2016 CALANDER

PROJECT MANAGEMENT

New! Project Management for IT & BA's  Feb. 4-5
Foundations of Project Management  Feb. 9 & Sept. 27
Roadmap to PM Leadership  Feb. 24-25 & Sept. 15-16
Planning, Scheduling & Controlling  Mar. 1-3 & Oct. 24-26
New! Program Management  Mar. 18 & Dec. 8
MS Project 2013 Part 1: Fundamentals  Apr. 7 & Nov. 10
New! Running Collaborative Planning Workshops – A Simulation  Apr. 8
New! Managing Innovation & Growth Projects  Apr. 13
The Future of Project Management 2.0  Apr. 13-14
Project Portfolio Management  Apr. 27 & Sept. 8
New! Contract Management for the Project Manager  May 10
360 Communication for Project Managers  May 12 & Dec. 1
New! Making the Most of Reporting in MS Project 2013  May 19
MS Project 2013 Part 2: Next Steps  June 9

BUSINESS ANALYSIS
New! Project Management for IT & BA's  Feb. 4-5
Business Analysis Success (3.0)  Mar. 1-2 & Sept. 20-21
Eliciting & Documenting Requirements  Apr. 5-6 & Nov. 9
New Developing Agile Requirements  May 5-6
New! Solution Deployment & Evaluation  Jan. 20-21 & June 7-8 & Dec. 6-7

PROCES IMPROVEMENT
LEAN Six Sigma Yellow Belt Certification  May 24-25 & Nov. 29-30
Managing Organizational Change  June 1-12 & Oct. 4
New! Process Innovation  June 21-22
LEAN Six Sigma Green Belt Certification  Call for Dates

LEADERSHIP DEVELOPMENT
Meeting Management & Facilitation  Mar. 8 & Nov. 1
Critical Thinking & Problem-Solving  Apr. 19 & Sept. 13
New! Conflict Management  May 11 & Dec. 2
Managing Organizational Change  June 1 & Oct. 4

NEW TO OUR REGISTRATION SYSTEM?
1. Log on to www.bw.edu/cpd.
2. On the left side links click “Log On/Register.”
3. In the New! section, click “Sign Up.”
4. Add all your information on the “Add New Account” page.
5. Click “Add account” and you’re ready to go.

ATTENDED A PREVIOUS BWPD PROGRAM?
YOUR ACCOUNT IS ALREADY SET UP!
1. Log on to www.bw.edu/cpd.
2. On the left side links click “Log On/Register.”
3. In the Returning? section, fill in your email address and password.
4. Click “Log On,” and you’re ready to go.
Or call (440) 826-2253 to register by phone.

PROGRAM DISCOUNTS
• 10% Early Registration Discount - When you register 15 business days or more before the start of the program.
• 15% Certificate Discount – When you register for all of the courses within a Certificate Program.
• 20% Alumni Discount – for BW University current students or alumni.

CANCELLATION POLICY
• 100% refund for cancellations made 10 or more business days prior to program’s start.
• 50% refund for cancellations made five to nine business days prior to program’s start.
• There are no refunds for cancellations made less than five business days prior to program’s start.

TRANSFER POLICY
• No additional fee for registration transfer to a future program or individual if made more than five business days before the original program start date.
• 10% transfer fee made five business days or less prior to program’s start.

WELCOME!

Our 2016 calendar contains all the public, non-credit courses Baldwin Wallace Professional Development offers to help employees throughout Northeast Ohio reach their professional development goals this year.

Keep in mind, our ability to help your organization doesn’t end with individual training. By building dynamic partnerships with business throughout Northeast Ohio (and beyond), Baldwin Wallace Professional Development creates a unique, collaborative relationship that can connect the resources within the University to the business community…delivering sure-fire results and success.

In initial meetings, we discuss your current and future state, working with you to analyze the tasks at hand and your organizational goals. We take that information and partner with you to determine where your organization sits on our “Spectrum of Resource Utilization.” Below is just an example of the connections we can make for you:

| Employee Development/Training | Custom Programming | Consultancy | Speakers/Topical Experts | Student Internships | Faculty/Student Research/Projects |

Our vast network of internal and external resources are industry-leading experts, and with them, Professional Development works to connect your organization to the experience, knowledge, and systems-thinking approaches of Baldwin Wallace University. Your success is our business, and with every challenge you encounter we can work with you, side-by-side, to assist you with your organization’s success.

