

Learning and development opportunities to grow your career

UNIVERSITY
OF
CALIFORNIA



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Leadership, Management and Supervision

We strive to have an organization of excellent leaders. Professional development of the skills needed for effective managers and leaders is a high priority at the Office of the President.

A myriad of development opportunities are available to enhance leadership effectiveness, as well as to prepare those who want to move to the next level of responsibility in the management and supervision of others.

UCOP LEADERSHIP DEVELOPMENT PROGRAM

For emerging leaders

The UCOP Leadership Development Program is designed to accelerate the development of individual leadership abilities and to create a diverse pipeline of future UC leaders. Participants learn from current leaders and experience structured exercises as they develop the following competencies:

- Leading
- Working in a public institution
- Managing people
- Financial operations, decision making and budgeting
- Navigating the OP and university culture
- Collaboration
- Managing change
- Teamwork
- Communicating effectively

Participants:

- Target Population: High-performing individuals who manage people and/or projects
- Time Commitment: Approximately one to two days a month for the duration of the program

Participant Selection Process

Individual nominees will be selected based on the following criteria:

- Manages people and/or projects with a broad scope of responsibility
- Successfully completed at least one year in current position at UCOP
- Demonstrated capability, commitment and capacity to grow

UC MANAGEMENT DEVELOPMENT

For managers who manage other managers

The UC Management Development program is targeted to higher-level managers of people, complex programs and/or complex projects. The program goal is to enable managers to accomplish the UC mission by leading and engaging staff in the attainment of strategic and operational goals which enhance individual accomplishment and reinforce organizational excellence.

The initial program, launched in 2012, consists of four modules including:

- People Management
- Employee Engagement
- Influencing for Organizational Impact
- Making Change Happen

The program is offered annually and participants self-select.

UCOP-CORO LEADERSHIP COLLABORATIVE

For experienced leaders who have an external focus

This collaborative program between the Office of the President and Coro Center for Civic Leadership is designed to further develop the leadership and professional skills of selected OP Leaders. This twelve-day interactive program includes practicum, home teams and leadership style assessments as well as program assessments.

The key outcomes of the program include:

- Enhanced leadership abilities through exposure to and practice with a broad array of leadership tools and concepts that emphasize self and group awareness, interpersonal communication and insightful analysis of resources and systems
- A deepened connection to peers and colleagues and an ongoing network of leaders that expands beyond UCOP
- Increased confidence to initiate positive change and innovation across all levels of the organization
- Improved relationships between UCOP leaders and UC campus staff

The program is offered annually and participants are selected by UCOP senior leaders.

MANAGEMENT SKILLS ASSESSMENT PROGRAM (MSAP)

"Investing Today in the Leaders of Tomorrow"

The Management Skills Assessment Program (MSAP) is designed to strengthen the engagement and preparation of high-potential UC supervisors, managers and professionals in an intensive, off-site, assessment center experience for early career managers. MSAP is offered each spring in northern California.

Trained assessors guide MSAP participants through structured exercises and offer feedback about observed strengths and development areas. MSAP is a unique assessment center experience which over time, cumulatively builds a valuable talent pipeline that assists in promoting upward mobility and talent deployments as workforce needs evolve into the future.

Components include:

- Pre-program preparation
- Simulated UC management scenarios
- Constructive, behavioral feedback from trained assessors
- Program follow-up and development planning

Managers/sponsors of the participants are encouraged to be actively involved in the process to best support development.

Note: To assess which leadership development program is most appropriate, contact Learning @ Development at 510-987-0673.

BUSINESS OFFICERS INSTITUTE (BOI)

UC system-wide session offered annually

The Business Officer Institute (BOI) is a three-day residential program offered by the Office of the President for all UC facilities. The Institute addresses issues of specific concern to the organization and covers a range of topics such as budget and finance, audit and internal controls, research administration, human resources and information technology. A Business Officer is defined as any individual “having broad responsibility for the administrative functions of academic or administrative departments in budget and finance, human resources, payroll, internal controls and sponsored projects.”

