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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
About

Professional Development & Learning Management

The mission of the OHRM Professional Development and Learning Management Office is to coordinate learning and professional development that supports University initiatives, assists in attaining organizational goals, and contributes to the professional and personal development of CUNY employees.

The 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
Thank you for your interest in the Professional Development & Learning Management (PDLM) Catalog of Courses for Spring 2014. The Professional Development & Learning Management team of the Office of Human Resources Management recognizes that the success of every employer depends on the skills and capabilities of its people. PDLM’s spring course schedule was designed with this in mind and, along with courses presented by the NYC Citywide Training Center, offers opportunities for employees in all CUNY job groups to enhance their professional skills in a variety of areas.

**February is Workplace Violence Prevention Month** for the CUNY Professional Development Program (CPDP). Professional development courses for various CUNY audiences will promote workplace civility by teaching interpersonal skills and conflict resolution techniques. Workplace Violence Prevention Month courses include *Building Positive Workplace Relationships*, *Creating Workplace Civility*, *Dealing with People Differences*, *From Conflict to Collaboration: Coping When People Push Our Buttons*, and *Resolving Conflict: A Leadership Approach*.

**Directors, Managers, and Supervisors** who have not taken *Lean Six Sigma: An Introduction to Quality and Productivity Improvement* and earned their “Six Sigma White Belt” will have another opportunity when PDLM presents this popular course in March. They can then move on to earn their *Six Sigma: Green Belt* in a new four-day course taking place in April and May. *Six Sigma: Green Belt* will offer advanced techniques for achieving higher productivity, cost savings, and improved processes. Other spring courses presenting cutting edge leadership and managerial skills include *Benefits of Positive Feedback* (February), *Managerial Decision Making* (April), *Authentic Leadership* (May), and *Managerial Power Tools: Motivating, Delegating, and Team Building* (May).

Often, we depend on the work of others who do not report to us (e.g., co-workers, project team members) in order to accomplish work goals. But how can we obtain results from someone when we are not their supervisor? *Getting Results When You’re Not in Charge* (April) will offer proven techniques for doing just that!

Also in April, **Professional Staff** can practice the art of *Successful Letter and Memo Writing*, while **Administrative professionals** can enhance their interpersonal and communication skills in *Attitude is Everything* and *Developing Dynamic Listening Skills*.

PDLM’s **half-day technology course series** — designed based on feedback from CUNY employees — will continue to provide training in the most essential Microsoft Office software skills. June technology courses will include (1) *MS Word 2010: Using Styles, Graphics, Symbols, Charts & Translation*, (2) *MS Word 2010: Using Mail Merge, Tables, and Electronic Forms*, (3) *MS Excel 2010: Formulas and Functions*, and (4) *MS Excel 2010: Pivot Tables*.

**Campus trainers** can review the fundamentals of effective training design and facilitation in *Train-the-Trainer* (February) and learn to utilize Microsoft PowerPoint more effectively in the brand new course, *PowerPoint for Trainers* (April).

**Facilities managers** will have an opportunity to learn more about CUNY’s energy conservation and sustainability initiatives and the important role they play in these efforts when *Working Green* returns in March.

This catalog contains course descriptions and registration instructions for these and other training programs. Use the **Professional Development Planner** on page 61 to identify courses to aid in your professional growth and develop a short- or long-term professional development plan with your supervisor. Supervisors also can use the Planner to help employees set developmental goals. For schedule and location information, consult the Spring 2014 Program Schedule on the PDLM website at www.cuny.edu/pdlm.

Thank you for participating 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 help employees in various job groups maximize their personal and workplace effectiveness and enhance their professional skills. Whether you are a faculty member, director, manager, supervisor, professional, or Administrative Staff member, the CUNY Professional Development Program can help you to be more effective and achieve long-term growth in your career. CPDP courses provide instruction in leadership and supervisory techniques, written and verbal communication, technology and more.

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 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 2014 CPDP courses are provided on subsequent pages. For schedule information, including other training programs (non-CPDP) offered throughout the spring, please refer to the Professional Development Program Schedule, available online at www.cuny.edu/pdLM.
BUILDING POSITIVE WORKPLACE RELATIONSHIPS (C9019)

This course highlights techniques for working with people in a positive way to achieve organizational goals in today’s diverse, high-pressured work environment. Learn how to build more supportive and rewarding workplace relationships by focusing on how to analyze and respond effectively to a variety of people and situations. The fundamentals of communication will be reviewed to assist participants in understanding different approaches to problem-solving.

Days of Training: 1    Target Audience: Managers, Supervisors, and Professionals

CREATING WORKPLACE CIVILITY (C9100)

Employees may face angry or disruptive behavior during the course of their work including harassment, intimidation, disrespect, verbal aggression, or even violence. This course gives employees the confidence to proactively and effectively address problematic situations while maintaining their professionalism.

Days of Training: 1    Target Audience: All Staff

DEALING WITH PEOPLE DIFFERENCES (C6060)

Learn to manage your own behavior. Explore coping mechanisms and develop more effective communication skills when confronted with a difficult person or situation.

Days of Training: 1    Target Audience: All Staff

FROM CONFLICT TO COLLABORATION: COPING WHEN PEOPLE PUSH OUR BUTTONS (C1272)

Conflict is often seen only as an imposition, but it can also provide an opportunity for change and growth. Learn techniques for interacting in a positive manner when a conflict occurs with co-workers, managers, and other important people in your life. Develop strategies to drain the intensity out of most situations and stay cool when things heat up.

Days of Training: 1    Target Audience: All Staff

RESOLVING CONFLICT: A LEADERSHIP APPROACH (C5151)

Develop collaborative problem-solving methods for addressing conflict-related work situations and disputes. Practice constructive framing and confronting of conflict issues and learn to transform conflict situations into positive ones.

Days of Training: 2    Target Audience: Managers and Supervisors
March 2014

Course Descriptions

CAPITALIZING ON THE BENEFITS OF POSITIVE FEEDBACK (C0988)
How can we maximize performance and energize our staff while also addressing performance gaps? In this workshop, you’ll discover tools and strategies for enhancing performance with positive forms of feedback. You’ll see how positive feedback encourages employees to do more of what they are praised for - putting them in a better state of mind and making them better performers.

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

CREATING AND DELIVERING POWERFUL PRESENTATIONS (C9041)
This course is presented for Directors, Managers, and Supervisors who must make important presentations in their leadership roles. Participants will receive one-on-one coaching and develop a skill-set for speaking with confidence and projecting the best possible image of themselves and their department or college. Emphasis will be on developing and cultivating a conversational tone when speaking and formulating clear and logical presentation points to attain the desired audience reaction.