Contact us today to begin an education partnership journey with us!

p: (440) 826.2253 • e: bwpd@bw.edu • w: bw.edu/cpd

ENROLLMENT AND PAYMENT PROCESS
Register online and save time!

EXECUTIVE AND PROFESSIONAL EDUCATION
NEW! SOLUTION DEPLOYMENT & EVALUATION
“Delivering business value”
January 20-21
9 am – 4 pm; 12 PDU; $995
Instructor: Amanda Dietz
Creating an elegant, business-focused technology or process improvement solution is a worthy accomplishment; assuring that the solution is properly implemented and generates value on an ongoing basis is equally important. Learn to set the stage for successful solution implementations, assess the organization’s readiness for change, identify barriers to realizing full return on investment, identify business-driven performance measures and validate achievement of the desired business value.

NEW! PROJECT MANAGEMENT FOR IT & BA’s:
NEW! PROJECT MANAGEMENT FOR IT & BA’s
February 4-5
9 am – 4 pm; 12 PDU; $995
Instructor: Amanda Dietz
Good project management is an important part of general business management, for information technology projects, it is critical. IT projects typically are more complex, have greater impact on business processes, tighter time lines, and user/business needs are more dynamic. Effective IT project management is essential to meet these challenges and make the most efficient use of scarce resources. This seminar thoroughly covers the BABOK® Requirements Planning & Management knowledge area.

“Ms. Dietz is an energizing and knowledgeable instructor. I recommend this course to others!”
Eliciting & Documenting Requirements
Forest City Enterprises

FOUNDATIONS OF PROJECT MANAGEMENT
February 9
9 am – 4 pm; 6 PDU; $449
Instructor: Lynda Carter
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. You will learn to: Understand project management methodology, accurately track and prioritize project components, confidently estimate costs and schedules, and effectively communicate with project team members.

ROADMAP TO PM LEADERSHIP: MAPPING YOUR PERSONAL LEADERSHIP GROWTH PLAN
February 24-25
9 am – 4 pm; 12 PDU; $1099
Instructor: Lynda Carter
This course looks at global research findings on the behaviors needed for success in both the project and program manager roles. A pre-class assessment is completed by each participant. In class, you will review your leadership assessment results, compare your results to the global research in order to identify your strengths and personal opportunities for development. Learn key leadership behaviors needed for leading large projects and programs, as well as models and methods for creating your personal leadership growth plan.

BUSINESS ANALYSIS SUCCESS (3.0)
“Creating the strategic context for mission-critical projects”
March 1-2
9 am – 4 pm; 12 PDU; $995
Instructor: Amanda Dietz
(Formerly Enterprise Analysis and Business Requirements) Version 3.0 of the Business Analysis Body of Knowledge® emphasizes the importance of value creation in the role of the Business Analyst. To maximize the positive impact of recommended solutions, the BA must gather accurate requirements from users, and also understand the strategic context for a given project and guide solution design. This seminar delivers specific skills you need to develop system specifications that will impact quality business system results.

PLANNING, SCHEDULING & CONTROLLING
March 1-3
9 am – 4 pm; 18 PDU; $1399
Instructor: Lynda Carter
Through a variety of presentation methods and learning strategies, participants in this course will uncover how to define project scope and acceptance criteria, and learn how to use network diagrams, status reporting and appropriate project communication processes to ensure project success.

MEETING MANAGEMENT & FACILITATION
March 8
9 am – 4 pm; 6 PDUs; $449
Instructor: Crickett Rastall
Did you know that the average employee loses nearly TWO DAYS per week in unproductive meeting time? Can you imagine what you and your team could accomplish with an extra day to work each week? This course not only covers the simple need of meeting structure, but includes intervention strategies and facilitation tools, including tactics that will help you use and combine the collective strengths of meeting participants to ensure group objectives are met.

Eliciting & Documenting Requirements
Westfield Group

“Interactive group discussion, instructor’s context, and real-world examples and experiences (were all helpful). Marvly is fantastic!”

PROCESS MAPPING & MODELING
March 17-18
9 am – 4 pm; 12 PDU; $995
Instructor: Bob Boehringer
Process mapping enables 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. 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.

NEW! PROGRAM MANAGEMENT
March 19
9 am – 4 pm; 6 PDU; $449
Instructor: Lynda Carter
This course is designed to assist program and project managers in understanding their role in leading large initiatives that will require multiple project teams. Participants develop an understanding of program management by using activities to review program stages and key activities. Responsibilities of the program manager, governance and program deliverables are reviewed.

