

## Leading today's world begins here



### *A message from the Director*

Although reports state the recession hit its low in 2009, many of us will continue to feel the impact of a turbulent economy through 2010. For over 35 years we have been a resource in Northeast Ohio and will continue to implement programs to support our community during times of change. For example:

In April we introduced the **Corporate Stimulus Package** that offers reduced rates to companies who would like to send a small group of individuals to select courses in our open enrollment programming.

In June we instituted the **Educational Guarantee Scholarship Program** directed to individuals in transition who are interested in education to enhance their project management and business analysis credentials.

In November we rolled out the **Training4U Membership Program** designed to assist organizations who are delivering more leadership training internally. Members can download, customize, and reproduce materials for up to four different management workshops.

All of these programs have been put in place to ensure individual and corporations continue to foster a learning organization. For more information on these initiatives I encourage you to go to our website or call me directly. We are part of this region and will continue to search for innovative ways to support your development goals.

A handwritten signature in black ink that reads "Donna VanRooy". The signature is fluid and cursive.

Donna VanRooy  
Director  
dvanrooy@bw.edu  
440-826-2253

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## Contact us

Baldwin-Wallace College Professional Development  
275 Eastland Road  
Berea, Ohio 44017  
440-826-2253 or [bwpd@bw.edu](mailto:bwpd@bw.edu)

# Calendar of Courses 2010

		PDU	CDU	CEU	CPE	Accountants Page
<b>January 2010</b>						
19	PM According to the <i>PMBOK® Guide</i> (3 days)	24		X	X	6
27	PMP® Exam Prep (5 evenings)	15		X	X	6
<b>February</b>						
9	Project Sponsors and Stakeholders	6		X	X	7
23	Assertive Communications	6		X	X	18
24	Distance Management	6		X	X	18
25	Communicating the Value of the PMO	3		X	X	11
<b>March</b>						
2	Enterprise Analysis & Business Requirements Success (2 days)	12	12	X	X	13
4	Foundations of Project Management	6		X	X	7
10	MS Project 2007 Fundamentals	6		X	X	8
11	Scheduling and Costing	6		X	X	8
18	Tapping Your Personal Power			X	X	19
23	Joint Application Development	6		X	X	13
24	Six Sigma Yellow Belt Certification (2 days)	16		X	X	22
30	Effective Problem Solving and Decision Making			X	X	19
<b>April</b>						
6	Eliciting & Documenting Business Requirements (2 days)	12	12	X	X	14
12	PM According to the <i>PMBOK® Guide</i> (3 days)	24		X	X	6
13	Managing Priorities through Improved Delegation			X	X	20
13	Project Management for the Business Analyst	6		X	X	14
16	Project Management in the Product Life Cycle	6		X	X	23
20	Effective Negotiation Strategies	7		X	X	20
20	PMP® Exam Prep (5 evenings)	15		X	X	6
22	Techniques to Reduce Cost & Improve Process Performance	6		X	X	23
27	Planning, Scheduling and Controlling (3 days)	18		X	X	9
29	Keys to Coaching and Motivating			X	X	21
<b>May</b>						
4	Analyzing & Validating Business Requirements (2 days)	12	12	X	X	15
11	What You Need to Know About the Law			X	X	21
20	Journey to Maturity: Building a PMO	3		X	X	11
27	Developing Effective Project Teams	6		X	X	9

# Calendar of Courses 2010

	PDU	CDU	CEU	Accountants CPE	Page
<b>June</b>					
8 Advancing Your Facilitation Skills ( 1 1/2 days)	9		X	X	10
15 CBAP Exam Prep Course (2 days)	12	12	X	X	16
<b>August 2010</b>					
3 PM According to the <i>PMBOK® Guide</i> (3 days)	24		X	X	6
7 PMP® Exam Prep (3 Saturdays)	15		X	X	6
<b>September</b>					
7 Foundations of Project Management	6		X	X	7
8 Project Management for the Business Analyst	6		X	X	14
14 Tapping Your Personal Power			X	X	19
30 Effective Problem Solving and Decision Making			X	X	19
<b>October</b>					
5 Enterprise Analysis & Business Requirements Success (2 days)	12	12	X	X	13
12 Planning, Scheduling and Controlling (3 days)	18		X	X	9
12 Managing Priorities thru Improved Delegation			X	X	20
15 MS Project 2007 Fundamentals	6		X	X	8
19 Process Mapping and Modeling (2 days)	12		X	X	24
26 From "Mission" to "Accomplished"	6		X	X	10
28 Keys to Coaching and Motivating			X	X	20
<b>November</b>					
2 Eliciting & Documenting Business Requirements (2 days)	12	12	X	X	14
4 Measuring and Improving Processes (2 days)	12		X	X	24
12 What You Need to Know About the Law			X	X	21
<b>December</b>					
2 Developing Effective Project Teams	6		X	X	9
7 Analyzing & Validating Business Requirements (2 days)	12	12	X	X	15
9 Assertive Communication	6		X	X	18



340 Front Street, Berea, Ohio

The Center for Innovation and Growth is the newest building on campus, officially opened in September, 2009.

It is the new home to the Professional Development offices and conference center.

# Project Management Excellence

*"Project managers today are viewed as managing part of a business rather than merely a project, and are being trained in how to make effective business decisions on a project rather than merely project decisions. Project managers are in fact business managers."* Dr. Harold Kerzner

Baldwin-Wallace College is a leading resource for project management education in the Northern Ohio area. B-W's project management curriculum features courses taught by the internationally acclaimed authority in project management, Dr. Harold Kerzner. As an approved REP provider, we offer classes ranging from basic to more advanced topics such as:



- Project Management Certificate Series (PMC)
- Project Management According to the *PMBOK*® *Guide*: an Introduction to PMP® Certification
- PMP® Exam Prep Course
- Planning, Scheduling, & Controlling

For more information about the credentialing process, visit: [www.pmi.org/CareerDevelopment/Pages/OurCredentials.aspx](http://www.pmi.org/CareerDevelopment/Pages/OurCredentials.aspx).

**Baldwin-Wallace College does not administer the PMP® Exam.**

## PMP® Certification Eligibility

To achieve PMP® certification a candidate must satisfy all education and experiential requirements established by the Project Management Institute (PMI®) and demonstrate a level of understanding and knowledge of project management. You must also meet the following requirements of either category 1 or category 2 (*Refer to the PMI website [www.pmi.org](http://www.pmi.org)*).

### CATEGORY 1

1. Achieved a baccalaureate degree or better.
2. A minimum of 4,500 hours of project management experience within the five project management process groups within the six-year period prior to application.
3. Obtain 35 contact hours of project management education.

### CATEGORY 2

1. Does not hold a baccalaureate degree or global equivalent university degree, but holds a high school diploma or equivalent secondary school credential.
2. A minimum of 7,500 hours of project management experience within the five project management process groups, within the eight-year period prior to the application. Candidates who hold an associate's degree should also apply in this category.
3. Obtain 35 contact hours of project management education.



# Project Management Certificate Series (PMC)

In today's fast-paced business world, project management has become one of the world's most in-demand skill sets. The Baldwin-Wallace College Project Management Certificate series is designed to provide you with critical skills necessary to lead projects in any organization.

The Baldwin-Wallace College Project Management Certificate (**PMC**) is a non-credit certificate intended for individuals who want to enhance their knowledge of concepts, processes, and leadership skills involved in project management.

## Requirements:

To earn the Project Management Certificate (PMC) you must complete four courses. Courses must be completed within 18 months of application date.

## BENEFITS

- Build a solid foundation of project management skills
- Identify principles and processes in the *PMBOK® Guide*
- Facilitate efficient and effective project meetings
- Earn project management education hours

## CERTIFICATE FEE: \$2036 - REQUIRED COURSES:

### Foundations of Project Management - 1 day

March 4, 2010 and September 7, 2010 - *page 7*

Build an understanding of the principal components of project management concepts, processes and best practices. Receive tips, tools and techniques to implement at the workplace. Learn how to effectively plan, start and finish a project on track, on time and within budget.

### Planning, Scheduling and Controlling - 3 days

April 27, 28, 29, 2010 and October 12, 13, 14, 2010 - *page 9*

Through a variety of presentation methods and learning strategies, uncover how to define project scope and acceptance criteria, learn how to use network diagrams, status reporting, and appropriate communication processes to ensure project success.

### MS Project 2007 Fundamentals - 1 day

March 10, 2010 and October 15, 2010 - *page 8*

During this one-day hands-on course, participants will develop a project schedule from scratch; get comfortable with entering information; and use the base schedule to understand and manage resource allocations, task assignments, and the project labor budget. **This course will take place in a PC Lab environment. If this software is not applicable, contact our office for approved course substitution.**

### Developing Effective Project Teams - 1 day

May 27, 2010 and December 2, 2010 - *page 9*

Project managers must be able to lead cross-functional teams without positional authority, and at times, fully committed resources. In this powerful day-long session, uncover tools and strategies that will help you to build a more effective team to improve communications and decision-making processes.

*For information on the requirements to sit for the PMP® Exam and the changes to the PMBOK® Guide please refer to page 4 of this catalog and the PMI® website at [www.pmi.org](http://www.pmi.org)*

**CAPM®** is a registered certification mark of the Project Management Institute, Inc.

**PMBOK®** is a registered trademark of the Project Management Institute, Inc.

**PMI®** is a registered trademark and service mark of the Project Management Institute, Inc.

**PMP®** is a registered certification mark of the Project Management Institute, Inc.

**Project Management Professional®** is a registered service mark of the Project Management Institute, Inc.



The PMI Registered Education Provider is a registered service and collective mark of the Project Management Institute, Inc.

PDU CPE  
CEU

## Project Management According to the *PMBOK® Guide*

**Project Management According to the *PMBOK® Guide: an Introduction to PMP® Certification*** provides comprehensive training in the principles and core process areas of project management. Dr. Harold Kerzner will introduce new management concepts and provide essential principles for professional success. This course provides 24 project management education hours toward the 35 project management education hours needed to sit for the PMP® exam.

