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Communication  Office Productivity  CUNY Policies
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COURSE OFFERINGS FOR
MARCH THROUGH JUNE 2011

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Professional Development & Learning Management
www.cuny.edu/training
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MESSAGE FROM THE VICE CHANCELLOR

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 and 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 2011. 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 2011

The Spring 2011 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. The feedback we have received from Human Resources Directors and program participants throughout the University has helped us to focus on the areas of greatest need in developing the spring schedule. Workplace effectiveness, change management, workplace conflicts, and leadership excellence are just a few of the subject areas to be explored this spring. Selected professional development courses will be offered free of charge. Consult your Human Resources office and the PDLM pages on the CUNY web site at www.cuny.edu/training for announcements regarding free training programs.

PDLM also offers several technology courses exclusively for CUNY employees. First Look: Microsoft Office 2010 is a new workshop designed for technology-savvy employees who wish to increase their comfort level in the latest versions of the Office Suite. The workshop provides an abbreviated review of the 2010 versions of Word, Excel, PowerPoint, Publisher, Access, and MS Office Picture Manager. Through the sponsorship of Baruch College’s Division of Continuing and Professional Studies (CAPS), selected PDLM technology courses will now offer continuing education units (CEUs). See the Spring 2011 Program Schedule beginning on page 42 for specific course dates and locations. A variety of technology courses as well as courses for IT professionals are also available through the Citywide Training Center.

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 leading for excellence, conflict resolution, performance management, and managing organizational change. 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 enhance their professional skills. Administrative professionals may take courses in effective office management, managing multiple priorities, and “people smart” strategies for positive workplace relationships. 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 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.

Sincerely,

Team PDLM
Our Courses

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 effectiveness and enhance their professional skills. Whether you are a director, 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 cultures, 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 2011 CPDP course schedule is divided into the following special theme months:

- March — Workplace Effectiveness Month
- April — Administrative Professionals Month
- May — Managers and Supervisors Month
- June — Technology Month

Descriptions for the Spring 2011 CPDP courses are provided on subsequent pages. For schedule information, please refer to the Professional Development Program Schedule, beginning on page 42.
Learn techniques to enhance your productivity, improve communication with co-workers, step into a new leadership role, or maintain a positive attitude in the face of workplace challenges.

Workplace Effectiveness Month offers a variety of courses to meet the professional development needs of department directors, managers, supervisors, professionals, and administrative staff. Other topics explored include: conflict resolution, improving work processes, managing change, and working in a multi-generational environment.

Attitude is Everything (C9266) - Everyone encounters setbacks that can shake their attitude into a negative focus. Learn to maintain a positive attitude while becoming sensitive to the underlying causes of negative attitudes. Explore methods for responding to different attitudes in a positive and productive way. For administrative staff

Communication Essentials for Resolving Conflict (C9077) - Practice specific skills to minimize and even eradicate workplace conflict, while maintaining your composure. Learn to decode body language, improve your nonverbal skills, and “cut through” tension to get your point across calmly, rationally, and professionally. For managers and supervisors

Developing Procedures: Improving Work Processes (C9054) - Enhance your staff’s performance and productivity by developing, documenting, and refining procedures for work processes. Learn techniques for identifying key steps, building formats, and effectively communicating procedures to employees. For managers and supervisors

Foundations of Management (C1006) - 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. For managers and supervisors

Leading for Results (C9258) - Strengthen fundamental leadership skills, explore innovative techniques for building high-performance teams, and motivate your staff to produce exceptional outcomes. This two-day course will help to identify and adapt your preferred leadership style to influence, communicate, and collaborate with different types of employees. For directors

Understanding and Managing Organizational Change (C9172) - Changes in leadership, processes, and technology can result in stress and resistance. This course will address the challenges of adjusting to and managing change. Learn strategies for managing apathy, criticism, negativity, and low productivity from colleagues, staff, and sometimes yourself. For directors, managers and supervisors

Working with Generations X, Y, and Z (C9263) - Today’s workplace is multi-generational and research shows differing styles and values among Generations X, Y, and Z. Gain an understanding of the different generational styles to foster positive and productive workplace interactions across the generations. For supervisors and professionals

See the Program Schedule on page 42 for course dates and locations.
Administrative Professionals: Learn how you can accomplish more with less, communicate more effectively with co-workers, and take charge of your professional and personal life. Acquire the “People Smart” strategies you need to manage personality conflicts and improve “challenging” working relationships. Learn to successfully manage multiple priorities or even multiple bosses!

Managers and supervisors of administrative professionals can review the “fundamentals of supervision,” including leadership skills and practices that help promote commitment and teamwork.

FOR ADMINISTRATIVE PROFESSIONALS

Accomplishing More with Less: Streamlining Your Workstyle (C9084) - Learn to be more creative and resourceful in performing daily tasks and achieving results when resources - such as time, staff, or budgets - are limited. Explore methods to eliminate unnecessary task steps or design a new approach to a project.

