Requirement for CTC Excellence in Customer Service Certificate.

Days of Training: 2   Target Audience: Customer service personnel who write response letters
Customer Service Courses

Citywide Training Center (CTC) Customer Service/Communications Training — Course Descriptions (continued)

Providing Exceptional Customer Service from the Help Desk (Course #C9083)

This program is designed to assist Help Desk staff in delivering exceptional customer service while meeting the challenging technical needs of the organization. The workshop will sharpen listening and questioning skills, enabling Help Desk staff to assist users more effectively through empathy and concern. Participants will learn how to work more successfully with callers who have trouble identifying the issue or who are emotional.

Days of Training: 1  Target Audience: Help Desk staff

Working Effectively with Internal Clients (Course #C6000)

This course provides participants with the skills needed to work effectively with internal clients by improving client interaction and satisfaction. Participants will practice ways to make workplace interactions less confrontational and more rewarding. Concepts to be covered include: recognizing clients’ needs and expectations; interacting courteously and effectively with internal clients; changing difficult or emotional interactions into satisfying experiences; practicing effective listening techniques to surmount tense situations; and building a positive rapport with all internal clients.

Days of Training: 1  Target Audience: Managers, supervisors, and professionals

Note that not all CTC courses are offered each semester. Please refer to the CTC Course Schedule, distributed separately, for dates, times and locations, as well as additional courses. The CTC Course Schedule is also accessible via the CTC web site at www.nyc.gov/ctc.
Connections™ and Connections NOW™

Connections™ is a customer-service training program developed for college and university employees by Noel-Levitz, a national leader in the field of retention and student services. The Connections™ program emphasizes that student recruitment and retention are everyone’s responsibility. Staff members are taught to be aware of and to respond to the needs of students while, at the same time, making positive connections with them. Connections™ program participants become aware of their roles as campus recruitment and retention agents, and learn how they help “set the tone” for their educational community. Staff members complete the program understanding that the nature of their connection with a student can directly influence that student’s decision to enroll and to remain in school. The program was specifically designed for staff members who work in Registrar’s, Financial Aid, Bursar’s and Admissions Offices, as well as other highly visible service areas such as college libraries.

CUNY Connections™ courses are taught by personnel who are trained to present the program. The Professional Development Office coordinates the CUNY Connections™ Train-the-Trainer course for employees selected by their colleges to become Connections™ trainers — or “Group Leaders” — for their campuses. These Group Leaders then work with key stakeholders on their campuses to implement customer service training for employees at their colleges, using the Connections™ program. Two new Connections™ Train-the-Trainer cohorts trained in 2008-2009 are in the process of implementing Connections™ training programs on CUNY campuses.

Noel-Levitz also provides an online Connections™ training program. The Connections NOW™ online course presents the most effective concepts, skills, and techniques from the instructor-led course in an online format for “front-line” staff, the supervisors of front-line staff, and the executives responsible for the success of service initiatives. The complete program consists of 12 self-paced modules covering topics from the importance of service through planning for the success of a quality service program. Each module contains a pre- and post-test that emphasizes the principal concepts presented in the module and “tests” the participant’s comprehension of them. Each module also contains genuine national reports on student retention and customer service which the participant may review. The program can be delivered as a Blended Model with online as well as classroom sessions with campus Connections™ trainers (recommended) or in the Stand Alone Model of all online training.

To participate in Connections NOW™, campuses generally must purchase licenses (online accounts) from Noel-Levitz and distribute them to employees. Employees have 60 days to complete their assigned program (modules) once they have accessed the account. A trained campus Connections™ Group Leader should work with the Professional Development Office and Noel-Levitz to ensure the success of the program. Module 12 of the program provides specific ideas to assist with a campus roll-out of the program, including guidelines for developing a strategic roll-out and developing a program budget. The Professional Development Office, fellow CUNY Connections™ Group Leaders, and Noel-Levitz also may assist with ideas and recommendations from past and current campus initiatives. E-licenses are good for one year from purchase.