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

EMOTIONAL INTELLIGENCE: THE KEY TO EFFECTIVE LEADERSHIP (C9207)
Emotional intelligence is the ability to recognize and deal effectively with your own and other people’s emotions. This workshop is designed to help people in leadership positions increase their EQ (emotional quotient). According to recent studies, EQ is a better predictor of workplace and life success than IQ. Leaders with high EQ are more productive because they gain cooperation from others and use their intuitive knowledge (“gut”) to make decisions and solve problems. This is a vital ability for implementing change and leading high-performing teams.

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

LEAN SIX SIGMA: AN INTRODUCTION TO QUALITY AND PRODUCTIVITY IMPROVEMENT (C9287)
SIX SIGMA is a systematic method for improving quality through team problem solving. Performance Management is a method to measure individual and team results and motivate staff. Learn the basics of both systems and how to apply some of their techniques to hold staff accountable for measurable results while at the same time creating a positive work climate.

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

Days of Training: 1  Target Audience: Administrative Staff

DEVELOPING DYNAMIC LISTENING SKILLS (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 behaviors in this critical component of the communication process.

Days of Training: 1  Target Audience: Administrative Staff

GETTING RESULTS WHEN YOU'RE NOT IN CHARGE (C1240)

If you’re not someone’s supervisor, you have to rely on other techniques to get results from them. Learn how to create a constructive and effective team atmosphere using the “4 R’s” (Result, Relationship, Relativity, Reality) to leverage everyone’s strengths and compensate for the limitations that might be a part of the team’s structure.

Days of Training: 1  Target Audience: All Staff

MANAGERIAL DECISION MAKING AND PROBLEM SOLVING (C2525)

The ability to think critically is an important skill for directors and managers. This workshop will focus on how critical thinking can be applied to workplace issues and challenges. Discover how critical thinking can lead to more effective communication, generate constructive feedback, and facilitate alternative solutions.

Days of Training: 1  Target Audience: Directors and managers

SUCCESSFUL LETTER & MEMO WRITING (C6788)

This course focuses on fundamental writing concepts necessary for moving letters and memos from a draft to a finished document. Participants will acquire a system for organizing and composing clear, concise, and complete letters and memos.

Days of Training: 2  Target Audience: Administrative Staff

SIX SIGMA: GREEN BELT (course # to be assigned)

This new four-day course builds on the systematic problem solving and team management methods introduced in the popular Lean Six Sigma course. Move your team beyond the basics with advanced techniques for achieving higher productivity, reduced errors, process improvements, and measurable cost savings.

Days of Training: 4  Prerequisite: Lean Six Sigma: An Introduction to Quality and Productivity Improvement
Course Descriptions

21 IRREFUTABLE LAWS OF LEADERSHIP (C9655)

This course explores timeless leadership principles based on the book, *21 Irrefutable Laws of Leadership* by John Maxwell, an internationally known leadership expert. You will learn how these principles remain constant despite the ongoing changes of time and technology as well as variations of culture. Whether you are a new supervisor, or an experienced executive, you can discover how integrating these principles as part of your leadership style will make you a more effective leader.

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

AUTHENTIC LEADERSHIP – THE “INSIDE” STORY (C9096)

This workshop will examine what it takes to be an authentic leader. It gives participants the opportunity to take a look at what the basis of their leadership is really about, why people follow them, and what elements are necessary to increase their level of employee buy-in. Participants will explore four of the most essential areas of leadership: Attitude, Influence, Communication, and Team Building. The program’s primary focus is not merely on the position (or title) of leadership, but rather on the character of the leader.

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

THE MANAGER IN THE MIDDLE (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. In this highly interactive workshop, participants 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, and Supervisors

MANAGERIAL POWER TOOLS: MOTIVATING, DELEGATING, TEAM BUILDING (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? Why is delegating the hardest managerial skill set to master? 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, and Supervisors

UNDERSTANDING AND MANAGING ORGANIZATIONAL CHANGE (C9172)

Change in leadership, process, or technology can lead to stress and resistance. Explore the challenges of adjusting to and managing change. Learn strategies to manage apathy, criticism, negativity, and low productivity from colleagues, staff, and even oneself.

Days of Training: 1  
Target Audience: Directors, Managers, and Supervisors
Specialized Training in Desktop Technology Skills

Designed in accordance with feedback from CUNY technology training participants, four half-day training sessions will focus on some of the most important Microsoft Office software skills for CUNY employees across a variety of job groups.

Course Descriptions

MS EXCEL 2010: Formulas and Functions (WTT141A)

Need to perform calculations on data in an Excel spreadsheet? Learn how to create formulas and let Excel do the calculations for you! Then learn how to use functions (prewritten formulas) to shorten and simplify formulas. After this session, you’ll be able to use formulas and functions to perform simple or complex calculations on a single worksheet or across multiple worksheets, combine multiple columns of data into a single column, and effectively utilize the five most common functions.

MS EXCEL 2010: Pivot Tables (WTT141P)

Need to perform an in-depth analysis of the data in your Excel spreadsheet or quickly answer an unanticipated 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.

MS WORD 2010: Using Styles, Graphics, Symbols, Charts & Translation (WTT131A)

Want to create more exciting, professional looking documents using MS Word? 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!

MS WORD 2010: Using Mail Merge, Tables, and Electronic Forms (WTT131P)

This workshop will provide skills for organizing and presenting information in a variety of formats using MS Word. 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 and organize information from others? Learn to create forms that others can fill out electronically, including check boxes, text boxes, date pickers, and drop-down lists.
PDLM has re-designed its skills enhancement certificate programs for CUNY managers and supervisors! The Managerial Competencies Certificate (MCC) and Supervisory Competencies Certificate (SCC) are designed to equip CUNY managers and supervisors with cutting-edge managerial competencies and supervisory techniques. Where required, customization for specific CUNY challenges is incorporated into the design of individual courses.