Visit www.bw.edu/cpd for extended course descriptions


**REQUIREMENTS ANALYSIS & DESIGN DEFINITION**

"Converting business needs to solutions"  
April 5-6  
9 am – 4 pm; 12 PDU; $995  
Instructor: Joe Nickrent  
(Formerly Analyzing & Validating Business Requirements)  
The ultimate business analysis project is to improve business results. This seminar will present proven approaches to analyzing current conditions, business needs and technology enablers. Verification and validation techniques will be used to assure proposed solutions meet the needs of users and customers.

**MS PROJECT 2013 PART 1: FUNDAMENTALS**  
April 9-10  
9 am – 4 pm; 6 PDU; $449  
Instructor: Pete Evangelista  
This one-day, hands-on course provides an overview of MS Project 2013 and its functionality. Work with the tool in a lab while receiving support and ection from an experienced and knowledgeable instructor/coach. Learn to: understand the capabilities of MS Project, enter task information, develop a project schedule by setting task dependencies, work/efforts, resource allocations and task assignments, and much more.

**NEW! RUNNING COLLABORATIVE PLANNING WORKSHOPS - A SIMULATION**  
April 8  
9 am – 4 pm, 6 PDU; $449  
Instructor: Lynda Carter  
This course takes you through the key components of planning for a collaborative workshop and a simulation of an actual workshop, applying the PBISOK (Project Management Body of Knowledge) areas in the creation of a project plan. You will: define the components needed to run a planning workshop and provide experience in applying project management planning techniques in a team setting.

**NEW! MANAGING INNOVATION & GROWTH PROJECTS**  
April 12  
8 am – Networking and Continental Breakfast  
9 am – 12 pm seminar  
3 PDU; $329  
Instructor: Dr. Harold Kerzner  
The business side of project management is now being used to support innovation and growth strategic initiatives. In this class you will learn to: use strategic initiatives for innovation and growth, understand the need for effective governance using a portfolio Project Management Office (PMO), use investment life-cycles rather than project life-cycles, learn the reasons for the failure of innovation and growth, comprehend the role of the innovation and growth project manager, establish value-based metrics for innovation and growth project tracking and more.

**THE FUTURE OF PROJECT MANAGEMENT: ADVANCED PM CONCEPTS 2.0**  
April 13-14  
Day 1: 1 - 4 pm  
Day 2: 8 am – 3 pm; 9 PDU; $999  
Instructor: Dr. Harold Kerzner  
Project managers need to become experts in stakeholder relations management where topics such as politics, culture, religion, virtual teams, and managing references and questionable capabilities take on paramount importance. Learn why it has taken several decades for executives to become convinced that project management can and does work well. Discuss how executives have begun delegating more authority to project managers with regard to both project and business decision-making, and have recognized the application of project management to more long-term, complex projects that require the use of virtual teams.

**NEW! DEVELOPING AGILE REQUIREMENTS**  
May 5-6  
9 am – 4 pm, 12 PDU; $995  
Instructor: Orion Development Group  
A user story is a brief and clear description of system functionality that is of real value to a user. Written from the users’ perspective, good user stories drive effective requirements development, acceptance testing, and ultimately the delivery of value to the customer by the system. Learn to: identify stakeholders and roles on agile projects, be an effective user representative, write acceptance tests for user stories, identify common story types, prioritize user stories for iterations and releases to name a few.

**NEW! CONTRACT MANAGEMENT FOR THE PROJECT MANAGER**  
May 10  
9 am – Noon; 3 PDU; $229  
Instructor: Pete Evangelista  
You are a Project Manager, not a lawyer, but both external and internal contracts have huge impacts in the success of your project. This half-day course will examine some key components to managing contracts for your project: Risk ownership, contract timing, common “gotchas,” your counselor knows what’s legal, but not what’s best for your project. Learn the definition of a contractual basis structures and clauses, spectrum of risk; which party gets what risk and which rewards, examination of sample contracts, and tips for helping your Legal Department/Counsel help you.

**NEW! CONFLICT MANAGEMENT**  
May 11  
9 am – 4 pm, 6 PDU; $499  
Instructor: Sue Russell  
As more employees are expected to work together in teams, adjust to multiple organizational changes, and focus on higher quality with fewer resources, conflict can become a natural by-product. While unmanaged conflicts and disagreements can harm important working relationships, effectively managed conflict can promote cooperation and build stronger relationships. This session explores the reasons why people sometimes act the way they do, and provides tools for leaders to manage conflict constructively.