Connections NOW™ Modules

<table>
<thead>
<tr>
<th>Module</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td>Module 1</td>
<td>Getting Started With Providing Excellent Service on Campus</td>
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<tr>
<td>Module 2</td>
<td>Walking in the Shoes of Those We Serve</td>
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<tr>
<td>Module 3</td>
<td>Mastering the Art of Positive Communications</td>
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<td>Module 4</td>
<td>Providing Service with Electronic Communications</td>
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<td>Module 5</td>
<td>Taking Command of the Telephone</td>
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<td>Module 6</td>
<td>Giving Your Professional Best in the Workplace</td>
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<td>Module 7</td>
<td>Making Service Recovery a Priority</td>
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<td>Module 8</td>
<td>Putting a Halt to the Run-Around</td>
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<td>Module 9</td>
<td>Streamlining Systems and Processes</td>
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<td>Module 10</td>
<td>Defining Roles and Responsibilities</td>
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<td>Module 11</td>
<td>Assessing Service Delivery</td>
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<tr>
<td>Module 12</td>
<td>Action Planning for Service Excellence</td>
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</table>

If you are interested in Connections™ or Connections NOW™, contact your campus Human Resource Office, or your campus Connections™ Group Leader. Connections™ Group Leaders who are ready to launch their campus training programs should contact the Professional Development Office before ordering materials from Noel-Levitz, as PDLM may have a limited supply of training materials and online learning accounts that can be made available to the colleges, or may be able to facilitate special orders for multiple campuses.
CUNY Professional Development - Course Registration Procedures

Most Professional Development Office training and professional development programs are designed for specific CUNY audiences. Registration procedures for most programs are indicated below. Authorization from a manager or supervisor is required to participate.

**To register for CUNY Professional Development Program courses:**

1. Complete the OHRM Professional Development & Learning Management Office (PDLM) Course Application form (included in the Appendix). Note that the form also may be obtained from (1) the CUNY web site, (2) campus Human Resource Offices, or (3) the Training and Staff Development Office at Medgar Evers College.
2. Obtain your supervisor’s authorization and signature.
3. Submit the form to the college Human Resource Office.

**Campus Human Resource Office**

1. Forward the completed Program/Course Application to PDLM for processing. Applications should be received in the Professional Development Office at least 10 days before the start of a course.
2. The Professional Development Office generally confirms registration five to seven days before the start of a course.

**Additional Instructions for Sexual Harassment Awareness and Intake Committee Members**

Members of campus Sexual Harassment Awareness and Intake Committees also must use the PDLM Application Form to register for sexual harassment prevention courses. Committee members should:

1. Complete the application form.
2. Obtain supervisor’s signature. **Authorization from your campus Human Resources Office is not required.**
3. **Forward the application to the campus sexual harassment prevention liaison, or to the Professional Development Office, as instructed by the campus liaison.** Applications should arrive in the Professional Development Office at least 10 days before the start of a course.

**CUNY Professional Development Program Course Costs**

There is a cost associated with CUNY Professional Development Program and Citywide Training Center courses. Only Sexual Harassment Prevention courses for college SHAIC members are offered free of charge. For most CUNY Professional Development Program courses, colleges are charged a portion of the cost of each course, approximately $60 per person per day of training. Citywide Training Center professional development courses generally cost $125 per person, per day of training, when taken at a CTC location. Contact your campus Human Resource Office for more information.
DCAS Citywide Training Center

By special arrangement, CUNY employees may attend professional development programs offered by the New York City Department of Administrative Services (DCAS). DCAS Citywide Training Center (CTC) courses and programs are designed to improve participants' skills, job performance, and career opportunities. Instructors are drawn from government, universities, and the private sector and are practitioners of the skills they teach. The CTC offers courses and programs in professional and administrative workplace effectiveness, managerial and supervisory skills, computer technology, certifications for IT professionals, and auditing and procurement management and certification programs.

Course Categories

CTC Workplace Effectiveness courses assist all levels of staff in refining the project and people management skill-sets necessary to address the multiple challenges that arise in public sector work environments. The workplace effectiveness course roster includes such courses as delegation and time management, project management, stress management, managing multiple priorities, managing non-productive emotions, business writing, dealing with difficult people, and effective office management.

CTC Managerial and Supervision courses emphasize the use of leadership skills as strategic tools for realizing an employer’s mission and goals. Topics addressed in these classes include team development, employee motivation, reducing conflict, leading organizational change, coaching employees, setting direction, and managing for excellent customer service.

