Professional Development Programs and Courses

This is an overview of the professional development options offered through Organizational and Workforce Development within the Division of Human Resources.

Visit https://culearn.cornell.edu/ for more information and registration.

LEADERSHIP

Turning Point
Supervisor Development (M)
New Supervisor Orientation (M)
Executive Summit
Executive Harold D Craft Leadership Program (M)
Building Teams & Leading Change (M)
Facilitation Skills
Leading Cornell (M)

JOB SPECIFIC

Management Academy
• course curriculum
• registration

Administrative Academy
• course curriculum
• registration

Job Skills– vary by job and function
• learn more at hr.cornell.edu/training

Finance/Accounting
Certification Program

SKILLS FOR SUCCESS

ACADEMIC DEVELOPMENT

Effective Interactions in Organizations – For Directors and Chairs
Effective Interactions in Organizations – For Faculty
Cornell Faculty Leadership & Professional Development Program
Management Institute for Academic Professionals
Post Doc Program

EFFECTIVENESS

Communication Certificate
Crucial Accountability
7 Habits of Highly Effective People
5 Choices to Extraordinary Productivity
Leading at the Speed of Trust
Presentation Advantage
Project Management
On-line Performance Management
Public Speaking by Pinnacle
Strategic Planning & Goal Alignment
Lean Process Improvement
On-line Supervisor Feedback
Team Building
StrengthsFinder
DISC
Energy Project
Core at Work

- **Academic Development** courses are for academics only, all other courses and programs are available to academics and staff
- **Effectiveness** courses are for individuals and/or groups
- **M** = Courses for those Developing & Managing Others
- **Job Skills** include on-the-job training or training specific to one's role or function within a College, Division, or Department. This training most often happens within an employee's unit.
- *Programs in italics above are most often delivered via intact workgroups or teams and are not listed on the registration site, but instead are initiated by managers contacting Organizational & Workforce Development at 607-254-6400.*

"Effectiveness" Programs and Courses *21*

"Leadership" Programs *27*

"Academic Development" Programs *30*

Cornell Skills for Success

Overriding principle

Success is neither fleeting nor accidental. Choices we make today impact *our* future and all who succeed us. *Sustainability is meeting the needs of the present without compromising the ability of future generations to meet their own needs.* A culture of sustainability sees opportunities in every Skill for Success to be more sustainable. Individually, we make a difference; collectively, we change our communities, Cornell and the world.

Job Skills

- Demonstrates competence in tools, equipment, software and technologies to effectively complete assignments and job tasks.
- Maintains professional certifications, licensing and education in functional expertise and effectively applies knowledge.
- Understands, interprets and applies regulations, policies and contracts to deliver effective results.
- Uses good judgment, information and observations to evaluate and recommend actions to support decisions and deliverables.

Inclusiveness

- Demonstrates the ability to communicate across difference to create a collaborative, collegial, and caring community.
- Increases cooperation, honesty, openness and a welcoming environment for all and speaks up when others are being excluded or treated inappropriately.
- Supports/increases participation of key and diverse employees in career/professional development opportunities and in campus/community involvement.
- Actively supports work/life integration in the workplace.
- Recruits, hires and engages high performing diverse employees.

Adaptability

- Anticipates and adapts to changing priorities and additional demands.
- Is flexible, open and receptive to new information, ideas and approaches which enhance Cornell's capacity to thrive in the future.
- Embraces, promotes and implements change.
- Modifies one's preferred way of doing things when it benefits the whole focusing on long-term vision rather than short-term gains.

Self-Development

- Is self-aware; seeks and acts upon performance feedback.
- Seeks and acts on opportunities for development; takes measures to ensure personal well-being and balance.
- Works to continuously learn and improve.
- Applies learning to evolving assignments.

Communication
- Expresses thoughts clearly, both orally and in writing.
- Demonstrates effective listening skills; seeks to understand and be understood.
- Asks questions and shares knowledge and information to help others clearly understand processes and desired results.
- Gives, receives and acts upon helpful and timely feedback.

Teamwork
- Shows respect, compassion and empathy for others, even in difficult situations, building an environment of trust.
- Works effectively and cooperatively with others, willingly admitting mistakes and offering apologies.
- Acknowledges the support and contributions of others, involving them as appropriate when outcomes will impact their work.
- Has a positive attitude and understands how behaviors impact others.

Service-Minded
- Is diplomatic, courteous and welcoming, striving to satisfy external and internal customers.
- Supports ideas, solutions and changes to processes to ensure high quality outcomes.
- Reaches out in a timely and responsive manner to resolve problems and conflicts.
- Negotiates well, finding and orchestrating win-win solutions.

Stewardship
- Strives to develop and implement best practices; encourages others to adopt a culture of sustainability and efficiency.
- Demonstrates high standards of personal conduct and owns the consequences of one's own actions.
- Exercises sound and ethical judgment no matter how difficult or contrary; considers environmental, economic, compliance and social impacts in decision-making.
- Shows commitment to unit and university goals and delivers results.

Innovation
- Looks for advancements in products, processes, services, technologies or ideas.
- Identifies opportunities in challenges and shows initiative to make changes.
- Demonstrates innovative, creative and informed risk taking.
- Shows foresight and imagination to see possibilities, opportunities and trends.

Alignment of Professional Development Offerings to Skills for Success

	Job Skills	Inclusiveness	Adaptability	Self-Development	Communication	Teamwork	Service-Minded	Stewardship	Innovation
"Effectiveness" Programs and Courses									
Communication Certificate Program	X			X	X	X			
Crucial Confrontations/Accountability	X			X	X	X			
Office Professionals	X	X	X	X	X	X	X	X	X
FranklinCovey's Courses									
7 Habits of Highly Effective People		X	X	X	X			X	X
5 Choices to Extraordinary Productivity	X		X	X			X	X	X
Leading at the Speed of Trust	X	X		X	X	X	X	X	
Presentation Advantage	X		X	X	X				
Project Management Essentials for the Unofficial Project Manager	X		X	X	X	X		X	X
Public Speaking by Pinnacle	X		X	X	X				X
Strengths	X	X	X	X	X	X			
DiSC	X	X	X	X	X	X			
Core at Work		X	X	X	X	X		X	
The Energy Project			X	X				X	
"Job Specific / Management Academy" Courses									
Coaching In Practice	X	X	X		X				
Ethics at Cornell		X		X				X	
Important Conversations			X	X	X	X			
Introduction to Metrics	X							X	
Problem Solving			X		X	X		X	
Sustainability			X				X	X	X
The Art of Delegation	X		X		X				
Understanding the Academic Operations of the University	X							X	
Valuing Diversity and Inclusion	X	X	X	X	X	X		X	
Your Role in Change Management	X		X			X		X	
Decision Making	X				X	X		X	
Effective Recruitment and Hiring	X	X	X		X	X		X	
Effective Utilization of the Administrative Assistant Role	X	X	X		X	X			
Essential Writing Skills for Managers	X			X	X				