### Target Audience:

Project Managers, team members, field staff members, project engineers, design engineers, project leaders and administrators, operating managers, functional managers, information technology professionals, R & D managers, and manufacturing engineers.

CEUs: 2.4 Contact Hours: 24  
PDUs: 24

The program will benefit executives, managers and supervisors of all industries and government agencies who are concerned with effectively managing ventures and projects on time and within budget.

**Program Information: \$1795**

**Winter Session:** January 19, 20, 21, 2010  
***PMBOK® Guide 4th edition***

**Location:** Berea

**Spring Session:** April 12, 13, 14, 2010  
***PMBOK® Guide 4th edition***

**Location:** Beachwood

**Summer Session:** August 3, 4, 5, 2010  
***PMBOK® Guide 4th edition***

**Location:** Berea

**All courses meet:** 8:30 a.m. - 4:30 p.m.

### Premium:

You'll receive the latest edition of *Project Management: A Systems Approach to Planning, Scheduling and Controlling*; refreshments and lunch

### Instructor:



**Harold Kerzner, BA,**  
*Northeastern University; M.S.,  
University of Illinois; M.B.A., Utah  
State University; Ph.D., University  
of Illinois*

Harold Kerzner brings world-class expertise and fascinating personal experience to the classroom, which makes his teaching as enjoyable as it is practical. He is an internationally known authority on project management, total quality management and strategic planning and has consulted with corporations worldwide. Dr. Kerzner, a professor emeriti of Systems Management at Baldwin-Wallace College, has authored 24 books including the project management text used most often in companies and universities throughout the world, *Project Management: A Systems Approach to Planning, Scheduling and Controlling*.

Attend PM According to the  
*PMBOK® Guide* and PMP® Exam Prep  
and save 10%

PDU CPE  
CEU

## PMP® Exam Prep Course

- Be able to apply a structured approach in preparing for the PMP® exam
- Understand how the exam will test your knowledge of the *PMBOK®*
- Learn strategies specifically directed to passing the PMP® exam
- Test your knowledge through application of practice test questions
- Identify any gaps in your knowledge

### Prerequisites:

Students must have prior content knowledge of the *PMBOK® Guide* or have taken Project Management According to the *PMBOK® Guide*. This course is not a training program in project management methodology.

Textbook: *PMP® Exam Prep* by Rita Mulcahy and advance assignment information, will be mailed before the start of the program.

PDUs: 15

The PMP® Credential is one of the world's most recognized professional credentials today.

**Winter Session: \$1095**

January 27, February 3, 10, 17, 24, 2010  
Wednesdays; 6 - 9 p.m.

**Location:** Beachwood

**Instructor:** Tim Brogan

**Spring Session: \$1095**

April 20, 27, May 4, 11, 18, 2010  
Tuesdays; 6 - 9 p.m.

**Location:** Berea

**Instructor:** Tim Brogan

**Summer Session: \$1095**

August 7, 14, 21, 2010  
Saturdays; 8 a.m. - 1 p.m.

**Location:** Berea

**Instructor:** Pete Evangelista

### Target Audience:

Individuals seeking to achieve the PMP® credential. *The optional PMP® Exam is a separate fee and process through PMI®.*

Achieving a PMI® credential affirms your dedication to and proficiency in the profession. Using a variety of learning activities, this 15 hour course enhances your preparation for taking the PMP® exam. Program includes interactive software.

This course will review components of the *PMBOK® Guide* critical to passing the exam, provide sample exam questions during class and provide tips and strategies to use during the exam. Course includes pre-reading and advance assignments.

### Instructors:

**Tim Brogan**, PMP, is an experienced strategic leader who brings over 12 years of Project experience, including strategic planning, workflow improvement and business analysis.

**Pete Evangelista**, PMP, Pete has over 21 years of information technology and business process improvement experience.

PDU CPE  
CEU

## Project Sponsors and Stakeholders: Allies, Adversaries, or Just Apathetic?

February 9, 2010

- Understand and be able to quantify your position as project manager
- Identify the influencing factors of sponsorship and stakeholders
- Develop a communication strategy that builds collaboration and accountability
- Apply techniques that keep the relationship open and positive

**February 9, 2010**  
**9 a.m. - 4 p.m.; Berea**  
**\$349 - 6 PDU**

### Target Audience:

For project managers, program managers, and portfolio managers who need a solid relationship with the sponsor of their project(s) in order to succeed; for project service providers who sell services within or outside their organizations.

Some sponsors micro-manage. Some sponsors don't seem to care. And some sponsors are just uptight that your project wasn't done yesterday! Your project sponsor should be your customer, your partner, and your biggest cheerleader.

As a PM, you need to be able to understand the influence (for good and for evil) that stakeholders can make and be able to manage that influence.

This one-day hands-on class gets to the root of a very common project problem: contention between the Project Manager and Sponsor. Learn how to evaluate the position of each of the parties, and what factors drive common behavior; practice techniques for managing the relationship and communicating for smoother project execution.

### PMBOK® Guide Knowledge Areas:

- Human Resource
- Communications

### Instructor:

**Pete Evangelista**, PMP, B.S., Mathematics and Computer Science from Lawrence Technological University; MBA - In process, Cleveland State University  
 Pete has over twenty-one years of information technology and business process improvement experience. For the last seventeen years, he has been leading complex and high impact IT projects across a diverse set of industries and business processes. Pete's experience includes leading local consulting businesses and being a Managing Director at one of the "Big 5" consulting firms.

Pete's students have commented that his style, practical examples and exercises, bring course concepts to life in a way that really sinks in and can be applied immediately after leaving the classroom. Pete runs engaging courses that rely on his understanding of both the structural and human sides of running projects and business operations.

PDU CPE  
CEU

## Foundations of Project Management

March 4, 2010 and September 7, 2010

- Understand project management methodology
- Learn to accurately track and prioritize project components
- Confidently estimate costs and schedules
- Effectively communicate with project team members

### Target Audience:

New project managers working in any industry; or individuals interested in project management general knowledge.

**March 4, 2010**  
**September 7, 2010**  
**9 a.m. - 4 p.m.; Berea**  
**\$349 - 6 PDU**

Project Management is a proven strategy for success, no matter the industry. Project management methodology breaks down complex projects into manageable pieces, allowing for efficient and effective management of small and large-scale projects, conserving time, money and resources. This dynamic session takes you through project scheduling and reporting, communication planning, selecting and managing resources, and managing changes in project scope.

Build an understanding of the principal components of project management concepts, processes and best practices. Receive tips, tools and techniques to implement at the workplace. Learn how to effectively plan, start and finish a project.

### Instructor:

**Lynda Carter**, B.A., Marketing & B.S., Computer & Information Sciences from Cleveland State University; M.B.A., Baldwin-Wallace College  
 Lynda has extensive experience in project management, which includes designing and delivering project management training programs as well as consulting with senior project management leaders in various industries in all aspects of project management.

Ms. Carter works with a wide variety of industries including insurance, manufacturing, consulting, technology and financial services.

### PMBOK® Guide Knowledge Areas:

- All knowledge areas

PDU CPE  
CEU

## MS Project 2007 Fundamentals

March 10, 2010 and October 15, 2010

- Understand the capabilities of MS-Project
- Enter task information
- Develop a project schedule by setting task dependencies, work efforts, resource allocations, and task assignments
- Identify and display the schedule's critical path
- Use reports to communicate the budget, resource usage and utilization

**March 10, 2010****October 15, 2010****9 a.m. - 4 p.m.; Berea****\$349 - 6 PDU***PMBOK® Guide Knowledge Areas:*

- Time
- Cost

Microsoft Project 2007 offers a depth of reporting functionality and gives you the right tools with the power and flexibility to manage projects more efficiently and effectively.

During this one-day **hands-on course**, participants will develop a project schedule from scratch; get comfortable with entering information; and use the base schedule to understand and manage resource allocations, task assignments, and the project labor budget.

**This course will take place in a PC Lab environment.**

**Target Audience:**

Any project manager, program manager, or project administrator that is unfamiliar with MS-Project, needs a 'refresher', or is new to MS-Project 2007.

**Instructor:**

**Pete Evangelista**, PMP, B.S., Mathematics and Computer Science from Lawrence Technological University; MBA - In process, Cleveland State University  
Pete has over twenty-one years of information technology and business process improvement experience. For the last seventeen years, he has been leading complex and high impact IT projects across a diverse set of industries and business processes. Pete's experience includes leading local consulting businesses and being a Managing Director at one of the "Big 5" consulting firms.

Pete's students have commented that his style, practical examples and exercises, bring course concepts to life in a way that really sinks in and can be applied immediately after leaving the classroom. Pete runs engaging courses that rely on his understanding of both the structural and human sides of running projects and business operations.

PDU CPE  
CEU

## Scheduling and Costing: Using MS-Project to Answer "how long & how much?"

March 11, 2010

- Create a Work Breakdown Structure
- Demonstrate different estimating techniques
- Understand various types of task dependencies
- Demonstrate schedule development and modeling in MS-Project
- Demonstrate using MS-Project to develop labor costing reports

**Target Audience:**

Project managers and project administrators who are either new to project management, new to MS-Project or just need a "refresher" or some intense practice with using the tool to support these essential project management methods.

*PMBOK® Guide Knowledge Areas:*

- Scope
- Time
- Cost

Expectations are set. Resources are committed. A project schedule that project team members quietly know is completely unworkable is driving the project. How do we get into these kinds of messes over and over again? Part of the problem is how the schedule is estimated and planned.

This full-day hands-on class focuses on identifying the work to be done, estimating techniques for quantifying the effort, and loading the work into MS-Project for resource assignment and for modeling duration. Participants will have an opportunity to practice using MS-Project to for the essential project management tasks of scheduling and labor costing.

