Office of Human Resources Management
Course Catalog
Spring 2018

Develop yourself. Expand your knowledge. It’s time to invest in YOU!

COURSE OFFERINGS FOR FEBRUARY THROUGH JUNE

Office Productivity ● Managerial/Supervisory Skills ● Administrative Skills
Professional Skills ● Communications ● Customer Service
Technology ● Compliance/Risk Management

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

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

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

Towards that end, it is the mission of CUNY’s Office of Professional Development 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. It is our hope that 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,

The Office of Human Resources Management
The Professional Development and Learning Management Office (PDLM) is the learning and professional development unit within the University Office of Human Resources Management (OHRM). PDLM’s mission is to design and coordinate learning and talent development programs that align with University initiatives and support the unique developmental opportunities and challenges experienced by CUNY’s diverse workforce. To that end, OHRM’s PDLM remains dedicated to enhancing the professional talents and skill-sets of CUNY employees to assist them in attaining organizational and personal developmental goals.

The OHRM Professional Development and Learning Management Office - promoting individual and organizational excellence for employees of the nation’s largest urban institution of public higher education.

Come learn with us at www.cuny.edu/pdlm
Welcome to the Spring 2018 OHRM Professional Development & Learning Management (PDLM) Catalog of Courses. This Catalog contains course descriptions and registration instructions as well as information on additional learning and development opportunities available to CUNY employees. For the latest schedules and information, consult the Course Schedule on the PDLM CUNY website at www.cuny.edu/pdlm.

Exciting opportunity this year!

Lean Six Sigma White and Green Belts

PDLM is offering two levels of Lean Six Sigma courses during the 2017-18 year. These courses focus on streamlining office processes and improving work quality and productivity.

**Lean Six Sigma: An Introduction to Quality and Productivity Improvement (C7784)** provides tools and techniques to streamline tasks, improve time management, and produce higher quality work while satisfying internal and external customers. These tools, originally developed for business, are now used extensively in government and higher education. Participants will earn a Lean Six Sigma White Belt at the conclusion of this two-day course. **Target Audience:** Directors, Managers, and Supervisors. **Scheduled in January, 2018.**

**Lean Six Sigma: Process Improvement Initiatives (C7785)** - At the completion of this four-day program, participants will earn a Lean Six Sigma Green Belt. You will be able to create strategies for leading Lean Six Sigma teams and implementing Lean Six Sigma projects. Participants will review process improvement theory, master key Lean Six Sigma tools, Learn to identify key drivers, develop metrics, and evaluate cost savings. **Prerequisite:** Lean Six Sigma: An Introduction to Quality and Productivity Improvement. **Target Audience:** Directors, Managers, and Supervisors. **Scheduled in May, 2018.**

Certificate Programs

PDLM features four Professional Development Certificate Programs this year—the Managerial Competencies Certificate, the Supervisory Competencies Certificate, the Certificate for Administrative Professionals, and the Certificate for Professional Staff. These certificate programs are designed to improve job performance and personal productivity for all job groups.

Learning Opportunities & Resources

The Learning Opportunities & Resources section of the PDLM Catalog features the most up-to-date information on CUNY employee opportunities and benefits, such as CUNY Employee Tuition Fee Waiver, School of Professional Studies degrees, and Continuing Education in a variety of fields within the CUNY System.

Professional Development Planner

We’ve included a Professional Development Planner to assist you in identifying suitable courses for professional growth and for developing short- or long-term professional development plans. Supervisors may use the Planner to help employees set developmental goals based on current and/or future responsibilities.

Team PDLM acknowledges that the success of every employer depends on the development of the talent, skills and abilities of its employees. Thank you for your interest in our professional development programs! We look forward to seeing you this Spring.

Sincerely,

Team PDLM
Through the CUNY Professional Development Program (CPDP), PDLM offers a variety of courses to assist employees in various job groups in maximizing their personal workplace effectiveness and enhancing their professional skills. No matter your job title, the CUNY Professional Development Program will assist you in achieving long-term growth in your career. CPDP courses provide instruction in leadership and supervisory techniques, technology, written and verbal communication, and more.

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

Descriptions for the Spring 2018 CPDP courses are presented on subsequent pages. For schedule information, please refer to the Course Schedule available online at www.cuny.edu/pdlm and at the end of this Catalog.
The following are the general registration procedures for most CUNY professional development courses. Most courses are designed for specific audiences and authorization from a manager or supervisor is required to participate. Contact your campus Human Resources Office for more information.

To register for CUNY Professional Development Program courses:

2. Print the completed E-App and click SUBMIT. (Your registration will neither be recorded nor transmitted if you do not click SUBMIT.)
4. Submit the E-App with your supervisor’s signature to your college Human Resources Office.
5. The college Human Resources Office will forward the E-App to the Professional Development Office for processing. E-Applications should be received in the Professional Development Office at least 10 days before the start of a course.
6. The PDLM Office confirms an applicant’s registration for a course via email from University.Training@cuny.edu three to five days before the start of the course.

New 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, $70 per person per day of training. The cost for PDLM half-day technology courses is $15 per person. A full day of PDLM technology training (two half-day courses on the same day) is $25 per person.

New CUNY Professional Development Program Course Cancellation Policy

Requests for cancellations must be received in writing at least 5 business days prior to the start of a confirmed class. Campuses will be charged the full fee for the course ($70 per person per day of training) if a confirmation is issued and no one from the campus attends the course. Campuses may designate an eligible substitute up to the commencement of the class without this penalty.
CREATING A COLLABORATIVE WORKPLACE (C7516)

Collaboration within teams across programs and between organizations is a fact of life in today’s workplace. The complexity of tasks and the interdependence of functions make it important that people work well with one another throughout an entire organization. High performance teams make this necessary collaboration appear seamless. This course looks at the complexities, the opportunities, the desired conditions and skills needed to make such collaboration possible.