Effective Office Management for Today’s Workplace (C2202) - Acquire the tools to better manage your work environment. Explore common workplace challenges, as well as strategies for managing time and changing priorities, developing effective office routines, better communication, increased motivation and enlisting help to build a team environment.

Managing Multiple Bosses: Meeting Demands and Conflicting Priorities (C5046) - Learn how to set goals and priorities with multiple managers, meet multiple deadlines, manage conflict, and communicate proactively in order to build rapport.

Managing Multiple Priorities (C5044) - Explore methods for taking control of the workday, maximizing efficiency and effectiveness, and minimizing stress. Learn to: clarify and set goals, objectives and priorities; get and stay organized; measure and monitor progress; and recognize and overcome common “productivity killers.”

“People Smart” Strategies for Positive Relationships (C9156) - Learn to think wisely, be optimistic and use your energy sensibly to negotiate tense and stressful situations at work. Explore smart strategies to manage personality conflicts, complain less, maintain self-control, and avoid undermining your own work performance when faced with challenging situations.

Successful Workplace Communication (C1022) - Improve your interactions with co-workers and learn how to work more productively in groups. Evaluate your communication style and explore methods for improvement, including: recognizing others’ needs; interpreting verbal and non-verbal cues; and diffusing conflicts.

Supervising Challenging Employees (C9038) - Examine behaviors and attitudes that “label” a person “challenging.” Establish positive behavior change goals, maintain a professional image and practice communication techniques to address “attitude issues” affecting performance.

Taking Charge: Gaining Control of Your Professional and Personal Life (C9112) - Take charge of your professional and personal life by (1) identifying the major forces that can cause you to feel “out of control,” (2) devising strategies for achieving personal and professional goals, and (3) creating an active plan for achieving autonomy in all aspects of your life.

FOR MANAGERS AND SUPERVISORS

Fundamentals of Supervision (C1031) - Explore typical issues, challenges, and situations related to supervising “frontline” employees and learn basic skills and techniques to function effectively in a supervisory role. Topics include leadership practices that encourage commitment and teamwork, delegation, coaching, and conflict management.
Managers and supervisors can add to their leadership toolkit with a series of courses that promote strategic thinking, initiative, and organizational, planning, and adaptive skills. Directors also can learn to manage and lead change, using strategies that effectively address the resistance and negative emotions that change can evoke.

Delegation and Time Management (C2004)
Gain the skills to effectively organize, plan, and prioritize work assignments. Learn strategies for developing short and long-term plans to delegate, track, monitor, and ensure successful completion of your team’s work. For managers and supervisors

Leading for Excellence (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. For managers and supervisors

Understanding and Managing Organizational Change (C9172)
Changes in leadership, processes, and technology can result in stress and resistance. This course will address the challenges of adjusting to and managing change. Learn strategies for managing apathy, criticism, negativity, and low productivity from colleagues, staff, and sometimes yourself. For directors, managers and supervisors

Performance Management (C9037)
Learn best practices for setting standards, expectations, and goals for optimal performance. Explore methods to reinforce positive results while addressing performance gaps. Examine your own work environment and devise an action plan for maximizing high performance outcomes. Prerequisite: Fundamentals of Supervision or two years managerial experience. For managers and supervisors

See the Program Schedule on page 42 for course dates and locations.
CUNY Technology courses now offer Continuing Education Units (CEUs) from the International Association for Continuing Education and Training! Take the opportunity to enhance your Word or Excel skills. Learn to create effective presentations with Power Point, or produce professional looking fliers and publications with Publisher. Also, take a “first look” at what’s new in Microsoft Office 2010!

Excel Level 1 (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: Passing online assessment (.6 CEU)

Excel Level 2 (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, and sort and protect data. Participants will create headers and footers and work intensively with formulas and functions (such as “If” functions). Prerequisite: Excel Level 1 course or equivalent user capability (.6 CEU)

First Look: MS Office 2010 (WTT181) — Preview Microsoft Office 2010, including improvements to Word, Excel, and PowerPoint! Explore improved picture and video capabilities in PowerPoint; “Sparklines” (mini charts and graphs) in Excel; recovery of unsaved documents in Word; and Internet-based versions of each application. Prerequisite: Working knowledge of MS Office Suite (CEUs not applicable)

Power Point Level 1 (WTT151) — Participants will learn Power Point fundamentals for creating, modifying, and presenting basic presentations. Prerequisite: Working knowledge of Word Level 1. Prerequisite: Working knowledge of Word Level 1 (.6 CEU)

Publisher (WTT171) — This highly interactive workshop encourages participants to "bring their imaginations" to class. 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 (.6 CEU)

Word Level 1 (WTT131) — A highly interactive course designed to build the participants’ proficiency in using Word 2003. This full-day workshop will enable users to create, format, and enhance standard business documents, and to become more comfortable using the software for daily tasks. A brief introduction of Word 2007 will also be presented. Prerequisite: Passing online assessment (.6 CEU)

See the Program Schedule on page 42 for course dates and locations.
CUNY PROFESSIONAL DEVELOPMENT

CERTIFICATE PROGRAMS

CERTIFICATE OF

ACHIEVEMENT

This Award is Presented to

in Recognition of Distinction in the Field

and by Recommendation of the Committee on

and the Board of Trustees.
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). 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.

