The Boston Consortium for Higher Education

Professional Development Series

2003

Summer

THE BOSTON CONSORTIUM FOR HIGHER EDUCATION'S (TBC)

MISSION IS TO CREATE A COLLABORATIVE ENVIRONMENT THAT

INSPIRES ITS MEMBER COLLEGES AND UNIVERSITIES IN THE

DEVELOPMENT AND PRACTICAL IMPLEMENTATION OF INNOVATIVE
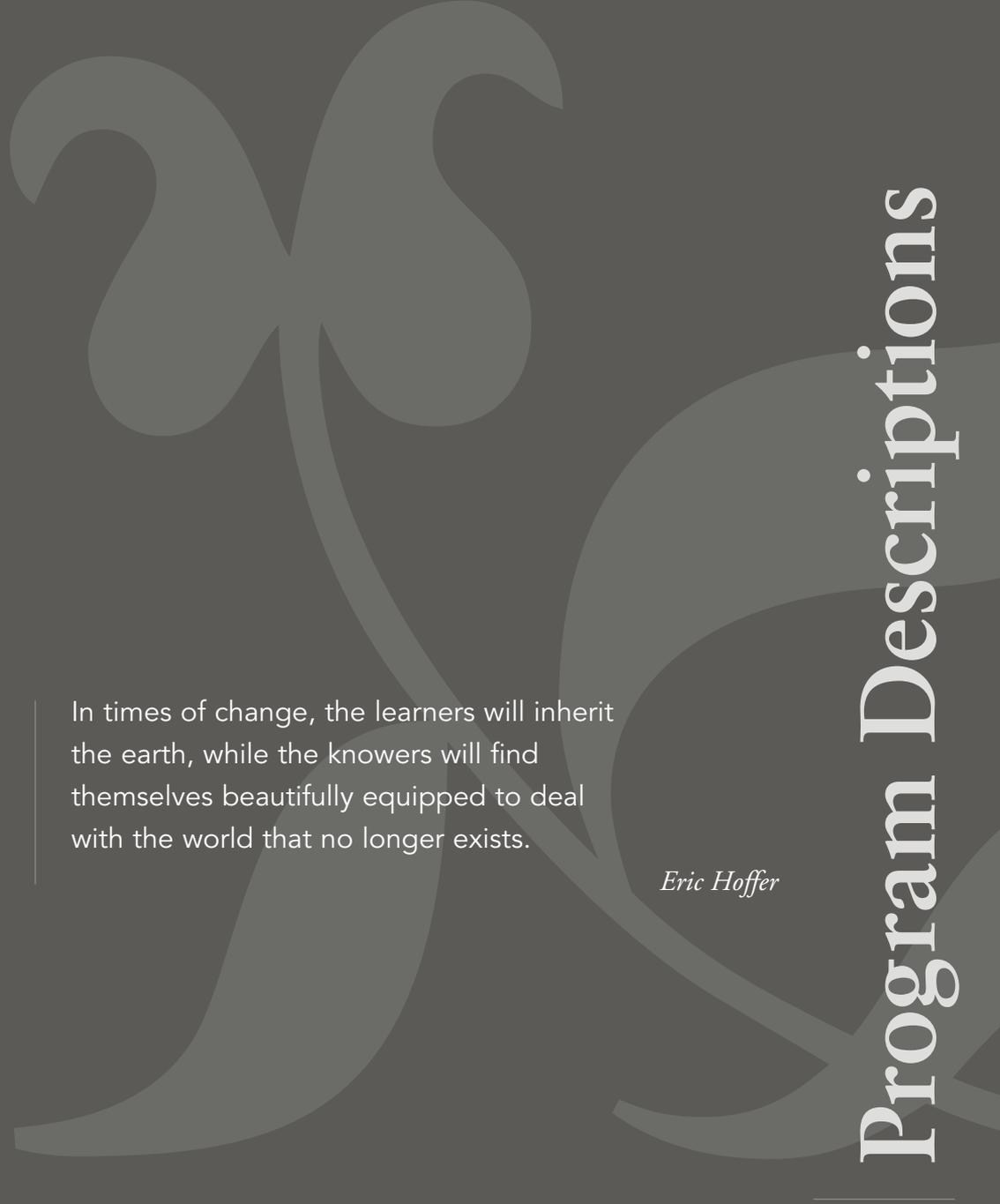
COST MANAGEMENT AND QUALITY IMPROVEMENT IDEAS.

The Boston Consortium was established in 1996 by Chief Financial Officers from Boston-area four-year private colleges and universities.

The 13 Consortium members are Babson College, Bentley College, Berklee College of Music, Boston College, Boston University, Brandeis University, Harvard University, MIT, Northeastern University, Olin College, Tufts University, Wellesley College, and Wheaton College.

Summer 2003

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In times of change, the learners will inherit the earth, while the knowers will find themselves beautifully equipped to deal with the world that no longer exists.

Eric Hoffer

Program Descriptions

The Training Collaborative

The Training Collaborative, comprised of representatives from five TBC member institutions, is committed to providing employees in higher education with the training they need to succeed in their work environments while affording opportunities to network with colleagues from other area institutions. Working together, The Training Collaborative designs unique, comprehensive programs to address mutual needs within the member schools while taking advantage of cost-sharing initiatives.

Members of the Training Collaborative

Babson College
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The Supervisor Certification Program

The newly enhanced Supervisor Certification Program recognizes the value of developing leaders who can empower others to create solutions and produce quality results. Supervisors play a key role in communicating vision, setting clear expectations, and eliciting innovation from their school's employees. This program supports the professional development needs of those who have been newly hired or promoted, and those who have fewer than five years of supervisory experience.

Participants in the Supervisor Certification Program will learn the latest thinking on leadership and performance management, and expand their awareness and understanding of how to be an effective manager and supervisor.

This program will be offered again in Fall 2003. Contact your Human Resource Department to see if your school is participating.