Days of Training: 1  
Target Audience: Directors, Managers, Supervisors

DEVELOPING YOURSELF AND OTHERS THROUGH DELEGATION (C9117)

Delegating involves high levels of trust, self-awareness and strategic thinking. It is different from assigning routine work. Done well, it enables the manager and others to take on new challenges, maximizes productivity, increases team performance, and reduces stress. Done incorrectly, it can result in improperly completed projects and increased frustration. This highly interactive workshop will explore many facets of delegation and introduce the delegation process step by step.

Days of Training: 1  
Target Audience: Directors, Managers, Supervisors

ESSENTIALS OF SUPERVISION FOR THE 21ST CENTURY (C1031)

An introduction to the issues, challenges, and typical situations related to supervising “frontline” employees. In this two-day workshop, participants will learn essential skills and be introduced to key techniques for functioning effectively in their supervisory roles.

Days of Training: 2  
Target Audience: Managers and Supervisors

INSPIRED LEADERSHIP: CREATING A MOTIVATIONAL ENVIRONMENT (C9248)

Do you need to increase productivity and encourage positive long-term change? Want staff members to choose to be their best at work? Then the four cornerstones of the FISH philosophy are for you. Explore this unique technique for increasing morale and motivating team members to challenge themselves to improve. Learn to be a “genuine” leader and to leave a legacy of integrity and success.

Days of Training: 2  
Target Audience: Managers and Supervisors

LEAN SIX SIGMA: PROCESS IMPROVEMENT INITIATIVES (GREEN BELT CERTIFICATE) (C7785)

At the completion of this program, you will earn a Lean Six Sigma Green Belt certificate. You will be able to create strategies for leading Lean Six Sigma teams and implementing Lean Six Sigma projects. Learn to review Process Improvement Theory, master key Lean Six Sigma tools, and identify key drivers and develop metrics and evaluate cost savings. Prerequisite: Lean Six Sigma: An Introduction to Quality and Productivity Improvement (White Belt Certificate).

Days of Training: 4  
Target Audience: Directors, Managers, Supervisors
MANAGEMENT & SUPERVISION COURSES (CONTINUED)

***Schedule is subject to change***

MANAGERIAL POWER TOOLS: MOTIVATING, COACHING AND TEAMBUILDING  (C9286)

As a manager or supervisor, you need to get things done through others. Everyone is motivated to do something – but is it what you need them to do? How do you get people to want to do what they are supposed to do, do it well, and in collaboration with others? This highly interactive one-day course will give you some answers. You will have the chance to explore and practice the skills of motivating, delegating and teambuilding.

Days of Training: 1  
Target Audience: Directors, Managers, Supervisors

RESOLVING CONFLICT: A LEADERSHIP APPROACH (C5151)

This workshop will enable participants to develop collaborative problem-solving skills and to use these skills to coach staff and address conflict-related work situations and disputes. Participants will role-play different approaches for managing workplace conflict.

Days of Training: 1  
Target Audience: Managers and Supervisors

STRENGTHENING WORKPLACE COMMUNICATIONS (C7724)

Participants will learn methods to improve everyday interactions with co-workers to enable them to work more productively in group situations. They will evaluate their individual communication styles and explore methods and techniques for strengthening their personal communication effectiveness.

Days of Training: 1  
Target Audience: Managers and Supervisors

THE MANAGER IN THE MIDDLE: EFFECTIVE POWER RELATIONSHIPS UP & DOWN (C9210)

Managers know the stress of leading from the middle – being influenced by and accountable to those they report to while managing their own staff for harmony and productivity. Learn how to balance relationships and build alliances up and down the organizational hierarchy. Participants also will experiment with and discuss tools and techniques for influencing their manager in collaborative ways while engaging their sometimes reactive or resistant staff.

Days of Training: 2  
Target Audience: Directors, Managers, Supervisors

THE SUPERVISOR’S CHALLENGE: MANAGING YOURSELF WHILE MANAGING OTHERS (C9051)

To do the best job leading others, we begin by managing ourselves, creating a work-life balance, and developing people skills that allow us to lead by setting an example. Participants will gain insight into managing themselves through increasing their self-awareness and developing relationship building skills. Focus will be on using emotional intelligence to build self-esteem and self-awareness.

Days of Training: 2  
Target Audience: Directors, Managers, Supervisors
PERSONAL DEVELOPMENT COURSES

ATTITUDE IS EVERYTHING (C9266)

Attitude is a highly personal and sensitive topic. As attitudes deteriorate, so do commitment, loyalty and, most importantly, performance. Everyone encounters setbacks that can shake their attitude into a negative focus. This course provides participants with the knowledge and skills to develop and maintain positive attitudes while becoming sensitive to underlying causes leading to negative attitudes. Various methods for responding positively and productively to different attitudes in a positive and productive way will be explored.

Days of Training: 1  Target Audience: All Staff

EFFECTIVE OFFICE MANAGEMENT FOR TODAY’S WORKPLACE (C2202)

Acquire the tools to better manage your work environment. Explore common workplace challenges and techniques for managing time, changing priorities, developing effective office routines, communicating better, increasing motivation, and enlisting help for developing a more positive team environment.

Days of Training: 1  Target Audience: All Staff

HOW TO WRITE FAST UNDER PRESSURE (C7513)

When deadlines on several writing tasks are rapidly approaching, do you feel under stress? Have a hard time getting started? Struggle to put your thoughts together? Revise and edit slowly? Then, this course is for you! You will learn the tips that professional writers use and practice them in real-life situations to increase your output and write assertively.