How to Create Effective Presentations				X	X				
Leading Change: Process Improvement and Implementation	X		X			X		X	
Managing Conflict	X		X	X	X	X			
Time Management	X			X				X	
Understanding and Enhancing Your Impact on Others		X	X	X	X	X			
Understanding the Business of Higher Education	X							X	
Understanding the Role of Policy at Cornell	X							X	
Using Metrics in Decision Making	X							X	
Administrative Academy									
Communication: Hearing and Being Heard	X	X	X	X	X	X		X	
Cross Cultural Communication	X	X	X	X	X	X			
Inclusion	X	X	X	X	X	X	X		
Managing Conflict	X	X	X	X	X	X	X		
Performance Dialogue, Career Management & Preparedness	X		X	X	X	X			
Professionalism	X		X	X	X	X	X		
Time Management	X		X	X		X	X	X	
Understanding the Academic Operations of the University	X							X	
Understanding and Managing Change	X		X	X		X	X		
Writing Effectively	X			X	X	X	X		
Microsoft Office Basics - Word	X			X					
Microsoft Office Basics - Excel	X			X					
Microsoft Office Basics - PowerPoint	X			X					
Microsoft Office Basics - Outlook	X			X					
Customer Services	X	X	X	X	X	X	X	X	
Ethics at Cornell: How do I Contribute?		X		X				X	
Feedback: Giving and Receiving	X		X	X	X	X	X	X	
Influence: Getting Results When You Are Not In Charge	X	X	X	X	X	X		X	
Problem Solving	X		X		X	X		X	
Sustainability		X					X	X	X
Your Top 5 – An Exploration of Strengths		X	X	X	X	X			
Cornell Accounting 101	X			X				X	
"Leadership" Programs									
New Supervisor Orientation Certificate program	X	X		X	X	X		X	
Supervisor Development Certificate Program	X	X		X	X	X		X	

Executive Summit	X	X	X	X	X	X	X	X	X
Executive Harold D Craft Leadership Program	X	X	X	X	X	X	X	X	X
Harold D Craft Leadership Program	X	X	X	X	X	X	X	X	X
Building Teams & Leading Change	X	X	X	X	X	X	X	X	X
Developing Facilitation Skills	X	X	X	X	X	X	X	X	X
Leading Cornell	X	X	X	X	X	X	X	X	X
"Academic Development" Programs									
Effective Interactions in Organizations for Directors and Chairs									
Effective Interactions in Organizations - For Faculty									
Cornell Faculty Leadership & Professional Development Program									
Management Institute for Academic Professionals									
Faculty Brown Bags									
Post Doc Program									

"Job Specific" Courses
Management Academy Core Curriculum

Coaching in Practice

As a result of this training program participants will:
1. Develop an understanding of the principles of coaching
2. Learn coaching models that can be applied in the workplace
3. Understand the importance of coaching staff towards development and continuous improvement
4. Learn what to say and how to say it when providing coaching to staff
5. Be able to prepare, deliver, and review coaching sessions

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Ethics at Cornell

As a result of this training program participants will:
1. Be aware of Cornell University policy 4.6 Standards of Ethical conduct
2. Understand the relationship of ethics to the university values and policies
3. Explore ethical issues common in a university setting
4. Know the importance of paying attention to ethics and the impact when we do not
5. Know what resources are available at the university to ensure ethical actions

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Important Conversations

As a result of this training program participants will:
1. Define: crucial conversations , dialogue, stories, path to action
2. Explore biological impact of crucial conversations
3. Identify the prerequisites of dialogue
4. Practice skills to stay in dialogue – how to:
    a. Notice with "safety is at risk"
    b. Restore safety using "contrasting"
    c. Separate facts from "stories"
5. Practice initiating dialogue using
    a. STATE model
6. Practice encouraging others to stay in dialogue using
    a. Active listening and exploration skills (Ask, Mirror, Paraphrase, & Prime)

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Introduction to Metrics

As a result of this training program participants will:
1. Understand how and for what purpose to gather metrics
2. Understand terms associated with data and metrics as applied to decision making
3. Know the importance of understanding data in the context of the environment in which they are making decisions
4. Know questions to ask or consider
5. Know how to use data/metrics to tell a story honestly and with impact

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Problem Solving

As a result of this training program participants will:
1. Be able to utilize a step-by-step problem solving methodology
2. Distinguish root causes of problems from symptoms to ensure solving the right problem
3. Understand your problem solving style
4. Involve appropriate people in problem solving
5. Know how to utilize a number of problem solving tools
6. Think creatively to devise solutions to problems they encounter

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Sustainability

As a result of this training program participants will:
1. Understand Cornell's vision and a manager's role in sustainability
2. Demonstrate how sustainability fits into Cornell's culture
3. Give managers tools to encourage sustainability practices in their unit
4. Identify interests, passions, and skills in relation to sustainability
5. Develop plans for integrating sustainability into their units

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

The Art of Delegation

As a result of this training program participants will:
1. Identify how delegation fits into your job and its relationship to success for yourself and others
2. Learn a step-by-step process for ensuring effective delegation
3. Learn how to delegate the appropriate responsibility and authority
4. Learn how to give effective instructions for the best possible delegation results
5. Learn how to ask appropriate questions to check for understanding
6. Learn how to recognize common delegation pitfalls and what to do about them

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Understanding the Academic Operations of the University

As a result of this training program participants will:
1. Understand the mission of Cornell University along with its designation as the Land Grant university for New York State and how that has influenced structure
2. Understand the university, the role of colleges versus administration, and the relationships between colleges and administration
3. Know what is meant by statutory and endowed and the colleges at Cornell that are endowed and those that are statutory
4. Understand the governance and management structures within the university and the colleges and how they interact and relate
5. Understand the relationships between centralized and decentralized services

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Valuing Diversity and Inclusion

As a result of this training program participants will:
1. Understand the meaning of compliance based programs (such as Affirmative Action) and the practice of valuing diversity as the pathways to creating a climate of inclusion.
2. Become more aware of our individual experiences with inclusion and exclusion and how this is related to diversity.
3. Discuss proactive approaches to inclusion using Cornell's Skills for Success as a guide.
4. Be aware of opportunities as managers to demonstrate valuing diversity and creating a climate of inclusion in day-to-day practice.
5. Understand the role of manager in making others aware of opportunities to demonstrate valuing diversity and inclusion.
6. Be able to use concepts and models introduced today as tools to help navigate the challenges of creating a climate of inclusion

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Your Role in Change Management

As a result of this training program participants will:
1. Know the expectations the university has of managers in implementing change
2. Understand your own reactions to change
3. Know the key factors to consider in implementing change
4. Understand the impact a manager's attitude towards change has on direct reports
5. Know what resources are available to help implement changes

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Management Academy Elective Curriculum

Decision Making

As a result of this training program participants will:
1. Gather information needed to make effective decisions
2. Explore the benefits and pitfalls of intuitive versus reasoned decision making processes
3. Be able to determine risks existing within their decision-making environment
4. Identify and overcome factors that complicate decision-making
5. Be able to apply decision-making technique to arrive at good decisions

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Effective Recruitment and Hiring

As a result of this training program participants will:
1. Receive basic information on legal issues associated with recruiting, interviewing and selecting candidates
2. Review the components of a successful interview and selection strategy
3. Review the roles of HR and hiring managers/supervisors in recruiting, interviewing, and selecting new employees
4. Review and discuss best practices in the entire recruitment process
5. Practice behavioral interviewing
6. Learn about onboarding of new employees

