Professional Development Programs and Courses

This is an overview of the professional development options offered through Organizational Development for Faculty & Staff within Organizational Effectiveness, Human Resources & Safety Services. To nominate an academic or staff member for a program, or to self-register, go to the Program Development Registration Form at https://www.hr.cornell.edu/life/ods/odfs.cfm or go to CU Learn to register for Division of Financial Affairs DFA/KFS courses.

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

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

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

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

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

Self-Development
- Is self-aware; seeks and acts upon performance feedback.
- Seeks and acts on opportunities for development; takes measures to ensure personal well-being and balance.
- Works to continuously learn and improve.
- Applies learning to evolving assignments.
Communication
• Expresses thoughts clearly, both orally and in writing.
• Demonstrates effective listening skills; seeks to understand and be understood.
• Asks questions and shares knowledge and information to help others clearly understand processes and desired results.
• Gives, receives and acts upon helpful and timely feedback.

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

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

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

Innovation
• Looks for advancements in products, processes, services, technologies or ideas.
• Identifies opportunities in challenges and shows initiative to make changes.
• Demonstrates innovative, creative and informed risk taking.
• Shows foresight and imagination to see possibilities, opportunities and trends.
### Alignment of Professional Development Offerings to Skills for Success

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<th><strong>Managing Conflict</strong></th>
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<td><strong>Using Metrics in Decision Making</strong></td>
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**“Leadership” Programs**

| **Turning Point**       | x | x | x | x | x | x | x |
| **New Supervisor Orientation Certificate program** | x | x | x | x | x | x | x |
| **Supervisor Development Certificate Program**   | x | x | x | x | x | x | x |
| **Harold D Craft Leadership Program**             | x | x | x | x | x | x | x |
| **Executive Harold D Craft Leadership Program**   | x | x | x | x | x | x | x |
| **Building Teams & Leading Change**               | x | x | x | x | x | x | x |
| **Developing Facilitation Skills**                | x | x | x | x | x | x | x |
| **Leading Cornell**                                | x | x | x | x | x | x | x |

**“Academic Development” Programs**

| **Effective Interactions in Organizations for Directors and Chairs** | x | x | x | x | x | x | x |
| **Effective Interactions in Organizations - For Faculty**         | x | x | x | x | x | x | x |
| **Cornell Faculty Leadership & Professional Development Program** | x | x | x | x | x | x | x |
| **Management Institute for Academic Professionals**               | x | x | x | x | x | x | x |
| **Faculty Brown Bags**                                            | x | x | x | x | x | x | x |
| **Post Doc Program**                                              | x | x | x | x | x | x | x |
“Job Specific / Management Academy” Courses

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Valuing Diversity and Inclusion

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

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

Your Role in Change Management

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

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

Decision Making

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

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.
Effective Recruitment and Hiring
As a result of this training program participants will:
1. Receive basic information on legal issues associated with recruiting, interviewing and selecting candidates
2. Review the components of a successful interview and selection strategy
3. Review the roles of HR and hiring managers/supervisors in recruiting, interviewing, and selecting new employees
4. Review and discuss best practices in the entire recruitment process
5. Practice behavioral interviewing
6. Learn about onboarding of new employees

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

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

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

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

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

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

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.
Leading Change: Process Improvement and Implementation

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

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

Managing Conflict

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

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

Time Management

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

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

Understanding and Enhancing Your Impact on Others

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

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.
Understanding the Business of Higher Education

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

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

Understanding the Role of Policy at Cornell

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

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

Using Metrics in Decision Making

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

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

“Effectiveness” Programs and Courses

Communication Certificate Program

Communications Certificate Program – Offered Thursday mornings from 9:00am-11:30am, September 5 - November 21 in the Physical Sciences Building room 401. The objective of the certificate program is to provide participants with a baseline competency in today’s most critical workplace skill—communication. This comprehensive program will include training on all types and aspects of communication to express oneself professionally by focusing on the three primary competencies of effective communication—interpersonal skills, written communication, and informal oral presentation. The cost of this program is $400. Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.
**Crucial Confrontations/Accountability**

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

**Office Professionals**

The main objectives for this program are to provide an environment for networking, career management, and increased self-confidence. The curriculum includes instruction on writing, communication, and career development. Two on-line courses are required for a certificate, one business and one technical. This program meets 2 hours weekly beginning at the mid-September through to the end of March. The program meets on Wednesdays for two hours in different locations across the university. The initial session is scheduled for three hours and ends at noon. Meets 9:00am - 11:00am, 09/11/2013 - 03/26/2014. Sign up at [https://www.hr.cornell.edu/life/ods/odfs.cfm](https://www.hr.cornell.edu/life/ods/odfs.cfm).