Those attending gain:

- Increased understanding of UC strategic issues and directions
- Opportunities to dialogue with University senior management
- Knowledge that will help with day-to-day responsibilities
- Enhanced problem-solving skills that relate to the unique Business Officer environment
- Opportunities to meet and network with Business Officers throughout UC

The Institute is offered in alternating southern or northern California locations and is held in the fall of each year.

ESSENTIALS OF LEADERSHIP

Development Dimensions International course

This foundation course teaches leaders how to get results through people. During this four-hour course, participants learn a set of essential skills to meet both practical business needs and people's personal needs. Learners acquire a set of proven interaction skills, discover seven Leadership Imperatives for meeting today's challenges and realize their role as a catalyst leader — a leader who inspires others to act.

This workshop helps leaders to:

- Multiply their effectiveness by motivating their team and helping people to be more effective
- Accomplish more in interactions in less time, while enhancing interpersonal relationships
- Help people enhance their performance by providing them with feedback they are willing to accept and that they are able to act on

This workshop is conducted quarterly by Raffy Sison, Progress Associates, a certified DDI facilitator.

LEADING CHANGE

Development Dimensions International course

This course focuses on leaders' crucial role in initiating change in the workplace. Leaders learn how to introduce a change initiative and lead discussions with employees to explore how best to implement the changes. They also learn to help others overcome their resistance to change. These skills enhance a leader's ability to minimize the potentially negative effects of change on morale, processes and productivity.

This workshop helps leaders to:

- Understand the importance of commitment to and ownership of change for themselves and others
- Effectively introduce change, explore change and overcome people's resistance to change
- Minimize the negative impact, on individuals, work groups and the organization, of not adapting to change
- Sustain an environment that embraces change and celebrates successes

This workshop is conducted quarterly by Raffy Sison, Progress Associates, a certified DDI facilitator.

LIVE THEATER — SEXUAL HARASSMENT PREVENTION TRAINING FOR MANAGERS AND SUPERVISORS

Sexual harassment is a form of discrimination based on sex and can occur in many forms and under many different circumstances.

To comply with AB 1825, the University of California requires two hours of sexual harassment prevention education for all supervisory and management-level employees. Training is required every two years. This session provides course materials in a live theater, a highly interactive training format to fulfill the requirement.

Managers and supervisors must be aware of their responsibilities and accountability for failure to prevent and correct sexual harassment in the workplace. Part of their responsibilities includes learning to recognize sexual harassment and the appropriate corrective actions to take in the event of an occurrence.

This session will include the following:

- State and federal laws, rules and regulations on sexual harassment
- Identifying the types and forms of sexual harassment
- Employers' duties in preventing sexual harassment in the workplace
- Preventative measures to adopt to ensure a safe working environment

Note: an online interactive course is also available.



UCOP MENTORSHIP PROGRAM

The UCOP Mentorship Program is a nine-month volunteer program that pairs experienced and successful Office of the President leaders and professionals — from all departments — with career staff who are seeking to develop professionally.

The program provides a supportive structure in which participants can cultivate contacts, explore challenges and enhance effectiveness as they design their personal growth and career paths at the Office of the President. The program also provides the opportunity to gather information, develop peer support, learn more about management and better understand the organizational culture of the Office of the President.

Mentors are experienced Office of the President managers and professionals in classifications at PSS 5 or above. Mentors are well-respected advisors and coaches who are willing to share their experiences.

Mentees are career Office of the President staff members who apply and are selected to participate in the program.

TAKE CHARGE: DEVELOPING A CAREER STRATEGY

This six month program is specifically designed for administrative and support staff.

Five two-hour workshops include the following topics:

- Managing Up
- Promoting Yourself
- Negotiation Techniques
- Career Management (two sessions)

Workshops are supplemented with self-guided assignments, and peer mentoring occurs during an additional five one-hour sessions.