Days of Training: 1  Target Audience: All Staff

MANAGING MULTIPLE PRIORITIES (C5044)

Take control of your workday by maximizing efficiency and minimizing stress. Learn to clarify and set work and personal goals and priorities, stay organized, take charge of time, recognize and overcome “productivity killers,” and utilize planning and organizing tools to measure and monitor progress.

Days of Training: 1  Target Audience: All Staff

PROFESSIONAL PRESENCE (C7721)

In this highly interactive workshop, workplace leaders will be introduced to essential and sometimes overlooked business manners that contribute to workplace success. Specific takeaways include tips and insights for assessing your “personal brand,” making a fantastic first impression, leading through listening, setting goals and work targets that inspire your team, and bolstering your communications style to create a collaborative working environment. Spend the half-day with the celebrated “Mr. Manners” and discover techniques for obtaining the “professional polish” to assist you in continuing to make a valuable contribution to your workplace.

Days of Training: 1/2  Target Audience: Managers, Supervisors, Professionals
PERSONAL DEVELOPMENT COURSES (CONTINUED)

***Schedule is subject to change***

TACTICAL COMMUNICATION (C9266)

This workshop will allow participants to learn and practice the communication skills and techniques for handling difficult work issues with candor, tact, and sensitivity. It explores complex situations, such as dealing with tensions among team members and enforcing policies. Participants also will practice communication skills for neutralizing and defusing potential altercations.

Days of Training: 1  Target Audience: All Staff

TECHNOLOGY COURSES

MS EXCEL: AN INTRODUCTION (WTT141)

This workshop is designed to provide participants with the skills to create, edit, format, and print worksheets. If you are looking to review these skills, then this is the course you should attend! A brief introduction to formulas and using the chart wizard also will be presented.

Days of Training: 1  Target Audience: All Staff

MS EXCEL: FORMULAS AND FUNCTIONS (WTT141A)

Learn how to create formulas and to use functions (prewritten formulas) to shorten and simplify formulas. Practice performing simple or complex calculations on a single worksheet or across multiple worksheets, combining multiple columns of data into a single column, and effectively utilizing the most common functions.

Days of Training: 1/2  Target Audience: All Staff

MS EXCEL: PIVOT TABLES AND LOOKUPS (WTT141P)

Need to perform an in-depth analysis of the data in your Excel spreadsheet or quickly answer a question about your data? Learn to create a PivotTable or PivotChart report! Pivot tables allow you to summarize values in an Excel spreadsheet without having to create formulas to perform the calculations. Rearrange your summarized data simply by rotating row and column headings to create easy-to-read reports.

Days of Training: 1/2  Target Audience: All Staff

MS POWERPOINT: CREATING POWERFUL PRESENTATIONS (WTT151A)

Learn how to create presentations that gain attention and enhance your credibility. Deliver informative and visually appealing presentations that engage your audience. Avoid common “PowerPoint pitfalls” and learn how to handle questions and comments with ease.

Days of Training: 1/2  Target Audience: All Staff
TECHNOLOGY COURSES (CONTINUED)

***Schedule is subject to change***

MS POWERPOINT: DYNAMIC, IMPACTFUL POWERPOINT DELIVERY (WTT151P)

Learn the fundamentals of delivering a dynamic PowerPoint presentation. Deliver presentations that gain attention and create a positive impression. Use visuals as they are intended, deal effectively with fear and anxiety, and handle questions and comments with confidence.

Days of Training: 1/2  
Target Audience: All Staff

MS WORD: USING STYLES, GRAPHICS, SYMBOLS, CHARTS & TRANSLATION (WTT131A)

Learn to use graphics, charts, and symbols to communicate information visually rather than simply using text. Take your Word documents to the next level using styles and themes: predefined combinations of font style, color, text size, and effects. Broaden your communications by using the translate feature to translate words, phrases, paragraphs, or an entire document from one language to another. After completing this workshop, create eye-catching fliers, organizational charts, marketing and promotional materials, and other professional documents with your newly enhanced skills!

Days of Training: 1/2  
Target Audience: All Staff

MS WORD: USING MAIL MERGE, TABLES, AND ELECTRONIC FORMS (WTT131P)

Learn to use the mail merge feature to produce letters, mailing labels, envelopes, name tags, and other documents from information stored in a list, database, or spreadsheet. Learn how to summarize and present numerical data or text information in rows and columns using tables. Finally, are you looking for a way to collect information from others? Learn to create forms that others can fill-in electronically, including check boxes, text boxes, date pickers, and drop-down lists.

Days of Training: 1/2  
Target Audience: All Staff
The OHRM Professional Development & Learning Management Office conducts periodic analyses of employee feedback captured from course evaluation forms, training needs surveys, and conversations with participants regarding developmental needs. PDLM course participants are asked to provide qualitative responses to questions on course content and instructional methods, and to identify current and future professional development needs. The Professional Development Office then uses this information to align employee developmental needs with organizational goals and initiatives. These types of needs assessments have been essential in assisting the PDLM Office in re-imagining course offerings and in helping PDLM to provide CUNY employees with meaningful pathways for improving skill-sets and developing job competencies.

To serve the CUNY employee population, PDLM created Certificate Programs to encourage learning and growth for four general CUNY job groups. Each certificate program caters to a broad subsection of CUNY employees, takes two years to complete, and includes five courses specifically selected to build job skills and enhance the knowledge, skills, and abilities of the particular job group.

**Managerial Competencies Certificate** — Courses within this Certificate Program are designed to provide directors and managers with innovative leadership and managerial competencies and strategies.