Requirements

To earn a certificate, Managers and Supervisors must complete:

- 3 core courses
- 1 course from the Leadership course list
- 1 elective course in the Communications or Workplace Violence Prevention 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.**

### Core Courses for Managerial Competencies Certificate (MCC)

*Managers must complete three core courses and two electives*

- **Foundations of Management (C1006)** - 3-day foundation course; **should be taken first**
- **Managerial Power Tools: Motivating, Delegating, Teambuilding (C9286)** - 1 day
- **The Manager in the Middle: Effective Power Relationships Up & Down (C9210)** - 2 days

### Core Courses for Supervisory Competencies Certificate (SCC)

*Supervisors must complete three core courses and two electives*

- **Fundamentals of Supervision (C1031)** - 3-day foundation course; **should be taken first**
- **The Supervisor’s Challenge: Managing Yourself While Managing Others (C9051)** - 2 days
- **Smart Solutions for Unacceptable Employee Behavior (C9017)** - 2 days
ELECTIVE COURSES FOR MANAGERIAL AND SUPERVISORY COMPETENCIES CERTIFICATE PROGRAMS

Managers and Supervisors must complete 1 Leadership Course and 1 course in Communications or Workplace Violence Prevention.

Leadership Courses

- Emotional Intelligence: The Key to Effective Leadership (C9207) – 2 days
- Understanding and Managing Organizational Change (C9172) – 1 day

Communications Courses

- Conducting Effective Performance Appraisal Interviews (C1012) – 1 day
- Creating and Delivering Powerful Presentations (C9041) – 2 days
- Capitalizing on the Benefits of Positive Feedback (C0988) – 1 day

Workplace Violence Prevention Courses

- Resolving Conflict: A Leadership Approach (C5151) – 2 days
- Creating Workplace Civility (C9100) – 1 day

Employees are not required to work toward a certificate to register for individual managerial or supervisory courses. However, all participants must meet course prerequisites and eligibility requirements.

To find out which core and elective courses for the MCC and SCC programs are being offered this spring, and for dates, times, and locations, visit the OHRM PDLM web page at www.cuny.edu/pdlm and access the Program Schedule via the COURSE INFORMATION section.
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 the CUNY Community-at-large, as well as specific training for members of the campus Sexual Harassment Awareness and Intake Committees (SHAIC) who intake and investigate sexual harassment complaints and who train others on campus about the CUNY policy. The University also provides a workshop specifically for managers and supervisors. Campuses also 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

Required Training for Campus SHAIC Members

Core Courses (for all SHAIC members)

Policy and Procedures (SHP201)

Participants 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

Complaint Intake (SHP202)

This course is the second in a series of workshops for employees responsible for the intake of sexual harassment complaints. Participants 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

Managing Intake Communications (SHP203)

This course is the third in a series of workshops for employees responsible for the intake and resolution of sexual harassment complaints. Participants 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
Required Training for Campus SHAIC Members

For Campus Investigators

Informal Resolution: Conciliation (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

Investigations course to be announced (Spring 2014).

For Campus Trainers

February 2014

CUNY Train-the-Trainer (PDP304)

This highly interactive course covers the fundamentals of training design, basic facilitation skills, and how to present important information — including CUNY policies — to various campus audiences. Participants learn to design and facilitate an effective training program using the principles of adult learning theory, and how to customize their training programs for specific campus audiences, including employee groups and students.

Days of Training: 1

Alternative train-the-trainer options sometimes offered. Consult the Program Schedule at www.cuny.edu/pdlm.
Respectful Workplaces: Preventing Sexual Harassment  (SHP401)

This course examines the issue of sexual harassment within the larger context of discrimination and other forms of harassment in the workplace, emphasizing the importance of valuing diversity and the key role that managers and supervisors play in creating a respectful workplace. Managers and supervisors receive information on harassment law, how to recognize harassing behavior, and what they can do to prevent a hostile work environment. The University’s Policies and Procedures on Equal Employment Opportunity, Non-discrimination and Against Sexual Harassment and Procedures for Implementation of the policies are distributed and reviewed. PDLM coordinates on-site presentations of this workshop to assist campus Sexual Harassment Awareness and Intake Committees in educating their managers and supervisors in sexual harassment prevention.

Days of Training: 1/2 day

Preventing Sexual Harassment at CUNY: Online Course and Mastery Test

PDLM has partnered with compliance training provider Workplace Answers (formerly 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.

To access the online course and mastery test: go to www.cuny.edu/pdlm, click on PROGRAMS, then click on Sexual Harassment Prevention to access the program page. The link to the Sexual Harassment Course and Mastery Test is provided under the heading FOR THE UNIVERSITY COMMUNITY. Alternatively, you can click 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 Workplace Answers, 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 Workplace Answers for instructional use.

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 entire course. Contact your campus Sexual Harassment Prevention Coordinator or SHAIC representative for more information.
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. 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, PDLM provides the following training programs:

Training for Campus Workplace Violence Advisory Teams (“WVATs”)

WVATs are responsible for assisting college Presidents in implementing the University’s workplace violence prevention policy.

WVAT Policy & Program Review (Orientation) (WVP211)

This course provides an orientation 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: 1
Target Audience: Members of Campus Workplace Violence Advisory Teams (“WVATs”)

CUNY Train-the-Trainer (PDP304)

See course description on page 18.

Online Training for CUNY Employees

Workplace Violence Prevention: Online Training Program

A new online training program in workplace violence prevention will be launched in spring 2014 with specific dates to be announced. Prior to launch, online training in workplace violence prevention will be unavailable for a period of two to three months beginning in January 2014. In the interim, campuses may continue to conduct classroom training in workplace violence prevention. Contact your campus Workplace Violence Advisory Team (WVAT) for information about training and other workplace violence prevention activities on your campus.

The City University of New York’s Preventing Workplace Violence online training program was implemented to familiarize CUNY employees with The City University of New York Campus and Workplace Violence Policy and provide information regarding workplace violence prevention, risk factors for workplace violence, how to identify a threatening situation, and what to do if you are in or near a threatening situation. Employees will receive the training assignment and instructions, including the link to the new online training program, via email this spring.
CPDP Courses for the Prevention of Workplace Violence

CUNY Professional Development Program courses in supervision, management, conflict resolution, diversity awareness, communication skills, and cross-cultural appreciation are provided to assist the University community in preventing incidents of workplace violence.

Building Positive Workplace Relationships (C9019)

This course highlights techniques for working with people in a positive way to achieve organizational goals in today's diverse, high-pressured work environment. Learn how to build more supportive and rewarding workplace relationships by focusing on how to analyze and respond effectively to a variety of people and situations. The fundamentals of communication will be reviewed so that participants understand different approaches to problem-solving.

Days of Training: 1
Target Audience: Managers, Supervisors, and Professionals

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.

Days of Training: 1
Target Audience: Managers and Supervisors

Creating Workplace Civility (C9100)

Employees may face angry or disruptive behavior during the course of their work, including harassment, intimidation, disrespect, verbal aggression, or even violence. This course gives employees the confidence to proactively and effectively address problematic situations while maintaining their professionalism.