Intended outcomes for participants include:

- Increasing their ability to manage their own career development
- Expanding their professional network
- Enhancing their job satisfaction
- Improving their relationship with their managers

Managers of the participants are invited to participate in a one-hour overview session of the program which includes how they can reinforce the learnings.

Participants are selected based on an application process which includes manager recommendation.

CAREER MANAGEMENT

UCOP Career Management Part 1 —

Career Assessment and Résumé Development

In this first of two sessions, employees complete a self assessment of their skills, write a development plan and update their résumé.

Topics include:

- Managing Change — learn to manage a career in a changing environment
- Self Assessment — complete a skills, personal preferences and values assessment
- Development Planning — establish a development plan with short- and long-term goals
- Résumé Writing — learn about different types of résumés, appropriate content, format and how to best convey past experiences

UCOP Career Management Part 2 —

Networking and Interviewing

Building on the first Career Management session, this workshop educates participants on how to network (both online and in person). Participants also practice interviewing skills and get feedback on résumés developed after the first session.

Topics include:

- Interviewing — learn the do's and don'ts of interviewing and how to prepare
- Networking — identify networking opportunities and why networking is important to one's career
- Résumé critique — participants critique one another's résumés to get valuable feedback
- Interview practice

Each of the two sessions are four hours in length and are scheduled quarterly. They are facilitated by Katy Liddell, Liddell and Associates.

PROJECT MANAGEMENT: 3 PART SERIES

Many roles at UCOP require that individuals have strong project management skills. This three-part series introduces the learner to Project Management Basics. Each session is four hours and is conducted by Raj Kapur, President, Center for Project Management.

Session 1 — Initiating a Project

Recognize the critical importance of having a clear, shared understanding of the project at the outset by creating a comprehensive project charter.

Topics include:

- How to define the purpose of the project, its business value, scope, objectives and project success
- Understand how the project is linked to other projects and activities
- Identify warning signs to watch for as the project is executed
- Identify the project stakeholders and determine their priorities and their impact on the project
- Assess the complexity of the project in both business and technical dimensions

Session 2 — Planning and Estimating a Project

Learn how to build a professional-grade project plan with detailed estimates.

Topics include:

- How to construct a “work breakdown structure”
- How to construct a “network diagram,” connecting tasks to show their logical relationships
- How to perform critical path analysis, “crashing” and “fast-tracking” to meet project requirements
- How to manage scope
- Discuss the role of a change management plan
- Development and application of a communications management plan

Session 3 — Scheduling and Tracking a Project

Learn how to convert a project plan and estimates into a project schedule and track and communicate project status.

Topics include:

- How to create a project schedule and perform what-if analysis to optimize schedule
- Understanding the role of project management software in managing the schedule
- How to conduct effective project progress reviews
- How to track the health of the project using “vital signs”
- How to continuously monitor and update risks to the project

ACCOMPLISHING MORE WITH LESS

This fun and engaging workshop, facilitated by “People on the Go,” gives breakthrough techniques for difficult time and productivity challenges. Focus is on how to more effectively manage electronic media in order to achieve more creative time.

Participants will gain strategies to:

- Better manage interruptions and stay focused while still being responsive to the needs of team members
- Work more strategically instead of working harder
- Manage competing priorities and better align daily activities with goals

One-day course, facilitated by “People on the Go.”

ESSENTIAL ANALYTICAL SKILLS

This one-day program is designed to build critical-thinking and problem-solving skills.

Upon completion of the training, participants will be better prepared to:

- Apply critical-thinking skills in written and numeric contexts
- Evaluate and select appropriate problem-solving techniques and tools.
- Use a standard, five-step method for solving problems in the workplace
- Apply the five-step method to an actual workplace problem

Session is facilitated by People Development Systems.

CONFLICT MANAGEMENT

Conflict is a natural occurrence in the workplace as people have different views and advocate for different positions. Conflicts can range from differences of opinion to patterns of interaction between two people or heated disagreements. When managed effectively, conflict can be used as a way to spur innovation and productive change. When not managed effectively, it can undermine work relationships and the ability of an organization to meet its goals.