**March 11, 2010****9 a.m. - 4 p.m.; Berea****\$349 - 6 PDU**

**This course will take place in a PC Lab environment.**

**Instructor:**

**Pete Evangelista**, PMP, B.S., Mathematics and Computer Science from Lawrence Technological University; MBA - In process, Cleveland State University  
Pete has over twenty-one years of information technology and business process improvement experience. For the last seventeen years, he has been leading complex and high impact IT projects across a diverse set of industries and business processes. Pete's experience includes leading local consulting businesses and being a Managing Director at one of the "Big 5" consulting firms.

Pete's examples and exercises bring course concepts to life in a way that can be applied immediately after leaving the classroom. Pete's courses rely on his understanding of both the structural and human sides of running projects and business operations.

PDU CPE

CEU

## Planning, Scheduling and Controlling

April 27, 28, 29, 2010 and October 12, 13, 14, 2010

- Define deliverable based milestones
- Apply resource leveling
- Create a network diagram
- Describe the risk management process
- Apply Earned Value calculations
- Define Issue Management and Scope / Change Management procedures
- Create a Communication Plan

**April 27, 28, 29, 2010**  
**October 12, 13, 14, 2010**  
**9 a.m. - 4 p.m.; Berea**  
**\$1,299 - 18 PDU**

*PMBOK® Guide Knowledge Areas:*

- All knowledge areas

Successful project management can be attributed to the project manager's effective use of the tools and techniques, coupled with his or her ability to skillfully apply knowledge gained from best practices. The tools and techniques you employ are critical to planning, implementing and completing projects.

Through a variety of presentation methods and learning strategies, you will uncover how to define project scope and acceptance criteria, learn how to use network diagrams, status reporting, and appropriate communication processes to ensure project success.

### Target Audience:

Project managers looking to improve their understanding and application of best practices in project management planning, scheduling and controlling.

### Instructor:

**Lynda Carter**, B.A., Marketing & B.S., Computer & Information Sciences from Cleveland State University; M.B.A., Baldwin-Wallace College

Lynda has extensive experience in project management, which includes designing and delivering project management training programs as well as consulting with senior project management leaders in various industries in all aspects of project management.

Ms. Carter works with a wide variety of industries including insurance, manufacturing, consulting, technology and financial services.



Did you know this course is part of the **Project Management Certificate Series?** Find out how you can participate *page 5*

PDU CPE

CEU

## Developing Effective Project Teams

May 27, 2010 and December 2, 2010

- Understand your style when interacting with others
- Build a toolbox of effective communication skills to share with team members
- Facilitate efficient, effective project meetings
- Integrate project phases with the stages of team development

**May 27, 2010**  
**December 2, 2010**  
**9 a.m. - 4 p.m.; Berea**  
**\$399 - 6 PDU**

### Target Audience:

Project and program managers, or managers who want to build their capacity to effectively develop and lead cross functional project teams.

*PMBOK® Guide Knowledge Areas:*

- Human Resource
- Communications

Developing an effective project team is an essential factor of project success. Project managers must be able to lead teams without positional authority and effectively capitalize on the unique resources each team member brings to the project, all while facing the usual challenges that come with bringing a project in on time and within budget. Explore your role as a leader and gain greater understanding of team dynamics in this powerful day-long session.

This course will uncover tools and strategies you can employ to build a more effective team; better understand your behaviors and values, while learning skills and practicing tools that allow for clear communication among team members and stakeholders, enhance the group decision making process, and assist in overcoming obstacles to project success.

### Instructor:

**Kathleen Razi**, B.A. Russell Sage College; M.S., Case Western Reserve; Ph.D. Kent State University; LISW, LPCC

Kathleen Razi is a member of the adjunct faculty at Baldwin-Wallace College teaching in the undergraduate and MBA Program. She is President of Razi & Associates, Inc. serving individual and corporate clients from business, health care, manufacturing and social services.

Dr. Razi specializes in leadership, management and team development, transition and change management, coaching and counseling, effective interviewing and creative problem-solving.

PDU  
CPE  
CEU

## Advancing Your Facilitation Skills

June 8 &amp; 9, 2010

- Use various facilitation techniques to achieve the best outcome
- Select and use the appropriate facilitation tools for a situation
- Develop a structured approach to planning, conducting, and following up
- Manage group dynamics, including conflict resolution and disruptive behavior

**June 8 & 9, 2010****Day 1: 9 a.m. - 4 p.m.****Day 2: 9 a.m. - noon; Berea****\$549 - 9 PDU****Target Audience:**

Anyone who wants to learn or improve on facilitation skills. It's especially useful for those who perform a role that requires them to facilitate interactive meetings that must result in consensus and productive business outcomes.

It takes practice and skill to successfully bring people together, in person or virtually, to gather information and reach high-quality decisions about important issues. Advancing Your Facilitation Skills teaches you how to effectively help your customers, users, and colleagues reach consensus and arrive at the best business solution. You'll learn facilitation techniques you can use to lead meetings that result in increased participation and improved productivity.

This interactive class prepares you with a structured approach to follow when planning, conducting, and following up on your facilitated face-to-face and remote meetings. Learn different facilitation techniques and when to use them. You will have the confidence you need to plan and facilitate a successful business meeting or workshop.

*PMBOK® Guide Knowledge Areas*

- Human Resource
- Communications

**Instructor:**

**Ellen Burts-Cooper**, Ph.D. organic/polymer chemistry, Virginia Tech; MBA, University of Minnesota, Carlson School of Business; B.S. in chemistry with a minor in mathematics, Stillman College.

Ellen currently a Senior Vice President of IT Performance Management and Governance at PNC Financial Services. She is responsible for a team of quality engineers, who develop, monitor and improve IT metrics.

She is the founder and Executive Director of Improve Consulting and Training, a firm that provides personal and professional development training, coaching and consultation for youth and adults in transition.

Prior to the financial services industry, Ellen worked in the electronics industry, where she led global teams in several functions at 3M Company in St. Paul, MN, including research and development, new product commercialization, business/application development, and Six Sigma.

PDU  
CPE  
CEU

## From "Mission" to "Accomplished"

October 26, 2010

- Transform behavior
- "Hard wire" change into the organization's daily operations
- Communicate effectively
- Deliver Project Management skills that lead to results

**October 26, 2010****9 a.m. - 4 p.m.; Beachwood****\$349 - 6 PDU****Target Audience:**

Any management professional who can benefit from improvements gained by managing complex and organizational change.

*PMBOK® Guide Knowledge Areas:*

- Human Resource
- Communications

Change agents are called on every day to execute strategy. In this highly interactive workshop, you will learn practical tools and frameworks for execution of new strategies. This groundbreaking workshop combines unique structural tools with practical insights into people. Course modules combine project management fundamentals and cutting-edge neuroscience with Roeder Consulting's tested frameworks and real-world experience.

Powerful tools and frameworks combine with real-world insights to deliver an energetic and educational workshop on execution of strategic change. You will gain an enriched perspective on your project. Your ability to coordinate the structure and people-related challenges of your strategic change management project will increase.

**Instructor:**

**Tres Roeder**, PMP, BA in Economics, University of Illinois, MBA from the Kellogg School of Management, Northwestern University

Tres is President of Roeder Consulting which he founded in 2001.

A former consultant with Booz Allen Hamilton, Tres led major engagements in areas such as corporate strategy, operations improvement, process improvement and implementation.

His industry experience includes serving as Director of Business Process Improvement at American Greetings; sales and operations positions at RR Donnelley; and Toyota Motor Sales USA; and instructor of the "Sixth Sense" at Baldwin Wallace College.

# Project Management Advanced Forums

The Project Management Advanced Forums are a collaboration between PMINEO® and Baldwin-Wallace College to provide project managers with advanced topics for leaders in a PMO environment. These are interactive workshops that combine expert business experience with practical application.

## Upcoming Topics Include:

### Agenda:

8-8:30 a.m.  
Registration, breakfast  
8:30-9:35  
PMO Profiles: Panel member presentations  
9:35-9:45  
Break  
9:45-10:15  
Panel Discussion  
10:15 -10:30  
Break  
10:30-11:15  
Executive Roundtables  
11:15-11:30  
Closing

### The Executive Perspective: Communicating the Value of the PMO February 25, 2010

Research and experience has shown that getting executive buy-in to implement a PMO is vital to ensuring long-term success. How to do this is the question. The answer will differ based on the company culture that's at play, the unique circumstances they are facing, and past or current perceptions in the organization. Join a panel of executives to listen, question, and discuss their strategies for ensuring the value proposition is understood at the highest level.

*Focused on PMO  
Professionals worldwide*



### Agenda:

8-8:30 a.m.  
Registration, breakfast  
8:30-10:00  
Presentation  
10:00-10:15  
Break  
10:15-11:30  
Case Study

### Journey to Maturity: Building a PMO May 20, 2010

Any organization regardless of size or industry must recognize the importance of establishing and maturing a PMO. If change management is to happen, it must be driven from the grassroots level rather than from the top down. Participants in this breakfast program will get a blunt and pragmatic presentation concerning the trials and tribulations of moving forward in building a world-class PMO.

### Presenter:

**James Brown**, PMI, BBA, MBA, University of Houston, Advanced Masters Certificate in Project Management and Masters Certificate in Program Management from George Washington University, **2009 recipient of the PMO award**, has over 20 years of project and program management experience with large and mid-size corporations. He has successfully built four PMOs from scratch and provided improvements in many more either as a manager or consultant.

Baldwin-Wallace College  
Center for Innovation and  
Growth, Berea

\$149 NEOPMI Chapter members  
\$199 non members

3 PDU



Look for more information and past  
program descriptions at  
[www.bw.edu/forums](http://www.bw.edu/forums)

# Business Analysis Certificate Series (BAC)



Business analysis is becoming increasingly important to companies. Over the last several years, the business analyst role has evolved and developed beyond eliciting, analyzing and documenting software requirements. Business analysts are now taking prominent roles across the enterprise, to perform strategic problem and opportunity identification, conduct gap analysis and feasibility studies, and drive business solutions within their organizations.