Days of Training: 1
Target Audience: All Staff

Dealing with People Differences (C6060)

Learn to manage your own behavior, explore coping mechanisms, and develop more effective communication skills when confronted with a difficult person or situation.

Days of Training: 1
Target Audience: All Staff

From Conflict to Collaboration: Coping When People Push Our Buttons (C1272)

Conflict is often seen only as an imposition, but it can also provide an opportunity for change and growth. Learn techniques for interacting in a positive manner when a conflict occurs with co-workers, managers, and other important people in your life. Develop strategies to drain the intensity out of most situations and stay cool when things heat up.

Days of Training: 1
Target Audience: All Staff
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 with 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* orientation course conducted by The New York State Office for the Prevention of Domestic Violence (OPDV). CUNY liaisons who will conduct domestic violence prevention training 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*.)

**Course Descriptions**

**Domestic Violence and the Workplace (DVP101)**

This workshop prepares 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 (DVP201)**

This session is intended to support individuals in 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 to 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*

For more information about OPDV, visit [http://www.opdv.state.ny.us/trainpresent.html](http://www.opdv.state.ny.us/trainpresent.html).

CUNY’s Domestic Violence and the Workplace Policy is available at: [http://www.cuny.edu/about/administration/offices/ohrm/policies-procedures/domestic-violence.html](http://www.cuny.edu/about/administration/offices/ohrm/policies-procedures/domestic-violence.html).
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 2014, 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 through the PDLM web site at www.cuny.edu/pdlm, or at your college Human Resources Office. See the NYC Citywide Training Center section of this catalog (page 33) for CTC application and registration procedures.

Course Costs

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

On-Site Customer Service Courses

Many CTC customer service courses may be conducted on your campus for 10 or more employees. 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/pdlm, or contact PDLM.
3. Obtain the signature of your college fiscal officer (or designee).
4. Submit the completed form to the Professional Development & Learning Management Office.

For more information on on-site courses, see page 36 of this catalog.
CUSTOMER SERVICE COURSES

Cross-Cultural Appreciation (C8017)

Cross-cultural appreciation is the foundation of successful customer service and partnering relationships among managers, peers and customers. This course is designed to provide participants with the insights and understanding necessary to increase readiness, willingness, and competence in handling workplaces and work situations that involve people from different cultures. Participants will gain increased knowledge and awareness of — as well as sensitivity to — the perspectives, values, and behaviors of different cultural groups.

Days of Training: 1  
Target Audience: Employees who want to communicate successfully and have positive interactions in multi-cultural environments

Customer-Focused Writing for Clear and Effective Communication (C9103)

This Customer-Focused Writing workshop emphasizes how to create and evaluate your office documents to ensure clarity. Learn the six “customer-centric” criteria for effective written communication: clear purpose, relevant information, simple language, active voice, clear design, and reading level. Participants will practice writing and editing documents, learn the importance of clear and effective communication, and discover how these customer-focused criteria contribute to an easy-to-read document for customers.

Days of Training: 1  
Target Audience: Staff whose responsibilities include creating clear and effective written correspondence.

Developing Dynamic Listening Skills (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 behaviors in this critical component of the communication process.

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

Effective Telephone Skills (C6000)

This course equips participants with techniques critical to maximize telephone service, create “customer” satisfaction through effective communication, and deal with difficult people on the phone. Participants will gain skills for on-the-job effectiveness and be in a position to provide better telephone service.

Days of Training: 1  
Target Audience: Clerical and administrative staff whose work involves telephone communication

Providing Exceptional Customer Service from the Help Desk (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
SERVICE COURSES

CONNECTIONS™ QUALITY SERVICE

Service is an easy area to overlook on campus. But customer service from campus personnel can make a huge impact on a campus' primary customers: its students. Poor service can lead to poor student satisfaction—which can lead to students transferring, or worse, dropping out. Connections can help turn your campus service into a campus strength.

Connections is a comprehensive staff training program designed specifically for colleges and universities by Noel-Levitz, a national leader in the field of student services and retention. CUNY Connections courses are taught by campus 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 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 program. Two Connections Train-the-Trainer cohorts were trained in 2008-2009 and Connections training programs have been presented on some CUNY campuses.

The program features video vignettes with real-life scenarios shot on college campuses. The accompanying Participant Books and Leader's Guides feature role-playing, group activities, and question-and-answer sessions that get staff talking and thinking about the techniques of good service. PDLM has distributed Leaders Guides and Participant Books to Group Leaders and/or Human Resources offices on each campus and the Connections videos may be borrowed from the PDLM video lending library. Additional materials can be ordered directly from Noel-Levitz.

CONNECTIONS NOW™

Connections NOW is an online course that presents the most effective concepts, skills, and techniques from the instructor-led Connections course in an online format for front-line staff, their supervisors, 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 module’s principal concepts and “tests” the participant’s comprehension of them. 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.

If you are interested in Connections™ or Connections NOW™, contact your campus Human Resource Office, or your campus Connections™ Group Leader(s). Colleges that are ready to launch their campus Connections™ training programs should contact the Professional Development Office before ordering materials from Noel-Levitz, as PDLM may have a limited supply of training materials 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 programs. Most programs 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-Application and obtain your supervisor's signature.
3. Submit the signed E-Application to your college Human Resources Office for authorization.
4. The college Human Resources Office must 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.
5. The Professional Development Office generally confirms an applicant's registration for a course via email five to seven days before the start of the 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 E-Application to register for sexual harassment prevention courses. However, authorization from the campus Human Resources Office is not required. Committee members should:

1. Complete and print the E-Application ("E-App").
2. Obtain your supervisor's signature. (HR authorization not required.)
3. Forward the signed E-Application to your 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 and will be confirmed via email five to seven days before the start of the 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. Professional development courses taken at a Citywide Training Center location generally cost $125 per person, per day of training. The usual cost for Professional Development Program half-day Technology courses is $15 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 for the course.

Sexual Harassment Prevention courses for college SHAIC members and other CUNY Policy Mandated courses are provided free of charge.
Did you know that you can borrow training videos from PDLM?

In addition to our classroom and online training programs, the OHRM Professional Development & Learning Management Office (PDLM) offers this **FREE** training resource. You can provide training in a variety of topics without having to create a training program from scratch or incur the expense of bringing an outside facilitator to your campus. Many videos in our library include leader guides, participant handouts, and other materials that can be used for group training sessions. Others can be used as meeting openers and closers or for individual learning.