CUNY MANAGERS CERTIFICATE PROGRAM & SUPERVISORS CERTIFICATE PROGRAM

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). For managers, the Professional Development Program offers the Managers Certificate Program (MCP). Each program requires the completion of three core courses and three elective courses. Note that MCP candidates are required to choose a leadership course as one of their three 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 2011 Program Schedule in this Catalog, or visit our web page at www.cuny.edu/training and select Spring 2011 under the heading Program Schedule.

CORE COURSES

**MCP**
- Foundations of Management (foundation course)
- Leading for Excellence
- Performance Management

**SCP**
- Fundamentals of Supervision (foundation course)
- Managerial Leadership
- Supervising Challenging Employees

MCP* AND SCP ELECTIVE COURSES

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

**Diversity Courses**
- Cross-Cultural Communication
- NYC Cultural Appreciation

**Leadership Courses (for directors and managers only)**
- Emotional Intelligence
- Team-Based Leadership
- Understanding and Managing Organizational Change

**Conflict Resolution Courses**
- Negotiating Workplace Conflicts
- Communication Essentials for Resolving Conflict

*MCP candidates are required to complete a leadership course as one of their three electives.
MCP & SCP COURSE DESCRIPTIONS

MCP Core Courses

Foundations 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

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

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

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

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
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 is 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

Diversity Courses

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

NYC Cultural Appreciation (Course #C9150)
This training focuses on cultural awareness and sensitivity as an integral part of delivering excellent customer service. Participants increase self-awareness about personal values, motives, and beliefs to enhance their understanding of how these factors influence their interactions with customers. Identify the necessary skills to effectively communicate and serve across cultures.
Days of Training: 1
Target Audience: All staff

Conflict Resolution Courses

Communication Essentials for Resolving Conflict (Course #C9077) - Resolving conflict calls for a specialized set of communications skills. This workshop focuses on “face-to-face” communication in the context of conflict. Participants will learn to decode body language to understand what people are really saying, improve nonverbal skills for added emphasis in difficult situations, and communicate “I’m angry” in a constructive and professional way.
Days of Training: 1
Target Audience: All staff

Negotiating Workplace Conflicts (Course #C9173) - Resolving workplace conflict situations in a way that produces a fair and effective outcome for all involved is a key skill for supervisors and managers. Following a structured model in principled negotiation, this seminar will provide the skills to assess the problem, identify the interests of each party, and achieve a win-win outcome. Participants will discover their own default conflict resolution style and learn to select the optimal style for a given conflict situation.
Days of Training: 1
For managers and supervisors

Leadership Courses

For managers only, except where noted. Prerequisites for the following leadership courses 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

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

Understanding and Managing Organizational Change (Course #C9172)
Changes in leadership, processes, and technology can result in stress and resistance. This course will address the challenges of adjusting to and managing change. Participants will learn strategies for managing apathy, criticism, negativity, and low productivity from colleagues, staff, and even oneself.
Days of Training: 1
Target Audience: Directors, managers and supervisors
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 complete three core courses, one communications course and one technology course at a CTC location. Note that the technology courses provided by the CUNY Professional Development Office are not credited toward the CTC’s Administrative Professional Certificate.

**CORE COURSES**

- Effective Office Management for Today’s Workplace
- Managing Multiple Priorities
- Dealing with Difficult People

**APC ELECTIVE COURSES**

- One communications course
- One technology course at a CTC location

Refer to the current PDLM Program Schedule on page 42 for a list of core courses and communications courses to be offered at CUNY locations this spring. Technology courses for the APC must be taken at CTC locations. Consult the CTC Schedule of Courses to find out when specific technology courses are being offered. Contact your Human Resource Office for the CTC course schedule or visit the CTC web site at 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.

**APC 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 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

CTC Technology Courses

Candidates for the Administrative Professionals Certificate must complete one of the following technology skills electives at a Citywide Training Center location. Refer to the Spring 2011 CTC 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 courses are offered each semester. For CUNY Professional Development courses, Please refer to the PDLM Program Schedule included in this catalog (page 42) 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.

For information on courses at the CTC, please refer to the CTC Course Schedule, distributed separately. The CTC Course Schedule also is accessible via the CTC web site at www.nyc.gov/ctc.
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 via the following link:
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 SHAIC trainers must complete a train-the-trainer course, covering essential training concepts and techniques for conducting training programs for staff on their campuses. For information on available courses for trainers, refer to the Program Schedule beginning on page 42. For the latest updates to the Program Schedule, visit www.cuny.edu/training.

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 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.

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:
SEXUAL HARASSMENT PREVENTION PROGRAM

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, including collecting information from the complainant, communicating information on CUNY’s Policy Against Sexual Harassment, and preparing reports for the SHAIC Coordinator.
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

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

Preventing Sexual Harassment at CUNY: Online Course and Mastery Test
PDLM has partnered with compliance software provider New Media Learning to offer a comprehensive, interactive online 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 and may print a personalized Certificate after completing (and passing) the test. The course and test are self-paced and are available to the entire CUNY community.
SEXUAL HARASSMENT PREVENTION PROGRAM

To access the online course and mastery test, go to www.cuny.edu/training and click on Sexual Harassment Course and Mastery Test under the heading RELATED 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.