The Administrative Assistant Development Program

This four-part series is full of great techniques to help those who want to become more effective in the advancement of school and department business objectives. The program encompasses the critical components required to ensure a rewarding and successful workplace experience for college and university administrators, including communication skills (both written and oral), managing time and data, and creating win-win situations. All this and more will be discussed in this dynamic series.

Upon successful completion of the Administrative Assistant Development Program, participants will receive a certificate from their Human Resources Department. Contact your HR department to see if your school is participating in the certificate program, and if there are additional school-specific requirements for certification.

This program requires pre-authorization from your HR department. Contact your HR department or the member of The Training Collaborative from your institution to register for these programs. The fee for the entire program is $600.

The four courses are:

Developing Proven Techniques for Effective Communication	June 4
Developing Outstanding Customer Service	June 11
Developing Professional Writing Skills	June 18
Developing Effective Management of Paper and Electronic Files	June 25

AA PROGRAM COURSE 1

Developing Proven Techniques for Effective Communication

Instructor: Casey Hall
Date: June 4, 2003   **Time:** 9:00 – 4:00
Location: The Center for Executive Education at Babson College

Limited to participants enrolled in the Administrative Assistant Development Program

In this session, you will learn the importance of effective interpersonal communication in your position and how to be more effective as a communicator. We will focus on communication with influence, developing critical listening skills, interpersonal communication, and managing upward communication in your area.

You will learn:

- How to communicate your ideas clearly to team members
- How to become comfortable with speaking and listening effectively
- How to identify the needs of your audience
- How to manage effective upward and downward communication

AA PROGRAM COURSE 2

Developing Outstanding Customer Service

Instructor: Lisa Sherrer
Date: June 11, 2003 **Time:** 9:00 – 4:00
Location: The Center for Executive Education at Babson College

Limited to participants enrolled in the Administrative Assistant Development Program

In this interactive session, you will learn the basics of good customer service for both the internal and external customer at your institution. We will focus on the important skills of dealing with difficult people, developing a confident communication style, creating win-win interactions in the workplace, and minimizing the time drains of frequent requests.

You will learn:
- How to communicate with customers – your role as a team leader
- How to think like a customer, right from the start
- How to follow up on resolutions to help the customer
- How to deal with difficult customers in a win-win style

AA PROGRAM COURSE 3

Developing Professional Writing Skills

Instructor: Dr. E. Wallace Coyle
Date: June 18, 2003 **Time:** 9:00 – 4:00
Location: The Center for Executive Education at Babson College

Limited to participants enrolled in the Administrative Assistant Development Program

This workshop will help you develop effective and efficient writing skills. We will identify some effective strategies for getting started and for organizing your writing tasks. We will include guidance on overcoming writing blocks, using e-mail effectively, drafting, proofreading, and editing. You will also learn how to "ghost write" for someone else and how to provide effective and diplomatic feedback on written documents.

You will learn:
- How to get started in writing
- How to structure memos, letters, and e-mails
- How to understand the needs of your reader
- How to ghost write for your boss

Developing Effective Management of Paper and Electronic Files

Instructor: Liliana Mickle
Date: June 25, 2003 **Time:** 9:00 – 12:00
Location: The Center for Executive Education at Babson College

Limited to participants enrolled in the Administrative Assistant Development Program

In this session, you will learn the basics of sound organization of both paper and electronic files in your office. The session will give you practical guidance on organizing, labeling, prioritizing, and managing files effectively. Included in this session will be some practical tips on time management and determining management priorities.

You will learn:

- How to determine your management priorities: should do, can do, and must do
- How to set up efficient filing systems – paper and electronic
- How to understand security of files and data integrity
- How to use time management to manage your unit

Programs

THE TRAINING COLLABORATIVE

IT Training

Learning Exchange

Members of the IT Training Group (ITTG) are pleased to offer "extra" seats (seats without a registered participant one week before the class) available at low cost to their Consortium colleagues. This program helps fill seats in both office productivity courses and high-end technical courses, such as Microsoft certification and Linux system administration courses.

If you are interested in participating in this program, please send an e-mail with complete contact information to TBCinfo@babson.edu.

ITTG members selected Element K as their preferred Web-based training vendor. Element K supplements existing Information Services instructor-led training at the schools and provides a wealth of training opportunities to help employees develop their computing skills and become confident, self-sufficient computer users.

Element K's features include: a self-assessment tool, specialized "just in time, just for me" training, 24/7 access, and technical support. On-line, web-based training allows you to take a course at your own pace from any computer that can use a web browser.

Element K offers more than 800 courses on-line in three areas: personal computing, computing professional, and business management skills. Course availability varies from school to school and changes as new software becomes available.

To start using Element K, contact your school's IT Training department.

www.elementk.com

IT HELP – The IT Higher Education Learning Partnership

ITTG members used their collective purchasing power to construct advantageous relationships with several local training vendors creating a new initiative called the IT Higher Education Learning Partnership (IT HELP). These vendors offer appropriate, high-quality training, provided on-site at any of the Consortium schools' campuses, and at convenient vendor classroom sites. ITTG chose vendors through a competitive selection process. Through the program, two top vendors offer deep discounts for courses Consortium school personnel take at their sites, for courses the vendors teach on ITTG campuses, and even more deeply discounted prices for spaces in the vendors' public courses that are not filled two weeks prior to the class. These courses are called "fire sale" courses. In addition, the ITTG has named three additional recommended vendors, who also offer educational discounts to our schools and help us fill niche training needs across the schools. These preferred vendors are listed on the Consortium web site at www.boston-consortium.org.

The Boston Consortium for Higher Education

Where traditional consortia often focus on combining forces for the purpose of purchasing goods and services at reduced rates, TBC goes a few steps further. Our distinction is that we also provide informal forums for leaders and managers from non-academic functions to explore similar interests and concerns. TBC participants embrace the principles of sharing best practices, utilizing systems thinking, and engaging the intrinsic motivation to excel. They use TBC to augment and expand their on-going efforts to reduce costs and improve operations on their individual campuses.