**Supervisory Competencies Certificate** — Courses within this Certificate Program allow managers and supervisors to explore managerial and communication tools for enhancing their working relationships with employees.

**Certificate for Professional Staff** — Courses within this Certificate Program are designed to deliver essential skill-sets and competencies to non-supervisory CUNY professionals.

**Certificate for Administrative Professionals** — Technology and Communication courses within this Certificate Program encourage more efficient office management skills for administrative professionals.

*For eligibility information regarding the Certificate Programs, please contact your Campus Human Resources Office.*
MANAGERIAL COMPETENCIES CERTIFICATE (MCC)

PDLM’s skills enhancement certificate for CUNY managers is designed to provide innovative managerial competencies and strategies. To qualify for a managerial competency certificate, participants must complete three core courses and two elective courses within a two-year period. Elective courses may be chosen from the list of Leadership Development and Communications courses indicated below.

Requirements

To earn a certificate, Managers must complete:

- 3 core courses
- 1 course from the Leadership course list
- 1 course from the Communications course list

Courses may be taken on-site at CUNY locations or at the Citywide Training Center. **In order to count toward a certificate, all courses must be completed within a two-year period.** Please note that every course may not be offered every year.

CORE COURSES FOR THE MANAGERIAL COMPETENCIES CERTIFICATE (MCC)

- Foundations of Management (C1006)
- Managerial Power Tools: Motivating, Coaching, and Team-Building (C9286)
- The Manager in the Middle: Effective Power Relationships Up & Down (C9210)

ELECTIVE COURSES FOR THE MANAGERIAL COMPETENCIES CERTIFICATE (MCC)

**Leadership Courses**

- Inspired Leadership: Creating a Motivational Environment (C9248)
- Resolving Conflict: A Leadership Approach (C5151)
- Understanding and Managing Organizational Change (C9172)

**Communications Courses**

- Strengthening Workplace Communication (C7724)
- Tactical Communication for Gaining Cooperation (C5400)
SUPERVISORY COMPETENCIES CERTIFICATE (SCC)

PDLM’s skills enhancement certificate for CUNY supervisors is designed to provide cutting-edge supervisory competencies and techniques. To qualify for a supervisory competency certificate, participants must complete three core courses and two elective courses within a two-year period. Elective courses may be chosen from a list of Leadership Development and Communications courses indicated below.

Requirements

To earn a certificate, Supervisors must complete:

- 3 core courses
- 1 course from the Leadership course list
- 1 course from the Communications course list

Courses may be taken on-site at CUNY locations or at the Citywide Training Center. In order to count toward a certificate, all courses must be completed within a two-year period. Please note that every course may not be offered every year.

CORE COURSES FOR THE SUPERVISORY COMPETENCIES CERTIFICATE (SCC)

- Essentials of Supervision for the 21st Century (C1031)
- The Supervisor’s Challenge: Managing Yourself while Managing Others (C9051)
- Smart Solutions for Unacceptable Employee Behavior (C9017)

ELECTIVE COURSES FOR THE SUPERVISORY COMPETENCIES CERTIFICATE (SCC)

**Leadership Courses**

- Developing Yourself and Others through Delegation (C9117)
- Inspired Leadership: Creating a Motivational Environment (C9248)

**Communications Courses**

- Conducting Effective Performance Appraisal Interviews (C1012)
- Strengthening Workplace Communication (C7724)
- Tactical Communication for Gaining Cooperation (C5400)
CERTIFICATE FOR PROFESSIONAL STAFF (CPS)

PDLM’s skills enhancement certificate for professional staff is designed to deliver essential skill-sets and competencies to non-supervisory CUNY professionals. To qualify for a CUNY professionals certificate, participants must complete three core courses and two elective courses within a two-year period. Elective courses may be chosen from the list of Communications, Technology, and Workplace Effectiveness courses presented below.

Requirements

To earn a certificate, Professional Staff must complete:

- 3 core courses
- 2 elective courses from Electives list

In order to count toward a certificate, all courses must be completed within a two-year period. Please note that every course may not be offered every year.

CORE COURSES FOR THE SUPERVISORY COMPETENCIES CERTIFICATE (CPS)

- Attitude is Everything (C9266)
- Personal Productivity (C9226)
- Professional Presence (C7721)

ELECTIVE COURSES FOR THE SUPERVISORY COMPETENCIES CERTIFICATE (CPS)

- Tactical Communication for Gaining Cooperation (C5400)
- Creating and Delivering Powerful Presentations (C9091)
- How to Write Fast Under Pressure (C7513)
- Leading Short Term Improvement Projects (C9014)

Technology courses must be taken at the Citywide Training Center (CTC)

- Excel—Level 1, 2, or 3
- PowerPoint—Level 1, 2, or 3
- Word—Level 1, 2, or 3
PDLM’s skills enhancement certificate for CUNY administrative profession-als is designed to introduce office management techniques and essential administrative competencies. To qualify for an administrative profession-als certificate, participants must complete three core courses and two elective courses within a two-year period. Elective courses may be chosen from the list of Communications and Technology courses indicated below.

**Requirements**

To earn a certificate, Administrative Professionals must complete:

- 3 core courses
- 1 course from the Technology course list
- 1 course from the Communications course list

In order to count toward a certificate, all courses must be completed within a two-year period. Please note that every course may not be offered every year.