**FranklinCovey’s The 7 Habits of Highly Effective People**

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

**FranklinCovey’s 5 Choices to Extraordinary Productivity**

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

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

FranklinCovey’s Presentation Advantage

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

FranklinCovey’s Project Management Essentials for the Unofficial Project Manager

PEOPLE + PROCESS = SUCCESS

Project management isn’t just about managing logistics and hoping the project team is ready to play to win. The skills of “informal authority” are more important than ever before, so team members are inspired to contribute to project success! Project Management Essentials for the Unofficial Project Manager will provide the mind-set, skill set, and toolset that will consistently deliver successful projects to completion. As a result of this Work Session, participants will be able to: understand that consistent project success depends on processes and people; implement four foundational behaviors that inspire their team members to execute with excellence; identify a
project’s stakeholders; establish clear and measurable project outcomes; create a well-defined project scope statement; identify, assess, and manage project risks; create a realistic and well-defined project schedule; hold team members accountable to project plans; conduct consistent team accountability sessions; create a clear communication plan around their project that includes regular project status reports and project changes; reward and recognize the contributions of project team members; and, formally close projects by documenting lessons learned.

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

Lean Process Improvement

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

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

If you would like to engage your team in a process improvement effort, contact Jess Cisco at jdc77@cornell.edu or 607-254-2769 or Kathy Burkgren at klb18@cornell.edu or 607-255-7867.
Strategic Planning & Goal Alignment

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

Team Building

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

The Energy Project

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

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

Core at Work

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

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

Participants will be provided with a framework and tools that will allow them to formulate, plan and continuously evaluate the extent to which they are working collaboratively, meeting the needs of their customers, colleagues, direct reports, and managers.
The tools and concepts learned related to responsibility, accountability and collaboration will not only improve the performance of the team but will also enhance personal mastery, empowerment and invite high performance in the individual.

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

“Leadership” Programs

Turning Point
A 5-day front-line staff leadership development program designed for members of Cornell University. This program focuses on individuals as leaders, individual effectiveness, the power of dialogue and communication, personal mastery, and leadership within the Cornell culture. Staff whose supervisors have attended either the Harold D Craft Leadership Program or the Executive Harold D Craft Leadership Program are eligible to attend Turning Point. If you have questions about this requirement, please contact Jess Cisco at 607-254-2769.

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

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

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

Two online courses are required for a certificate.

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

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

Topics covered by day include:
Day 1: Setting expectations
Day 2: HR Law and Compliance
Day 3: Cornell University policy: In-Unit Context
Day 4: Performance Management and Conflict
The goals of the program are to:

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

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

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

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

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

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

**Harold D Craft Leadership Program**

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

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

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

**Executive Harold D Craft Leadership Program**

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

Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.
Building Teams & Leading Change
Building Teams and Leading Change (BTLC) is the second session of the nine-day leadership program for individuals who are in supervisory roles or in positions that significantly impact others. Upon completion of this course participants will:

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

Participation in HDCLP is a prerequisite for this program. Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

Developing Facilitation Skills
Leading in complex organizations requires leaders to not only be skilled communicators, but also skilled facilitators. Cornell’s four-day facilitation training is designed to interactively teach participants effective facilitation skills for chairing meetings; leading department, organization, and university project teams; and facilitating workshops and learning programs. The goal is to increase the effectiveness of teams, meetings, workshops, and programs by increasing the quality of facilitation. Sign up at https://www.hr.cornell.edu/life/ods/odfs.cfm.

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

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

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

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

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

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

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

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

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

Faculty Brown Bags
Faculty Brown Bags are designed to provide academics a forum to talk about topics that are relevant to how they do their work given they are often called to engage with others to accomplish their work. Faculty Brown Bags may be scheduled by contacting Pam Strausser at ps34@cornell.edu or 607-255-1525.
Post Doc Program
Leadership involves working effectively with other people to shape social reality and achieve organizational goals. It is a critical factor in organizational and career success. Every postdoc, no matter what field of endeavor, will face a variety of difficult leadership challenges. How these challenges are met will have a significant impact on the postdoc’s career and life.

Cosponsored by the Graduate School and the VP of Human Resources, this 11 session program* is designed to introduce postdocs to some key concepts and skills of leadership in today’s complex environment. It provides a practical forum to assess and develop personal leadership skills in self-knowledge, planning and problem solving, group dynamics and team building, cultural fluency, conflict resolution, and facilitation of change.

Program Objectives:
- Explore leadership across cultures
- Enhance awareness of personal style
- Examine and practice tools for use in leadership roles;
- Provide an opportunity to network with others and learn how to create networks to support change.

Sessions are scheduled from September through April.

Contact Christine Holmes, Director Post Doctoral Program, Graduate School at ch18@cornell.edu.

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

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

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

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

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

Introduction to CITE
A CITE scenario includes the following:

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

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

*Facilitated discussion*
Each facilitated discussion with the audience addresses, to some degree, the importance of:

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

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

Programs offered by CITE include:

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

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

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

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

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