A not-for-profit organization, TBC:

- Facilitates communities of practice, dialogue, innovation, shared effort, and learning between and among its member schools
- Advances initiatives and programs which are quality-enhancing, practical, and cost-effective
- Supports the creation of economies of scale and intellect to push administrative costs down and drive quality up
- Enhances individual and organizational capacity by encouraging work-based learning and professional development opportunities through such programs as the Professional Development Series

Throughout the year, TBC will be offering special workshops. Please watch your email for notification of these programs.

The Boston Consortium can address specific member school needs by delivering professional development programs for your institution. Please contact June Kevorkian at jkevorkian@babson.edu or 781-239-4450 for information.

All full-day TBC programs are offered at the Center for Executive Education on the Babson College campus and include lunch.

MIT Employee Development

MIT has kindly offered to open its Organization and Employee Development performance training to members of The Boston Consortium.

MIT courses are offered during three semesters throughout the year (fall, spring, summer). The length of courses varies from two-hour to multiple-day sessions. The courses focus on the areas of:

- collaboration
- leadership
- communication
- critical thinking/problem solving
- financial management and reporting
- individual development

The courses are taught by OED staff and other individuals from across the Institute who have a wide range of expertise in the content areas of our courses, as well as extensive experience in training and group facilitation.

Most of OED's courses are offered at MIT's Professional Learning Center on 301 Vassar Street, Building W89, a full-service training facility. Lunch is not included with the course fee.

To register for these courses, please use the registration form on the last page or visit the TBC web site, www.boston-consortium.org.

Note for MIT employees only: MIT offers professional development courses to MIT employees at no charge. If you are an MIT employee and wish to enroll in an upcoming MIT course, please register through the MIT Training web site at http://web.mit.edu/personnel/www/training/.
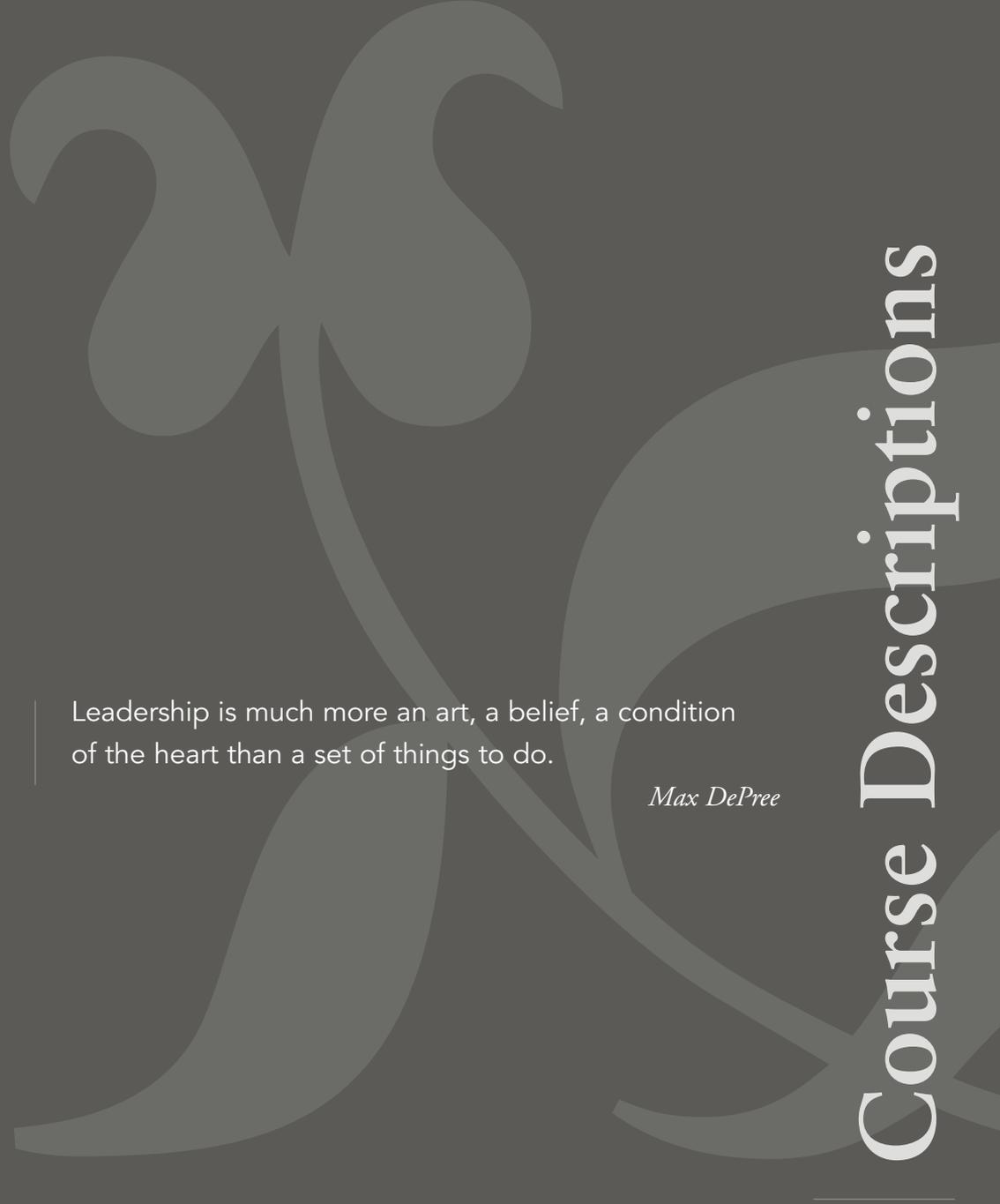
Leadership is much more an art, a belief, a condition
of the heart than a set of things to do.