**CORE COURSES FOR THE CERTIFICATE FOR ADMINISTRATIVE PROFESSIONALS (CAP)**

- Attitude is Everything (C9266)
- Effective Office Management in Today’s Workplace (C2202)
- Managing Multiple Priorities (C5044)

**ELECTIVE COURSES FOR THE CERTIFICATE FOR ADMINISTRATIVE PROFESSIONALS (CAP)**

**Technology Courses**

Must be taken at the Citywide Training Center (CTC)

- Excel—Level 1, 2, or 3
- PowerPoint—Level 1, 2, or 3
- Word—Level 1, 2, or 3

**Communications Courses**

- How to Write Fast under Pressure (C7513)
- Tactical Communication for Gaining Cooperation (C5400)
CUSTOMER/CLIENT RELATIONS
The importance of customer service to any business cannot be overstated. High client satisfaction leads to loyalty within the client base, stronger lines of communication, and better working relationships.

Customer service in higher education is not an oxymoron! The Department of Professional Development & Learning Management is proud to continue offering Customer Service and Client Relations courses to aid CUNY professionals in delivering the best possible service to our customers and clients.

Dynamic Customer Relations (C7816)

Looking for the tools that will empower you to deliver and manage the highest standards of customer relations? This workshop has them. Participants will learn to diagnose customers' needs, goals and expectations, and how to handle challenging customers in person and on the telephone with more confidence and less stress. Examine the four stages of competence and their influence on personal development and interaction with others. This workshop will reinforce the importance and value of delivering courteous and effective customer service. Don’t miss this opportunity to enhance your value to the CUNY community. Target Audience: All Staff
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, intimidation, threats of harassment, or coercion. While these behaviors are not prevalent at the University, no organization is immune. New York State law mandates that CUNY train all employees in the risks and prevention of workplace violence upon hire and annually thereafter. To assist CUNY campuses in meeting this requirement, the OHRM PDLM Office provides an online workplace violence prevention course.

**Workplace Violence Prevention: Online Training Program**

The City University of New York’s Preventing Workplace Violence online training program was implemented to familiarize CUNY employees with CUNY’s Violence Prevention Policy and to provide information regarding workplace violence risk factors, how to identify a threatening situation, potential workplace hazards, and recommended violence prevention and active shooter safety procedures.

During this 45-minute course, employees receive instructions on how to obtain a copy of their written campus Workplace Violence Prevention Plan. The online course includes narration and questions that present hypothetical situations related to workplace violence prevention and the CUNY policy. Employees may print a Certificate of Completion at the end of the online course.

*In addition to the topics covered in the online course, individual campuses must assess prevention needs and provide campus-specific training in workplace violence prevention. Interested persons should contact their campus WVAT Chair for information about workplace violence prevention activities on their campuses.*
The OHRM Professional Development and Learning Management Office partners with various workplace learning providers to offer targeted skill-building opportunities for various CUNY audiences. Professional partnerships with corporate learning leaders, CUNY colleges, other University offices, educational institutions, and noted talent development specialists have helped PDLM to offer timely and targeted learning sessions to CUNY employees.

**Passenger Van Training for CUNY Drivers**

Since June 2011, the OHRM Professional Development and Learning Management Office has worked with the University’s Risk Management Committee to coordinate a driver safety course for campus passenger van drivers. The customized training session entitled “Defensive Driving for Passenger Vans” continues to address the unique challenges imposed upon passenger van drivers in New York City. Over 600 drivers have taken the course since the training began. Employees with van driving responsibilities should contact their Campus Fleet Coordinator for more information.

Due to this program and a professional development collaboration with Central Office Human Resources, the Office of Human Resources Management was awarded a CUNY Productivity Award in 2015. The Passenger Van Training program provides knowledge and skills to an ever-increasing number of attendees, thus reducing liability for accident claims arising from auto accidents by over a million dollars since 2011, and decreasing the total number of accident claims by 78% since 2012.
CUNY Employee Tuition Fee Waiver

Under specific circumstances, full-time CUNY employees are provided an opportunity to have their tuition waived for courses toward degree programs from CUNY colleges. This tuition assistance benefit enables employees to further their education at a cost of up to $5,250 per year.*

PROCEDURES

1. Obtain the CUNY Employee Tuition Fee Waiver form (Form OFSR 305) from the Human Resources Office of the college of employment. Complete the form and submit a copy to the Human Resources Office of employment. Failure to submit a completed Form OFSR 305 to the Human Resources Office of the college of employment may result in the inclusion of the value of the tuition assistance as wages.

2. Submit the completed Form OFSR 305 to the registrar at the college of enrollment who will complete the registration certification portion of the waiver form and forward a copy of the waiver form to the Human Resources Director at the college of enrollment. In addition, a copy must be submitted to the Bursar’s Office at the college of enrollment.

3. The Human Resources Director at the college of enrollment will forward the OFSR 305 form to the Human Resources Director at the college of employment.

4. Employees must submit evidence of enrollment, including the Management Certification, Bursar’s Office receipt, and the course description to the college of employment in order to ascertain whether the course(s) is taxable. The management representative designated by the employee’s college will use the University Accounting Office guidelines to determine whether the course is job related.

5. If the educational benefit exceeds the $5,250 threshold and the course is determined to be non-job related and does not meet the working condition fringe benefits exclusion within the Internal Revenue and University Accounting Office guidelines, the Human Resources Director of the college of employment will advise the Payroll Office so that the actual dollar amount of the tuition fee that has been waived will then be reported as wages and subject to tax withholding.

6. A copy of the employee’s certified Form OFSR 305 with a record of transmittal to Payroll is kept on file at the Human Resources Office at the employee’s college of employment. The employee may request a copy for his/her records.