CTC Communication courses provide opportunities for employees at all levels to improve and broaden their written, oral, and interpersonal communication skills. Specific course topics include grammar, business writing, delivering quality in-person customer service, listening skills, telephone techniques, effective presentations, and assertive communication.

The CTC's Administrative Professional Certificate (APC) provides courses for administrative professionals at various levels who wish to improve their skills and gain new knowledge. The courses focus on strengthening the skills of administrative professionals and equipping them with the knowledge necessary to provide exceptional service. To obtain the certificate, employees must take three core courses, a communications course and a technology course.

The CTC also provides a broad range of Computer Technology courses for general staff that include the Microsoft Office Suite, Desktop Publishing (InDesign, Publisher, QuarkXpress), Graphic Applications (Illustrator, Photoshop, Visio), MS Project, Crystal Reports, Operating Systems (Windows 2000, XP, Vista), and Web Development Applications (Dreamweaver, Fireworks, Flash, FrontPage, HTML, XML). Courses and certification programs for IT Professionals also are available (MCDTS, MCTS, Network+ and A+ Certifications, Security+, Javascript Fundamentals). The CTC IT Training Program offers over 200 technical training courses and 60 certifications from industry leaders including Cisco, EC-Council, Linux, Novell, Microsoft, Oracle, Project Management Institute and Unix.

CTC Procurement courses are presented by the New York City Procurement Training Institute (PTI) and can lead to professional certification in procurement management. The Universal Public Purchasing Certification Council (UPPC) and the Institute for Supply Management (ISM) recognize training offered under the PTI as an approved source of continuing professional education credit for recertification.

The CTC offers Auditing courses that comply with the federally mandated Government Auditing Standard. Courses are provided specifically for city auditors, and for other auditing managers. Auditing course instructors have extensive experience in government auditing and training and come from the Government Audit Training Institute of the Graduate School of the United States Department of Agriculture (USDA).
Course Categories (continued)

In keeping with CUNY’s commitment to leadership in sustainability, both for the City of New York and among higher education institutions nationwide, we are pleased to offer the CTC’s Leadership in Energy and Environmental Design (LEED) courses. LEED courses are designed for professionals in building design, construction, procurement, building operations, maintenance and capital program management. The LEED Green Building Rating System was developed by the U.S. Green Building Council (USGBC) to provide standards for environmentally sustainable construction. The LEED courses are part of the CTC’s Design and Construction Excellence (D+Ce) curriculum. For additional learning opportunities related to sustainability, see the Sustainable CUNY section of this catalog (page 37).

Continuing Education Units (CEUs)

CTC is an authorized provider of Continuing Education Units (CEUs) and Professional Development credits for various professional accreditation programs. A Continuing Education Unit (CEU) is a nationally recognized standard unit for measuring professional education credits. These units are earned when individuals complete a qualified continuing education program. One CEU is equal to ten hours of participation in an organized continuing education course taught by experienced trainers and consultants. By obtaining CEUs in specific topics, participants can combine acquired courses toward professional certification and toward certain academic degrees.

Registration

The Professional Development & Learning Management Office serves as the CUNY liaison to the CTC, but registration must begin at your campus. Citywide Training Center applications are available from your College Human Resource Office or may be downloaded from the CTC web site at www.nyc.gov/ctc. Contact your College Human Resource Office for more information.

CTC On-Site Courses

Many CTC courses may be conducted on your campus for 10 or more employees. These can include professional development courses in workplace effectiveness, management and supervision, and communication, as well as certificate program courses. CTC technology courses also may be brought to your campus. Please note that modifications will be required to your college’s IT laboratory to meet instructor specifications.

In general, the cost for on-site professional development courses is $1,800 per day of training but course costs may increase if customization is required. The cost of on-site technology courses depends on several variables. Contact the Professional Development Office for more information.

To arrange an on-site course at your campus, you must:

1. Consult with your campus Human Resource Office.
2. Complete the OHRM/Professional Development & Learning Management Office On-Site Training Request Form. To obtain a form, see the Appendix of this catalog, visit www.cuny.edu/training, or contact PDLM.
3. Obtain a signature of authorization from your fiscal officer (or designee).
4. Submit the completed form to the Professional Development & Learning Management Office.