Max DePree

Course Descriptions

Course Calendar

Tips and Techniques for Time Management

Instructor: Jeff Pankin
Date: June 5, 2003   **Time:** 9:00 – 3:00
Registration Deadline: May 22, 2003
Location: MIT Professional Learning Center W89
Fee: $200 TBC Members/$250 Non-TBC Members
Lunch not included

Also offered at TBC on June 26, 2003

Do you feel as though you can't keep up with all of the papers, e-mails, and requests that come across your desk? Does it seem that you spend much time getting little accomplished? This experience, which is increasingly common as the working world gets more complex, can be greatly improved by learning a few basic time management tips and techniques. This course is intended to help participants develop these basic techniques in order to effectively manage their time and work priorities.

By the end of this course, participants will be able to:
- Identify basic techniques and strategies for managing time more effectively
- Organize their work to maximize productivity
- Avoid common pitfalls in managing time

Mediation Skills

Instructor: The Mediation Group
Date: June 11, 2003   **Time:** 9:00 – 4:00
Registration Deadline: May 28, 2003
Location: The Center for Executive Education at Babson College
Fee: $250 TBC Members/$300 Non-TBC Members

Prerequisite: Conflict Resolution or an equivalent course and/or experience.

A mediator is a person who is trained to be a neutral facilitator for other peoples' disputes. The mediator's task is to help disputants find a fair process through which they can come to their own agreement. Most administrators in higher education have many occasions in which they would like to encourage and/or assist others to settle their differences. Though the administrator may not be a mediator, he/she may effectively use many of the skills of a mediator. In this one-day course, we will introduce concepts and skills one can use to help others resolve their disputes. Participants will see mediation in action and practice some of the techniques.

You will learn how to:
- Understand the techniques of mediation
- Master some of these techniques
- Understand how and when managers can use the techniques of mediation

Communicating in Difficult Situations

Instructor: Francine Crystal
Date: June 12, 2003   **Time:** 9:00 – 4:00
Registration Deadline: May 29, 2003
Location: MIT Professional Learning Center W89
Fee: $200 TBC Members/$250 Non-TBC Members
Lunch not included

Most people have difficulty responding to some work situations. This may relate to performance management, team-building, conflict resolution, or just an overwhelming workload. In this course, participants learn strategies for overcoming assumptions and misconceptions that distort communication. Participants apply the techniques to their own cases and develop an individual action plan.

At the end of this course, participants will be able to:

- Identify obstacles to effective communication
- Identify the impact of assumptions
- Identify patterns that hinder good communication
- Develop and apply strategies for improving the effectiveness of communication

Conflict Resolution

Instructor: The Mediation Group
Date: June 12, 2003   **Time:** 9:00 – 4:00
Registration Deadline: May 29, 2003
Location: The Center for Executive Education at Babson College
Fee: $225 TBC Members/$275 Non-TBC Members

A requirement for the Supervisor Certification Program

Employees in higher education, as in other complex fields, confront conflicts of many types and sizes on a regular basis. Thinking in advance about differ-ent approaches to conflict can save a lot of time, money, and frustration. In this day-long course, we will provide an overview of conflict resolution theory and practice, including an introduction to negotiation and mediation skills. We will provide participants with a brief opportunity to practice what we teach through role plays. This is a special workshop for newly hired or newly promoted supervisors.

You will learn:

- Concepts and skills to help understand and resolve conflicts
- Basic negotiation skills
- What mediation is
- When mediation can be useful

Courses

Preparing and Giving Great Presentations

Instructor: Rob McKean
Dates: June 12, 19, and 26, 2003   **Time:** 9:00 – 4:30 (attend all days)
Registration Deadline: May 29, 2003
Location: MIT Professional Learning Center W89
Fee: $250 TBC Members/$300 Non-TBC Members
Lunch not included

Demonstrating confidence and clarity when delivering a presentation can be very challenging and stressful. This hands-on workshop provides strategies, coaching, and practice in giving presentations, focusing on how to develop confidence and increase clarity when presenting.

During the workshop, participants are introduced to basic principles of presentation skills, including breathing, eye contact, and body stance. They also prepare a short presentation to give in class, which will be videotaped, and receive feedback on their presentation.

By the end of this course, participants will be able to:

- Use basic principles of speaking in front of others to give effective presentations
- Project credibility when giving a presentation
- Maintain a strong physical presence during a presentation

Assertive Communication

Instructor: Jeannette Gerzon
Date: June 23, 2003   **Time:** 9:00 – 12:00
Registration Deadline: June 9, 2003
Location: MIT Professional Learning Center W89
Fee: $150 TBC Members/$200 Non-TBC Members
Lunch not included

This workshop focuses on what assertive behavior is and how to develop skills for using it. Role playing, case studies, and structured exercises highlight these skills.

By the end of this workshop, participants will be able to identify:

- Why assertive communication is so effective
- How assertive communication differs from both passive and aggressive communication
- What blocks us from effective communication in the workplace

Improving Consulting Effectiveness for IT and Other Technical Professionals

Instructor: Dr. William Ronco
Date: June 24, 2003   **Time:** 9:00 – 4:00
Registration Deadline: June 10, 2003
Location: The Center for Executive Education at Babson College
Fee: $250 TBC Members/$300 Non-TBC Members

"If I'm the expert, why aren't you listening to me?"

College IT, telecom, finance, engineering, and other technical professionals face this question frequently. Their consulting and communications skills may not be as strong as their experience and technical intelligence. As a result, their customers may not benefit from the tremendous resources they bring.

This program provides participants with three ways to improve consulting effectiveness: better understanding of the nature of effective consulting communications, departmental strategies for better consulting, and individual consulting communication skills.

You will learn:

- What a collaborative approach to consulting is and why it enhances consulting performance
- About your own communication biases and preferences and how they impact your consulting communications
- To develop key departmental consulting strategies to increase effectiveness
- Why and how to improve "contracting" with customers to build a strong foundation for effective collaboration
- To improve collaborative one-on-one communication skills to enhance customer satisfaction and build ongoing working relationships

Delivering Constructive Feedback

Instructor: Elizabeth M. McCarthy
Date: June 25, 2003   **Time:** 9:00 – 1:00
Registration Deadline: June 11, 2003
Location: The Center for Executive Education at Babson College
Fee: $175 TBC Members/$225 Non-TBC Members

Performance appraisals should be a constant, well-communicated process, and should include ongoing informal feedback and formal, periodic development discussions.