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Effective Utilization of the Administrative Assistant Role

As a result of this training program participants will:
1. Understand the evolution of the Administrative Assistant's role
2. Create productive partnerships through mutual understanding of expectations
3. Be able to help Administrative Assistants understand how they contribute to achieving the overall goals of the college or unit
4. Understand the importance of keeping Administrative Assistants informed
5. Be able to work more effectively with Administrative Assistants shared with others

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Essential Writing Skills for Managers

As a result of this training program participants will:
1. Understand the value of good written communications in the business world
2. Identify what readers look for in a professional report or proposal
3. Be able to choose the appropriate format for the purpose of the writing
4. Be able to focus on making writing clear, concise, complete and correct
5. Know how to proof read their own work to ensure appropriateness and accuracy
6. Be able to create effective business writing for tough situations

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

How to Create Effective Presentations

As a result of this training program participants will:
1. Know how to prepare a memorable presentation
2. Utilize planning techniques for delivering an effective presentation
3. Recognize how visual aids can create impact and attention
4. Develop visual and vocal techniques to create a professional presence
5. Learn how to communicate effectively with the group to whom they are presenting
6. Use practice and feedback techniques to really prepare

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Leading Change: Process Improvement and Implementation

As a result of this training program participants will:
1. Understand methodology, tools, and common language for leading change
2. Utilize a framework to assist you in leading change in your team, unit, and across teams and units within the colleges, divisions, and departments
3. Learn tools for process improvement
4. Practice applying the process and tools in your work team

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Managing Conflict

As a result of this training program participants will:
1. Know the role of the manager in ensuring conflict is managed and managed well
2. Understand the biological, emotional and rational aspects of conflict management
3. Understand the risks associated with not managing conflict
4. Learn about personal conflict management style and how it impacts successful conflict resolution
5. Learn a step-by-step approach to managing conflict

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Time Management

As a result of this training program participants will:
1. Become more effective at using time – improving efficiency and effectiveness
2. Identify the key priorities in their job
3. Know how to establish a schedule that reflects key priorities
4. Explore time management mistakes and how to avoid them
5. Learn techniques to significantly improve time management
6. Increase the capacity and effectiveness of their team in getting the important things done

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Understanding and Enhancing Your Impact on Others

As a result of this training program participants will:
1. Gain a deeper awareness of themselves and their impact on others
2. Understand how emotions can influence thoughts, behavior, goals, decision–making, and work/personal relationships
3. Understand how emotions drive innovation and creativity
4. Understand the value of building productive interpersonal relationships
5. Learn how actively listening to feedback can improve job performance

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Understanding the Business of Higher Education

As a result of this training program participants will:
1. Explore the differences in structure and focus of the academic and administrative sides of the house
2. Discuss how these differences create opportunities for misunderstanding when complex problems involving both sides need to be addressed
3. Set out basic tenets of collaborative problem-solving in complex organizations (interest-based negotiation)
4. Give you some experience using collaborative problem-solving on a situation representative of many others that could pit Administration against the Academy

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Understanding the Role of Policy at Cornell

As a result of this training program participants will:
1. Be exposed to the history of policy at Cornell
2. Know what a policy is and reasons why policies are formulated
3. Know the policies that touch the work done in a unit
4. Understand the importance of considering policies when planning
5. Know how to carefully read policy in the context of their working environment
6. Know what resources are available across the university to get help with policy matters

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Using Metrics in Decision Making

As a result of this training program participants will:
1. Understand when to use metrics and which metrics to use
2. Identify some key metrics at Cornell University
3. Tips on when not to use metrics: metrics-driven decision making vs. intuitive

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Administrative Academy Core Curriculum

Communication: Hearing and Being Heard
As a result of this training program participants will:
1. Understand the importance of communication
2. Understand the role of listening in communication
3. Learn about the 5 levels of listening
4. Understand the role of body language in communication
5. Practice getting heard through assertion
6. Develop a personal communication plan

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Cross Cultural Communication
As a result of this training program participants will enhance:
1. Sensitivity to cultural differences among groups, including generations, and
2. Their awareness of how culture impacts communication
3. Participants will begin to identify barriers to effective cross cultural communication,
4. Understand the importance of verbal and non-verbal behavior when communicating across cultures,
5. Identify strategies to enhance cross-cultural communication, and,
6. Consider communication strategies to engage and interact successfully with international students and staff

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Inclusion
As a result of this training program participants will:
1. Increase awareness of what inclusion and inclusiveness means
2. Become more aware of our individual experiences with inclusion and exclusion and how this is related to diversity
3. Discuss proactive approaches to inclusion using Cornell's Skills for Success as a guide.
4. Be able to use concepts and models introduced today as tools to help navigate the challenges of creating a climate of inclusion
5. Understand what you and I can do to increase inclusion at Cornell

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Managing Conflict

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1. Know your role in ensuring conflict is managed and managed well
2. Understand the biological, emotional and rational aspects of conflict management
3. Understand the risks associated with not managing conflict
4. Learn about personal conflict management style and how it impacts successful conflict resolution
5. Learn a step-by-step approach to managing conflict

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Performance Dialogue, Career Management & Preparedness

As a result of this training program participant will:

1. Asses your strengths and areas for development
2. Create a list of accomplishments and projects to improve
3. Establish realistic development and job goals
4. Explore strategies to respond to positive and negative feedback
5. Cultivate career preparedness that provides a foundation for career agility and resilience
6. Provide a framework to enable career attentiveness and an ongoing vigilance
7. Understand career options
8. Understand the relationship and differences between a job and a career

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Professionalism

As a result of this training program participants will:

1. Understand the three key elements of professionalism and explore the characteristics of a professional
2. Explore your values and align them within the structure of the university according to its mission, vision and values
3. Recognize daily actions that can detract from a professional image
4. Understand the strengths and differences of team members and how to work with individual styles to maximum productivity
5. Assess your strengths and areas for improvement and develop an action plan

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Time Management

As a result of this training program participants will:

1. Become more effective at using time – improving efficiency and effectiveness
2. Identify the key priorities in their job
3. Know how to establish a schedule that reflects key priorities
4. Explore time management mistakes and how to avoid them
5. Learn techniques to significantly improve time management
6. Increase the capacity and effectiveness of their team in getting the important things done

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Understanding the Academic Operations of the University

As a result of this training program participants will:

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4. Understand the governance and management structures within the university and the colleges and how they interact and relate
5. Understand the relationships between centralized and decentralized services

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Understanding and Managing Change

As a result of this training program participants will:

1. Understand why change is so difficult
2. Look at one change model: The Change Curve
3. Learn about Organizational change and stress
4. Discuss ways to reduce anxiety and review good stress management skills
5. Review healthy perspectives and behavior
6. Understand how maintaining relationships and creating a positive work environment will help you in managing change
7. Explore steps to successful communication
8. Cultivate the Relaxation Response and Mindfulness

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Writing Effectively

Professional writing is a necessity for every job but that doesn't mean that everyone knows how to write well—or enjoys writing! When we're under time pressure to get our work done, we don't have time to step back and review the rules for grammar and good business writing. These five sessions will give you helpful tips so that you can write your rough draft message, and then edit it into a clear, effective, and professional communication for your reader. You'll use interactive and small group exercises to look for the most common grammar and punctuation errors and understand how to correct them. (Yes, it is possible to have fun talking about grammar!)