Notice of cancellation of an on-site course must be submitted in writing to Professional Development & Learning Management via email at University.Training@mail.cuny.edu no later than 15 days prior to the start of the class. Failure to do so may result in the College having to pay for the cancelled course.

DCAS Citywide Training Center Course Costs

CUNY employees may attend Citywide Training Center courses at CTC locations for the same price as New York City employees. For most professional development courses, the cost is $125 per person, per day of training. Certain certificate courses may cost more or less depending on the subject matter. Contact your campus Human Resource Office for more information.

If a registered employee cannot attend a course, notice of cancellation must be submitted in writing to Professional Development & Learning Management via email at University.Training@mail.cuny.edu at least 10 days before the class begins. We recommend that departments or colleges have one or two alternate employees on “stand-by” as potential substitutes when an employee is registered for an individual course. If a registered employee or substitute fails to attend and written notification is not provided within the specified timeframe, the College will be charged for the course.
The School of Professional Studies (SPS) offers courses and academic programs that meet the needs of adults looking for new skills to advance in their careers and for employees looking to keep their edge in today's competitive marketplace.

SPS offers classes for college credit, which can be used toward degrees, certificates and professional accreditations in a range of fields, including education, law, science, arts and culture, and healthcare and human services. SPS offers undergraduate and graduate programs, the CUNY Online Baccalaureate Programs, and non-credit programs. SPS courses are open to individuals who hold a high school diploma (for undergraduate and non-credit courses) or bachelor's degree (for graduate courses).

The School of Professional Studies is located at CUNY's Graduate School and University Center in midtown Manhattan. Courses also are offered at other CUNY campuses and various other locations throughout the city.

**SPS Programs include:**

**Online B.A. in Communication and Culture** focuses on effective communication strategies and techniques that are sensitive to cultural differences and appropriate for different audiences and fields.

**Online B.S. in Business** offers a core business curriculum infused throughout with the ideas and ideals of ethics and corporate social responsibility in a networked, technologically-sophisticated environment.

**Murphy Institute Public Administration Certificate Program** prepares employees to address increasingly complex urban issues in a technologically advanced and demographically diverse City, as well as provide students with an interdisciplinary approach to the study of public policy and its implementation.

**Energy Services and Technology Courses** are designed for facilities professionals and are suitable for: CUNY facilities managers, administrative superintendents, building professionals, and managers of campus HVAC and electrical systems.

The Spring 2010 SPS course schedule features a variety of courses and programs in an ever-growing list of academic and professional fields, including:

- Applied Theatre
- Disability Studies
- Early Childhood Education Administration
- Education
- Energy Services and Technology
- Health Care Administration
- Immigration Law (Graduate)
- Information Technology
- Labor Relations
- Labor Studies
- Nonprofit Management
- Project Management
- Public Administration and Public Policy
- Real Estate
- Science
- Transportation

**Registration**

To review the current SPS Course Catalog, visit: [http://www.sps.cuny.edu/programs/spscourses](http://www.sps.cuny.edu/programs/spscourses). To register for SPS Courses and Programs, visit: [http://www.sps.cuny.edu/admissions/index.html](http://www.sps.cuny.edu/admissions/index.html). To speak with someone about courses or programs at SPS, contact the School of Professional Studies directly at (212) 652-CUNY.
On June 6, 2007, Mayor Michael Bloomberg asked New York City’s institutions of higher learning to assist him in fulfilling the mandates of PlanNYC, the city’s blueprint for achieving greater sustainability and reducing greenhouse gas emissions by 30 percent by the year 2030. The city’s colleges and universities were challenged to reduce their carbon footprints by 30 percent by 2017. In order to achieve this goal, CUNY has tasked all 23 of its institutions with creating unique and measurable ten-year sustainability plans. This effort is now known as the CUNY Sustainability Project and a CUNY Task Force has been formed. PDLM leads the CUNY Sustainability Task Force’s Professional Development Committee, whose charge is to help CUNY to develop an ongoing training and education program for its facility managers on both sustainable practices and conservation. To learn more about sustainability at CUNY, visit http://web.cuny.edu/about/sustainable.html.