Investigations Training

Special training in Investigations to be provided by an outside firm. Seminar schedule and cost information for Spring 2011 to be announced.

COURSE COSTS

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 when the college pays for the course. Contact your campus Sexual Harassment Prevention Coordinator or SHAIC representative for more information.
Policy

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.

As mandated by law, 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://www.cuny.edu/about/administration/offices/ohrm/policies-procedures/violence-prevention-policy.html

COURSE DESCRIPTIONS

Creating Workplace Civility (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. This course focuses on building employee confidence to proactively address problematic situations while maintaining professionalism.
Days of Training: 1
Target Audience: All staff

Communication Essentials for Resolving Conflict (Course #C9077)
- Resolving conflict calls for a specialized set of communications skills. This workshop focuses on “face-to-face” communication in the context of conflict. Participants will learn to decode body language to understand what people are really saying, improve non-verbal skills for added emphasis in difficult situations, and communicate “I’m angry” in a constructive and professional way.
Days of Training: 1
Target Audience: All staff

Having That “Challenging” Conversation (Course #C9158)
- Each of us, at times, must communicate difficult or unpleasant news - during performance reviews, in providing feedback to colleagues, or when speaking with a customer. This course prepares participants to deliver messages in a straightforward, direct manner while being both respectful and understood. Participants will practice and role-play the types of challenging conversations that may be necessary in the workplace.
Days of Training: 1
Target Audience: All staff
WORKPLACE VIOLENCE PREVENTION PROGRAM

Negotiating Workplace Conflicts (Course #C9173) - Resolving workplace conflict situations in a way that produces a fair and effective outcome for all involved is a key skill for supervisors and managers. Following a structured model in principled negotiation, this seminar will provide the skills to assess the problem, identify the interests of each party, and achieve a win-win outcome. Participants will discover their own default conflict resolution style and learn to select the optimal style for a given conflict situation.
Days of Training: 1
For managers and supervisors

WVAT Policy & Program Review (Course #WVP211) This course is the first in a series of workshops for members of campus Workplace Violence Advisory Teams (WVATs). Participants will review The City University of New York Campus and Workplace Violence Policy and Prevention Program in order to understand the definition of workplace violence under the Policy, the specific requirements of CUNY’s Program, and the responsibilities of campus WVAT members.
Days of Training: approximately 1/2
Target Audience: Members of campus Workplace Violence Advisory Teams (“WVATs”)

WVAT Program and Procedures (Course #WVP212) This course is the second in a series of workshops for members of campus Workplace Violence Advisory Teams (WVATs). Participants will review procedures and best practices for implementing the revised CUNY workplace violence prevention program and fulfilling their responsibilities as WVAT members, including risk assessment, incident reporting, and record-keeping.

Days of Training: 1
Target Audience: Members of campus Workplace Violence Advisory Teams (“WVATs”) who have completed the WVAT Policy Review course.

WVAT Training Solutions (Course #WVP213) This course is the third in a series of courses for members of campus Workplace Violence Advisory Teams (WVATs). Formerly known as “Workplace Violence Train-the-Trainer,” the course covers the fundamentals of training design, basic facilitation skills, and how to present the CUNY Workplace Violence Policy and Prevention Program to specific campus audiences.
Prerequisite: WVAT Policy Review
Days of Training: 1
Target Audience: Members of campus Workplace Violence Advisory Teams (“WVATs”) who have completed the WVAT Policy Review course.

COMING IN SPRING 2011

Preventing Workplace Violence Online Training Program
For all employees of The City University of New York

DETAILS TO BE ANNOUNCED
Policy

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 Requirements

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 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

Note that not all CUNY Policy Mandated courses are offered each semester. Please refer to the PDLM Program Schedule included in this catalog (page 42) 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.
CUSTOMER SERVICE COURSES
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.

**CUSTOMER SERVICE COURSES**

**at the 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.

Additionally, the CTC has partnered with the Mayor’s Office of Operations Customer Service Group to present the new NYC Customer Service Professional Certificate Program. This program replaces the CTC’s Excellence in Customer Service Certificate Program offered in previous years and is designed for customer service staff, managers, and supervisors in New York City agencies. CUNY employees are eligible to participate in the program, however, not all program courses may be relevant to CUNY employees. In addition to three core courses, program participants are required to complete just one elective chosen from a list of seventeen courses, most of which have relevance for CUNY employees. After completing the core and elective courses, certificate candidates must complete a CTC application and obtain a letter of recommendation from their manager or supervisor, who must then submit these documents to the CTC in order for a certificate to be awarded.