This four-hour session offers strategies for:

- Assessing one’s conflict-handling style
- Assessing conflict situations
- Utilizing conflict-handling modes in various situations

Session is facilitated by Katy Liddell, Liddell & Associates.

CUSTOMER SERVICE: TIPS AND TECHNIQUES

Each of us has customers, whether external or internal, who depend on us for products or services. This session focuses on identifying what good service is and how providing good service is a part of the UC culture. Participants learn how to make realistic promises and keep them, how to represent UC and the department in a consistently professional manner and how to ensure customer satisfaction. Tips and techniques for a variety of customer service situations are included.

This two-hour course can be arranged for a department or work group by contacting UCOP Learning and Development at (510) 987-0673.

EMBRACING CHANGE

Change is something that is exciting to people who love opportunities for growth, who enjoy seeing and learning about new things and who like to shift the status quo.

Some changes, however, are harder to adjust to and lead to expressions of resistance and anger. We can take concrete steps to make change more palatable by understanding people's hesitation, enlisting the help of others, setting up plans and managing stressors. These steps can also ensure that desired changes are implemented successfully.

In this half-day workshop, participants learn how to work through and cope with change, and how to help those around them do the same.

Workshop is facilitated by Raj Kapur, Center for Project Management.

INTRODUCTION TO TIME MANAGEMENT

In today's work climate, time management is a critical skill. This four-hour course begins by having participants examine current time management skills and identify ways to improve. Practice exercises during the session allow the participant to set up a personal organization system. Topics included in the session are: the basics of time management, work-life balance, email management tips, personal planner options, dealing with the unexpected and setting goals and targets.

At the conclusion of the workshop, participants will be able to:

- Assess time management needs and approaches
- Distinguish between efficiency and effectiveness
- Develop new ways of managing time effectively

Session is offered semi-annually and is conducted by Marjorie Singer, Singer Associates.

LEADING EFFECTIVE MEETINGS

Many individuals spend a large percentage of their workday in meetings. To manage this important expenditure of time and resources, meeting leaders need to effectively manage both information and interactions among meeting participants and/or team members. This session offers tips for:

- Preparing for an effective meeting
- Keeping meetings focused and on track
- Encouraging balanced participation
- Creating effective action plans

The four-hour course is offered semi-annually. It is facilitated by Elaine Schilling, Pinehurst Consulting.

GUIDE TO TEAM DYNAMICS

Many organizations form teams to accomplish work in a collaborative setting. Team dynamics influence how a team behaves, performs and meets its goals. As a team leader, how do you manage the team environment so dynamics are positive and results achieved? As a team member, how do you contribute to positive team dynamics and results?

This workshop offers tips for:

- Getting a team off to a productive start using team roles and operating guidelines
- Identifying and managing team dynamics, team stages, characteristics of effective teams and accountability to the team.

This four-hour session is facilitated by Elaine Schilling, Pinehurst Consulting.

Performance Management

Performance Management is an ongoing process for developing individuals and enhancing their performance. Key in the process is clearly communicating performance expectations, providing effective feedback, delegating growth assignments and conducting annual performance appraisals. Courses are designed to assist managers and supervisors in using the process to give constructive, developmental feedback. Employees gain strategies for using performance management to ensure that they get the feedback they need for development.

SETTING PERFORMANCE EXPECTATIONS

Supervisors and managers are responsible for assessing performance and providing support in the development of their employees. A four-part series on Performance Management assists those who manage or supervise to maximize the potential of their team.

The four-part series includes:

- Setting Performance Expectations
- Coaching for Improved Performance
- Conducting Performance Appraisals
- Developing Employees through Delegation

“Setting Performance Expectations,” the first workshop in the series, provides a framework for managing performance. It links strategic goals to Key Results Areas (KRAs) which are then used for setting actionable goals.