Session 1:
1. Welcome and introduction to writing and grammar
2. For your eyes only! Your grammar strengths and weaknesses
3. Email Essentials
4. Subject/verb agreement: Subject identity theft
5. Troublesome words (homophones/homo-whats?) for professionals to know

Session 2:
1. Welcome and brief review
2. Tips for handling email correspondence—you're the experts!
3. Pronouns: Between you and me, who's on first and where does whom go?
4. Commas for clarity

Session 3:
1. Welcome and brief review
2. Writing—good news and bad news bearers
3. Apostrophes: Plurals, possessives, and confusion
4. Commas and more commas
5. Review: Pronoun game

Session 4:
1. Welcome and brief review
2. Edit your own work document
3. Minute taking
4. Semicolons and other punctuation marks
5. Apostrophes challenge

Session 5:
1. Welcome and brief review
2. Proofreading—the final frontier
3. Your requested topics
4. Grammar review: Jeopardy!
5. FYI: Your progress

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Microsoft Office basics - Word http://www.it.cornell.edu/services/lynda/

On your own/confirmation required

Word 2013 Essential Training

Word has gone through a major makeover, and in this course, you will see everything you need to know to work efficiently, and be productive with this latest version of the world's most popular word processing software from Microsoft. You will begin with a quick tour of the brand new user interface to get you comfortable in this new environment, and explore new items, like the bookmark feature that remembers where you left off in a document before you closed it, and takes you back to that spot the next time you open it.

You will see how to improve your productivity by using styles, and themes, and then you will explore creating lists. Then it's on the topics for making your documents sizzle. You will examine ways to illustrate a document with images, special effects, and more. You will explore reviewing techniques using document markup, and then you will examine a variety of ways to share these documents with others, like using the cloud by saving them to SkyDrive.

http://www.it.cornell.edu/training/

MO1542: Microsoft Word 2013 Basic **Live/confirmation required**

In this 4-hour class, you will learn how to create new documents, edit and format text, navigation techniques, and layout options.

Microsoft Office basics – Excel http://www.it.cornell.edu/services/lynda/

Excel 2013 Essential Training **On your own/confirmation required**

Whether you're a novice or an expert wanting to refresh your skillset with Microsoft Excel, this course covers all the basics you need to start entering your data and building organized workbooks. Author Dennis Taylor teaches you how to enter and organize data, perform calculations with simple functions, work with multiple worksheets, format the appearance of your data, and build charts and PivotTables. Other lessons cover the powerful IF, VLOOKUP, and COUNTIF family of functions; the Goal Seek, Solver, and other data analysis tools; and how to automate many of these tasks with macros.

MO1538: Microsoft Excel 2013 Basic   **Live/confirmation required**

In this 4-hour class, you will learn to create workbooks, edit and format data, modify worksheets, use functions, and print documents. More information located at the link above.

Microsoft Office basics – PowerPoint   **http://www.it.cornell.edu/services/lynda/**

PowerPoint 2013 Essential Training   **On your own/confirmation required**

In this course, author Jess Stratton teaches the basics of creating, editing, and sharing presentations with Microsoft PowerPoint 2013. The course shows how to build a slideshow from scratch, or leverage PowerPoint templates and themes for quick construction. Jess shows how to add and edit text, images, graphs, video, and animation; format slides for consistency; and add speaker notes to ensure a smooth delivery. Plus, discover how to collaborate on changes and then share the final presentation via print, video, PDF, or email.

http://www.it.cornell.edu/training/

MO1541: Microsoft PowerPoint 2013 Basic   **Live/confirmation required**

In this 4-hour class, you will learn to create presentations, format slides, draw objects or add graphics.

Microsoft Office basics – Outlook   **http://www.it.cornell.edu/services/lynda/**

Outlook 2013 Essential Training   **On your own/confirmation required**

Learn how to leverage the power of Microsoft Outlook to stay on top of all your important connections. In this course, author Jess Stratton introduces you to navigating your email messages, calendar, and contacts in Outlook 2013. The course begins with a tour of the interface and shows how to connect to a wide variety of mail, social media, and cloud computing accounts, including IMAP and POP accounts, Facebook, LinkedIn, and even RSS feeds. Jess also shows how to quickly create, send, and read email and reduce your inbox clutter; organize, group, and share contacts; and stay on schedule with calendars and tasks.

Administrative Academy Elective Curriculum

Customer Service

As a result of this training program participants will:

1. Describe exceptional customer service
2. Identify the benefits of great customer service
3. Recognize barriers to the delivery of outstanding customer service
4. Adapt to customer behavior styles
5. Use techniques for dealing with angry or upset customers
6. Develop a personal action plan to improve customer-service skills

    Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Ethics at Cornell: How do I Contribute?

As a result of this training program participants will:

1. Be aware of Cornell University policy 4.6 Standards of Ethical conduct
2. Understand the relationship of ethics to the university values and policies
3. Explore ethical issues common in a university setting
4. Know the importance of paying attention to ethics and the impact when we do not
5. Know what resources are available at the university to ensure ethical actions

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Feedback: Giving and Receiving

As a result of this training program participants will:

1. Assess how well I give and receive feedback
2. Understand the power of feedback
3. Explore what elements make feedback most useful
4. Learn steps for delivering and receiving feedback
5. Explore how to handle difficult feedback situations

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Influence: Getting Results When You Are Not in Charge

As a result of this training program participants will:

1. Learn a model for getting things done (GTD)
2. Discover successful Work Relationships
3. Explore the principles of managing up and how it applies to getting results
4. How might you contribute to getting things done
5. Develop an Action Plan for gaining Influence

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Problem Solving

As a result of this training program participants will:

1. Be able to utilize a step-by-step problem solving methodology
2. Distinguish root causes of problems from symptoms to ensure solving the right problem
3. Understand your problem solving style
4. Involve appropriate people in problem solving
5. Know how to utilize a number of problem solving tools
6. Think creatively to devise solutions to problems they encounter

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Sustainability

As a result of this training program participants will:

1. Understand Cornell's vision and your role in sustainability
2. Demonstrate how sustainability fits into Cornell's culture
3. Give managers/individual contributors tools to encourage sustainability practices in their unit
4. Identify interests, passions, and skills in relation to sustainability
5. Develop plans for integrating sustainability into their units

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Your Top 5 – An Exploration of Strengths

In this Program participants will:

1. Become aware of their top 5 Strengths

2. Develop a deeper understanding of at least 2 of their Strengths

3. Begin to identify at least 3 Strengths other than their own

4. Develop an appreciation of a Strengths-focused approach in life and work

5. Develop a strategy for using Strengths effectively

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Cornell Accounting 101   See Class Dates Below **(Online and in-person)**

This course is for staff members who work with accounting information or who are new to Cornell accounting methods. The three-session program uses a mixture of online and traditional classroom learning. There is an online, open-book exam after each session (a total of 3 exams) that must be completed along with all three sessions to receive credit. Exams **do not** need to be completed before attending the next session.