Baldwin-Wallace College has developed a *three-course* Business Analysis Certificate Series. Based on the IIBA™ Business Analysis Body of Knowledge (BABoK®), this series meets the education requirements to write for the CBAP® Exam:

To earn the Business Analysis Certificate you must complete three courses. Advanced courses are optional and are not necessary to complete the certificate. Courses must be completed within 18 months of application.

## CERTIFICATE FEE: \$2037 - CERTIFICATE COURSES:

### Enterprise Analysis & Business Requirements Success

March 2 & 3, 2010 and October 5 & 6, 2010 - *page 13*

A large percentage of software projects fail to deliver the intended business results. The "IT-Business" divide is a key factor in these failures. This two-day program creates the framework for a successful BA-IT partnership in the development of effective business requirements.

### Eliciting & Documenting Business Requirements

April 6 & 7, 2010 and November 2 & 3, 2010 - *page 14*

For all of the tools and techniques to elicit requirements, nothing is more important than making the most of human contact between IT departments and the business organizations they support. This seminar discusses several useful approaches to gathering requirements, focusing on the facilitation of collaborative sessions.

### Analyzing & Validating Business Requirements

May 4 & 5, 2010 and December 7 & 8, 2010 - *page 15*

The ultimate objective of a business analysis, process improvement or information technology project is to improve business results. This seminar will present three proven approaches to analyzing current conditions, business needs and technology enablers.

## ADVANCED COURSE TOPICS:

### Joint Application Development

March 23, 2010 - *page 13*

### Project Management for the Business Analyst

April 13, 2010 - *page 14*

### Advancing Your Facilitation Skills

June 8 & 9, 2010- *page 10*

### CBAP Exam Prep Course

June 15 & 16, 2010 - *page 16*

### Process Mapping and Modeling

October 19 & 20, 2010 - *page 24*

### Measuring and Improving Processes

November 4 & 5, 2010 - *page 24*

Visit the Professional Development Business Analyst website: [www.businessanalystcleveland.com](http://www.businessanalystcleveland.com)

## CBAP® Certification Requirements

The Certified Business Analysis Professional™ (CBAP®) designation is awarded to business analysis practitioners with at least five years of experience who have successfully demonstrated their understanding and expertise in the Business Analysis Body of Knowledge® (BABoK®). Refer to the BABoK® for CBAP® applicant requirements.



PDU CPE  
CEU CDU

## Enterprise Analysis & Business Requirements Success

March 2 & 3, 2010 and October 5 & 6, 2010

- Integrate business into system development and pm life cycles
- Create a strategy map
- Use the strategy map and process management tools to identify potential project opportunities
- Evaluate alternatives using enterprise architecture frameworks
- Conduct feasibility studies
- Document high level business requirements based on enterprise analysis

### PMBOK® Guide Knowledge Areas:

- Quality
- Scope
- Human Resource
- Communications

Innovations in information technology have had a dramatically positive impact on American business over the last 15 years. Still, research consistently shows that a large percentage of software projects fail to deliver the intended business results. The "IT-Business" divide is a key factor in these failures. More than 50 percent of organizations polled in a recent IT Governance Institute survey lacked any formal structure to align IT investments with business strategy.

This two-day program creates the framework for a successful BA-IT partnership in the development of effective business requirements.

**March 2 & 3, 2010**  
**October 5 & 6, 2010**  
**9 a.m. - 4 p.m.; Berea**  
**\$799 - 12 PDU**

### Instructor:

**Amanda Dietz**, Vice President - Project Management and Business Analysis for Orion Development Group.

As a trainer and consultant, Ms. Dietz is able to leverage her diverse expertise and strategic outlook to help clients achieve meaningful process improvements and business results.

Prior to joining Orion, Ms. Dietz attained extensive quality and process management experience in the corporate world, principally in the Financial Services sector. *She has more than 20 years of experience in operations management, auditing and process improvement.*

### Target Audience:

Business analyst, systems analyst, requirements manager, analyst or engineer, project or program manager, team leader, development manager, requirements manager or engineer, management consultant and IT specialist.

PDU CPE  
CEU

## Joint Application Development (JAD)

March 23, 2010

- Describe the JAD process
- Identify appropriate JAD participants
- Identify appropriate JAD techniques for capturing requirements
- Plan for a JAD session

### Target Audience:

Business analysis, project managers, team leads and team members responsible for gathering project requirements.

**March 23, 2010**  
**9 a.m. - 4 p.m.; Berea**  
**\$349 - 6 PDU**

### PMBOK® Guide Knowledge Areas:

- Quality
- Communications

Joint Application Development (JAD) sessions are a proven approach to gathering and documenting business requirements for system development and business architecture. The application of JAD requires the successful use of facilitation skills, JAD techniques and documentation techniques. This course is designed to inform participants in JAD techniques.

### Instructor:

**Lynda Carter**, B.A., Marketing & B.S., Computer & Information Sciences from Cleveland State University; M.B.A., Baldwin-Wallace College

Lynda has extensive experience in project management, which includes designing and delivering project management training programs as well as consulting with senior project management leaders in various industries in all aspects of project management.

Ms. Carter works with a wide variety of industries including insurance, manufacturing, consulting, technology and financial services.



Get the basics of Microsoft Project down by enrolling in **Microsoft Project 2007 Fundamentals** - page 8

PDU CPE  
CEU CDU

## Eliciting & Documenting Business Requirements

April 6 & 7, 2010 and November 2 & 3, 2010

- Elicit and assess information
- Conduct interviews with user and business leaders
- Facilitate collaborative sessions
- Resolve conflicts and reach consensus
- Navigate organizational politics
- Foster creative problem solving
- Document the information gathered

The Business Analyst has been described as the person who bridges the divide between IT departments and the business organizations they support. For all of the tools and techniques to elicit requirements, nothing is more important than making the most of human contact between these two interdependent groups. This seminar discusses several useful approaches to gathering requirements, and focusing on the facilitation of collaborative sessions.

### Instructor:

**Jeff Minder**, PMP, B.S., computer science with a minor in mathematics, Troy State University.

Jeff Minder is a Business Analysis and Project Management instructor with more than 15 years of experience in project management and software development and 25 years of experience as a professional instructor. His areas of expertise include project management, systems analysis and design, agile software development, and the Information Technology Infrastructure Library (ITIL).

Mr. Minder has successfully launched secure, database-driven Internet solutions for the Department of Homeland Security, governmental lotteries, health-care providers, insurance companies and other clients in both the private and the public sectors. In 2004, Dell and the National Federation of Independent Businesses recognized Mr. Minder as one of the top 10 entrepreneurs in North America for the use of technology in support of customers.

### Target Audience:

Business analyst, systems analyst, requirements manager, analyst or engineer, project or program manager, team leader, development manager, requirements manager or engineer, management consultant and IT specialist.

### PMBOK® Guide Knowledge Areas:

- Scope
- Quality
- Human Resource
- Communications

**April 6 & 7, 2010**

**November 2 & 3, 2010**

**9 a.m. - 4 p.m.; Berea**

**\$799 - 12 PDU**

PDU CPE  
CEU

## Project Management for the Business Analyst

April 13, 2010 and September 8, 2010

- Apply project management best practices to plan for the creation of BA deliverables
- Integrate the BA plan into the Project Plan
- Establishing scope / change management standards

The Business Analyst role requires proficient project management skills. This course is designed to provide foundational project management skill sets from the perspective of the Business Analysis, focusing on the specific deliverables, risks and communications necessary for project success.

### Instructor:

**Lynda Carter**, B.A., Marketing & B.S., Computer & Information Sciences from Cleveland State University; M.B.A., Baldwin-Wallace College

Lynda has extensive experience in project management, which includes designing and delivering project management training programs as well as consulting with senior project management leaders in various industries in all aspects of project management.

Ms. Carter works with a wide variety of industries including insurance, manufacturing, consulting, technology and financial services.

### Target Audience:

Business analyst, systems analyst, requirements manager, analyst or engineer, project or program manager, team leader, development manager, requirements manager or engineer, management consultant and IT specialist.

### PMBOK® Guide Knowledge Areas:

- All knowledge areas

**April 13, 2010**

**September 8, 2010**

**9 a.m. - 4 p.m.; Berea**

**\$349 - 6 PDU**

PDU CPE  
CEU CDU

# Analyzing & Validating Business Requirements

May 4 & 5, 2010 and December 7 & 8, 2010

- Analyze user requirements
- Analyze functional requirements
- Analyze quality of service requirements
- Devise "to be" process and system designs
- Determine requirements attributes

## Target Audience:

Business analyst, systems analyst, requirements manager, analyst or engineer, project or program manager, team leader, development manager, requirements manager or engineer, management consultant and IT specialist.

**May 4 & 5, 2010**

**December 7 & 8, 2010**

**9 a.m. - 4 p.m.; Berea**

**\$799 - 12 PDU**

The ultimate objective of a business analysis, process improvement or information technology project is to improve business results.

This seminar will present three proven approaches to analyzing current conditions, business needs and technology enablers. Business process analysis techniques will be used to convert raw requirements data into the capabilities of the solution.

## PMBOK® Guide Knowledge Areas:

- Scope
- Quality
- Procurement
- Human Resource
- Communications

## Instructors:

**Amanda Dietz, (May program)** Vice President - Project Management and Business Analysis for Orion Development Group.

As a trainer and consultant, Ms. Dietz is able to leverage her diverse expertise and strategic outlook to help clients achieve meaningful process improvements and business results.

**Jeff Minder, (December program)** PMP, B.S., computer science with a minor in mathematics, Troy State University.

Jeff Minder is a Business Analysis and Project Management instructor with more than 15 years of experience in project management and software development and 25 years of experience as a professional instructor. His areas of expertise include project management, systems analysis and design, agile software development, and the Information Technology Infrastructure Library (ITIL).