The **PDLM Video Learning Library** contains an extensive list of titles in a variety of topics, including:

- Sexual Harassment Prevention
- Workplace Violence Prevention
- Customer Service
- Diversity
- Conflict Resolution
- Managerial Skills
- Communication
- Change Management
- Team Building

**Recent additions to our video library include:**

- **Cutting Edge Communication Comedy Series**
  - Meeting Openers: Surviving Stress and Burnout, Accepting Change, Embracing New Ideas
- **Is It Bias? Making Diversity Work**
- **Preventing Workplace Bullying: How to Recognize and Respond to Bullies at Work**

For a complete list of available training videos and procedures for borrowing from the PDLM Video Learning Library, please contact your college Human Resources Office.
CITYWIDE TRAINING CENTER

The **OHRM Professional Development and Learning Management Office** serves as the Citywide Training Center’s agency liaison for CUNY and partners with college Human Resources offices to arrange for CUNY employees to participate in CTC courses.
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**

**Workplace Effectiveness** courses are designed to address the challenges that arise in public sector work environments and include 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.

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

**Communication** courses provide opportunities for employees at all levels to improve and broaden their written, oral, and interpersonal communication skills. 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)** program provides courses for administrative professionals who wish to improve their skills and provide exceptional service. To obtain the certificate, employees must take three core courses, a communications course and a technology course.

**Computer Technology** courses for general staff cover the Microsoft Office Suite and Operating Systems (Windows 7), software applications for desktop publishing (Acrobat), graphic design (Illustrator, Photoshop, Visio), project management (Project), web development (HTML 4: Web Authoring), and report writing (Crystal Reports).

**The Citywide IT Training Program** provides access to over 200 high quality technical training courses and 60 certifications from industry leaders such as Checkpoint, Cisco, Citrix, CIW, CompTia, EC-Council, Linux, Novell, Microsoft, Oracle, Project Management Institute and UNIX. IT professionals also can hone their customer service skills in the course **Providing Exceptional Customer Service from the Help Desk.**
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.

Auditing courses 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).

Energy Management and Building Operations courses are designed for professionals in building design, construction, procurement, building operations, maintenance and capital program management. Courses include the Building Operator Certificate Program, Levels 1 (15 weeks) and 2 (7.5 weeks), and the Certified Energy Manager Program (five days). For more information on these programs, see the Sustainable CUNY section of this catalog beginning on page 41.

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 may be able to 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 and must approve and submit CUNY applications to DCAS. But registration begins at your campus. CTC applications are available from your College Human Resources Office or may be downloaded from the PDLM web site at www.cuny.edu/pdln under the REGISTRATION link. Contact your College Human Resources 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 the 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@cuny.edu at least 10 days before the class begins. We recommend that departments or colleges have one or two alternate employees on “stand-by” as potential substitutes when an employee is registered for an individual course. If a registered employee or substitute fails to attend and written notification is not provided within the specified timeframe, the College will be charged for the course.
The Citywide Training Center’s Administrative Professional Certificate (APC) Program provides administrative professionals with opportunities to refine their skills and develop new strategies for achieving optimum work outcomes while effectively managing the challenges in their work environment. Administrative Professionals will learn best practices of effective office management, workplace communication, business writing, and technology applications. Upon successful completion of the APC program, candidates will be invited to the Citywide Training Center’s APC Graduation and Celebration Ceremony where they will receive certificates of achievement.

APC candidates must complete 3 core courses, 1 Communication Elective and 1 Technology Skills Elective.

**APC PROGRAM CORE COURSES**

Effective Office Management for Today’s Workplace (C2202A)
Managing Multiple Priorities (C5044A)
Dealing with Difficult Behaviors (C6060A)

**APC PROGRAM COMMUNICATION ELECTIVES**

Action Grammar (C5031)
Developing Dynamic Listening Skills (C2508)
“Easy” English for the Multi-Lingual Writer (C8005)
Successful Letter and Memo Writing (C6788)
Successful Workplace Communication (C1022)

**APC PROGRAM TECHNOLOGY SKILLS ELECTIVES**

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

For course descriptions and schedule information, access the CTC Course catalog and schedule via the PDLM website at www.cuny.edu/pdlm.
The OHRM Professional Development Office works with campus Human Resources Offices to offer many CTC courses on their campuses. These “on-site” courses may 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 but modifications will be required to your college’s IT laboratory to meet instructor specifications. CTC courses may be conducted on your campus for 10 or more employees. College Human Resources Offices should contact the Professional Development Office at least two to four months before they wish to offer an on-site course. Please note that in 2013-2014, campuses must conduct all CTC on-site courses by Monday, June 16, 2014.

Cost

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:

1. Consult with your campus Human Resources 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/pdlm, or contact PDLM.
3. Obtain the signature of your college fiscal officer (or 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@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
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, and healthcare and human services. SPS also is home to CUNY’s first fully online degree programs and offers Energy Services and Technology Courses designed for facilities professionals and suitable for: CUNY facilities managers, administrative superintendents, building professionals, and managers of campus HVAC and electrical systems. 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 at other locations throughout the city. To learn more about the CUNY School of Professional Studies, visit http://www.sps.cuny.edu or call (212) 652-CUNY.

Undergraduate Degree Programs
- 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 Nursing (R.N. to B.S.N.)
- 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.)

Graduate Certificate Programs
- Graduate Certificate in Adult Learning: Program Design and Facilitation
- Graduate Certificate in Coaching in the Organizational Context
- Graduate Certificate in Disability Studies
- Graduate Certificate in Health Care Policy and Administration
- Graduate Certificate in Immigration Law
- Graduate Certificate in Labor Relations
- Graduate Certificate in Labor Studies
- Graduate Certificate in Management
- Graduate Certificate in Project Management
- Graduate Certificate in Public Administration and Public Policy (Level I)

Graduate Certificate Programs, continued
- Graduate Certificate in Public Administration and Public Policy (Level II)

Certificate Programs
- Certificate in Business Communications
- Certificate in Diversity in the Workplace
- Certificate in Education Foundations
- Certificate in Financial Studies
- Certificate in Health Care Policy and Administration
- Certificate in Labor Relations
- Certificate in Labor Studies
- Certificate in Leadership
- Certificate in Management
- Certificate in Management in the Transportation Industry
- Certificate in Organizational Studies
- Certificate in Public Administration and Public Policy
- Certificate in Understanding How Adults Learn
- Child Development Associate Certificate

Non-Degree Programs
- Children’s Program Administrator Credential
- Seminars on Science

Workforce Development Programs
- AFSCME District Council 37
- CWA Local 1180
- Local 94 of the International Union of Operating Engineers: Environmental Control Technology Programs
- SEIU Local 32BJ - Environmental Technology and Green Building
- Transit Workers Union Local 100: Transit Certificate Program
- United Federation of Teachers (UFT): Leap-to-Teacher
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, 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:

- CUNY ranked 14th on the Environmental Protection Agency’s most recent list of top green power users among American colleges and universities (July, 2013).