Session I: A prerequisite for sessions II and III, this session provides an online introduction to accounting topics and policies such as the accounting equation; assets, liabilities, and fund balance accounting; debits and credits; ethics; compliance and methods, the Cornell accounting structure; and commonly used accounting terms. Approximate completion time is 20-30 minutes (not including the exam).

Session II: This classroom session will cover topics such as debits and credits; organizations (orgs) and the org structure; account types; the Cornell accounting string (account, sub-account, object codes, sub-object codes, project codes, org ref ID); restriction classifications (unrestricted, temporarily, permanently); account attributes (fund, sub-fund, sub-fund program); and higher education function codes.

Session III: This classroom session will tie together the topics covered in Session II by reviewing KFS, including creating/updating an account; creating a sub-account; creating a sub-object code; closing accounts; viewing account balances; understanding general ledger (GL) pending entries and self-balancing accounts; measuring accounting information; accounting fiscal periods; reporting accounting information (dashboards and Web Financials II).

Class Dates

This is a three-session program. Session 1 is an online prerequisite. Sessions II and III will take place from 9:00 a.m. – 12:00 p.m. Dates available at: CU Learn

You must register for classes and tutorials using CU Learn.

To find exactly what you need in CU Learn, we recommend that you first copy and paste course numbers (e.g., "KFSBASICS-100C01") from information that has been provided to you or from this catalog. Have these handy when using CU Learn to enroll. To access CU Learn, take the following steps:

1. In your Web browser, go to the Search Catalog feature in CU Learn. You will have to log in with your NetID.
2. In the Search Learning Catalog box, select Catalog Items. Then in the Search the Catalog field, enter the course number (e.g., "KFSBASICS-100C01") of the class or tutorial you want to take. (Remember, you can copy and paste these from this library.)
3. Click the Search Catalog Items button, and then follow the links to the course or tutorial enrollment page.

"Effectiveness" Programs and Courses

Communication Certificate Program

Communications Certificate Program – The objective of the certificate program is to provide participants with a baseline competency in today's most critical workplace skill—communication. This comprehensive program will include training on all types and aspects of communication to express oneself professionally by focusing on the three primary competencies of effective communication—interpersonal skills, written communication, and informal oral presentation. The cost of this program is $400. Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Crucial Accountability

Every individual, team, or organization faces disappointment. A coworker misses a deadline, a boss fails to live up to an expectation, or a direct report just plain behaves badly. "Crucial Confrontations" can equip you and your department with a straightforward step-by-step process for identifying and resolving performance gaps—those unpleasant realities standing in the way of organizational success. Participants learn to enhance accountability, improve performance, and ensure execution. For questions, contact Linda Tompkins at 255-8861. Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

FranklinCovey's The 7 Habits of Highly Effective People

Maybe you've heard about the best-selling business book "The 7 Habits of Highly Effective People". Chief Executive Magazine named it one of the two most influential business books of the twentieth century. Forbes Magazine named it one of the top 10 most influential management books ever. Now you have a chance to implement the 7 Habits in your life by attending an exciting three-day program based on the powerful book. The 7 Habits program is a dynamic training experience to increase both personal and professional effectiveness. This course will help you define yourself and unleash your inner potential. The results include: increased leadership skills, improved relationships of trust, and achievement of work/life balance. During this workshop, you'll experience interactive exercises, case studies, and poignant video segments, and learn from the experiences of other participants. Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm

FranklinCovey's 5 Choices to Extraordinary Productivity

The barrage of information coming at us from multiple sources (e.g., texts, email, tweets, blogs, and alerts), coupled with the demands of our careers, are overwhelming and distracting. The sheer volume of information threatens our ability to think clearly and make wise decisions about what's important. If we react to these stimuli without clear discernment, we fail to accomplish the goals that matter most in our professional and personal lives. FranklinCovey's *The 5Choices to Extraordinary Productivity* solution inspires participants to apply a process that will dramatically increase their ability to achieve life's most important outcomes. Supported by science and years of experience, this solution not only produces a measurable increase in productivity, but also provides a renewed sense of engagement and accomplishment. Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm

FranklinCovey's Leading at the Speed of Trust

Trust-related problems like redundancy, bureaucracy, fraud, and turnover put the skids on productivity, divert resources, squander opportunities, and chip away at an organization's reputation. Leaders who make building trust in the workplace an explicit goal of their jobs elevate trust to a strategic advantage—accelerating growth, enhancing innovation, and improving collaboration and execution. Leading at the Speed of Trust is a highly interactive workshop that engages leaders at all levels in the real work of identifying and closing the trust gaps that exist in your organization. Instead of paying outrageous "Trust Taxes," your organization can begin to realize "Trust Dividends." This program is designed to help leaders: choose to make building trust in the workplace an explicit goal of their work; learn how others perceive their trustworthiness from their personal tQ™ Report; understand the real, measurable Trust Taxes they might be paying without realizing it; change "Trust Taxes" to "Trust Dividends", which are the benefits that come from growing trusting relationships; make action plans for Building Trust Accounts with all key stakeholders; and, begin using the Language of Trust as an important cultural lever. Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm

FranklinCovey's Presentation Advantage

Does your organization communicate with dynamic, engaging, and truly effective live presentations? Even the most experienced professionals can lack good presentation skills. They fail to prepare, feel fearful in front of people, have poorly organized thoughts, and lack the confidence to persuade an inattentive audience. Imagine an organization where employees have gained strong, persuasive presentation skills that could elevate their credibility and your organization's success. To stay ahead, you have to deliver key concepts and ideas with power and enthusiasm. Presentations must be designed with clarity and delivered with confidence. With FranklinCovey's *Presentation Advantage* workshop, you will close the presentation-competency gap across your organization. Executives, managers, and staff alike will strengthen presentation performance, empowering them to motivate teams, close deals, and improve results. Participants will learn how to: identify the presentation objectives, audience needs, and expectations; use the Presentation Planner tool; utilize powerful communication and persuasion strategies, even in the face of fear; use the Visual Advantage guidebook, learning how to use visuals effectively; participate in team presentation; and, practice to perfection, prepare effective presentation notes, and handle questions. Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm

FranklinCovey's Project Management Essentials for the Unofficial Project Manager

PEOPLE + PROCESS = SUCCESS

Project management isn't just about managing logistics and hoping the project team is ready to play to win. The skills of "informal authority" are more important than ever before, so team members are inspired to contribute to project success! *Project Management Essentials for the Unofficial Project Manager* will provide the mind-set, skill set, and toolset that will consistently deliver successful projects to completion. As a result of this Work Session, participants will be able to: understand that consistent project success depends on processes and people; implement four foundational behaviors that inspire their team members to execute with excellence; identify a project's stakeholders; establish clear and measurable project outcomes; create a well-defined

project scope statement; identify, assess, and manage project risks; create a realistic and well-defined project schedule; hold team members accountable to project plans; conduct consistent team accountability sessions; create a clear communication plan around their project that includes regular project status reports and project changes; reward and recognize the contributions of project team members; and, formally close projects by documenting lessons learned.