**360 COMMUNICATION FOR PROJECT MANAGERS**  
May 12-13  
9 am – 4 pm; 6 PDU; $499  
Instructor: Sue Russell  
This course is an opportunity to understand your leadership and communication style, analyze your stakeholders and develop effective ways to influence them. It will help you better comprehend the importance of leading your project stakeholders, your sponsors, internal and external cross-functional members, identify and analyze multiple stakeholders, and develop an effective strategy for influencing.

**NEW! MAKING THE MOST OF REPORTING IN MS PROJECT 2013**  
May 19  
9 am – Noon; 3 PDU; $229  
Instructor: Pete Evangelista  
How do you make the most of it? This half-day course will explore the reports that Microsoft provides by default. Through “hands-on” exercises you will get comfortable with modifying both the content and format of key reports and then customize or create custom reports from scratch. Learn the constructs of the reporting function, customize data selection, filtering, sorting, customize formatting; create custom reports from scratch; utilize reports with other tools.

**LEAN SIX SIGMA YELLOW BELT**  
May 24-25  
9 am – 4:30 pm; 12 PDU, $999  
Instructor: Crickett Rastall  
LEAN Six Sigma Yellow Belt will focus on the components of Six Sigma process improvement that are relevant for transactional services industries. The course will provide an understanding of the Six Sigma Define-Measure-Analyze-Improve-Control (DMAIC) methodology, concepts, and basic process improvement tools. Basic LEAN concepts will be integrated into the course content. The course will introduce DMAIC tools. Call us about Green Belt!

**NEW! CONTRACT MANAGEMENT FOR THE PROJECT MANAGER**
managed organizational change

Managing Organizational Change
June 1, 9 am – 4 pm; 12 PDU; $449
Instructor: Crickett Rastall
The disciplines of process, project, and change management intersect at many points during the execution of a project or initiative. When the change management activities are integrated together with the project or project improvement only then the organization will realize long-term behavior change that will provide the return on investment. Individuals who have an understanding of the dynamics of the people-side of change, and have the ability to create an integrated plan are better equipped to adopt practical strategies to deal with resistance, either at an individual or organizational level.

New Solution Deployment & Evaluation
“Delivering business value”
June 3-8, 9 am – 4 pm; 12 PDU; $995
Instructor: Amanda Dietz
Creating an elegant, business-focused technology or process improvement solution is a worthy accomplishment, assuming that the solution is properly implemented and generates value on an ongoing basis is equally important. Learn to set the stage for successful solution implementations, assess the organization’s readiness for change, identify barriers to realizing full return on investment, identity business-driven performance measures and validate achievement of the desired business value.

MS Project 2013 Part 2: Next Steps
June 9, 9 am – 4 pm; 6 PDU; $449
Instructor: Pete Evangelista
Students work through practical, hands-on exercises and focus on how each MS Project capability is used in everyday project management life. Two-to-three months of experience using MS Project 2013 or completion of MS Project 2013 Fundamentals is recommended. Just a few of the topics covered: Develop project schedules that model current project management life. Two-to-three months of experience using MS Project 2013 or completion of MS Project 2013 Fundamentals is recommended. Just a few of the topics covered:

Process Innovation
“How to create and deploy breakthrough ideas”
June 21-22
9 am – 4 pm; 12 PDUs; $995
Instructor: Organ Development Group
Learn to evaluate the business return of process improvement alternatives, think outside the “process box,” devise innovative process designs based on customer needs, leverage process excellence to foster growth, create a Strategy Canvas to assess the impact of processes on strategic position, and plan for the practical and political realities of the process change.

Project Portfolio Management
September 9
9 am – 4 pm; 6 PDU; $449
Instructor: Pete Evangelista
This class looks at practical methods for selecting and managing a portfolio of projects. Individuals focus on activities that add value to meeting the organization’s mission and how to avoid falling into the common PMO traps of “paper pushing bureaucrat,” “road blocking gatekeeper,” “project cop” or “sideline observer.” In addition to discussing best practices as a class and in small groups, hands-on exercises provide reinforcement of each concept’s application.