Topics include:

- Performance management process
- Defining specific performance expectations
- Communicating performance expectations

It is recommended that all managers and supervisors attend this course as a foundation to the series.

The course is a four-hour workshop and is offered semi-annually. It is facilitated by Elaine Schilling, Pinehurst Consulting.

COACHING FOR IMPROVED PERFORMANCE

“Coaching for Improved Performance,” the second workshop in the Performance Management series, provides guidance for recognizing and assessing performance issues. The session also gives participants an opportunity to practice coaching for employee performance improvement and development.

Topics include:

- How to diagnose performance problems
- Use of coaching communication skills to improve employee performance
- Defining corrective action in situations of continuing poor performance

Recommended prerequisite: *Setting Performance Expectations*

It is recommended that all managers and supervisors attend this course. It is a four-hour course and is offered semi-annually. The instructor is Elaine Schilling, Pinehurst Consulting.

CONDUCTING PERFORMANCE APPRAISALS

“Conducting Performance Appraisals,” the third workshop in the Performance Management series, provides tools for maximizing the performance appraisal process. Using the performance appraisal discussion, participants will learn to clearly communicate with an employee about past performance, assess job satisfaction and make plans for future performance and development.

Topics include:

- Review of the performance management and appraisal process
- The three phases of the appraisal process — preparing, writing and conducting
- Review of communication strategies to use during the process

Recommended prerequisite: *Setting Performance Expectations*

It is recommended that all managers and supervisors attend this course. The course is a four-hour course and is offered semi-annually. Elaine Schilling of Pinehurst Consulting is the facilitator.

DEVELOPING EMPLOYEES THROUGH DELEGATION

“Developing Employees through Delegation,” the fourth workshop in the Performance Management series, emphasizes the importance of delegation as a management tool. When done well, delegation develops staff, increases workplace productivity and fosters accountability. In this workshop, participants practice a structured approach to delegation and the necessary communication skills to ensure project/accountability commitment. Participants are asked to bring a list of current or anticipated projects that they are accountable for.

Topics include:

- The delegation process
- Planning and preparing to delegate a task
- Communicating effectively for delegating
- Plan follow-up and project completion

It is recommended that all managers and supervisors attend this course. The course is four hours and is offered twice each year. The facilitator is Elaine Schilling, Pinehurst Consulting.

EMPLOYEE ROLE IN PERFORMANCE APPRAISALS

Participants will learn strategies to maximize the impact of their performance appraisals, resulting in improved performance and a stronger collaborative relationship with their managers. Participants learn techniques to ensure that their evaluation goes beyond assessment to include a meaningful plan for professional development.

Topics for the session include:

- Techniques for completing one's self appraisal
- Preparatory steps for a performance appraisal conversation
- Tools for tracking and measuring work
- Individual development planning

This course is recommended for all UCOP employees. The session is two hours and is offered multiple times in the early summer in preparation for the annual performance appraisal process. The sessions are conducted by Katy Liddell, Liddell & Associates.

Technology and Software

Numerous programs for building software skills are offered. These full-day classes provide employees the skills and knowledge needed to excel in their current position or to advance in their careers. All sessions are held in Franklin Building, PC Training Room, 7107. Classes are taught by Academy X instructors.

In addition to the instructor-led classes, numerous eCourses are available through the UC Learning Center.

Arrangements can be made for participation in advanced technical classes at Academy X facilities in San Francisco. For more information about available options, contact UCOP Learning and Development at (510) 987-0673.

ACCESS 2007 FUNDAMENTALS

Microsoft Access is a database management system designed to track multiple, inter-related sets of data. During this fundamentals session, participants will learn to design and create databases, work with tables, fields and records, sort and filter data and create queries, forms and reports.

Topics include:

- Getting started — database concepts, exploring the Access environment
- Databases and Tables — exploring and creating tables
- Fields and Records — finding, editing and organizing records
- Basic Queries — creating and using queries, modifying queries and results, performing operations in queries; and
- Using Forms — creating forms using Wizards, sorting and filtering records

Class is offered twice annually.