FranklinCovey is a Registered Education Provider (REP) of the Project Management Institute (PMI), the world's largest membership association for the project management profession. We offer training to satisfy the project management education requirement for PMI Certifications as well as Professional Development Education units (PDUs) needed by PMI credential holders. Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm

A Road Map to Success: Four Steps to Effective Feedback
In this two-day interactive workshop, learn how to navigate challenging conversations by practicing a four-step communication model that transforms critical communication barriers into opportunities for clarity, collaboration, understanding and respect. Learn how to resolve immediate impasses while strengthening work relations.

Based on the popular book, Connecting across Differences: How to Communicate with Anyone, at Anytime, Anywhere, this highly-interactive and practical workshop teaches you four key distinctions that you can practice in any conversation to greatly enhance your ability to hear what matters most to others while also ensuring that you are fully heard.   https://www.hr.cornell.edu/life/ods/odfs.cfm

On-line Performance Management Process
Have you ever wondered how to really improve your performance in your current—or desired future—role(s)? If so, take the Performance Management Process (PMP) course: you'll learn how the four step approach to managing your (or your team's) performance will help you have more meaningful conversations with your supervisor and with your team, if you have direct reports. During this course, you will learn how to plan, assess, develop, and recognize. To access the course go to
https://adminapps.cornell.edu/psp/pselmprd/EMPLOYEE/ELM/h/?tab=DEFAULT. The course name is: HR-A02

Influential Communication by Pinnacle
Pinnacle Performance Company was founded by Fortune 500 executives and professional actors to mesh time-tested performance techniques with the communication skills needed to succeed and influence at every level of business. This method applies an innovative 3-step process to every form of communication, from formal presentations to difficult one-on-one conversations. It is a practical approach to focusing on your message's objective and delivery which is critical to influencing audience reaction and behavior. This is a 3 day course offered on-site and delivered by Pinnacle facilitators. Assessment and feedback are critical elements of the course, and there are options to include virtual or remote live coaching. This course is intended for those who have significant responsibility to communicate with the public and influential audiences. The cost includes a fee paid to Pinnacle Performance. To learn more contact Jim Sheridan at jas334@cornell.edu.

Lean Process Improvement

Are you looking to get a handle on workload? Do you have more work to do than you have time in your day (or nights and weekends)? Do you find yourself frustrated over ineffective processes? Lean process improvement is designed to size your work to the hours you have in a workday. A few lessons learned by teams and groups that have engaged in process improvement are:

- "Positive change is possible at Cornell."
- "Little changes can lead to big wins."
- "It is fun to experience this. I am very excited about the snowball effect as we will be able to use what we have learned to improve so many other processes."
- "The process translates to help solve issues in many other places than the original problem."
- "Our team can have a conversation where we have to talk about difficult things and how our work impacts each other and about where we may not all agree and yet we have had really open conversations and an extremely positive outcome and a positive result."
- "For this to be successful you cannot take shortcuts – you have to work through the pain process of hearing all sides of the process."
- "I didn't understand magnitude of system issues hampering our abilities and how easily some can be fixed."
- "This really magnified how culturally we allowed certain things to go on that are detrimental to our success. I'm overwhelmed by how much that is holding people back."
- "If we didn't do this we would have forged ahead with a plan that didn't work and would have cost us in the long run."
- "If this becomes a part of the culture it allows us to free up time to do new cool things."

If you would like to engage your team in a process improvement effort, contact Kathy Burkgren at klb18@cornell.edu or 607-255-7867.

Strategic Planning & Goal Alignment

Planning and alignment is critical to an organizations or team's success and leads to the ability to effectively execute on key priorities and goals. Time taken to understand the University's Strategic Plan and align your unit's priorities to the plan leads team members to know what matters and where they should focus their efforts. To schedule a session, contact Organizational & Workforce Development at 607-254-6400.

On-line Supervisor Feedback

Supervisors and staff perform their best when they hear feedback about how they can be more effective. This course is designed to prepare our Cornell Community for a culture shift where feedback is routinely expected, valued and acted upon in a constructive manner. It covers what constructive feedback is and what makes it hard to give and receive. It covers the steps, strategies, and tools to give and feedback to your supervisor, peers, or colleagues. To access the course go to **https://adminapps.cornell.edu/psp/pselmprd/EMPLOYEE/ELM/h/?tab=DEFAULT**. The course name is: HR-A01

Team Building

In order for teams and groups to be the most effective as possible it is important for them to build safety, trust, and group identity so that they can achieve their mission and vision. Team building is an opportunity to clarify expectations, determine what is going well and what are opportunities for improvement as well as gain self and group awareness through an array of activities and dialogue. Managers interested in team building may call Organizational & Workforce Development at 607-254-6400.

StrengthsFinder 2.0

Rooted in more than 40 years of research, this assessment has helped millions discover and develop their natural talents. In *StrengthsFinder 2.0,* Gallup unveiled the *new and improved* version of its popular assessment, the language of the 34 Strengths, and much more. These highly customized Strengths insights help participants understand how each of their top five Strengths plays out in their lives on a much more personal level. For example, even though people may have the same Strength in their top five, the way this Strength is expressed will not be the same. Therefore, each participant receives entirely different, personalized descriptions of how each of their top five Strengths operates in their lives. These Strengths insights describe *what makes an individual stand out* when compared to the millions of people Gallup has studied.

(Gallup's work defines Strengths as talents plus knowledge that come from study, skill and gained from practice.)

In the one-day Program on offer, participants will:
1. Become aware of their top 5 Strengths
2. Develop a deeper understanding of at least 2 of their Strengths
3. Begin to identify at least 3 Strengths other than their own
4. Develop an appreciation of a Strengths-focused approach in life and work
5. Develop a strategy for using Strengths effectively

Please contact Rehana Huq at rh24@cornell.edu or 607-254-2780, Amy Stewart at abs273@cornell.edu or 607-254-2352 or Jennifer Fonseca at jdf62@cornell.edu or 607-254-1635.

DiSC

DiSC is a personal assessment tool used to improve work productivity, teamwork and communication. It is non-judgmental and helps people discuss their behavioral differences. Participants in a DiSC program are asked to complete a series of online questions that produce a detailed report about their personality and behavior.

The DiSC model provides a common language that people can use to better understand themselves and to adapt their behaviors with others. This can be within a work team, a leadership position, or other relationships

DiSC is an effective and easy-to-grasp tool that helps employees at all levels understand:
- their own behavior: how they respond to conflict, what motivates them, what causes them stress and how they solve problems
- their preferred approaches to interaction with others
- how and when to adapt their behavior

- how they can enhance individual and team performance
- how to identify and respond to others' styles
- the dispositions and priorities of others
- ways to improve communication
- the value of differences among people

Please contact Jim Sheridan at jas334@cornell.edu or 607-254-1360 or Kathy Burkgren at klb18@cornell.edu or 607-255-7867.

The Energy Project

Demand is exceeding our capacity. Time is the resource we've traditionally relied on to get more done. The problem with time is that it's finite, and most of us no longer have additional hours left to invest at work. Energy, by contrast, can be expanded and regularly renewed.