## Project Management Certificate Series (PMC)

Compliment your Business Analyst Certificate Series with the Baldwin-Wallace College Project Management Certificate Series - *page 5*

### CERTIFICATE FEE: \$2036 - REQUIRED COURSES:

#### Foundations of Project Management - 1 day

March 4, 2010 and September 7, 2010 - *page 7*

#### Planning, Scheduling and Controlling - 3 days

April 27, 28, 29, 2010 and October 12, 13, 14, 2010 - *page 9*

#### MS Project 2007 Fundamentals - 1 day

March 10, 2010 and October 15, 2010 - *page 8*

**This course will take place in a PC Lab environment. If this software is not applicable, contact our office for approved course substitution.**

#### Developing Effective Project Teams - 1 day

May 27, 2010 and December 2, 2010 - *page 9*



Experience in project management and considering sitting for the PMP? Learn more about this credential and **B-W's prep courses** - *page 6*

# CBAP® Version 2.0 Exam Preparation

June 24 & 25, 2010

According to Duke University, the demand for Business Analysts is expected to grow 27% in the next five years. Certification by the International Institute of Business Analysis (IIBA) will help you seize the opportunity and excel.

**The CBAP® Exam Prep class** is a two-day training program to help you prepare for and pass the Certified Business Analysis Professional (CBAP) examination using the new, 2.0 version of the Business Analysis Body of Knowledge (BABoK)®.

If you have fulfilled your experience requirements and have a good understanding of business analysis and requirements management, our CBAP® prep class is a great next step in your preparation for the exam. We will help you integrate your experiences with the BABoK® to understand how the tools and methods should be applied. Your retention will be much higher than simply trying to memorize formulas, techniques and multiple choice questions.

## Seminar Outline:

- The IIBA™ and its history
- CBAP® Certification Prerequisites
- About the CBAP® Certification exam
- Preparing for the Test
- BABoK® Version 2.0 Review
  - o Business Analysis Planning and Monitoring
  - o Requirements Management and Communication
  - o Enterprise Analysis
  - o Elicitation
  - o Requirements Analysis
  - o Solution Assessment and Validation
  - o Underlying Competencies
- BABoK® Reference Review
- Sample Test Questions

## Instructor:

**Jeff Minder, PMP, B.S.,** computer science with a minor in mathematics, Troy State University.

Jeff Minder is a Business Analysis and Project Management instructor with more than 15 years of experience in project management and software development and 25 years of experience as a professional instructor. His areas of expertise include project management, systems analysis and design, agile software development, and the Information Technology Infrastructure Library (ITIL).

Mr. Minder has successfully launched secure, database-driven Internet solutions for the Department of Homeland Security, governmental lotteries, healthcare providers, insurance companies and other clients in both the private and the public sectors. In 2004, Dell and the National Federation of Independent Businesses recognized Mr. Minder as one of the top 10 entrepreneurs in North America for the use of technology in support of customers.

## Target Audience:

Business analyst, systems analyst, requirements manager, analyst or engineer, project or program manager, team leader, development manager, requirements manager or engineer, management consultant and IT specialist.

**Pre-requisites:** Management experience or completion of the Business Analysis Certificate Series.

**June 15 & 16, 2010; 9 a.m. - 4 p.m.; Berea; \$799 - 12 PDU**

## PMBOK® Guide Knowledge

### Areas:

- Scope
- Integration Management
- Cost
- Time

## CBAP® Certification Requirements

The Certified Business Analysis Professional™ (CBAP®) designation is awarded to business analysis practitioners with at least five years of experience who have successfully demonstrated their understanding and expertise in the Business Analysis Body of Knowledge® (BABoK®). Each CBAP® applicant must meet the following requirements to be eligible to write the exam:

- High school or equivalent education.
- 7,500 hours of documented BA related work in the last ten years
- Demonstrated experience and expertise of business analysis work experience engaged in tasks specifically related to the knowledge areas as defined within the BABoK® in at least four of the six knowledge areas
- 22 hours of professional development in the last four years
- Two references from a career manager, client or CBAP® recipient

For more information go to: <http://www.theiiba.org>

# Management Development Certificate Series (MDC)

Designed for the new manager who is stretched to take on new assignments, has increased leadership responsibilities, and limited time to manage it all. This certificate series prepares you to succeed now and in the future. Each course will provide you with tools, resources, and tips to use every day.

## What participants are saying:

*"Good check sheets, guides. Already used a couple of techniques."*

*"The most valuable aspect of the program was the selection of courses. Could take something away from each one."*



*The MDC targets the critical challenges and skills of leaders who are responsible for managing departments and leading teams.*

**CERTIFICATE FEE: \$1316** - Enrollment in the program is more than a 20% discount over regular program fees!

Program cost includes enrollment in four full-day and one half-day courses, refreshments and program materials.

## REQUIRED COURSES:

### Tapping Your Personal Power - 9 a.m. - 4 p.m.

March 18, 2010 and September 14, 2010 - *page 19*

This program provides an understanding of others and us by identifying the general differences between personal styles and how these differences can lead to various human relations problems.

### Effective Problem-Solving and Decision-Making - 9 a.m. - 4 p.m.

March 30, 2010 and September 30, 2010 *page 19*

The class will use various problem types in simulations and hands-on exercises to practice applying the tools. A reference guide will also be given to participants with problem solving tips.

### Managing Priorities thru Improved Delegation - 9 a.m. - 4 p.m.

April 13, 2010 and October 12, 2010 - *page 20*

This course will provide you with techniques to help you prioritize quickly, while covering the delegation process step by step. You will learn where the pitfalls lie when delegating work and how to avoid them.

### Keys to Coaching and Motivating - 9 a.m. - 4 p.m.

April 29, 2010 and October 28, 2010 - *page 21*

This course will give you tools and a framework that can be used for both performance and career development discussions.

### What You Need to Know About the Law - 9 a.m. - noon

May 11, 2010 and November 12, 2010 - *page 21*

You will learn how to ensure compliance with the law when interacting with your team, when making employment related decisions such as hiring recommendations, and how to recognize behaviors that are potentially illegal.

## Audience:

Individuals and new leaders who are responsible for managing departments and leading teams.

## Requirements:

To earn the Management Development Certificate you must complete four full-day courses and one half-day course.

The Certificate Series can be completed in as little as 10 weeks or as long as 18 months - you decide based on your needs.

## Can this be offered at my company?

**Yes.** This is the most cost effective and convenient option if you have 12 or more people interested in enrolling.

In addition to the convenience of on-site delivery, we will work with you to integrate your procedures, systems, and talent management practices.  
Contact Donna VanRooy at 440-826-2253

PDU CPE

CEU

## Assertive Communication

February 23, 2010 and December 9, 2010

- Understand the difference between being aggressive and being assertive
- Enhance your ability to manage conversations
- Express emotions tactfully
- Develop the power to say "no" when necessary

### Target Audience:

Designed for individuals looking to boost their confidence and become more assertive; trainers, supervisors, facilitators, team leaders, managers at all levels.

**February 23, 2010**  
**December 9, 2010**  
**9 a.m. - 4 p.m.; Berea**  
**\$349 - 6 PDU**

### PMBOK® Guide Knowledge Areas:

- Human Resource
- Communications

Assertive communication is the ability to express your opinions in an open and honest way without making others feel bad. Using assertive communication techniques allows us to take responsibility for ourselves and our actions in such a way that we do not blame or shame others in the process.

Communication theory and research are brought to light in this interactive session that identifies the difference between passive, aggressive, and assertive behaviors, and how to choose effective behaviors. The four assertive behavior styles are presented along with how to recognize and use them. After participating in this course you will have a greater understanding of how perceptions and expectations impact results.

### Instructor:

**Kathleen Razi**, B.A. Russell Sage College; M.S., Case Western Reserve; Ph.D. Kent State University; LISW, LPCC

Kathleen Razi is a member of the adjunct faculty at Baldwin-Wallace College where she teaches in both the undergraduate and MBA Program. She is President of Razi & Associates, Inc. serving individual and corporate clients from business, health care, manufacturing and social services.

Dr. Razi brings more than 20 years of expertise in business consulting, specializing in Leadership, Management and Team Development, Transition and Change Management, Coaching and Counseling, Effective Interviewing and Creative Problem-Solving.

PDU

CEU CPE

## Distance Management

February 24, 2010

- Build knowledge and skills to enhance the effectiveness, efficiency, and collaboration of virtual and global teams
- Learn a comprehensive model for effective leadership and apply the model to the virtual leadership role
- Define and apply a Team Cornerstone Process Model for virtual and global team members
- Use effective communication channels to achieve desired team relationships
- Use techniques for more effective virtual/global meetings
- Become a successful virtual coach

Leading virtual and global teams requires specific skills. A leader needs to build a team identify and process, balance technical and social systems within a team, nurture long-distance relationships, and develop trust and communication among team members.

The primary goal of this program is to ensure success of an organization's virtual team structure by enhancing the effectiveness of its leaders on managing teams at a distance.

### Target Audience:

Team leaders responsible for providing virtual communication to team members in a global meeting environment.

**February 24, 2010**  
**9 a.m. - 4 p.m.; Berea**  
**\$349 - 6 PDU**

### PMBOK® Guide Knowledge Areas:

- Human Resources
- Communications
- Quality

### Instructor:

**Sue Russell**, M.S., Xavier University, certified in AchieveGlobal, Development Dimensions International (DDI), and Vital Learning Programs.

Sue Russell is a dynamic professional with over 20 years of experience in organizational and leadership effectiveness, learning and development, and change management.

Sue has provided consulting services and learning strategies for health care, manufacturing, educational and business service organizations. Her areas of expertise include leadership and employee development initiatives, change management strategies and tools, developing and implementing customer strategy, and executive and team coaching.