- Sustainable CUNY Conserves — a University-wide effort to reduce energy consumption, spend less money on utilities, and use the savings to support other campus efforts — resulted in almost $5.1 million dollars in savings during the last half of 2012.

- The U.S. Environmental Protection Agency (EPA) awarded Sustainable CUNY the prestigious 2012 Environmental Quality Award for its effort to support large scale solar adoption as lead for the NYC Solar America City Partnership (April 2012).

- The City University of New York (CUNY), on behalf of New York City (NYC), won a grant award from the U.S. Department of Energy (DOE) for SunShot NY, an aggressive plan to streamline solar installations (December 2011).


- 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.

PDLM leads the CUNY Sustainability Task Force’s Professional Development Committee, whose charge is to help CUNY to develop training and education programs for its facilities managers on sustainable practices.

To learn more about sustainability at CUNY, visit http://www.cuny.edu/about/resources/sustainability.html.

“Our success in achieving our targets by 2017 is critical to the quality of life in an increasingly populated New York City…”

- Former Chancellor Matthew Goldstein
Target Audience: Facilities Managers and Supervisors
(Facilities staff may participate if approved by their supervisors)

Course Description: Working Green is a one-day training and education program designed to introduce CUNY facilities supervisors to the CUNY Sustainability Project, the concept of "going green," and the important role facilities personnel play in creating a more “Sustainable CUNY” and a more sustainable world. All participants will identify specific changes that can be made within their departments to help their campuses to be more sustainable, and will have an opportunity to exchange ideas with colleagues from other campuses. Through group discussion, participants will develop a brief outline of the steps that might be necessary to implement the changes they have identified.

CUNY facilities 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 City
- What it means to “work green”
- The key role of facilities staff in CUNY’s sustainability initiatives
- Specific steps facilities staff can take to work more sustainably
- How to set a “green agenda” for facilities staff
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 Bronx Community College, 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
- Basics of Building Science
- Basic Air Sealing and Insulation (BASI)

**Geothermal/GEOExchange**
- GEOExchange Design Principles

**Photovoltaic (Solar Electric)**
- 36-hour Math/Electricity Basics for Photovoltaics
- 40-hour Introductory Photovoltaics Design and Installation
- Photovoltaic and Solar Thermal Systems Introductory CAD Design Lab
- Advanced Photovoltaics: Grid-Tied
- Advanced Photovoltaics: Dispatchable, Off-Grid & Microgrid Systems, 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

**Solar Thermal**
- How to Put Together a Solar Thermal Package
- Solar Thermal Design and Installation Class
- Photovoltaic and Solar Thermal Systems Introductory CAD Design Lab

**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.csebbcc.org, or call 718-289-5100, x3733.
DCAS Energy Management, in partnership with the City University of New York (CUNY) School of Professional Studies, CUNY Building Performance Lab and the Citywide Training Center (CTC), has been working to transform the CTC’s Energy Management training courses into a comprehensive Energy Management Institute (EMI). The EMI will prepare facilities professionals to contribute to the reduction of municipal greenhouse gas (GHG) emissions 30% by 2017 by providing relevant energy management-related training. More details on the EMI are provided in the Spring 2014 CTC Course Catalog. The following EMI courses are offered FREE of charge:

### Using Your Agency’s Energy Reports (C7301)

This course offers training in a full range of energy reports, for staff from City agencies and non-Mayoral organizations for which the City pays energy costs. The course is designed to help participants understand and use their energy data, to help meet PlaNYC’s greenhouse gas emissions reduction goal, and to manage energy costs. The course will cover monthly energy reports on cost and usage for electricity, natural gas, and steam and energy benchmarking for buildings in compliance with Local Law 84/2009. Access will be provided to both the EC3 (Energy Cost, Control and Conservation) website and the ENERGY STAR Portfolio Manager website. The course will be scheduled for two half days and participants are encouraged, but not required, to take both sessions.

### Building Operator Certification, Level 1 (C7200)

This nine (9) week course serves as the gateway training program of the Energy Management Institute, and is designed to help building operators manage their facilities more energy efficiently. The course is a competency-based training and certification program that prepares participants with the tools necessary to increase the energy efficiency of their facilities while maintaining comfort for the building occupants. The course provides an overview of building systems, especially those related to energy use including lighting, mechanical, and electrical systems, as well as provides guidance to improve thermal comfort, air quality, and life-safety considerations. The program is facilitated by a Subject Matter Expert CUNY Instructor with deep experience in engineering, and the efficient operation of plant and equipment. To earn the nationally-recognized Building Operator Certification-Level 1 credential, participants must (a) attend and participate in at least 8 of the 9 in-class sessions, (b) satisfactorily complete 14 online lessons, (c) pass 4 exams, and (d) submit 4 practical project assignments.

### Building Operator Certification, Level 2 (C7202)

For those who have successfully completed the BOC - Level 1 Certification, this advanced course provides an opportunity to further develop skills and achieve the BOC - Level 2 credential during the course of eight sessions. The course continues the Level 1 focus on equipment and system functions, thermal comfort, lighting, air quality and energy efficiency, emphasizing controls and control systems, mechanical and electrical maintenance strategies and techniques, and fault detection and diagnosis. At the conclusion of BOC - Level 2, participants will have the ability to collect facility operating data for monitoring and troubleshooting of operations; understand sophisticated controls and control strategies; identify, diagnose and correct control errors; and select and apply maintenance strategies and techniques. To earn the nationally-recognized Building Operator Certification Level 2 credential, participants must (a) participate in at least 7 of the 8 in-class sessions, (b) pass 3 exams, and (d) submit 3 practical project assignments in their own facilities.
Building Re-Tuning Training (C7300)

This new addition to the Energy Management Institute is designed to give building operators advanced training in analysis of facility operations. The course is aimed at operators and managers with previous energy management training (BOC - Level 1 and/or BOC - Level 2, CEM, etc.) and will teach participants skills needed to conduct a re-tuning of facilities that use a BAS/BMS controls system. Participants will learn what BRT involves, how to obtain operational data from the BAS to create graphs and charts, and how to analyze the data to diagnose operational problems and uncover no-cost and low-cost improvement opportunities in equipment operations. The BRT course will be offered as 5 in-class sessions with integrated project-based work to be completed by participants in between classroom meetings.