Rather than only focusing on time management, The Energy Project energizes people and transforms organizations, offering a detailed blueprint for fueling a fully engaged workforce. Drawing on the multidisciplinary science of high performance, the Energy Project trains people to perform sustainably at the highest levels by more skillfully managing their energy across four dimensions (physical, emotional, mental and spiritual) to develop actionable strategies that help them to become more energized, focused and productive. Please contact Jim Sheridan at jas334@cornell.edu or 607-254-1360.

Core at Work

Core at Work explores the notion that there is something deeper than behavior that matters a lot. Some call it motivation, others call it character, and many call it attitude. Everyone knows that when this deeper thing, whatever it is, is off in some way—when one's attitude is poor, for example—this deep deficiency undercuts personal integrity, hurts teamwork, and diminishes performance.

This workshop is a must for leaders and teams who desire to optimize collaboration, influence and outcomes despite the constraints they face. It will help participants to begin seeing their way through organizational issues that may have seemed confusing and insoluble. It will give them leverage for significantly improving their business overall performance.

Participants will be provided with a framework and tools that will allow them to formulate, plan and continuously evaluate the extent to which they are working collaboratively, meeting the needs of their customers, colleagues, direct reports, and managers.

The tools and concepts learned related to responsibility, accountability and collaboration will not only improve the performance of the team but will also enhance personal mastery, empowerment and invite high performance in the individual.

Includes 3, three hour sessions with an intact workgroup or team. Please contact Jim Sheridan at jas334@cornell.edu or 607-254-1360 or Kathy Burkgren at klb18@cornell.edu or 607-255-7867.

"Leadership" Programs

Turning Point

A 5-day front-line staff leadership development program designed for members of Cornell University. This program focuses on individuals as leaders, individual effectiveness, the power of dialogue and communication, personal mastery, and leadership within the Cornell culture. Staff whose supervisors have attended either the Harold D Craft Leadership Program or the Executive Harold D Craft Leadership Program are eligible to attend Turning Point. If you have questions about this requirement, please contact Deb Billups at 607-254-1176.

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

New Supervisor Orientation Certificate program

This program is a combination of Cornell-specific information on HR policies/procedures, compliance requirements, and the skills needed to carry out supervisory responsibilities. The curriculum is structured around the process of employment, including recruitment, orientation, coaching, staff development, performance dialogue, and discipline.

Topics covered include:
1. Impact of laws on supervision
2. Responsibilities required of a supervisor at Cornell
3. Preparing for collaborative and effective performance dialogues
4. Strategies for correcting discipline problems
5. Awareness of Cornell human resource policies

Two online courses are required for a certificate.

Sessions are held once a week for seven weeks. This program is a combination of Cornell-specific information on HR policies/procedures, compliance requirements and the skills needed to successfully perform supervisory duties. Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Supervisor Development Certificate Program

The Supervisor Development Certificate Program (SDCP) is a four day workshop in addition with focused online learning.

Topics covered by day include:
Day 1: Setting expectations
Day 2: HR Law and Compliance
Day 3: Cornell University policy: In-Unit Context
Day 4: Performance Management and Conflict

The goals of the program are to:

*Provide a consistent set of expectations for supervisors across Cornell University to help ensure that supervisors will be successful in their jobs.

*Ensure that supervisors understand human resource law (workplace, harassment, sexual harassment, American with Disabilities Act, Family and Medical Leave Act, Age Discrimination in Employment Act, etc.) and how to proceed in cases where laws may have been violated.

*Ensure that supervisors understand performance management (setting expectations, providing feedback, and managing conflict associated with providing feedback).

*Integrate Skills for Success into the expectations for all supervisors. Help them understand how to think of the skills as they inform the pay system, performance management, professional development, and lastly, their own role modeling and career development.

*Create the expectation that supervisors will use the knowledge gained during the workshop to successfully and consistently perform their roles.

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Annual Executive Development Summit

The "Annual Executive Development Summit" is an opportunity for executive leaders to come together and jointly discuss the challenges facing higher education broadly and Cornell specifically. The curriculum, designed by Professor Jim Detert, Management and Organizations at the Johnson Graduate School of Management (JGSM), and delivered in collaboration with other JGSM faculty, is delivered in multiple 3-hour sessions over the academic year and provides case studies specific to leading in today's university. It also gives leaders a forum to discuss how to effectively address these dynamics here at Cornell, and helps them develop a network for continued dialogue around these issues. The course is designed for Deans and Associate Deans, Vice Provosts and Associate Vice Provosts, Vice Presidents and Associate Vice Presidents.

Executive Harold D Craft Leadership Program

The five-day, "Executive Harold D. Craft Leadership Program" (EHDCLP) is limited to leaders at the H, I and unbanded level who are nominated by the candidates' Dean or Vice President. This program provides participants with the opportunity to gain greater self-awareness of personal leadership style and behavioral impact on others, develop dialogue skills, improve communication and relationship-building for motivating others, establish new experiences in leading and developing teams and complex organizations, and create development plans to increase their effectiveness within their organizations and the university. Participants gain a deeper understanding of Cornell and develop a stronger appreciation for how the work they do impacts the university's mission. This session is intended to deepen and strengthen a valuable network of collaborative peers across campus.

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Harold D Craft Leadership Program

The 5-day "Harold D. Craft Leadership Program" (HDCLP), focuses on individuals as leaders, individual effectiveness, the power of dialogue and communication, personal mastery, and leadership within the Cornell culture. It is designed to provide mid-level managers and faculty with the self-awareness, skills, tools, action plans, and commitment to lead their organizations in meeting new challenges. The goals of the program are to:

1. Increase self-awareness of personal leadership style and behavioral impact on others
2. Improve communication and relationship-building skills for motivating others
3. Establish new experiences in leading and developing teams and complex organizations
4. Develop and practice strategies and skills for leading groups and supporting change
5. Create a learning action plan to improve personal and organizational productivity

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Building Teams & Leading Change

Building Teams and Leading Change (BTLC) is the second session of the nine-day leadership program for individuals who are in supervisory roles or in positions that significantly impact others. Upon completion of this course participants will:

- Have and be able to use tools to harness and leverage the diversity and dynamics of groups and teams
- Gain awareness of and comfort with their personal impact and style in leading and facilitating groups
- Be able to effectively manage meeting agendas and objectives
- Gain experience with these learnings in actual team application building a team from the ground up and diagnosing and critiquing the performance of themselves and others
- Develop an individual development plan that they will put in to action upon return to their regular roles

Participation in HDCLP is a prerequisite for this program.

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Developing Facilitation Skills

Leading in complex organizations requires leaders to not only be skilled communicators, but also skilled facilitators. Cornell's four-day facilitation training is designed to interactively teach participants effective facilitation skills for chairing meetings; leading department, organization, and university project teams; and facilitating workshops and learning programs. The goal is to increase the effectiveness of teams, meetings, workshops, and programs by increasing the quality of facilitation.

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Leading Cornell

This capstone program is a multi-day leadership program for academics and staff that is run every other year. It is designed to engage and develop staff who have potential for advancing to key leadership positions. What distinguishes Leading Cornell from our other leadership programs such as the Harold D. Craft Leadership Program is its emphasis on the application of leadership concepts and methodologies to a real project sponsored by senior leadership, the dialogue between participants and senior leaders, and the accountability for producing measurable results. Individuals must be nominated by their Dean or Vice President. Deans and Vice Presidents will be contacted when it is time to submit nominations.