In this session, participants will learn:

- Skills for identifying performance problems and their effect on the workplace as a whole
- Their particular strengths and weaknesses when it comes to giving feedback, and concrete suggestions on how to improve their skills in this area
- Best practices for documenting feedback sessions

Active Listening

Instructor: Jeannette Gerzon
Dates: June 25 and 26, 2003   **Time:** 9:00 – 12:00 (attend both days)
Registration Deadline: June 11, 2003
Location: MIT Professional Learning Center W89
Fee: $200 TBC Members/$250 Non-TBC Members
Lunch not included

The least taught yet most utilized communication skill is listening. Of all the dimensions of communication, listening is perhaps the most elusive and most important. Active listening skills help to resolve difficult situations, improve meetings, follow instructions, manage projects or people, and communicate with more success.

By the end of this course, participants will be able to:

- Define listening and examine all of its components
- Explore barriers to listening
- Practice a step-by-step pragmatic method for active listening
- Create a listening improvement plan for the future

Tips and Techniques for Time Management

Instructor: Jeff Pankin
Date: June 26, 2003   **Time:** 9:00 – 3:00
Registration Deadline: June 12, 2003
Location: The Center for Executive Education at Babson College
Fee: $225 TBC Members/$275 Non-TBC Members

Also offered at MIT on June 5, 2003

Do you feel as though you can't keep up with all of the papers, e-mails, and requests that come across your desk? Does it seem that you spend much time getting little accomplished? This experience, which is increasingly common as the working world gets more complex, can be greatly improved by learning a few basic time management tips and techniques. This course is intended to help participants develop these basic techniques in order to effectively manage their time and work priorities.

By the end of this course, you will be able to:

- Identify basic techniques and strategies for managing time more effectively
- Organize your work to maximize productivity
- Avoid common pitfalls in managing time

Communicating Upward

Instructor: Judith Stein
Date: July 1, 2003   **Time:** 9:00 – 12:30
Registration Deadline: June 17, 2003
Location: MIT Professional Learning Center W89
Fee: $150 TBC Members/$200 Non-TBC Members
Lunch not included

Successful communication between employee and supervisor is essential in creating and sustaining a positive work environment. However, communicating effectively with a supervisor can be challenging for many people. In this course, participants develop an understanding of their own communication style and build from there to identify strategies and techniques to enhance their interpersonal communication with their supervisors.

By the end of this course, participants will be able to:

- Analyze their own communication style
- Understand their communication style in relation to the style of their supervisor
- Express concerns effectively
- Identify factors that can impact effective communication between themselves and their supervisors

Scientific and Technical Writing

Instructor: Rob McKean
Dates: July 9, 16, and 23, 2003   **Time:** 9:00 – 4:00 (attend all days)
Registration Deadline: June 25, 2003
Location: MIT Professional Learning Center W89
Fee: $250 TBC Members/$300 Non-TBC Members
Lunch not included

This course equips engineers, analysts, scientists, programmers, technicians, editors, and other technical professionals with tools to produce quality technical prose. Participants are introduced to an efficient, systematic approach to organizing and writing complex technical documentation. All lessons include practical exercises and individualized feedback.

By the end of this course, participants will be able to:

- Structure technical information
- Edit technical writing
- Communicate efficiently for diverse readers
- Write clear, concise, and persuasive documents
- Control technical language

Courses

Developing Outstanding Customer Service

Instructor: Wally Coyle
Date: July 22, 2003   **Time:** 9:00 – 4:00
Registration Deadline: July 8, 2003
Location: The Center for Executive Education at Babson College
Fee: $250 TBC Members/$300 Non-TBC Members

In this interactive session, you will learn the basics of good customer service for both the "internal" and "external" customer at your institution. We will focus on the important skills of dealing with difficult people, developing a confident communication style, creating win-win interactions in the work-place, and minimizing the time drains of frequent requests.

We will focus on the basics:

- Thinking like a customer
- Delivering unparalleled service
- Making things right when things go wrong
- Going the extra steps
- Making people your best ambassadors of good news

Improving Leadership Effectiveness

Instructor: Dr. William Ronco
Date: July 23, 2003   **Time:** 9:00 – 4:00
Registration Deadline: July 9, 2003
Location: The Center for Executive Education at Babson College
Fee: $225 TBC Members/$275 Non-TBC Members

A requirement for the Supervisor Certification Program

It can be difficult for supervisors and managers to lead in academic institutions.

There are seldom clear lines of authority, and there is often confusion about who is in charge and what the supervisor's responsibilities and opportunities are, in addition to a political environment and a tangle of bureaucracy. This dynamic, pragmatic seminar provides participants with insights and skills that increase leadership effectiveness and job satisfaction. This is a special work-shop for newly hired or newly promoted supervisors.

You will learn how to:

- Clarify leadership responsibilities and opportunities
- Improve self-awareness and strengthen your understanding of others
- Strengthen essential one-on-one leadership skills for giving feedback, motivating, and listening
- Manage time more effectively
- Run more effective meetings and improve group communication skills

Preparing Competitive Research Proposals

Instructor: Rob McKean
Dates: July 24 and 25, 2003   **Time:** 9:00 – 4:00 (attend both days)
Registration Deadline: July 10, 2003
Location: MIT Professional Learning Center W89
Fee: $250 TBC Members/$300 Non-TBC Members
Lunch not included

This course is for researchers, scientists, engineers, analysts, editors, and other technical specialists who prepare research proposals. It uses structured exercises, discussion, and skill practice to strengthen abilities to prepare such proposals. In preparing this course, instructors partnered with MIT's Office of Sponsored Programs.