**Registration**

To find out which Citywide Training Center customer service courses are scheduled for Spring 2011, and for a complete listing of core and elective courses in the NYC Customer Service Professional Certificate Program, consult the current CTC Course Catalog and Schedule, available at www.nyc.gov/ctc, or at your college Human Resources Office. To register for CTC courses, contact your campus Human Resources Office for the CTC application and registration procedures. All applications must be sent by your Human Resources Office to PDLM for processing. Applications sent directly from your campus or department to DCAS/CTC will not be 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 Resources Office for more information.

**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”).

*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*
CTC CUSTOMER SERVICE COURSE DESCRIPTIONS

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.

Days of Training: 1/2 day (3.5 hours)

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.

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

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.

Additionally, some CTC customer service courses may be offered at CUNY as part of the CUNY Professional Development Program. Consult the PDLM Program Schedule at www.cuny.edu/training for a current listing of scheduled courses.
connections™

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 Connections™ Train-the-Trainer cohorts trained in 2008-2009 are in the process of implementing Connections™ training programs on CUNY campuses.

connections now™

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 from other campuses, 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

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

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.
The following are the general registration procedures for most CUNY professional development training programs. Most programs are designed for specific audiences and authorization from a manager or supervisor is required to participate.

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

**Applicant**
1. Complete the **OHRM Professional Development & Learning Management Office (PDLM) Course Application** form (included in the Appendix and available at [www.cuny.edu/training](http://www.cuny.edu/training), or from your Human Resources Office).
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 Course Application to PDLM for processing. Applications should be received in the Professional Development Office at least 10 days before the course start date.
2. The Professional Development Office generally confirms registration via email at least five to seven days before the start of a course.

**Registration Instructions for Sexual Harassment Awareness and Intake Committee (SHAIC) Members**

Members of campus Sexual Harassment Awareness and Intake Committees also must use the PDLM Application Form to register for sexual harassment prevention courses. However, *authorization from the campus Human Resources Office is not required*. Committee members should:

1. Complete the application form.
2. Obtain supervisor’s signature. (HR authorization not required.)
3. Forward the application to the campus sexual harassment prevention liaison, or directly 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**

For most **CUNY Professional Development Program courses**, colleges are charged a portion of the cost of presenting 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.

The cost for **CUNY Professional Development Program Technology courses** is generally $25 per person.

PDLM covers the cost of bringing **Respectful Workplaces: Preventing Sexual Harassment (for managers and supervisors)** to several campuses each year. Colleges are charged a $5 per participant materials fee. Colleges also may bring this course on site at their own expense. The materials fee is waived when the college pays to present the course.

Sexual Harassment Prevention courses for college **SHAIC** members and other **CUNY Policy Mandated courses**, are offered free of charge.

*Contact your campus Human Resources Office for more information.*
By special arrangement, CUNY employees may attend professional development programs offered by the Citywide Training Center of 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 skills necessary to address the challenges that arise in public sector work environments. The workplace effectiveness course roster includes such topics 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 leadership skills as strategic tools for realizing an employer’s mission and goals. Topics addressed in these courses 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 in the Microsoft Office Suite and operating systems (Windows 7), as well as software applications for desktop publishing (Acrobat), graphic design (Illustrator, Photoshop, Visio), project management (Project), web development (HTML4: Web Authoring), and report writing (Crystal Reports). **Training and certification courses for IT professionals** include database administration (MCTS and MCITP: SQL Server 2008, MCTS: SQL Server 2005), help desk (CompTIA A+, MCITP: Windows 7, Enterprise Desktop Support Technician), networking (CompTIA Network+), network server administration (CompTIA Linux+, MCTS: Windows Server 2008 Active Directory, MCTS: Microsoft Exchange Servers 2007 and 2010 Configuration), networking security (CompTIA Security+), programming and development (MCTS: .NET Framework 3.5, ADO.NET Applications), and project management (CompTIA Project+). IT professionals can hone their customer service skills in the course **Providing Exceptional Customer Service from the Help Desk**.

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).

In keeping with CUNY’s commitment to leadership in sustainability, both for the City of New York and among higher education institutions nationwide, the CTC offers **Energy Management and Building Operations** courses. These courses are designed for professionals in building design, construction, procurement, building operations, maintenance and capital program management. Courses include: the **Building Operator Certification Program**, Levels 1 (15 weeks) and 2 (7.5 weeks); the **Certified Energy Manager Program** (five days), and **Overview of Energy Management** (3 weeks).
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 begins at your campus. CTC 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.

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. Prices for certain certificate courses may vary depending on subject matter. Contact your campus Human Resources Office for more information.

CTC Course Cancellation Policy

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.

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. 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 their designee).
4. Submit the completed form to the Professional Development & Learning Management Office.

On-Site Course Cancellation Policy

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.
ADDITIONAL LEARNING OPPORTUNITIES @ CUNY
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 undergraduate and graduate degrees, certificates and professional accreditations in a range of fields, including education, law, science, arts and culture, and healthcare and human services. 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 are offered at various CUNY campuses and other locations throughout the city.