“Green” Energy Training at CUNY (GET@CUNY) — Course Listing Spring 2010
Sponsored by the Center for Sustainable Energy at Bronx Community College

**Energy Efficient Building**
- Designing Energy Efficient Building Systems

**Building Performance Institute Training**
- Building Analyst Training
- Building Envelope Professional Training

**Solar Thermal**
- How to Put Together a Solar Thermal Package
- Solar Thermal Design and Installation Class
- Introduction to CAD Drawing for Solar PV and Solar Thermal: Computer Drawing and Design for Solar Systems

**The Business of Clean, Green Energy**
- Streamlining Solar Workshop
- Solar Professionals Seminars
- RETScreen Workshop
- Introduction to Sustainable Technologies and CSE Programs
- How to Put Together a Solar Thermal Package

**Geothermal/ GeoExchange**
- GeoExchange Design Principles

**Photovoltaic (Solar Electric)**
- 36-hour Math/Electricity Basics for Photovoltaics
- 40-hour Introductory Photovoltaics Design and Installation
- Introduction to CAD Drawing for Solar PV and Solar Thermal: Computer Drawing and Design for Solar Systems
- Advanced: Grid-Tied Photovoltaics
- Advanced: Off-Grid Photovoltaics, with International Emphasis
- Introduction to Sustainable Technologies and CSE Programs
- Solar Professionals Seminars
- How to Put Together a Solar Thermal Package
- RETScreen Workshop
- Streamlining Solar Workshop

For schedule, course descriptions, costs, and registration information, visit the Center’s website at www.csebcc.org, or call 718-289-5100, x3733.
Spring 2010

Program Schedule
Spring 2010 Program Schedule
This Program Schedule is subject to change. Please check www.cuny.edu/training frequently for updates. Created 2.4.10

CUNY Professional Development Program (CPDP)

March 2010 - Personal Productivity Month

Dynamics of Management (for managers and supervisors)
Tuesday, March 2 - Thursday, March 4 (3 days), 9:00 AM - 5:00 PM
Location: Central Office at 41st Street
Course No.: C1006

The Grant Writing Workshop (for managers, supervisors, and professionals)
Tuesday, March 9, 9:00 AM - 5:00 PM
Location: Central Office at 57th Street
Course No.: C9105

Key Concepts in Project Management (for managers, supervisors, and professionals)
Wednesday, March 10, 9:00 AM - 5:00 PM
Location: Central Office at 57th Street
Course No.: PDP351

Providing Exceptional Customer Service from the Help Desk (for Help Desk staff)
Thursday, March 11, 9:00 AM - 5:00 PM
Location: Central Office at 57th Street
Course No.: C9083

Developing Procedures: Improving Work Processes (for managers and supervisors)
Monday, March 15, and Tuesday, March 16, 9:00 AM - 5:00 PM
Location: Central Office at 57th Street
Course No.: C9052

Performance Management (for managers and supervisors)
Thursday, March 18, and Friday, March 19, 9:00 AM - 5:00 PM
Location: Central Office at 57th Street
Course No.: C9037

The Road to Resiliency (for managers and supervisors)
Thursday, March 18, 9:00 AM - 5:00 PM
Location: Central Office at 57th Street
Course No.: C9126

Motivating Yourself for Success: Making It Happen (for administrative staff)
Tuesday, March 30, 9:00 AM - 5:00 PM
Location: Central Office at 41st Street
Course No.: C9092
Spring 2010 Program Schedule
This Program Schedule is subject to change. Please check www.cuny.edu/training frequently for updates. Created 2.4.10

CUNY Professional Development Program (CPDP)

April 2010 - Administrative Professionals Month

Delivering Quality in-Person Customer Service (for administrative staff)
Friday, April 2, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C5555

Effective Telephone Skills (for administrative staff)
Thursday, April 8, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C5039

Attitude is Everything (for administrative staff)
Monday, April 12, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
Course No.: C9266

Successful Letter and Memo Writing (for administrative staff)
Thursday, April 15, and Friday, April 16, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C6788

Managing Multiple Priorities (for administrative staff)
Monday, April 19, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C5044

Successful Workplace Communication (for administrative staff)
Wednesday, April 21, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C1022

Effective Office Management for Today’s Workplace (for administrative staff)
Tuesday, April 27, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C2202