Certified Building Commissioning Professional (C7101)

The Certified Building Commissioning Professional credential (CBCP), sponsored by the Association of Energy Engineers, acknowledges an individual’s deep understanding of the commissioning process, and recognizes them as a Subject Matter Expert in applying commissioning techniques. Holding the CBCP credential prepares the building operator or facility professional to meet the requirements of Local Law 87 which requires all buildings in New York City over 50,000 square feet to perform retro-commissioning of systems and to submit an energy efficiency report based on a building audit. This five-day course is designed to prepare participants to sit for the CBCP certification exam, and will include several workshops where participants are challenged to produce real retro-commissioning (RCx) deliverables, and come up with practical solutions to typical RCx problems. The CBCP exam will be administered on the last day of the course (separate application required).

* Important Note: While the above Energy Management Institute courses are offered free of charge, if an employee registers for a course but drops out before satisfactory completion, the full course fee will be assessed to the college for a “no show,” in accordance with CTC cancellation policy. Fees vary by course.

To learn more about the Citywide Training Center Energy Management Institute — including course schedules, costs, prerequisites, and exam information — access the CTC catalog via the NYC Citywide Training Center section of the PDLM web site at www.cuny.edu/pdlm.
Green Procurement Course

Environmentally Preferable Purchasing and Green Building Principles and Requirements (P6015M)

In this half-day course, participants will learn about the procurement impacts of the recent "Green Buildings" and "Environmentally Preferable Purchasing" (EPP) local laws. Participants will be given an overview of the requirements of Local Law 86.

SEMINAR OBJECTIVES:
- Determine whether a project must comply with a Green Building/LEED (Leadership in Energy and Environmental Design) standard or energy/water efficiency requirements
- Explore potential exemptions and waivers
- Discuss the oversight review process and reporting provisions
- Examine the following Local Laws as they relate to design and construction projects:
  - Local Law 119 - Energy and Water Efficiency
  - Local Law 120 - Hazardous Materials
CUNY PROFESSIONAL DEVELOPMENT PROGRAM SCHEDULE

Spring 2014
CUNY Professional Development Program (CPDP)

Creating Workplace Civility (C9100)
For All Staff
Tuesday, February 4, 9:00 AM – 5:00 PM
Location: Central Office at 42nd Street

From Conflict to Collaboration: Coping When People Push Our Buttons (C1272)
For All Staff
Thursday, February 6, 9:00 AM – 5:00 PM
Location: Central Office at 42nd Street

Dealing with People Differences (C6060)
For Administrative Staff
Friday, February 14, 9:00 AM – 5:00 PM
Location: Central Office at 42nd Street

Building Positive Workplace Relationships (C9019)
For Managers and Supervisors
Wednesday, February 19, 9:00 AM – 5:00 PM
Location: Central Office at 42nd Street

Resolving Conflict: A Leadership Approach (C5151)
For All Staff
Thursday, February 27 and Friday, February 28, 9:00 AM – 5:00 PM
Location: Central Office at 42nd Street

CUNY Compliance Training

Respectful Workplaces: Preventing Sexual Harassment (SHP401)
For Managers and Supervisors at John Jay College
Tuesday, February 11, 1:00 – 4:30 PM
Location: John Jay College

CUNY Train-the-Trainer (PDP304)
For Campus Trainers
Friday, February 21, 9:00 AM – 5:00 PM
Location: To Be Announced

Respectful Workplaces: Preventing Sexual Harassment (SHP401)
For Managers and Supervisors at York College
Tuesday, February 25
Location: York College
MARCH 2014

CUNY PROFESSIONAL DEVELOPMENT PROGRAM (CPDP)

Lean Six Sigma: An Introduction to Quality and Productivity Improvement (C9100)
For Managers and Supervisors
Monday, March 3 and Tuesday, March 4 (2 Days), 9:00 AM – 5:00 PM
Location: Central Office at 42nd Street

Capitalizing on the Benefits of Positive Feedback (C0988)
For All Staff
Thursday, March 13, 9:00 AM – 5:00 PM
Location: Central Office at 57th Street

Emotional Intelligence: The Key to Effective Leadership (C9207)
For Managers and Supervisors
Thursday, March 20 and Friday, March 21 (2 Days), 9:00 AM – 5:00 PM
Location: To Be Announced

Creating and Developing Powerful Presentations (C9041)
For Managers and Supervisors
Tuesday, March 25 and Wednesday, March 26 (2 Days), 9:00 AM – 5:00 PM
Location: Central Office at 57th Street

CUNY COMPLIANCE TRAINING

Respectful Workplaces: Preventing Sexual Harassment (SHP401)
For Managers and Supervisors at Queens College
Friday, March 7
Location: Queens College

Working Green (PDP351)
For CUNY Facilities Managers
Friday, March 14, 9:30 AM to 4:30 PM
Location: Central Office at Hudson Street

Respectful Workplaces: Preventing Sexual Harassment (SHP401)
For Managers and Supervisors at LaGuardia Community College
Friday, March 28
Location: LaGuardia Community College
OHRM Professional Development & Learning Management
PROGRAM SCHEDULE
Spring 2014 (February - June 2014)

Dates are subject to change. For updates to the Program Schedule, visit www.cuny.edu/pdlm.

APRIL 2014

CUNY PROFESSIONAL DEVELOPMENT PROGRAM (CPDP)

Developing Dynamic Listening Skills (C9266)
For Administrative Staff
Wednesday, April 2, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street

Managerial Decision Making: Using All of Your Thinking Resources (C2525)
For Managers and Supervisors
Monday, April 7, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street

Attitude is Everything (C9266)
For Administrative Staff
Monday, April 14, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street

Successful Letter and Memo Writing (C6788)
For Administrative Staff
Thursday, April 24 and Friday, April 25 (2 Days), 9:00 AM – 5:00 PM
Location: Central Office at 41st Street

Getting Results When You’re Not In Charge (C1240)
For All Staff
Monday, April 28, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street

Six Sigma Green Belt
Restricted Attendance
Wednesday, April 30, Friday, May 2, Wednesday, May 7, and Friday, May 9 (4 Days), 9:00 AM – 5:00 PM
Location: Central Office at 41st Street

CUNY COMPLIANCE TRAINING

Investigations Course
For SHAIC Coordinators and Campus Investigators
Friday, April 4
Location: To Be Announced

Power Point for Trainers
For Trainers
Tuesday, April 29, 9:00 AM – 5:00 PM
Location: To Be Announced
PROFESSIONAL DEVELOPMENT & LEARNING MANAGEMENT
COURSE CATALOG • SPRING 2014

OHRM Professional Development & Learning Management
PROGRAM SCHEDULE
Spring 2014 (February - June 2014)

Dates are subject to change. For updates to the Program Schedule, visit www.cuny.edu/pdlm.