CEU

CPE

## Tapping Your Personal Power

March 18, 2010 and September 14, 2010

- List 4 different people styles
- Define methods for effectively dealing with each style
- Identify methods for finding common ground with people
- Practice strategies for handling situations to influence without authority
- Learn what to do and not do when moving between peer and leader roles
- Understand and adopt WYDIWYG (What you Do is What you Get)

**March 18, 2010**  
**September 14, 2010**  
**9 a.m. - 4 p.m.; Berea**  
**\$349**

Understanding each style lends itself to creating optimum working relationships while realizing that the behavioral patterns of one style can trigger stress in the others. Thus getting in sync with various behavioral patterns of co-workers is critical to the success of every organization. Since outer behavior is observable, with a little instruction most people can objectively identify another person's style. The ability to "read" other people provides us the opportunity to relate more effectively.

Differences between people are a major source of friction. This program provides an understanding of others and us by identifying the general differences between personal styles and how these differences can lead to various human relations problems.

### *Instructor:*

**Karla Potetz, Ph.D.** in Health Services Administration, Century University, Albuquerque, NM; MBA, Baldwin Wallace College.

Karla is a management consultant and has been conducting seminars since the early 1980s. Her qualifications include 25 years of management and administrative experience in Health Care, business and industry.

Dr. Potetz is an adjunct faculty member at Baldwin Wallace College teaching in the Undergraduate and Executive MBA programs.



Did you know these courses are part of the **Management Development Certificate Series**? Find out how you can participate and save - *page 17*

CEU

CPE

## Effective Problem Solving and Decision Making

March 30, 2010 and September 30, 2010

- Increase your awareness of problem solving steps and problem-solving tools
- Identify your own problem-solving style
- Improve your ability to participate in and communicate about a collaborative problem-solving process
- Recognize the top ten rules of a good decision

### Target Audience:

Individuals who are tired of applying the same solutions to recurring problems; participants who want to learn practical, new ways to approach problem-solving and reach win-win decisions.

**March 30, 2010**  
**September 30, 2010**  
**9 a.m. - 4 p.m.; Berea**  
**\$349**

In today's environment our teams are getting leaner with the pace of work getting faster. The ability to tackle daily problems quickly and make faster decisions will make your day easier and your team's productivity increase. Solving tough problems requires the ability to define the true problem, analyze the possible causes, create options, select the most feasible option, and then implement it. This course will help you enhance your efforts to find sustainable solutions and learn new ways to approach problem-solving to reach win-win decisions.

Several tools will be introduced for immediate use in your work environment. The class will use various problem types in simulations and hands-on exercises to practice applying the tools. A reference guide will also be given to participants with problem solving tips.

### *Instructor:*

**Ellen Burts-Cooper, Ph.D.** organic/polymer chemistry, Virginia Tech; MBA, University of Minnesota, Carlson School of Business; B.S. in chemistry with a minor in mathematics, Stillman College.

Ellen currently a Senior Vice President of IT Performance Management and Governance at PNC Financial Services. She is responsible for a team of quality engineers, who develop, monitor and improve IT metrics.

She is the founder and Executive Director of Improve Consulting and Training, a firm that provides personal and professional development training, coaching and consultation for youth and adults in transition.

Prior to the financial services industry, Ellen worked in the electronics industry, where she led global teams in several functions at 3M Company in St. Paul, MN, including research and development, new product commercialization, business/application development, and Six Sigma.

CEU

CPE

## Managing Priorities thru Improved Delegation

April 13, 2010 and October 12, 2010

- Apply different prioritization techniques to manage multiple demands
- Identify how delegation fits into your job and how it can make you more successful
- Identify opportunities within the scope of your authority for delegating effectively to others
- Recognize common delegation pitfalls and how to avoid them

### Target Audience:

Individuals who need to manage work activity more effectively through prioritization and delegation techniques.

**April 13, 2010**

**October 12, 2010**

**9 a.m. - 4 p.m.**

**\$349**

In today's business world, knowing what to do - and perhaps more important - knowing what not to do is a constant battle.

Increasing your productivity begins with the ability to prioritize multiple tasks and complete them in the order of relevance. A component of managing your priorities is the ability to know what can and should be delegated to others. This skill not only increases your effectiveness, but also builds capabilities and increased capacity in your team.

This course will provide you with techniques to help you prioritize quickly, while covering the delegation process step by step. You will learn where the pitfalls lie when delegating work and how to avoid them.

### Instructor:

**Ellen Burts-Cooper**, Ph.D. organic/polymer chemistry, Virginia Tech; MBA, University of Minnesota, Carlson School of Business; B.S. in chemistry with a minor in mathematics, Stillman College.

Ellen currently a Senior Vice President of IT Performance Management and Governance at PNC Financial Services. She is responsible for a team of quality engineers, who develop, monitor and improve IT metrics.

She is the founder and Executive Director of Improve Consulting and Training, a firm that provides personal and professional development training, coaching and consultation for youth and adults in transition.

Prior to the financial services industry, Ellen worked in the electronics industry, where she led global teams in several functions at 3M Company in St. Paul, MN, including research and development, new product commercialization, business/application development, and Six Sigma.

PDU

CPE

CEU

## Effective Negotiation Skills

April 20, 2010

- Apply an integrated negotiation and creative thinking approach
- Identify and prioritize high-potential negotiations
- Discover, clarify, and prioritize the real issues, interests, and priorities
- Create multiple alternatives and structure agreements in collaborative and competitive environments
- Bridge the interests of the parties to manage projects more effectively

### Target Audience:

Managers experienced in negotiations who want forward thinking techniques; managers in marketing, operations, project management, supply chain and sourcing.

**April 20, 2010**

**8:30 a.m. - 4:30 p.m.; Berea**

**\$399; 7 PDU**

Change the game and develop the strategies, tactics, and skills necessary to claim the value of your products, quality, and service capabilities, to leverage your buying power, and to manage your projects.

This is a highly interactive and innovative program designed to significantly strengthen negotiation, creative-thinking, persuasion, and project management skills. This fast-paced learning enables groups seen as adversarial and unaccustomed to partnering, to explore and use a robust creative-thinking approach for negotiating collaboratively.

Stop "caving" in on a host of issues including product and service specifications, resources, price, terms, supply, and delivery. Gain the knowledge, skills, practice, and confidence to become a skilled negotiator to enhance collaboration and compete successively to "grow the slice of the pie" in your organization.

### Instructor:

**Dan Coleman**, B.S. from State University of New York and is currently working on a MA in Creative Studies at Buffalo State College.

Dan is founder of Excelsior Learning and brings over 20 years of practical and research based experience in negotiation, sales and creative thinking. Dan is the author of *Bursts of Fresh-Squeezed Ideas* and is praised by his clients for providing the skills, practical tools and strategies that really work.

### PMBOK® Guide Knowledge Areas:

- Scope
- Communications
- Cost
- Risk

CEU

CPE

## Keys to Coaching and Motivating

April 29, 2010 and October 28, 2010

- Define what coaching is and what it's not
- Build and sustain a climate of trust for successful coaching
- Give constructive and positive feedback

### Target Audience:

Individuals who are responsible for leading intact teams or long term project teams.

**April 29, 2010**

**October 28, 2010**

**9 a.m. - 4 p.m.; Berea**

**\$349**

Now, more than ever, it's critical for managers and team leads to be prepared with techniques and tools to coach employees for success at work. Discover how to lead a series of coaching conversations that define the situation and identify actions that enable the individual to take responsibility for their plan.

This course will give you tools and a framework that can be used for both performance and career development discussions.

### Instructors:

**Jeff Darner, B.A., Communications, Baldwin-Wallace College; M. Ed., specializing in Adult Learning and Development, Cleveland State University**

As a former Executive VP & Chief Learning Officer, Jeff specializes in matters involving executive and leadership development, succession planning, performance management, large-scale system change, team development, and organization design.



Build your leadership capacity by enrolling in the new **Management Development Certificate Series** - page 17

CEU

CPE

## What You Need to Know About the Law

May 11, 2010 and November 12, 2010

- Understand the basics of employment law
- Recognize your role in ensuring employer's compliance with employment law
- Identify behaviors that are potentially illegal harassment and action to take in response
- Know how to avoid inappropriate questions in employment interviews
- Understanding how to avoid discriminatory actions in other employment-related decisions

As you manage the performance of others, it is essential that you understand your role in protecting your company and yourself from legal liability.

This course will provide an overview of important employment-related laws such as Title VII of the Civil Rights Act, the Americans with Disabilities Act, the Age Discrimination in Employment Act and the Family Medical Leave Act.

You will learn how to ensure compliance with the law when interacting with your team, when making employment related decisions such as hiring recommendations, and how to recognize behaviors that are potentially illegal.

### Target Audience:

Team leaders or managers

### Instructor:

**Lori Long, Associate Professor of Business Administration; B.A., Bowling Green State University; Master of Labor Relations, Cleveland State University; Ph.D., Kent State University**

Lori is the President of LK Consulting, specializing in human resource management.

She has more than fourteen years of human resource management experience and is certified as a Senior Professional in Human Resources through the Human Resource Certification Institute. Her research includes the policy implications of federal employment laws and regulations, the use of technology in human resources management, and effective work/life management strategies.

**May 11, 2010**

**November 12, 2010**

**9 a.m. - noon**

**\$249**

PDU CPE

CEU

# Six Sigma Yellow Belt Certification: DMAIC Method and Tools

March 24 & 25, 2010

Yellow Belt certification provides an overall insight to the techniques of Six Sigma, its metrics, and basic improvement methodologies.

This course will focus on the components of Six Sigma process improvement that are relevant for transactional services industries. It is designed to help individuals apply basic process improvement tools and be effective members of process improvement teams engaged in Six Sigma projects.