During this course, participants identify how to:

- Develop a coherent strategy
- Prepare standard proposal elements
- Emphasize benefits to the client
- Select critical material for executive summaries
- Read and respond to Requests for Proposals (RFPs)
- Determine the need for graphics and other support materials

Writing Successfully for the Web

Instructor: Rob McKean
Date: August 6, 2003   **Time:** 9:00 – 4:00
Registration Deadline: July 23, 2003
Location: The Center for Executive Education at Babson College
**Fee:** $225 TBC Members/$275 Non-TBC Members

Organizations are putting more and more of their documentation online for the benefit of their clients or their personnel, but much online documentation is underused, poorly targeted, or otherwise ineffective. The challenge lies in creating new text – or adapting existing text – for written presentation suitable for the web.

This workshop provides editorial and compositional principles and tools for creating and adapting organizational content for web presentation. During the course, participants examine sample web sites and assess the effectiveness of their written content, discuss principles of web usage and the ramifications of those usage patterns on how best to present written material using this medium, acquire practical editorial and compositional tools, and practice creating text for a mock website. Participants are encouraged to bring samples of content they plan to incorporate into web pages.

After taking this course, participants will be better able to:

- Articulate the principles of effective presentation of written information on the web
- Evaluate the text of their website or other websites for strengths and weaknesses
- Create new text and edit existing text for conciseness, clarity, and directness based on needs of target audience for web presentation
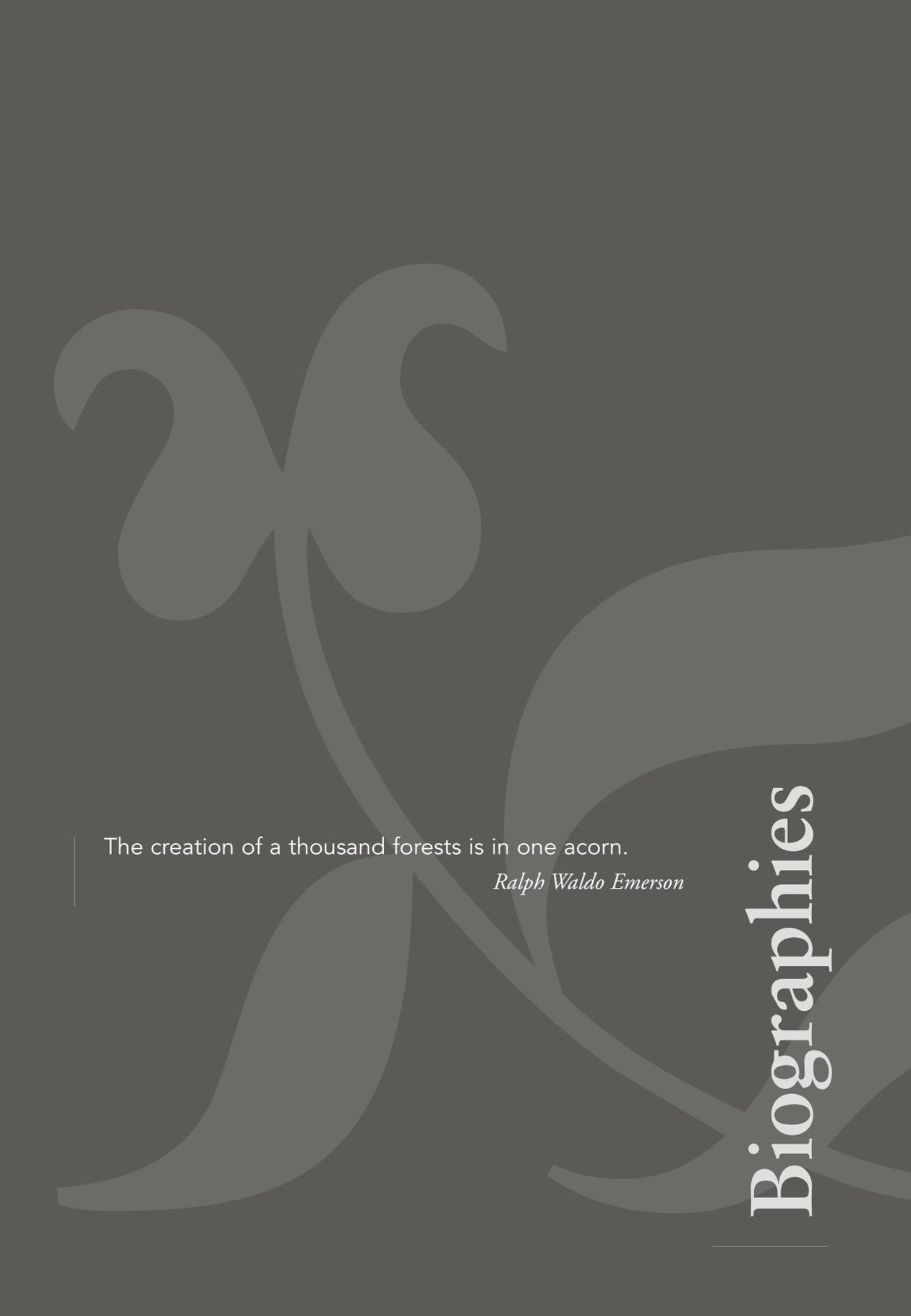
The creation of a thousand forests is in one acorn.

Ralph Waldo Emerson

Biographies

Biographies

Dr. E. Wallace Coyle is the president of E. Wallace Coyle Associates. Previously, he was the assistant director for program development in the Office of Research Administration at Boston College. Prior to that, Dr. Coyle worked at UMass-Boston in a variety of positions: director of writing proficiency, assistant director of graduate studies and research, and assistant to the vice chancellor for academic affairs. A graduate of Boston College and UMass-Amherst, Dr. Coyle taught at the United States Military Academy at West Point, Northeastern University, and the University of Massachusetts. He has presented numerous management training seminars and has been a professional consultant for a number of different corporations and public sector organizations. He was a consultant to Northeastern University, the University of Massachusetts, and Boston College for management communication programs. He is a certified trainer for the Commonwealth of Massachusetts, Division of Human Resources, and an adjunct professor in the Carroll Graduate School of Management at Boston College. Dr. Coyle was the 1987 Recipient of the Chancellor's Award for Distinguished University Service at UMass-Boston.