*NOTE: Eligible CUNY employees using the CUNY Employee Tuition Fee Waiver Form OFSR 305 to enroll in undergraduate and graduate level courses are advised that the tuition waiver amount may be reportable as wages and subject to taxes if the benefits exceed the $5,250 threshold, are non job-related, and do not meet the requirements of the “working condition fringe benefit” exclusion. To meet the requirements of the “working condition fringe benefit” exclusion, the courses must: (1) maintain or improve employment-relevant skills; and (2) be required either by the employer, or, in order to retain an employment relationship, status, or rate of compensation. The course must not: (1) be for the purpose of being eligible for employment; and/or (2) qualify the employee for a transfer to a new trade or business.
By special agreement, 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, executive, managerial and supervisory skills, computer technology, certifications for IT professionals, and auditing and procurement management and certification programs.

Course Portfolio Categories

Technology Skills Portfolio courses for general staff cover the Microsoft Office Suite products, Adobe products, IT Certification, eLearning at Your Desktop, and Online Live Training.

Personal Development Portfolio programs provide a full spectrum of options for enhancing your personal and professional development, including: creative thinking, written and oral communication, analysis and decision making skills, time management skills, cultural competency, project management knowledge, and achieving enhanced work-life balance.

Managerial and Supervision Portfolio courses emphasize leadership skills as strategic tools for realizing an employer’s mission and goals. This portfolio offers a broad range of development opportunities for managers and supervisors. Programs link to the core competencies necessary to manage within a public sector environment, and include navigating within a civil service framework.

Professional Practices Portfolio courses and programs are designed for specific communities of practice to allow for continuity in networking, collaboration, and knowledge-sharing. Employees working in the fields of Energy Management, Auditing, Procurement or IT community, or Human Resources may explore programs created specifically for these fields of expertise.

Executive Development Portfolio programs provide developmental experiences for mid-to-senior level managers and executives in New York City agencies. Eligible CUNY managers and executives occasionally may participate on a limited basis. Participants are introduced to best practices in management, leadership, strategic change, and innovation.

Certification and Credit Bearing Portfolio courses prepare NYC employees for specific professional certifications and examinations. CUNY employees in specific fields may take courses on a limited basis. The CTC’s current offerings include the CUNY Public Administration Program, the National Institute of Governmental Purchasing Certification (NIGP), and a wide variety of Information Technology certifications (IT).

Review the current DCAS Citywide Training Center on the DCAS website for more information.
Continuing Education Units (CEUs)

The CTC is an authorized provider of Continuing Education Units (CEUs) and professional development credits for various professional accreditation programs. A Continuing Education Unit is a nationally recognized standard unit for measuring professional education credits. These units are earned when individuals complete a qualified continuing education course. 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 may be able to combine acquired courses toward professional certification and toward certain academic degrees.

Registration

The DCAS Citywide Training Center has designated the OHRM Professional Development and Learning Management Office (PDLM) as the official CUNY liaison to the DCAS Citywide Training Center (CTC). This designation requires the PDLM Office to submit campus approved applications from CUNY employees for DCAS courses. Registration begins at the campus. Employees must download a completed CUNY CTC application located on the PDLM web site and forward it to their supervisor. The supervisor must sign the application and forward it to the college Human Resources Office where it will be approved and forwarded to PDLM. PDLM will then submit the application to the DCAS CTC and await registration confirmation. When the CTC confirms registration, PDLM forwards the registration information to the campus Human Resources Office. The special CUNY CTC application is available on the PDLM website at www.cuny.edu/pdlm under the COURSES AT CITYWIDE TRAINING CENTER THROUGH DCAS link. Interested employees should contact their Human Resources Office for more information.

New DCAS Citywide Training Center Course Costs

If there is space, CUNY employees may attend Citywide Training Center courses at CTC locations for the same price as New York City employees. Costs for most CTC professional development courses range from $125 to $250 per person, per day of training. Prices for certain certificate courses may vary depending on the subject. Contact campus Human Resources for more information.

CTC Course Cancellation Policy

If a registered employee cannot attend a course, notice of cancellation must be submitted in writing to the PDLM Office via an email to University.Training@cuny.edu at least 10 days before the class begins. Departments or colleges should have one or two alternate employees on “stand-by” as potential substitutes when an individual employee registers for a CTC course. If a registered employee or substitute fails to attend and written notification is not provided to the CTC within the specified timeframe, the college will be charged for the course.
The OHRM Professional Development and Learning Management Office partners with campus Human Resources Offices to offer Citywide Training Center (CTC) courses on CUNY campuses. “On-site” courses may be arranged for 10 to 24 employees and may include professional development courses in workplace effectiveness, management and supervision, communication, and office technology. Departments must work with campus Human Resources to arrange on-site courses. The Professional Development Office must be contacted at least two months before the course is to be offered.

**New On-Site Course Costs**

This year, costs for on-site training provided by the DCAS Citywide Training Center (CTC) range from $1,800 to $2,500 per day of training. Course costs increase if customization is required. In addition, cost increases for on-site technology courses may depend on several other variables. Human Resources Offices should contact the OHRM Professional Development Office for more information.

**To arrange a campus on-site course:**

1. Consult with your campus Human Resources Office.
2. Complete the PDLM Office On-site Training Request Form. To obtain this form, visit www.cuny.edu/pdlm and click on the TRAINING ON CAMPUS link. You also may contact PDLM via email at University.Training@cuny.edu to receive this form.
3. Obtain the signature of your college fiscal officer (or official designee).
4. Submit the completed form to your college Human Resources Office.
5. The College Human Resources Office must forward the completed form to the Professional Development and Learning Management Office at least two months before the course is to be presented.

**On-Site Course Cancellation Policy**

Notice of cancellation of an on-site course must be submitted in writing to the Professional Development and Learning Management Office via email at University.Training@cuny.edu no later than 15 days prior to the start of the course. Failure to meet this deadline may result in the college having to pay for the cancelled course.
Continuing Education at CUNY

Continuing Education at CUNY serves New Yorkers of all kinds – workers seeking advancement, career professionals ensuring their up-to-date certification; people exploring new careers and occupations; and many more.