### Become familiar with the DMAIC tools:

- key processes identification
- project definition
- process maps
- SIPOC
- Supplier and customer requirements validation
- measurement systems
- affinity diagram
- Pareto chart • trend chart • histogram
- fishbone diagram
- 5-why analysis • scatter plots
- FMEA • error-proofing
- control charts
- control plan

Case studies will be used to apply the tools to the Six Sigma framework. The DMAIC methodology will be presented with case studies and examples from service and business process applications. Service-oriented industries will include insurance, healthcare, financial services, and other administrative functions.

The information covered in this course will satisfy the requirement for Yellow Belt Certification. Certification will be granted for those who pass the final assessment.

- Understand the five-step D-M-A-I-C methodology framework used for process improvement
- Use the concept of a Sigma Level to evaluate the capability of a process or organization
- Recognize the organizational factors necessary for a successful Six Sigma program deployment
- Learn to apply basic process improvement tools within the Six Sigma DMAIC improvement model
- Complete final assessment on the methodology and tools for Yellow Belt Certification

### Target Audience:

The course is targeted to members of the service sector who need familiarity with the Lean Six Sigma process and basic process improvement tools; individuals who are on teams and in organizations that are beginning to deploy Six Sigma; or individuals who want to improve their knowledge and skills in the DMAIC process and techniques.

Leave the two-days with an understanding of Six Sigma Define-Measure-Analyze-Improve-Control (DMAIC) methodology, concepts, and basic process improvement tools.

**March 24 & 25, 2010**  
**8 a.m. - 5 p.m.; Berea**  
**\$799**  
**16 PDU**

### PMBOK® Guide Knowledge Areas:

- Quality
- Scope

### Instructor:



**Ellen Burts-Cooper, Ph.D**  
*organic/polymer chemistry, Virginia Tech; MBA, University of Minnesota, Carlson School of Business; B.S. in chemistry with a minor in mathematics, Stillman College.*

Ellen currently a Senior Vice President of IT Performance Management and Governance at PNC Financial Services. She is responsible for a team of quality engineers, who develop, monitor and improve IT metrics.

She is the founder and Executive Director of Improve Consulting and Training, a firm that provides personal and professional development training, coaching and consultation for youth and adults in transition.

Prior to the financial services industry, Ellen worked in the electronics industry, where she led global teams in several functions at 3M Company in St. Paul, MN, including research and development, new product commercialization, business/application development, and Six Sigma. She still consults in the area of new product development and advises science outreach programs.

PDU CPE

CEU

## Project Management in the Product Life Cycle

April 15, 2010

- Define alternative strategies for integrating Project Management into product development
- Develop a preliminary project plan for your product development project

**March 16, 2010**

**9 a.m. - 4 p.m.; Berea**

**\$349 - 6 PDU**

### Target Audience:

Project Managers who's organizations follow a Product Development Life Cycle; Product Managers responsible for leading new product development

### PMBOK® Guide Knowledge Areas:

- Scope
- Risk
- Human Resource
- Time

Are you:

- Worried about time to market as you get a new product or updates to an existing product out the door?
- Working from a define new product development life cycle or flying by the seat of your pants?

Then this course is designed for you. Come learn how to apply best practices in project management within the product development environment.

You will learn how to integrate project management and new product development, and draft project plans that include: scope, risks, roles and responsibilities and scheduling.

### Instructor:

**Lynda Carter, B.A., Marketing & B.S., Computer & Information Sciences from Cleveland State University; M.B.A., Baldwin-Wallace College**

Lynda has extensive experience in project management, which includes designing and delivering project management training programs as well as consulting with senior project management leaders in various industries in all aspects of project management.

Ms. Carter works with a wide variety of industries including insurance, manufacturing, consulting, technology and financial services.



Learn the benefits of a project management office through the **PM Advanced Forums - page 11**

PDU CPE

CEU

## Techniques to Reduce Cost and Improve Process Performance

April 22, 2010

- Understand the principles behind process improvement
- Ask six questions that will identify improvement opportunities
- Apply at least one tool to a process within their department
- Discover ways to identify potential projects within your own organization

**April 22, 2010**

**9 a.m. - 4 p.m.; Berea**

**\$349 - 6 PDU**

### Target Audience:

Anyone who would like to improve their processes and customer satisfaction within the service or health care industries.

### PMBOK® Guide Knowledge Areas:

- Cost
- Scope
- Quality

In today's market companies are being asked to do more with less, employees are juggling multiple jobs, and bottom line performance is necessary for survival. For services, whether it be patient care, claims processing, or internal procedures, improving process means improving organizational performance and customer satisfaction. In this course you will revisit the principles adopted by manufacturing that have now been "retooled" for the service sector.

You will walk away with a step-by-step plan and proven techniques that you can adopt in your department the next day. This program will give an overview of some of these principles and their application within the service/healthcare industry. Hand-on exercises will make the session interactive and fun.

### Instructor:

**Henry Lewandowski, Doctorate of Engineering from Cleveland State University; B.S. Civil Engineering and Computer Science Rose-Hulman Institute of Technology** Henry "Skip" is an Associate Professor in the Business Administration Division at Baldwin-Wallace College. He teaches quantitative courses such as management science and statistics at the graduate and undergraduate levels. He actively consults with companies in the areas of Lean, Six Sigma and process improvement.

Dr. Lewandowski served as the Director of the Engineering Technologies Division and the Nord Advanced Technologies Center at Lorain County Community College.

PDU CPE

CEU

## Process Mapping and Modeling

October 19 & 20, 2010

- Understand how processes interact
- Locate process flaws that are creating systemic problems
- Evaluate which activities add value for the customer
- Mobilize teams to streamline and improve processes
- Leverage technology

### Target Audiences:

Process owner or manager; process, workflow or business analyst; functional or project manager; process improvement team leader or member; anyone actively involved in your organization's process improvement, lean or six sigma efforts.

**October 19 & 20, 2010**

**9 a.m. - 4 p.m.; Berea**

**\$799**

**12 PDU**

Process mapping is a simple yet powerful method of looking beyond functional activities and rediscovering your core processes. Process maps enable you to peel away the complexity of your organizational structure (and internal politics) and focus on the processes that are truly the heart of your business.

Properly used, process maps can change your entire approach to business process management...and greatly reduce the cost of your operations by eliminating as much as 50% of the steps in most processes as well as the root causes of systemic quality problems.

### PMBOK® Guide Knowledge Areas:

- Scope • Human Resource • Quality
- Risk • Time • Cost
- Project Integration • Communications

### Instructor:

**Bob Boehringer** is the Vice President - Process Management for Orion Development Group. He has more than 20 years of experience helping professionals improve quality and productivity via the implementation of organization improvement methodologies (i.e. TQM, Team-Based Problem Solving, SPC, Process Reengineering).

Prior to becoming a consultant, Mr. Boehringer worked for DuPont, Shell Oil, Procter & Gamble and Pepsi-Cola. He has a B.S. in Mechanical Engineering from Cornell University and is a member of the American Society for Quality, Association for Quality and Participation and Institute of Industrial Engineers. He currently serves on the boards of Boehringer Laboratories, Inc. and Catalyst Marketing Communications, Inc.

CEU

## Measuring and Improving Processes

November 4 & 5, 2010

- Measure process performance
- Determine the stability, capability, and flexibility of your processes
- Identify the factors that limit quality, slow service time and increase costs
- Develop results-oriented solutions that will yield improved business results

### Target Audiences:

Manager of administration, operations or manufacturing; process owner, manager or analyst; functional or project manager; member of a process improvement team; anyone actively involved in your organization's process or quality improvement efforts.

**November 4 & 5, 2010**

**9 a.m. - 4 p.m.; Berea**

**\$799**

**12 PDU**

Think about it, all performance improvement methodologies (PDCA, Six Sigma, TQM, reengineering, etc.) have four elements in common: customer requirements; process maps and measures; data/root cause analysis; improvement strategies.

Improving processes begins with the customer, be it internal or external. Understanding which customers and which requirements are most critical to your business determines which processes should be improved. Before relying on advanced Six Sigma techniques, significant process learning can be achieved using tools such as trend charts, Pareto charts, histograms and fishbone diagrams.

### PMBOK® Guide Knowledge Areas:

- Scope • Human Resource • Quality
- Risk • Time • Cost
- Project Integration • Communications

### Instructor:

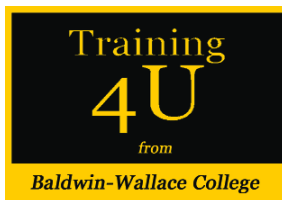
**Amanda Dietz**, Vice President - Project Management and Business Analysis for Orion Development Group.

As a trainer and consultant, Ms. Dietz is able to leverage her diverse expertise and strategic outlook to help clients achieve meaningful process improvements and business results.

Prior to joining Orion, Ms. Dietz attained extensive quality and process management experience in the corporate world, principally in the Financial Services sector. She has more than 20 years of experience in operations management, auditing and process improvement.

# Training4U

Access to customizable management development workshops and more. . .



If you are responsible for leadership development, you understand the time and effort required to create quality workshop materials. **Training4U** was designed with you in mind.

**Training4U** is an annual membership program that gives you access to customizable materials that you can download and adapt to meet your internal demands quickly and easily.

## Customizable Materials

As a member you will have access to materials for four workshops. Each workshop incorporates cutting edge leadership concepts with activities and ideas that will engage your management team.

### 2010 workshop titles:

- Ensuring Talent is Here Today *AND* Here Tomorrow
- Coaching to Achieve Great Performance
- What *NOT* to Do in Times of Change
- Addressing Tough Performance Problems

### Benefits of customizable materials

- Add your company logo and department name
- Replace activities or examples with ones specific to your management team
- Integrate your company's policies, forms, or procedures
- Use internal trainers or executive team members to facilitate

## Membership Benefits

In addition to the customizable training materials you will be a member of a community of human resource and learning professionals. All members will have access to an online portal that will allow you to create discussion logs, post best practices, and request materials and literature from Baldwin-Wallace Professional Development Services.