EXCEL 2007: INTRODUCTION

Microsoft Excel 2007 makes it easy to crunch numbers and organize data in an immediately comprehensible format. This hands-on class provides the learner the skills to create professional Excel spreadsheets quickly and efficiently.

Topics include:

- Calculating values with Excel's built-in formulas
- Formatting cell data in numeric, currency, percentage, data or text styles
- Creating visually effective two-dimensional and three-dimensional charts from any numeric range
- How to add, resize and modify images, photos and tables
- Navigating within and between spreadsheets

Class is offered quarterly.

EXCEL 2007: INTERMEDIATE

Microsoft Excel 2007 Intermediate furthers the learners' understanding of this powerful tool and adds to their Excel skill set.

This hands-on class prepares students to:

- Link workbooks to manage larger data sets
- Employ advanced formatting techniques on tables and charts
- Gain experience working with graphics
- Create custom filters to target specific data for analysis
- Allow multiple users to work on a spreadsheet while protecting critical data from deletion.

To fully benefit from the course, it is recommended that the learner meet the following criteria:

- Familiarity with Microsoft Office Ribbon
- Understanding of cell references, formulas and functions
- Successful completion or understanding of the skills taught in UCOP's *Excel 2007 Introduction* course

Class is offered quarterly.

EXCEL 2007: ADVANCED

Excel Advanced is targeted at experienced Excel users and builds on the key concepts learned from the Introduction and Intermediate courses. Content focuses on importing and exporting data, formatting numbers, working with ranges, working with macros, data analysis tools, summarizing data, using "what-if" data analysis and expands on workgroup collaboration. This full-day class is hands-on and highly interactive.

Topics include:

- Advanced functions, including logical, financial, statistical and database functions
- Use of Data Tables to explore the effects of different input values on a formula
- Data validation to control which values are allowed in cells
- Setting up PivotTables to analyze complex data sets
- Presenting results to stakeholders graphically with PivotCharts, SmartArt graphics and conditional data bars or icons
- Use of text files, XML files, Microsoft Queries and Web Queries to import and export spreadsheet data

Prerequisite: a strong, working knowledge of Microsoft Excel and completion of *Excel Introduction* and *Excel Intermediate* training classes is preferred. Class is offered quarterly.

EXCEL FOR POWER USERS

Microsoft Excel's array of analytic capabilities make it an invaluable problem-solving tool in any context. However, to use Excel's most sophisticated features effectively requires more than a knowledge of the application's formulas and menu options. To take mastery of Excel to the next level requires the ability to apply Excel's arsenal of analytic tools to derive meaning from the data and arrive at more effective solutions. Excel for Power Users training provides the learner with practical experience using the application's most powerful features and sophisticated data analysis techniques to develop better solutions faster, and implement those solutions with a greater understanding of the complex set of factors which affect business outcomes.

Specific topics include:

- Analyzing spreadsheet data effectively with advanced formulas
- Taking PivotTable analysis to the next level
- Creating powerful, customizable dashboards to display key data in a single view
- Enhancing spreadsheet functionality with powerful, multi-purpose VBA macros
- Giving users control over the way they interact with spreadsheet data

Prerequisite: participants should have extensive experience using Excel. Class is offered twice each year.

OUTLOOK 2007: INTRODUCTION

Microsoft Outlook offers a powerful set of communication and collaboration features beyond sending and receiving email messages. These include scheduling meetings, setting up tasks and learning about the benefits of personal electronic notes.

Topics include:

- Learn the basics of launching applications, using the toolbars, customizing the interface and maximizing the calendaring options.
- Demystify the secrets of scheduling meetings between groups, inviting attendees and resource requests
- Improve productivity and learn the benefits of the Contacts folder and of setting up profiles
- Improve efficiency by mastering the Tasks and Notes features and setting deadlines and priorities and tracking tasks

Class is offered semi-annually.