CUNY’s seventeen continuing education departments have 275,000 enrollees in over 1,500 programs. We welcome you to explore our colleges and the courses they offer. CUNY colleges offer a variety of courses in many different fields, suitable to all interests, such as Healthcare, Education, Language, Technology, and Buildings & Construction.
### Learning Opportunities & Resources

<table>
<thead>
<tr>
<th>CUNY College</th>
<th>Continuing Education Fields</th>
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<tbody>
<tr>
<td>Baruch College</td>
<td>Technology, Buildings &amp; Construction, Business</td>
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<tr>
<td>Borough of Manhattan Community College</td>
<td>Healthcare, Language, Technology</td>
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<tr>
<td>Bronx Community College</td>
<td>Healthcare, Hospitality &amp; Food, Technology</td>
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<tr>
<td>City College of New York</td>
<td>Education, Hospitality &amp; Food, English Language</td>
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<tr>
<td>College of Staten Island</td>
<td>Healthcare, Office Administration, Technology</td>
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<tr>
<td>CUNY School of Professional Studies</td>
<td>Buildings &amp; Construction, Business &amp; Entrepreneurship, Education</td>
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<tr>
<td>Hostos Community College</td>
<td>Education, Healthcare, Language</td>
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<tr>
<td>Hunter College</td>
<td>Healthcare, Office Administration, Technology</td>
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<tr>
<td>John Jay College of Criminal Justice</td>
<td>Law Enforcement &amp; Security</td>
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<tr>
<td>Kingsborough Community College</td>
<td>English Language, Healthcare, Transportation</td>
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<tr>
<td>LaGuardia Community College</td>
<td>Buildings &amp; Construction, English Language, Youth Education</td>
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<tr>
<td>Lehman College</td>
<td>Healthcare, Education, Youth Education</td>
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<tr>
<td>Medgar Evers</td>
<td>Business &amp; Entrepreneurship, Healthcare, Technology</td>
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<tr>
<td>New York City College of Technology</td>
<td>Technology</td>
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<td>Queens College</td>
<td>Education, Healthcare</td>
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<tr>
<td>Queensborough Community College</td>
<td>Healthcare, Technology, Youth Education</td>
</tr>
<tr>
<td>York College</td>
<td>Buildings &amp; Construction, Hospitality &amp; Food, Technology</td>
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This listing has been substantially abbreviated due to space limitations. Visit the college website of your choice for complete information.
CUNY School of Professional Studies

CUNY’s 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, as well as certificates and professional accreditations in a range of fields, including education, law, science, arts and culture, healthcare, and human services. Offering 10 Bachelor’s degrees, 11 Master’s degrees, undergraduate and advanced professional certificates, and professional non-degree programs, the CUNY School of Professional Studies presents opportunity for personal growth and job mobility.

Drawing on CUNY’s nationally and internationally renowned faculty and practitioners, as well as industry and education partners, School of Professional Studies programs provide educational opportunities in a flexible and supportive environment.

Offered both online and on campus, CUNY SPS Undergraduate and Graduate programs meet the needs of adults who are looking to seamlessly finish or transition to a degree program or to change careers.

CUNY SPS Certificate programs afford employees the opportunity to obtain specialized skills and professional knowledge in many fields. See the listing of SPS programs on the next page for more information.

To learn more about the CUNY School of Professional Studies, visit http://www.sps.cuny.edu.
CUNY School of Professional Studies

**Undergraduate Degree Programs**
- Bachelor's Degree in Human Relations (B.A.)
- Bachelor's Degree in Urban and Community Studies (B.A.)
- Online Bachelor's Degree in Business (B.S.)
- Online Bachelor's Degree in Communication and Media (B.A.)
- Online Bachelor's Degree in Disability Studies (B.A.)
- Online Bachelor's Degree in Health Information Management (B.S.)
- Online Bachelor's Degree in Information Systems (B.S.)
- Online Bachelor's Degree in Nursing (B.S.)
- Online Bachelor's Degree in Psychology (B.A.)
- Online Bachelor's Degree in Sociology (B.A.)

**Graduate Degree Programs**
- Master's Degree in Applied Theatre (M.A.)
- Online Master's Degree in Data Analytics (M.S.)
- Online Master's Degree in Business Management and Leadership (M.S.)
- Master's Degree in Disability Studies (M.A.)
- Master's Degree in Labor Studies (M.A.)
- Master's Degree in Urban Studies (M.A.)
- Master's Degree in Youth Studies (M.A.)
- Online Master's Degree in Disability Services in Higher Education (M.S.)
- Online Master's Degree in Nursing Organizational Leadership (M.S.)

**Advanced Certificate Programs**
- Advanced Certificate in Community Leadership
- Advanced Certificate in Disability Studies
- Advanced Certificate in Health Care Policy and Administration
- Advanced Certificate in Immigration Law Studies
- Advanced Certificate in Labor Relations
- Advanced Certificate in Management
- Online Advanced Certificate in Project Management
- Advanced Certificate in Public Administration and Public Policy (Level I)
- Advanced Certificate in Youth Studies

**Certificate Programs**
- Certificate in Community Leadership
- Certificate in Health Care Policy and Administration
- Certificate in Labor Relations
- Certificate in Labor Studies
- Online Certificate in Medical Coding
- Certificate in Public Administration and Public Policy
- Child Development Associate Certificate

**Non-Degree Programs**
- Children's Program Administrator Credential
- Implementing ERP Business Software
- Online Seminars on Science
CUNY/DCAS Public Administration Program

The CUNY/DCAS Public Administration Program is a collaboration between CUNY’s Murphy Institute for Worker Education, the NYC Department of Citywide Administrative Services (DCAS), and participating unions. It provides an opportunity to earn college credits, improve communication and analytical skills, and expand knowledge of government agencies, social services, labor relations and the legislative and budgetary process in the context of deepening the understanding of urban challenges. Courses of Study include undergraduate and graduate certificates in public administration and public policy.