Francine Crystal is an Organization Development Consultant in the Human Resources department at MIT. She began her career 20 years ago as a community organizer for the Massachusetts Office for Children. After earning an MBA in Organizational Studies from Boston College, Francine began her work as an Organization Development Consultant specializing in working with nonprofits and governmental agencies. Since joining the MIT Human Resources staff in 1997, Francine has concentrated on improving communication between individuals, and within teams and organizations, and on assisting leaders and their teams with significant transitions. Her clients have included: Dean of Undergraduate Education, Executive Vice President, Vice President of Human Resources, Theater Arts program, and the MIT Press.

Jeannette Gerzon, Ed.D., is an organizational trainer and consultant. She has significant experience in meeting facilitation, change management, and process reengineering. She has worked as a consultant or trainer in such organizations as New England Telephone, the MIT Human Resources, Xerox Imaging Systems, Action for Boston Community Development, the Cambridge School Department, Digital Equipment Corporation, the Harvard School of Public Health, Keystone Associates, the MIT Press, First Place, and Career Investment Strategies. In addition, Dr. Gerzon is experienced in the private sector and has direct experience in sales, packaging, business start-up, customer relations, and product development. With this business background, combined with extensive experience in the nonprofit sector, she is knowledgeable about differences in organizational cultures. She has a flexible, action-oriented, and practical approach to working as a trainer, consultant, and meeting facilitator.

Casey Hall is a senior consultant for E. Wallace Coyle Associates. She has presented numerous programs on supervisory and administrative assistant training. Casey has designed, developed, and delivered training for managers, supervisors, professional staff, and clerical employees. She has vast experience in conducting need assessments, curriculum development, and training and program evaluation. She is a graduate of Vassar College and a certified Trainer for the Commonwealth of Massachusetts.

Elizabeth M. McCarthy is a training and development professional with strong curriculum design and delivery experience. Beth's areas of training expertise include managerial skills, team building, leadership skills, interpersonal skills, professional development, and marketing skills. An independent consultant, she provides training, facilitating, and consulting services to private and public sector clients, including the Massachusetts Department of Economic Development, the Division of Medical Assistance, and Jumpstart. Previously, she was a training manager at Digitas, a Boston-based professional services firm, and was instrumental in developing and growing the training department. Her 13 years of marketing experience spans general advertising, public relations, direct marketing, database marketing, and interactive marketing. The bulk of her marketing career was spent developing customer loyalty programs for companies such as American Express, AT&T, Dayton Hudson Corporation, Amtrak, and the American Cancer Society. Beth received a B.A. from Stonehill College. She has completed a variety of postgraduate training courses in the areas of leadership and team building, interpersonal skills, marketing strategy, financial analysis, and project management.

Rob McKean, B.A., M.A., is the founder and president of the Chart Resource Group, Inc. As a consultant to industry and government, he has presented programs at major government, manufacturing, and research and development facilities for more than 20 years. Rob's specialties are clear writing and speaking programs for both technical and non-technical personnel. He also leads train-the-trainer programs. Rob has been a lecturer in technical communications at University College, Northeastern University, and the University of Massachusetts.