Critical Thinking & Problem Solving
September 13
9 am – 4:30 pm; 7 PDU; $449
Instructor: Crickett Rastall
This hands-on course takes participants through the process of making better decisions through critical thinking and creative problem-solving. Simulations and practical exercises in defining true problems, analyzing causes, creating targeted options, deciding what’s best, and then implementing solutions designed to carry over and immediately help you in your own work environment.

Business Analysis Success (3.0)
“Creating the strategic context for mission-critical projects”
September 20-21
9 am – 4 pm; 12 PDU; $995
Instructor: Amanda Dietz
(Formerly Enterprise Analysis and Business Requirements) Version 3.0 of the Business Analysis Body of Knowledge® emphasizes the importance of value creation in the role of the Business Analyst. To maximize the positive impact of recommended solutions, the BIA must gather accurate requirements from users, and also understand the strategic context for a given project and guide solution design. This seminar delivers specific skills you need to develop system specifications that will impact quality business system results.

Process Mapping & Modeling
September 14-15
9 am – 4 pm; 12 PDU; $995
Instructor: Bob Rootbringer
Process mapping enables 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. 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.

Roadmap to PM Leadership: Mapping Your Personal Leadership Growth Plan
September 15-16
9 am – 4 pm; 12 PDU; $1099
Instructor: Lynda Carter
This course looks at global research findings on the behaviors needed for success in both the project and program manager roles. A pre-class assessment is completed by each participant. In class, you will review your leadership assessment results, compare your results to the global research in order to identify your strengths and personal opportunities for development. Learn key leadership behaviors needed for leading large projects and programs, as well as models and methods for creating your personal leadership growth plan.

Foundations of Project Management
September 27
9 am – 4 pm; 6 PDU; $449
Instructor: Lynda Carter
Build an understanding of the principal components of project management concepts, processes and best practices. By the end of the seminar, you will be able to apply them at your workplace. You will learn to: Understand project management methodology, learn to accurately track and prioritize project components, confidently estimate costs and schedules, and effectively communicate with project team members.

Visit www.bw.edu/cpd for extended course descriptions
MANAGING ORGANIZATIONAL CHANGE
MANAGING ORGANIZATIONAL CHANGE
October 4
9 am – 4 pm; 12 PDUs; $449
Instructor: Crickett Rastall

The disciplines of process, project, and change management intersect at many points during the execution of a project or initiative. When these management activities are integrated together with the project or process improvement, only then the organization will realize long-term behavior change that will provide the return on investment. Individuals who have an understanding of the dynamics of the people-side of change, and have the ability to create an integrated plan are better equipped to adopt practical strategies to deal with resistance, either at an individual or an organizational level.

KERZNER LECTURE SERIES / INTERNATIONAL PROJECT MANAGEMENT DAY
SAVE THE DATE!
November 3
5:30 pm – 8 pm; 1 PDU; FREE
Join BW and the PMI Northeast Ohio Chapter to celebrate International Project Management Day, and Dr. Harold Kerzner’s contributions to the project management field. This lecture is reviewed.

PROJECT MANAGEMENT BREAKFAST FORUM
SAVE THE DATE!
November 4
8 am – 12 pm; 3.5 PDUs; $139 (PMI members), $179 (non-members)
This topical, hands-on seminar is designed to appeal to project management-focused attendees. Call us for more details on this year’s fun and informative workshop.

ELICITING & DOCUMENTING REQUIREMENTS
“Collaborating to capture the true business needs”
October 18-19
9 am – 4 pm; 12 PDUs; $995
Instructor: Amanda Dietz

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 and the clear translation of business needs into requirements.

PLANNING, SCHEDULING & CONTROLLING
October 26
9 am – 4 pm; 18 PDUs; $1399
Instructor: Lynda Carter

Through a variety of presentation methods and hands-on exercises, participants in this class will uncover how to define project scope and acceptance criteria, as well as learn how to use network diagrams, status reporting and appropriate project communication processes to ensure project success.

MEETING MANAGEMENT & FACILITATION
November 1
9 am – 4 pm; 6 PDUs; $449
Instructor: Crickett Rastall

Did you know that the average employee loses nearly ONE DAY per week in unproductive meeting time? Can you imagine what you and your teams could accomplish with an extra day to work each week? This course not only covers the simple need of meeting structure, but involves intervention strategies and facilitation tools, including tactics that will help you use and combine the collective strengths of meeting participants to ensure objectives are met.

Visit www.bw.edu/cpd for extended course descriptions