Managing Multiple Bosses: Meeting Demands and Conflicting Priorities (for administrative staff)
Thursday, April 29, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C5046
**Spring 2010 Program Schedule**

This Program Schedule is subject to change. Please check [www.cuny.edu/training](http://www.cuny.edu/training) frequently for updates. Created 2.4.10

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**CUNY Professional Development Program (CPDP)**

**May 2010 – Managers and Supervisors Month**

**Creating and Delivering Powerful Presentations** (for managers, supervisors, and professionals)
Tuesday, May 4, and Wednesday, May 5, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C9041

**Team-Based Leadership** (for managers and supervisors)
Tuesday, May 11, and Wednesday, May 12, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
Course No.: C1026

**Maintaining a Positive Work Environment** (for managers and supervisors)
Friday, May 14, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C3031

**Managing Irritation and Frustration in the Workplace: Creating New Choices** (for managers, supervisors, and professionals)
Monday, May 17, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C9091

**Fundamentals of Supervision** (for managers and supervisors)
Wednesday, May 19 – Friday, May 21 (3 days), 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
Course No.: C1031

**Supervising Challenging Employees** (for managers and supervisors)
Wednesday, May 26, and Thursday, May 27, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C9038

**June 2010 – Technology Month**

**Word 2003/ 2007 Level 2**
Tuesday, June 1, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street
Course No.: WTT231

**Power Point 2003/ 2007 Level 1**
Thursday, June 3, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street
Course No.: WTT151
Spring 2010 Program Schedule
This Program Schedule is subject to change. Please check www.cuny.edu/training frequently for updates. Created 2.4.10

CUNY Professional Development Program (CPDP)

**June 2010 - Technology Month, continued**

**Excel 2003/2007 Level 1**
Tuesday, June 8, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street
Course No.: WTT141

**Access 2003/2007 Level 1**
Thursday, June 10, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street
Course No.: WTT161

**Excel 2003/2007 Level 2**
Tuesday, June 15, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street
Course No.: WTT241

**Publisher 2003/2007 Level 1**
Thursday, June 17, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street
Course No.: WTT171

**On-Site Programs**

**March 2010**

**Developing Yourself and Others Through Delegation** (for Central Office managers and supervisors)
Monday, March 8, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
Course No.: C9117

**The Situational Leadership II Workshop** (for LaGuardia managers and supervisors)
Friday, March 12, 9:00 AM – 5:00 PM
Location: LaGuardia Community College
Course No.: C9129

**April 2010**

**Writing Effective & Efficient Emails** (for Central Office employees)
Wednesday, April 7, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C4260
Spring 2010 Program Schedule
This Program Schedule is subject to change. Please check www.cuny.edu/training frequently for updates. Created 2.4.10

On-Site Programs

April 2010, continued

Best Practices for Effective Management and Supervision (for Central Office managers and supervisors)
Wednesday, April 21, and Thursday, April 22, 9:00 AM – 5:00 PM
Location: Hunter School of Social Work
Course No.: OSC2030

May 2010

Stressmakers & Stressbreakers (for Central Office employees)
Wednesday, May 5, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
Course No.: C9086

Giving Effective Ongoing Feedback (for Central Office managers and supervisors)
Thursday, May 13, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
Course No.: C1041

June 2010

Managing Multiple Priorities (for Central Office administrative staff)
Tuesday, June 15, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
Course No.: C5044

CUNY Policy Programs

March 2010

Sexual Harassment Prevention: Respectful Workplaces (for Baruch College managers and supervisors)
Wednesday, March 24, 2:00 – 5:00 PM
Location: Baruch College
Course No.: SHP401

Domestic Violence and the Workplace - Orientation (restricted registration)
Wednesday, March 24, 9:30 AM - 5:00 PM
Location: Central Office at 57th Street
Course No.: DVP101
**CUNY Policy Programs**

**March 2010, continued**

**Domestic Violence and the Workplace – Program Implementation: Tools and Techniques for Trainers (restricted registration)**
Thursday, March 25, 9:30 AM - 2:00 PM
Location: Central Office at 57th Street
Course No.: DVP201
Appendix

FORMS
Professional Development Planner

PDLM has provided this tool to aid CUNY staff members in creating and customizing a short- or long-term professional development plan for themselves or their employees.