SPS Programs

SPS offers undergraduate and graduate programs, certificates, the CUNY Online Baccalaureate Programs, and non-credit programs, including:

**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 2011 SPS course schedule features a variety of courses and programs in a growing list of academic and professional fields, including:

1. Adult Learning: Program Design and Facilitation
2. Applied Theatre
3. Business Communication
4. Coaching in the Organizational Context
5. Disability Studies
6. Diversity in the Workplace
7. Early Childhood Education Administration
8. Education
9. Education Foundations
10. Energy Services and Technology
11. Financial Studies
12. Health Care Administration
13. Immigration Law (Graduate)
14. Immigration Law (Undergraduate)
15. Information Technology
16. Labor Relations
17. Labor Studies
18. Leadership
19. Management
20. Management (graduate)
21. Nonprofit Management
22. Organizational Studies
23. Project Management
24. Public Administration and Public Policy
25. Real Estate
26. Science
27. Transportation
28. Understanding How Adults Learn

To review the current SPS Course Catalog and schedule information, visit: [http://www.sps.cuny.edu/programs/spscourses](http://www.sps.cuny.edu/programs/spscourses).

Registration

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.
CUNY/DCAS Public Administration Program

The CUNY/DCAS Public Administration Program is a collaboration between The City University of New York’s Joseph Murphy Institute for Worker Education, the NYC Department of Citywide Administrative Services (DCAS), and participating unions. It is designed to provide an opportunity to earn college credits, improve communication and analytical skills, and provide for expanded knowledge of government agencies, social services, labor relations and the legislative and budgetary process in the context of deepening the understanding of urban challenges.

The program offers
• an alternative set of admissions requirements for adult learners
• small classes
• an accelerated learning pace
• once-a-week evening and weekend classes
• pro-active counseling
• free tutoring
• a transfer credit program
• a dedicated and dynamic faculty
• a supportive and welcoming learning environment

Enroll at the undergraduate, graduate, or post-MA level
• Take the CUNY course cross listed with DCAS at the Citywide Training Center in lower Manhattan during work hours (with permission from your supervisor) or during evening hours at the Murphy Institute’s mid-Manhattan facility.
• Apply course credits to the Queens College BA or MA in Urban Studies.
• Course credits also applicable to an MA in Public Administration at Baruch College.
• Union tuition plans may be applicable.

Courses of Study

Undergraduate Certificate in Public Administration and Public Policy*
This undergraduate certificate program provides you with a solid background in government, the policy-making process, and public administration. The interdisciplinary approach taken in this program focuses on public agencies and the problems they face in the delivery of social services. You can apply the 16 credits you earn in this program to a bachelor’s degree in Urban Studies.

Advanced Certificate in Public Administration and Public Policy: Level I (Graduate)*
If you have already earned a bachelor’s degree, this certificate program will provide you with a deeper understanding of such topics as public management, the administrative decision-making process, training and staff development, and union-management relations. You will also learn how to analyze data and research on public policy and its implementation. You can apply the 12 credits you earn in this program towards a Master’s degree in Urban Studies.

Advanced Certificate in Public Administration and Public Policy: Level II (Post-MA)*
If you already hold a Master’s degree in Urban Studies or a related field, this 9 credit certificate program provides you with an opportunity to practice decision and policy making skills through field based projects. You will also use the advanced research skills you develop in the program to analyze and evaluate public policy, produce policy reports, and generate policy recommendations.

These Certificates can be applied toward a bachelor’s or master’s degree in Urban Studies at Queens College and Baruch College.

* pending final State approval

For more information about these programs, call the Murphy Institute at (212) 827 0200 or DCAS at (212) 669-3630.
The CUNY Sustainability Project

On June 6, 2007, Mayor Michael Bloomberg asked New York City’s institutions of higher learning to assist him in fulfilling the mandates of PlaNYC, 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, the University formed the CUNY Task Force on Sustainability and tasked all 23 of its institutions with creating unique, measurable ten-year sustainability plans. This effort is known as the CUNY Sustainability Project.

Since the project’s launch:

- Three of CUNY’s senior colleges - Brooklyn College, City College, and Hunter College - were featured in the first edition of the Princeton Review’s Guide to Green Colleges, published in April 2010.
- The first annual progress report on New York State green procurement and agency sustainability (FY 2008-2009) highlighted CUNY as a noteworthy example of an institution that has developed a comprehensive sustainability program.
- CUNY ranked 12th on the Environmental Protection Agency’s list of top green power purchasers in the higher education sector (FY 2008-2009).

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://www.cuny.edu/about/resources/sustainability.html.

GET@CUNY
“Green” Energy Training at CUNY
Sponsored by the Center for Sustainable Energy at Bronx Community College

Green Energy Training at CUNY (GET@CUNY) encompasses existing CUNY training courses related to energy efficiency, building retrofitting, and renewable energy technologies and develops new courses, making them available as credit and non-credit modules at multiple CUNY campuses and partner locations. Some of these courses will eventually be offered as distance learning courses, as well.

The Center for Sustainable Energy at Bronx Community College coordinates this training effort, with courses delivered at BCC, Kingsborough Community College, LaGuardia Community College, New York City College of Technology, Medgar Evers College, City College of New York, and Borough of Manhattan Community College.