"Academic Development" Programs

Effective Interactions in Organizations for Department Directors and Chairs
This 3 day professional development program will allow new and continuing Directors and Chairs to focus on the interactions they have with staff, students, academic professionals, faculty and a variety of other individuals in their role as chair. Cases brought to life by Cornell Interactive Theater Ensemble, set the stage for discussion of a variety of issues where law and policy may be the backdrop but the challenges are to create a climate of inclusion and respect. Appropriate responses to legal and policy issues as well as responses to issues of academic and workplace climate, diversity, inclusion, and individual performance and the emotions those situations surface.

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Effective Interactions in Organizations - For Faculty
This 2-day program focuses on the interactions faculty have with students, staff, academic professionals and faculty colleagues. Cases brought to life by Cornell Interactive Theater Ensemble, set the stage for discussion of how to achieve a respectful and inclusive climate in each of these complicated situations.

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Cornell Faculty Leadership & Professional Development Program
This program was developed by the College of Agriculture and Life Sciences for academics in 2005. It is now sponsored by the Dean of the College of Agriculture and Life Sciences and the VP of Human Resources and Safety Services. The Cornell Faculty Leadership & Professional Development Program offers participants an opportunity to gain professional and leadership skills, reflect on career and personal goals, and connect with colleagues. Case-based and experiential learning help faculty shape their future by enhancing self-awareness about personal style and impact in the unique and inclusive academic environment. Participants will apply their experience and knowledge to situations consistent with challenges in academic institutions today. A colleague feedback process begins during the program and continues after the immersion with a formal 360 degree feedback process followed by three personal coaching sessions to review the data and integrate it with each individual's personal development plan. Coaching sessions can be arranged in person in Ithaca, via Skype or phone.

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Management Institute for Academic Professionals (FACDEV400)
Sponsored by the VP of Human Resources and Safety Services and Cornell University Libraries, this certificate bearing program is designed for Academic Professionals who manage labs, programs, staff, students or volunteers. The program focuses on respectful and inclusive human dynamics in the academic context and includes 7 sessions with one additional on-line requirement. Each session runs 3.5 hours. The online requirement will take approximately 60 minutes to complete.

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Post Doc Program

Co-sponsored by the Graduate School and the Vice President of Human Resources and Safety Services (HRSS), this 11 session program is designed to introduce postdocs to some key concepts and skills of leadership in today's complex environment. It provides a practical forum to assess and develop personal leadership skills in self-knowledge, planning and problem solving, group dynamics and team building, cultural fluency, conflict resolution, and facilitation of change.

For more information contact the Graduate School at postdocs@cornell.edu

Finance Classes and Tutorials

Staff may enroll in DFA/KFS Finance classes and tutorials via CU Learn. The steps to do so follow:

- After using the DFA Online Training catalog to find classes and tutorials, use CU Learn to enroll via www.CULEARN.cornell.edu
- *Note:* CU Learn is a training platform. We recommend you first visit CU Learn Help to find out how to search for classes and tutorials, find class schedules, and enroll.
- *HINT:* To find exactly what you need in CU Learn, we recommend that you first copy and paste course numbers (e.g., "KFSBASICS-100C01") from information that has been provided to you or from this catalog. Have these handy when using CU Learn to enroll.
- To access CU Learn, take the following steps:
    1. In your Web browser, go to www.culearn.cornell.edu and log in with your NetID.
    2. In the *Search Learning Catalog* box, select **Catalog Items**. Then in the *Search the Catalog* field, enter the course number (e.g., "KFSBASICS-100C01") of the class or tutorial you want to take. (Remember, you can copy and paste these from the DFA/KFS Training catalog here.)
    3. Click the **Search Catalog Items** button. Then follow the links to the course or tutorial enrollment page.

CIT Trainings and Classes: Outlook, Excel, Microsoft Word, Etc.

Please visit the online Veplan registration system to register for available trainings provided by CIT. This web site lists workshops offered by departments around campus to improve your skills in areas as diverse as using a computer, becoming a supervisor or managing a budget.
www.cornell.veplan.info/Education/search.aspx

Cornell Interactive Theater Ensemble (CITE)

CITE programs create safety around highly charged workplace issues, facilitating honest dialogue, self-awareness and organizational learning on four levels: personal, interpersonal, group and institutional/community.

CITE has the unique ability to take concepts of everyday workplace situations including those of diversity and inclusion and make them real and personal for participant groups. Interactive theatre and facilitated dialogue from multiple points of view create a climate for participants that builds inclusion, fosters collaboration and gives participants knowledge and tools to take back to their own work environments.

All CITE scenarios are multi-dimensional, revealing not only the dynamics of particular diversity issues, but also the dynamics of *human interaction* around the issues.

Introduction to CITE

A CITE scenario includes the following:

Scripted scene
Each scripted scene performance depicts a complex and challenging interaction in a workplace characterized by diversity.

Improvisatory question and answer period (Q&A)
Each improvised Q&A between the audience and the actors-in-character serves to reveal the characters' thoughts, feelings, and the motivations behind their actions. It also serves to evoke audience empathy and identification with each of the characters. The *complexity* of the interaction unfolds during the Q&A.

Facilitated discussion
Each facilitated discussion with the audience addresses, to some degree, the importance of:
- Self-awareness and self-inquiry as tools for employees at all levels;
- Awareness of how our thoughts, emotions, and assumptions influence our perceptions, which in turn influence our behaviors;
- Listening to understand rather than find fault or place blame;
- Attending to both intention and impact when addressing problematic communication and behavior;
- Thinking outside "my own perspective", and opening to multiple points of view;
- Approaching problem-solving in a manner that maintains the dignity of everyone in a problematic situation.

Programming Services

All CITE workshops are carefully tailored to the needs of our clients. CITE collaborates with the client sponsor to identify training goals and learning objectives in order to customize current program repertoire or to create new material and training modules to meet client needs. Learn more about CITE's unique approach to interactive theatre.

Programs offered by CITE include:

Level 1 Programs

Level 1 Programs enhance awareness of the complexity of the dynamics of problematic interaction in the workplace. CITE actors perform life-like dramatizations of problematic encounters, followed by interactive discussions in the form of Q&A. These programs have a maximum participant capacity of 125.

Level 2 Programs

Level 2 Programs are designed to foster the development of problem-solving skills. CITE dramatizations of a problematic interaction are followed by small group discussion and carefully structured role-plays with participants and professional actors. Participation is limited to a maximum of 60 participants.

Customized Modules

At the request of the client, CITE will work closely with the client to create customized program formats utilizing interactive theatre in tandem with a variety of traditional training methods.

New Material Development

At the request of the client, CITE will work closely with the client to create new scenario material, which addresses problematic workplace issues not currently in our repertoire. New theatrical material may be developed for Level 1 and Level 2 programs, as well as for customized program modules.

For more information about CITE see https://www.hr.cornell.edu/life/career/cite.html. To talk about a prospective session, contact Dane Cruz at dcc16@cornell.edu or (607) 254-8851