For more information about these programs, contact the Murphy Institute at (212) 827-0200 or DCAS at (212) 669-3630.
CUNY PROFESSIONAL DEVELOPMENT PROGRAM (CPDP)

***Schedule is subject to change.***

FEBRUARY 2018

Managerial Power Tools: Motivating, Coaching and Teambuilding (C9286)
*For Directors, Managers, and Supervisors*
Friday, February 2, 9:00 AM – 5:00 PM

Tactical Communication for Gaining Cooperation (C5400)
*For All Staff*
Friday, February 16, 9:00 AM – 5:00 PM

Resolving Conflict: A Leadership Approach (C5151)
*For Managers and Supervisors*
Thursday, February 22 and Friday, February 23 (2 Days), 9:00 AM – 5:00 PM

Essentials of Supervision for the 21st Century (C1031)
*For Managers and Supervisors*
Tuesday, February 27 and Wednesday, February 28 (2 Days), 9:00 AM – 5:00 PM

MARCH 2018

Professional Presence (C7721)
*For Managers, Supervisors, and Professionals*
Wednesday, March 7 (Half-Day), 9:00 AM – 12:30 PM

Developing Yourself and Others Through Delegation (C9117)
*For Directors, Managers, and Supervisors*
Thursday, March 22, 9:00 AM – 5:00 PM

Inspired Leadership: Creating a Motivational Environment (C9248)
*For Directors, Managers, and Supervisors*
Monday, March 26 and Tuesday, March 27 (2 Days), 9:00 AM – 5:00 PM
CUNY PROFESSIONAL DEVELOPMENT PROGRAM (CONTINUED)

***Schedule is subject to change.***

APRIL 2018

Strengthening Workplace Communications (C7724)
For Managers and Supervisors
Thursday, April 5, 9:00 AM – 5:00 PM

Effective Office Management For Today’s Workplace (C2202)
For All Staff
Monday, April 9, 9:00 AM – 5:00 PM

How to Write Fast Under Pressure (C7513)
For Directors, Managers, and Project Leaders
Wednesday, April 18, 9:00 AM – 5:00 PM

Attitude is Everything (C9266)
For All Staff
Tuesday, April 24, 9:00 AM – 5:00 PM

Managing Multiple Priorities (C5044)
For All Staff
Friday, April 27, 9:00 AM – 5:00 PM

MAY 2018

Creating a Collaborative Workplace (C7516)
For Directors, Managers, and Supervisors
Tuesday, May 1, 9:00 AM – 5:00 PM

Lean Six Sigma: Process Improvement Initiatives (Green Belt Certificate) (C7785)
For Directors, Managers, and Supervisors
Wednesday, May 2, Friday, May 4, Wednesday, May 16, & Friday, May 18 (4 Days), 9:00 AM – 5:00 PM
CUNY PROFESSIONAL DEVELOPMENT PROGRAM (CONTINUED)

***Schedule is subject to change.***

MAY 2018 (CONTINUED)

The Manager in the Middle: Effective Power Relationships Up & Down (C9210)
*For Managers and Supervisors*
Thursday, May 10 & Friday, May 11 (2 Days), 9:00 AM – 5:00 PM

The Supervisor’s Challenge: Managing Yourself While Managing Others (C9051)
*For Directors, Managers, and Supervisors*
Monday, May 21 & Tuesday, May 22 (2 Days), 9:00 AM – 5:00 PM

JUNE 2018

MS Excel: An Introduction (WTT141)
*For All Staff*
Monday, June 4, 9:00 AM – 5:00 PM

MS Word: Using Styles, Graphics, Symbols, Charts & Translation (WTT131A)
*For All Staff*
Friday, June 8, 9:00 AM – 12:30 PM

MS Word: Using Mail Merge, Tables and Electronic Forms (WTT131P)
*For All Staff*
Friday, June 8, 1:30 – 5:00 PM

MS PowerPoint: Creating Powerful Presentations (WTT151A)
*For All Staff*
Tuesday, June 12, 9:00 AM – 12:30 PM

MS Excel: Formulas and Functions (WTT141A)
*For All Staff*
Friday, June 15, 9:00 AM – 12:30 PM

MS Excel: Pivot Tables (WTT141P)
*For All Staff*
Friday, June 15, 1:30 – 5:00 PM
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 review the catalog, use this form to note courses that would aid in your professional growth (or the professional growth of your direct reports).

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

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

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<tr>
<th>Employee Name and Title</th>
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Office of Human Resources Management

Margaret Egan
Interim Vice Chancellor for Human Resources

Esdras Tulier, Esq.
University Senior Executive Director for Human Resources Policy & Strategy

Judith Opperman
University Senior Executive Director for Human Resources Operations

Professional Development & Learning Management Office

Rhonnye Ricks
University Director

Jackie Womack-Worrell
Associate Director

Despina Kouvaros
HR Training Specialist

Anastasiya Fatiy
HR Training Coordinator

Karen Ford
Executive Coordinator

Starr Hargraves
Training Assistant

Contact

The City University of New York
Office of Human Resources Management
Professional Development & Learning Management
555 West 57th Street
New York, New York 10019
Phone: 646-664-3420
University.Training@cuny.edu
www.cuny.edu/pdlm