Specific subject areas and courses include:

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

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

**Geothermal/GeoExchange**
- GeoExchange Design Principles

**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

**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

**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

For schedule, course descriptions, costs, and registration information, visit the Center’s website at www.csebcc.org, or call 718-289-5100, x3733.
New Professional Development Course!

**WORKING GREEN: Energy Conservation for Work and Home (PDP351)**

Working Green is a general training and education program designed to introduce all CUNY employees to the CUNY Sustainability Project, the concept of “going green,” and the roles we all can play in creating a more “Sustainable CUNY” and a more sustainable world.

CUNY employees will learn:

- What CUNY is doing to minimize its ecological impact and promote a culture of sustainability throughout the University
- How CUNY’s efforts fit into plans for a more Sustainable New York
- What it means to be “green”
- Steps we all can take at work and at home to “do our part” in creating a more sustainable world

Green tips and resources for specific CUNY job groups include the concept of “Leading Green”: Managers and supervisors will learn how they can set a “green agenda” (and example) for their offices.

All participants will identify specific changes that can be made within their departments to help CUNY to be more sustainable, and will be asked to commit to proposing and/or implementing these changes within a specified timeframe. Fellow course participants will help to briefly outline the steps that might be necessary to achieve this goal.

**CONSULT THE PROGRAM SCHEDULE FOR COURSE DATES AND LOCATIONS**
MARCH 2011
Workplace Effectiveness Month

CUNY PROFESSIONAL DEVELOPMENT PROGRAM (CPDP)

Foundations of Management (for managers and supervisors)
Wednesday, March 2 – Friday, March 4 (3 days), 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
Course No.: C1006

Attitude is Everything (for administrative staff)
Tuesday, March 8, 9:00 AM to 5:00 PM
Location: Central Office at 41st Street
Course No.: C9266

Developing Procedures: Improving Work Processes (for managers and supervisors)
Tuesday, March 15, and Wednesday, March 16, 9:00 AM – 5:00 PM
Location: New York City College of Technology
Course No.: C9052

Understanding & Managing Organizational Change (for directors)
Monday, March 21, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
Course No.: C9172

Working with Generations X, Y, and Z (for professionals)
Wednesday, March 23, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C9263

Communication Essentials for Resolving Conflict (for managers and supervisors)
Thursday, March 24, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C9077

Leading for Results (for directors)
Tuesday, March 29, and Wednesday, March 30, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C9258

CUNY POLICY PROGRAMS

Respectful Workplaces: Preventing Sexual Harassment (for managers and supervisors) Friday, March 4, 9:30 AM - 1:00 PM
Location: Borough of Manhattan Community College
Course No.: SHP401

ON-SITE PROGRAMS

Coaching and Counseling for Improved Job Performance (for managers and supervisors)
Monday, March 7, 9:00 AM – 5:00 PM
Location: Central Office at 80th Street
Course No.: C3030
CUNY PROFESSIONAL DEVELOPMENT PROGRAM SCHEDULE
Spring 2011

APRIL 2011
Administrative Professionals Month

CUNY PROFESSIONAL DEVELOPMENT PROGRAM (CPDP)

Supervising Challenging Employees (for managers and supervisors)
Monday, April 4, and Monday, April 11, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C9038

Managing Multiple Bosses (for administrative staff)
Friday, April 8, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C5046

Accomplishing More with Less: Streamlining Your Workstyle (for professionals)
Monday, April 11, and Tuesday, April 12, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C9084

Successful Workplace Communication (for administrative staff)
Thursday, April 14, 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 19, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C2202

“People Smart” Strategies for Positive Relationships (for administrative staff)
Wednesday, April 20, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
Course No.: C9156

Taking Charge: Gaining Control of Your Professional and Personal Life (for all staff)
Tuesday, April 26, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
Course No.: C9112

Fundamentals of Supervision (for managers and supervisors)
Wednesday, April 27 – Friday, April 29 (3 days), 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C1031

Managing Multiple Priorities (for administrative staff)
Thursday, April 28, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C5044

CUNY POLICY PROGRAMS

CUNY Policy Train-the-Trainer (all CUNY policy trainers)
Tuesday, April 5, 9:00 AM – 5:00 PM
Location: John Jay College
Course No.: PDP304

WVAT Policy and Program Review (for college WVAT members)
Thursday, April 7, 9:30 AM – 2:00 PM
Location: Central Office at 57th Street
Course No.: WVP211

WVAT Policy and Program Review (for college WVAT members)
Wednesday, April 13, 9:30 AM – 2:00 PM
Location: Central Office at 57th Street
Course No.: WVP211
MAY 2011
Managers and Supervisors Month

CUNY PROFESSIONAL DEVELOPMENT PROGRAM (CPDP)

Delegation and Time Management (for managers and supervisors)
Monday, May 9, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C2004

Leading for Excellence (for managers and supervisors)
Tuesday, May 17, and Wednesday, May 18, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
Course No.: C9043