**Managers/Supervisors:** As you peruse the catalog, use this form to note courses that would aid in the professional growth of your employees.

**Non-Supervisory Employees:** Identify courses that would aid in your professional growth, note them on the Professional Development Planner, then discuss with your manager to determine an appropriate professional development plan.

Tip: Include notes explaining how each course will help in meeting current or future performance goals.

<table>
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<tr>
<th>Employee Name/Title</th>
<th>Course Name/Number</th>
<th>Course Date(s)</th>
<th>Notes</th>
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Date:

OHRM Professional Development & Learning Management Office
PROGRAM/COURSE APPLICATION
2009-10

<table>
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<td>Work Phone</td>
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<td>Work E-Mail Address</td>
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**SELECTED COURSES**

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<th>Course Code</th>
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<th>Level</th>
<th>Course Date(s)</th>
<th># Days</th>
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# SUPERVISOR AUTHORIZATION

<table>
<thead>
<tr>
<th>Supervisor’s Name (Print Clearly)</th>
<th>Title</th>
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<tbody>
<tr>
<td>Work Phone</td>
<td>Work Fax</td>
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By my signature, I certify that this employee is authorized for training in the course(s) requested and confirm that this employee has taken, where applicable, the prerequisite basic courses and/or has demonstrated the skill necessary to participate successfully in advanced-level coursework. Additionally, I understand that this employee is excused from normal work assignments during the hours of training and is required to attend the training course(s), as scheduled, once registration confirmation is received.

________________________________________    _____________
Supervisor Signature Date

*Please note that written authorization from the college Human Resource/Training Office is required for registration for all courses except those designed for members of campus Sexual Harassment Awareness and Intake Committees.*

# HUMAN RESOURCE/TRAINING OFFICE AUTHORIZATION

<table>
<thead>
<tr>
<th>HR/Training Officer (Print Clearly)</th>
<th>Work Phone</th>
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</table>

________________________________________    _____________
Human Resource/Training Office Signature Date

Send completed form to the address or fax number below.

The City University of New York
Professional Development & Learning Management
Office of Human Resources Management
555 West 57th Street, 11th Floor
New York, New York 10019
Tel: 646-683-7040
Fax: 646-683-7048
University.Training@mail.cuny.edu
www.cuny.edu/training

Rev.08.21.09
OHRM Professional Development & Learning Management Office

ON-SITE TRAINING REQUEST FORM

<table>
<thead>
<tr>
<th>College Name/Location</th>
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<th>College Contact Person(s)</th>
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<th>College Contact Phone # &amp; Fax #</th>
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<th>College Contact Email Address</th>
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<th>College Location/Shipping Address for Training Materials</th>
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<th>College Training Location (if different from Shipping Address)</th>
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<tr>
<th>TRAININGS/COURSES</th>
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If your college/department needs to cancel a course, submit cancellation in writing to the Professional Development & Learning Management Office at University.Training@mail.cuny.edu 15 days prior to the start of the class. Failure to notify us as required could result in your college/department having to pay the Citywide Training Center for the cancelled course.

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<table>
<thead>
<tr>
<th><strong>COLLEGE HUMAN RESOURCE AUTHORIZATION</strong></th>
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<th><strong>COLLEGE FISCAL OFFICER/DESIGNEE AUTHORIZATION</strong></th>
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<td>Signature</td>
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| **UNIVERSITY PROFESSIONAL DEVELOPMENT OFFICE AUTHORIZATION**  
(for PDL use only) |
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<tr>
<td>Authorized Name (Print Clearly)</td>
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<td>Rhonnye L. Ricks</td>
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<tr>
<td>Phone</td>
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<tr>
<td>646-758-7940</td>
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Professional Development & Learning Management Team

Office of Human Resources Management

Gloriana B. Waters
Vice Chancellor

Raymond O’Brien
Senior University Director
and Deputy to the Vice Chancellor

Raj Singh
Senior University Director
Human Resources Strategic Planning

~

Professional Development and Learning Management Office

Rhonnye L. Ricks, University Director

Jackie Womack-Worrell, Associate Manager

Kevin Webb, Program Coordinator

Salina Abdul, CUNY Office Assistant

Starr Hargraves, Training Assistant

The City University of New York
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