The Mediation Group (TMG) is a nonprofit firm that has specialized in mediation, facilitation, consensus building, training, and consulting since 1985. Its public and private sector clients include government agencies, businesses, public interest groups, communities, and families. Barbara Kellman, JD (University of Michigan), MSW (Boston University), previously served as general counsel to Beth Israel Deaconess Medical Center. She was trained as a mediator by Community Settlement Center (CDSC) 10 years ago and has mediated numerous business, employment, and family matters. David Matz, JD (Harvard), has more than 30 years of experience in teaching, training, consulting, and practicing ADR. Matz has mediated numerous cases in commercial, health care, public policy, employment discrimination, maritime and personal injury disputes.
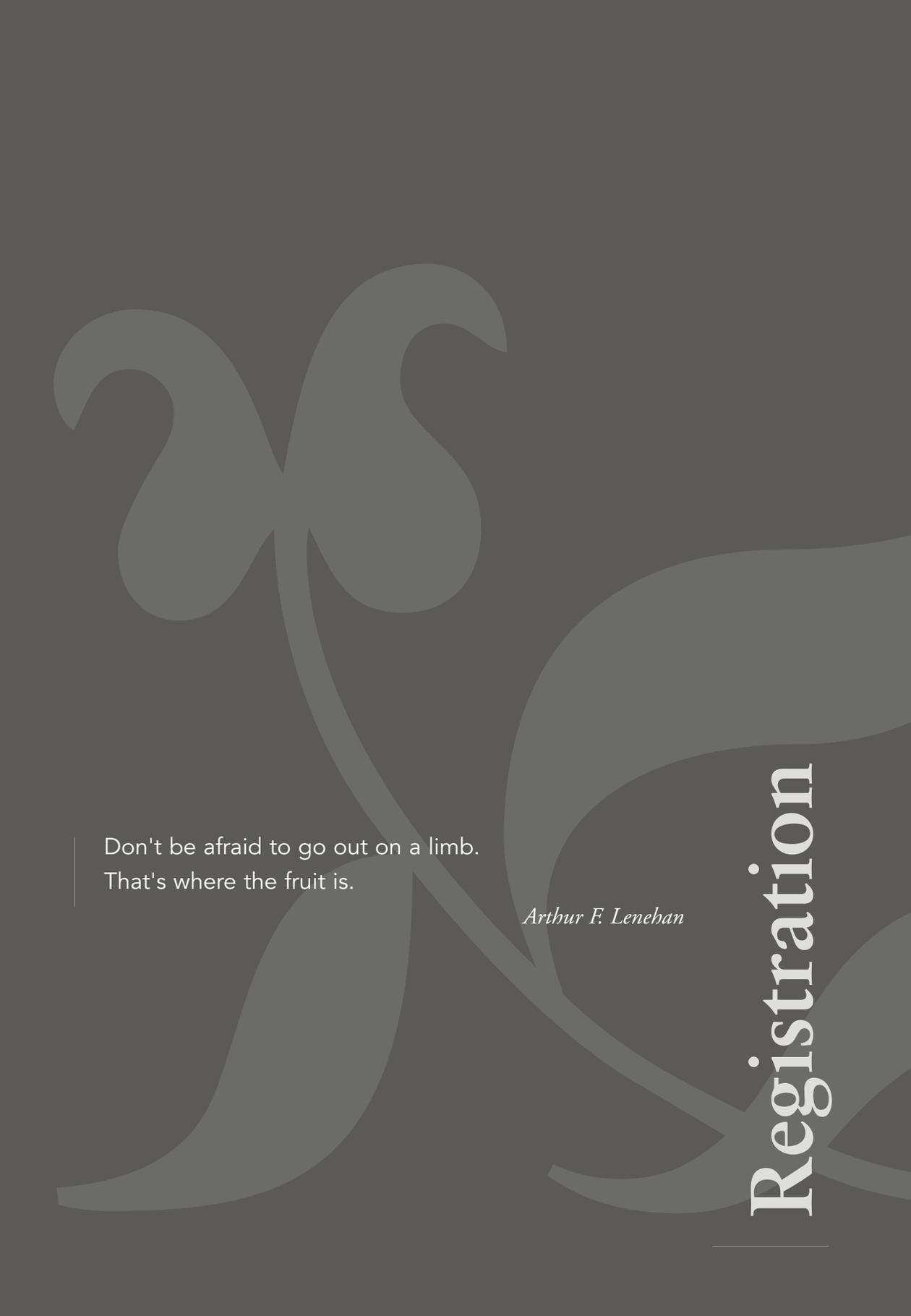
Liliana M. Mickle, a senior consultant for E. Wallace Coyle Associates, is the director of the Undergraduate Admissions Office at UMass-Boston, where she is an admissions officer and supervises the admissions unit. Liliana is a graduate of the College of Arts and Sciences at UMass-Boston, where she majored in computer science. She was the cochair of the New England Support Staff Association in 1987 and 1988 and was a member of the association's founding team. In 1988, she received the Chancellor's Distinguished Service Award at UMass-Boston, and she has also received the Office of Enrollment Service's Most Valuable Employee Award in 1985, 1987, and 1990.

Biographies

Jeff Pankin is a member of Organization and Employee Development in the Human Resources department at MIT. His work includes consulting, facilitating, and training for internal groups and teams within MIT. He has been at MIT since 1989. During eight of those years, as a trainer in the Information Systems group, he taught thousands of people to comfortably use computer desktop software. As a veteran of many meetings and project teams, Jeff has a passion for helping people improve the effectiveness of their meetings. He is working on a project to bring a consistent set of meeting tools and practices to organizations across MIT. Prior to coming to MIT, Jeff was at Lesley College for six years where he was Director of the Educational Computer Lab and taught teachers how to use computers in K-12 settings. Jeff began his career as an elementary school reading teacher in inner city and rural school districts. He holds two Masters Degrees, in Reading Education and in Computers and Education.

Dr. William C. Ronco, president of Gathering Pace Consulting, has consulted to dozens of departments and organizations providing consulting services: IT, quality, audit, research and development, real estate, accounting, telecom, and many others. His web site, www.geeklead.com, provides additional detail on the recurring issues technical professionals face when working in consulting roles. Dr. Ronco began his work with technical professionals as a graduate student at MIT, where he earned his Ph.D. in 1980.

Lisa Sherrer has been a Senior Consultant with E. Wallace Coyle Associates since 1989. She provides management consultation to organizational clients and is a professional trainer for public and private sector clients. Lisa presents training seminars and workshops on business writing, time management, public speaking, customer service, organizational behavior, team building, audit report writing, supervisory skills, and other management and staff development topics. She currently conducts training programs and workshops for Brandeis University. She has worked in auditing/consulting roles at the Massachusetts Eye and Ear Infirmary, Commonwealth Mortgage Co., Inc., and the Massachusetts Department of Revenue. Lisa is a graduate of the College of Management at UMass-Boston, where she majored in Finance. She is a Certified Internal Auditor and a Certified Trainer under the Master Service Agreement for Training and Consultation services for the Commonwealth of Massachusetts. Lisa is a member of the American Society for Training and Development.

Judith Stein is currently an Organization Development consultant with MIT's Organization and Employee Development Team, where she brings more than twenty years of MIT experience to the team. Judith spent eighteen years in academic departments, providing a wide range of administrative support in a series of progressively more responsible positions. Since joining OED, Judith's work has centered on enhancing team effectiveness, performance management, and effective communication. Judith has an M.Ed. in Administration, Policy, and Planning from Boston University and a Certificate of Advanced Graduate Studies in Management from Radcliffe College.

Don't be afraid to go out on a limb.
That's where the fruit is.

Arthur F. Lenehan

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Directions & Parking

The Center for Executive Education (CEE) at Babson College, Wellesley. 781.239.4000. For directions and campus map, visit www.babson.edu/directions. After passing through the main gate, follow College Drive to the end. Turn left and follow signs to the Center for Executive Education. Free parking is available.

MIT Professional Learning Center, 301 Vassar Street, Building W89, Cambridge. Visit http://web.mit.edu/learningcenter/www/ and http://web.mit.edu/map.html for driving and public transportation directions and a map. The closest parking for visitors: Hyatt Regency Hotel, 575 Memorial Drive, Cambridge