Understanding & Managing Organizational Change (for directors)
Wednesday, May 18, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
Course No.: C9172

Performance Management (for managers and supervisors)
Thursday, May 19, and Friday, May 20, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street
Course No.: C9037

CUNYfirst Excel Report-Writing (for affirmative action officers and assistants)
Tuesday, May 24, 9:30 AM – 12:30 PM
Location: Central Office at 57th Street

CUNYfirst Excel Report-Writing (for affirmative action officers and assistants)
Tuesday, May 24, 1:30 PM – 4:30 PM
Location: Central Office at 57th Street

SPECIAL COURSES

Working Green: Energy Conservation for Work and Home (for selected staff)
Friday, March 11, 9:00 AM to 12:30 PM
Location: Central Office at 57th Street
Course No.: PDP351

Working Green: Energy Conservation for Work and Home (for all staff)
Friday, March 25, 9:00 AM to 12:30 PM
Location: Central Office at 57th Street
Course No.: PDP351

CUNYfirst Excel (for affirmative action officers and assistants)
Wednesday, May 11, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street

CUNYfirst Excel (for affirmative action officers and assistants)
Thursday, May 19, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street
CUNY PROFESSIONAL DEVELOPMENT PROGRAM SCHEDULE
Spring 2011

JUNE 2011
Technology Month

CUNY PROFESSIONAL DEVELOPMENT PROGRAM (CPDP)

First Look: Microsoft Office 2010
Wednesday, June 1, 9:30 AM - 12:30 PM
Location: Central Office at 57th Street
Course No.: WTT181

First Look: Microsoft Office 2010
Wednesday, June 1, 1:30 - 4:30 PM
Location: Central Office at 57th Street
Course No.: WTT181

Excel Level 1
Friday, June 3, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street
Course No.: WTT141

PowerPoint Level 1
Tuesday, June 7, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street
Course No.: WTT151

Word Level 1
Thursday, June 9, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street
Course No.: WTT131

Publisher
Wednesday, June 15, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street
Course No.: WTT171

Excel Level 2
Tuesday, June 21, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street
Course No.: WTT241

CUNY POLICY PROGRAMS

WVAT Program and Procedures
Thursday, June 2, 9:30 AM – 4:30 PM
Location: Central Office at 57th Street
Course No.: WVP212

WVAT Program and Procedures
Tuesday, June 14, 9:30 AM – 4:30 PM
Location: John Jay College
Course No.: WVP212

Office of
Human Resources Management
APPENDIX

CUNY PROFESSIONAL DEVELOPMENT PROGRAM

FORMS
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.

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# OHRM Professional Development & Learning Management Office
## PROGRAM/COURSE APPLICATION
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## SELECTED COURSES

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(OVER)
SUPERVISOR AUTHORIZATION

Supervisor’s Name (Print Clearly)  Title

Work Phone  Work Fax  Work E-Mail Address

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 Office is required for registration for all courses except those designed for members of campus Sexual Harassment Awareness and Intake Committees.

HUMAN RESOURCE OFFICE AUTHORIZATION

HR Director (Print Clearly)  Work Phone

________________________________________  __________________________
Human Resource 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: 646-758-7340
Fax: 646-758-7348
University.Training@mail.cuny.edu
www.cuny.edu/training

Office of Human Resources Management

Rev. 1.10.11
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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<table>
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<tr>
<th>College Contact Phone # &amp; Fax #</th>
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<th>College Location/Shipping Address for Training Materials</th>
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**TRAININGS/COURSES**

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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 16 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.
## COLLEGE HUMAN RESOURCE AUTHORIZATION

<table>
<thead>
<tr>
<th>Authorized Name (Print Clearly)</th>
<th>Title</th>
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<tbody>
<tr>
<td>Phone</td>
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<td>E-Mail</td>
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## COLLEGE FISCAL OFFICER/DESIGNEE AUTHORIZATION

<table>
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## UNIVERSITY PROFESSIONAL DEVELOPMENT OFFICE AUTHORIZATION (for PDLM use only)

<table>
<thead>
<tr>
<th>Authorized Name (Print Clearly)</th>
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<tbody>
<tr>
<td>Rhonnye L. Ricks</td>
<td>University Director, PDLM</td>
</tr>
<tr>
<td>Phone</td>
<td>Fax</td>
</tr>
<tr>
<td>646-758-7940</td>
<td>646-758-7948</td>
</tr>
<tr>
<td>E-Mail</td>
<td><a href="mailto:University.Training@mail.cuny.edu">University.Training@mail.cuny.edu</a></td>
</tr>
<tr>
<td>Signature</td>
<td>Date</td>
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</tbody>
</table>
Office of Human Resources Management

Gloriana B. Waters  
Vice Chancellor

Raymond F. O’Brien, Esq.  
Senior University Executive Director for Human Resources Operations  
& Deputy to the Vice Chancellor

Raj Singh  
Senior University Executive Director  
Human Resources Strategic Planning

Professional Development & 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

Contact

Office of Human Resources Management  
Professional Development & Learning Management Office  
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