- One year access to ongoing updates, information, and discussion boards
- Online exchange of ideas with other members using the materials
- Quick access to supplemental articles, resources, and websites
- Sharing of innovative learning practices in a confidential environment
- Input to future workshop content and materials
- Special membership rate to B-W's Management Development Certificate Series

*Being a member of Training4U will provide you what you need today and be a part of a community that will help you for tomorrow.*

## Membership Fees

- \$1,495 2010 Organization Member
- \$3,495 2010 Enterprise Member (for companies with 5,000+ employees).  
Up to three separate user IDs can be requested with this membership.



For information and to enroll go to: [www.bw.edu/cpd/academics/training4u](http://www.bw.edu/cpd/academics/training4u)

# Dessert and Dialogue

Engaging series sponsored by the MBA Association and Professional Development

## Dessert & Dialogue and more...

**Sustainability: Drivers and metrics defining the future**

February 16, 2010

Led by David Krueger

**David Krueger**, Ph.D., University of Chicago (Ethics), holds the Charles E. Spahr Chair in Managerial and Corporate Ethics, the second oldest endowed chair in business ethics in the country. He is the co-director of B-W's new sustainability major, and founder of B-W's Sustainability Symposium, being held on campus March 1 & 2, 2010.



**The Perfect Storm: American Healthcare Policy**

April 13, 2010

Led by Tom Campanella

**Tom Campanella**, M.A., Ohio University, J.D., John Marshall College of Law, Cleveland State University, CPA (Health Care Administration), currently serves as the Director of the Health Care MBA program at Baldwin-Wallace College, in addition to having an Of-Counsel relationship with Baker Hostetler law firm, specializing in health care and employee benefit law.

### Program Information:

Join others for an array of appetizer and delectable desserts while engaging in a discussion of the future. Both programs will be held at our new Center for Innovation and Growth building. All programs open to the public.

**Registration and Refreshments:** 5 - 5:30 p.m.

**Program:** 5:30 - 7 p.m.

**Cost:** \$20

**Location:** Center for Innovation and Growth  
340 Front Street  
Berea, Ohio



register at the MBA Association website:

[www.bw.edu/alumni/mba](http://www.bw.edu/alumni/mba)

or call: 440-826-2104

# Custom Solutions and Services

## Have to do more with less? We can help

Whether your company has two or 2,000 employees we can support your development needs. Our on-site training programs are designed for you to provide practical skills that will improve efficiencies and strengthen your team.

### Can the courses listed in this catalog be offered on-site at my company?

**Yes.** These and other programs not listed can be delivered at your location.

### What would I save if I have a course delivered on-site?

For groups of 15 or more you would save up to 30%. In addition, the content is customized for you and scheduled to meet your timeframe - whether it's full day, half day, or evenings.

### How much advanced notice is required to schedule a course on-site?

Depending on the program, instructor availability, and participant's schedules, we could deliver with a relatively short turn around (3-6 weeks).

### Our industry has unique needs, how can you help?

We have an extended network of local instructors. We match your development needs and industry requirements with faculty that have expertise in both.



### Our solutions can help...

Your managers deal with the aggressive deadlines and limited resources..

*Fundamentals of project management provides your managers tools and techniques to stay on time and within budget*

Your new leaders deal with the challenges of additional responsibilities and staff...

*Targeted 3 hour programs on delegation, problem-solving, and coaching provide tips for today and build skills for tomorrow*

Your teams identify ways to save money and improve processes...

*A series of sessions that applies proven process improvement methods to projects you identify and work on.*

Discover the value and results you can achieve by working with local experts through Baldwin-Wallace College Professional Development.

# College Credit Certificate Programs

## *Knowledge focused for career advancement*

These Baldwin-Wallace college credit certificate programs build career-relevant knowledge in a focused area while earning up to 24 college level credit courses. Certificates are ideal for individuals seeking focused expertise without the commitment of a bachelor's program.

Programs consist of a series of six to eight college-level credit courses that may also be used to meet bachelor degree requirements.

All classes are offered in the evenings or on Saturdays, so that a student attending on a part-time basis can complete the program in a year or less. Choose your focus:

- Accounting\*
- Computer Information Systems - Databases
- Human Resources Management\*
- Leadership
- Organizational Development
- Sustainability

Get more information at  
[www.bw.edu/adult](http://www.bw.edu/adult)  
or call **440-826-8012**

\*Offered at both the main campus in Berea and at B-W East at Beachwood.



## Certificate in Sustainability

Prepare to answer one of the most important issues of the 21st century:

How can we meet the needs-environmental, economic and social-of the present without compromising the ability of future generations to meet their own needs?

***New!***

Sustainability is not just a topic for discussion, it is a practice that is being adopted by business, industries, organizations and communities world-wide. The **Certificate in Sustainability** is designed to give you the knowledge required to develop solutions in this vital area.

***Hold the date...***

**Sustainability Symposium:  
Carbon Footprints - How can we  
Transform our Tomorrow?  
March 1 & 2, 2010**

Get more information at  
[www.bw.edu/academics/sustainability/symposium/](http://www.bw.edu/academics/sustainability/symposium/)  
or call **440-826-5923**

# General Information

## REGISTER

- **ON LINE**  
at [www.bw.edu/cpd/registration](http://www.bw.edu/cpd/registration)
- **PHONE** 440-826-2253

Register at least two weeks prior to the start date of a course to guarantee a seat.

## PROGRAM DISCOUNTS

- 10% - Register 3 or more people from the same organization or register for 3 or more programs at one time.
- 20% - Baldwin-Wallace College current students, or alumni.

Please mention eligible discount when registering.

## PROGRAM CONFIRMATION

We will confirm your registration and send an invoice/receipt to the email address provided unless otherwise specified. Confirmation will include program location, web address for directions, and parking information.

## REFUND AND CANCELLATION POLICY

If you are unable to attend a program, please notify our department at 440-826-2253.

Substitutions can be made at any time prior to the start of the program.

### Management and Proj Mgmt Courses

Cancellations received up to three working days prior to the start date of the program will be refunded the full seminar fee. Cancellations or transfer registrations made less than three working days will be charged a \$50 fee. No refunds will be issued once the program has begun or for program no-shows.

### Project Management According to the *PMBOK® Guide*

Cancellations received two weeks prior to the start date of the program will be refunded the full seminar fee. Cancellations and transfer registrations made less than two weeks will be charged a \$150 fee. No refund will be issued once the program has begun or for program no-shows.

### Weather Policy

Professional Development courses will follow the cancellation policies of the College.

The determination to cancel courses will be made at the earliest feasible time taking into account drive time for both our instructors and participants. Information will be posted on:

- on the Professional Development direct line (440-826-2253) by 7am,
- the College home page ([www.bw.edu](http://www.bw.edu)),
- B-W Information line (440-826-2330),
- area radio and television stations

## BALDWIN-WALLACE COLLEGE PROFESSIONAL APPROVALS

**PDU** Registered education provider with the Project Management Institute (PMI®). For information regarding the certification process contact PMI® at 610-356-4600 or [www.pmi.org](http://www.pmi.org)

Certain courses are approved through PMI® for PDU credit to fulfill the project management CCR recertification requirement.



**CPE** Registered education provider of CPE credit by the Accountancy Board of Ohio.

**CEU** All courses offer Continuing Education Units.

**CDU** IIBA™ has certified these courses are in compliance with the Business Analysis Body of Knowledge (BABoK®) areas.



## MBA at B-W

Seven distinct and relevant master's programs

Each is built around you, the student. Programs offered either because you want them, or because your work environment demands them.

- MBA in Management • International Management • Executive Management
- Health Care Management • Accounting
- Entrepreneurship • Human Resources

### The Open House - That Opens Doors

MBA Open House - Berea  
January 6, 2010 - 6-8 p.m.

MBA Open House - Beachwood  
January 7, 2010 - 6-8 p.m.

Register Today! Call 440-826-2392

[www.bw.edu/academics/bus/programs/openhouse](http://www.bw.edu/academics/bus/programs/openhouse)

# Locations

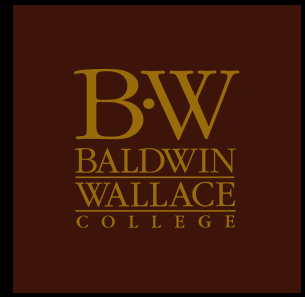
Baldwin-Wallace College - Main Campus  
Sandstone Conference Center or  
Center for Innovation and Growth  
Berea, Ohio 44017  
(440) 826-2900

Baldwin-Wallace College is located in Berea, five minutes from Cleveland Hopkins Airport and 20 minutes from downtown Cleveland. Our tree-lined campus is surrounded by a safe, residential neighborhood of picturesque homes.

Baldwin-Wallace College - East  
Landmark Centre  
25700 Science Park Drive, Suite 100  
Beachwood, Ohio 44122  
(216) 595-1415

Conveniently located in the Landmark Centre Building on the corner of Richmond Road and Science Park Drive, just minutes from the intersection of I-271 and Chagrin Boulevard, B-W East provides degree completion, executive education and community programming in a professional environment with state-of-the-art technology.

Founded in 1845, Baldwin-Wallace College is a fully accredited institution offering liberal arts-based undergraduate, graduate, and pre-professional programs. Baldwin-Wallace admits students of any race, religion, age, sex, color, disability, sexual orientation, and national or ethnic origin to all the rights and privileges, programs and activities generally accorded or made available to students at the College. It does not discriminate on the basis of race, religion, age, sex, color, disability, sexual orientation, and national or ethnic origin in administering its educational policies, admissions policies, scholarship and loan programs, and athletic or other College-administered programs.



**Baldwin-Wallace College**  
**Professional Development**  
**275 Eastland Road**  
**Berea, Ohio 44017**

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- Personnel Director
- Training Director