APRIL 2014, continued

SPECIAL PROGRAMS

Passenger Van Driving (DDC300)
Restricted Attendance
Tuesday, April 8, 6:00 – 8:00 PM
Location: To Be Announced

Passenger Van Driving (DDC300)
Restricted Attendance
Thursday, April 17, 6:00 – 8:00 PM
Location: To Be Announced

Passenger Van Driving (DDC300)
Restricted Attendance
Friday, April 18, 6:00 – 8:00 PM
Location: To Be Announced

MAY 2014

CUNY PROFESSIONAL DEVELOPMENT PROGRAM (CPDP)

Six Sigma Green Belt
Restricted Attendance
Friday, May 2, Wednesday, May 7 and Friday, May 9, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street

Authentic Leadership (C9096)
For Managers and Supervisors
Tuesday, May 6, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street

21 Irrefutable Laws of Leadership (C9655)
For Managers and Supervisors
Monday, May 12, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street

Managerial Power Tools: Motivation, Development and Team Building (C9286)
For Managers and Supervisors
Thursday, May 15, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street

The Manager in the Middle: Effective Power Relationships Ups and Downs (C9210)
For Managers and Supervisors
Tuesday, May 20 and Wednesday, May 21 (2 Days), 9:00 AM – 5:00 PM
Location: Central Office at 41st Street

Understanding and Managing Organizational Change (C9172)
For Managers and Supervisors
Friday, May 23, 9:00 AM – 5:00 PM
Location: Central Office at 41st Street
OHRM Professional Development & Learning Management
PROGRAM SCHEDULE
Spring 2014 (February - June 2014)

Dates are subject to change. For updates to the Program Schedule, visit www.cuny.edu/pdlm.

JUNE 2014

CUNY PROFESSIONAL DEVELOPMENT PROGRAM (CPDP)

MS Excel 2010: Formulas and Functions (WTT141A)
For All Staff
Tuesday, June 8, 9:30 AM – 12:30 PM
Location: Baruch College

MS Excel 2010: Pivot Tables (WTT141P)
For All Staff
Tuesday, June 8, 1:30 – 4:30 PM
Location: Baruch College

MS Word 2010: Using Styles, Graphics, Symbols, Charts & Translation (WTT131A)
For All Staff
Friday, June 20, 9:30 AM – 12:30 PM
Location: Baruch College

MS Word 2010: Using Mail Merge, Tables, and Electronic Forms (WTT131P)
For All Staff
Friday, June 20, 1:30 – 4:30 PM
Location: Baruch College
APPENDIX

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CUNY PROFESSIONAL DEVELOPMENT PROGRAM

FORMS
CUNY PROFESSIONAL DEVELOPMENT PROGRAM

PDLM E-Application

Use the online PDLM E-Application to register for the CUNY Professional Development Program courses listed in the PDLM Course Catalog and Program Schedule. The PDLM "E-App" will enable PDLM to process your course registrations more quickly and accurately. (Note: Do not use the PDLM E-Application to register for DCAS Citywide Training Center courses conducted at 1 Centre Street or other CTC locations.)

The PDLM "E-App" is easy to use and instructions are provided below. If you have questions about registering for training programs, contact your college Human Resources Office. If you have specific questions about the PDLM E-App, contact OHRM PDLM at University.Training@cuny.edu.

<table>
<thead>
<tr>
<th>PDLM E-Application Instructions</th>
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<tr>
<td>1. Click on the link to access the PDLM E-Application instructions and form: <a href="http://www.cuny.edu/pdml">PDLM E-Application</a></td>
<td>Alternatively, go to <a href="http://www.cuny.edu/pdml">www.cuny.edu/pdml</a>, click REGISTRATION, then click PDLM E-Application. The PDLM E-Application is divided into four sections:</td>
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<td>2. Complete Sections 1 and 2 of the PDLM E-Application online.</td>
<td>• Section 1 – Name, CUNY first Employee ID #, and Work Information</td>
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<td>(Be sure to type your name as your signature at the end of Section 2.)</td>
<td>• Section 2 – Course Requests</td>
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<td>3. Print the PDLM E-Application.</td>
<td>• Section 3 – Supervisor/Manager Approval and Signature</td>
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<td>4. Click on “submit” to send your application information to the PDLM Office.</td>
<td>• Section 4 - Human Resources Office Authorization</td>
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<td>5. Obtain your supervisor’s signature in Section 3 of the printed copy of your “E-App.”</td>
<td>Your HR Office should scan and submit completed E-Applications via email to the PDLM Office at: <a href="mailto:University.Training@cuny.edu">University.Training@cuny.edu</a>.</td>
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<td>6. Submit the hard copy E-Application to your Human Resources Office for HR Authorization and Signature in Section 4.</td>
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<td>7. Your HR Office will send the completed PDLM E-Application to the OHRM Professional Development &amp; Learning Management Office (PDLM) for processing.</td>
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COME LEARN WITH US!

Professional Development & Learning Management

[www.cuny.edu/pdml](http://www.cuny.edu/pdml)
Date:

OHRM Professional Development and Learning Management Office
ON-SITE TRAINING REQUEST FORM

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<td>College Location/Shipping Address for Training Materials: (College location is responsible for arranging for training material pickup)</td>
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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@cuny.edu 15 days prior to the start of the class. Failure to notify us as required could result in your college/department having to pay the Citywide Training Center for the cancelled course.

(over)
## COLLEGE HUMAN RESOURCE AUTHORIZATION

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

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<td>646-758-7948</td>
<td><a href="mailto:University.Training@cuny.edu">University.Training@cuny.edu</a></td>
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Professional Development & Learning Management Office
Office of Human Resources Management
The City University of New York
395 Hudson Street, 5th Floor
New York, New York 10014
Tel: 646-758-7940
Fax: 646-758-7948
University.Training@cuny.edu
www.cuny.edu/pdlm
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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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 and Technology

Professional Development & Learning Management Office

Rhonnye Ricks
University Director

Jackie Womack-Worrell
Associate Manager

Kevin Webb
Training Program Coordinator

Rian Bridgemohan
Training Assistant

Kristen Fritz
Training Assistant

Starr Hargraves
Training Assistant

Contact
The City University of New York
Office of Human Resources Management
Professional Development & Learning Management
395 Hudson Street
New York, New York 10014
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www.cuny.edu/pdlm