OUTLOOK 2007: INTERMEDIATE

Microsoft Outlook is the most widely used email client in the workplace. Through this course, learners improve their ability to manage their mailboxes and calendars.

Topics include:

- Managing data files
- Notes and journal files
- Group schedules
- Contacts folder
- Templates and forms

Also included in the session are collaboration features, which include sharing folders, calendars, SharePoint integration and RSS feeds.

Prerequisite: completion of *Outlook Introduction*. Class is offered semi-annually.

POWERPOINT 2007: INTRODUCTION

Microsoft PowerPoint Introduction helps the learner build proficiency in developing persuasive, dynamic slide show presentations which combine graphics, text and animation effects. In this course, the participant will learn to expedite presentation creation with the Outline mode, Masters and Templates tools.

Topics include:

- Navigating PowerPoint's features using the new "Fluent" interface
- Techniques for creating and modifying a slideshow in minutes
- Using the Format Painter to easily match character styles
- Use of WordArt, SmartArt and Excel-created tables and charts
- Adding animated transition effects

Class is offered semi-annually.

POWERPOINT 2007: INTERMEDIATE

Building on the basics of the PowerPoint Introduction class, students will learn to customize PowerPoint by modifying the Quick Access toolbar and creating macros. They will also apply themes and templates, work with SmartArt graphics and tables and work with multimedia content.

Participants gain hands-on experience with:

- Customizing presentation options
- Using graphic and multimedia content
- Customizing SmartArt graphics and tables
- Creating custom slide shows
- Distributing a presentation
- Integrating Microsoft Office files

This full-day course is offered semi-annually.

MS PUBLISHER 2007: BASIC

This full-day course focuses on the core features and functions of Publisher 2007. Participants learn how to create and edit publications, arrange text and pictures, work with master pages, and create and format tables. They also learn how to flow text across text boxes, create a facing-pages layout, export publications to PDF and prepare publications for commercial printing.

Topics include:

- The Publisher interface
- Basic documents
- Multi-page publications
- Working with text
- Tables
- Layout and design techniques
- Finalizing documents

This course is scheduled annually.

SHAREPOINT 2007 FUNDAMENTALS

SharePoint is an intranet tool that facilitates communication, teamwork and collaboration among a designated group. It provides easy access to discussion boards, calendars, shared documents, surveys and more.

This one-day training session includes:

- Overview of the SharePoint platform
- Why and how it can be used
- SharePoint jargon and related terms, such as lists, teams, libraries
- How to browse around a SharePoint site
- What features are available within a site

Class is offered semi-annually.

VISIO 2007 FUNDAMENTALS

Microsoft Visio is a tool that provides the user with templates to create advanced diagrams and layouts. This hands-on training focuses on real-world uses and challenges that individuals face in their day-to-day environments.

Topics include:

- Creating a pivot diagram, organization chart, cross functional flow chart, format diagrams
- Using stencils, scaling and resizing objects, drawing basic shapes, manipulating compound lines and distributing and grouping items
- Creating diagrams, working with text and customized bullets, formatting shapes and lines, using shortcut keys and applying a background page
- Learning to use auto hide, background pages and the paint feature

Class is offered semi-annually.

WORD 2007: INTRODUCTION

Learn the basics and where to find all the tools and features of Microsoft Word 2007. Create, edit, format and print documents by mastering the use of the program's ribbon groups and tabs, plus galleries and themes.

Topics include:

- Creating documents from scratch or using Word's templates
- Opening documents and viewing in a split screen or any level of magnification
- Using tips and tricks of enhanced table features for creating tables, converting text to tables, adding or deleting columns, rows and entire tables
- Understanding page layout in order to create, edit and add headers, footers and page numbers
- Mastering the skill of adding graphics and clip art into documents

Class is scheduled twice annually.

WORD 2007: INTERMEDIATE

Building on the basics learned in Microsoft Word Introduction, this class assists learners in expanding their skill sets.

Key concepts include:

- Using styles and templates to create polished and professional documents
- Creating and formatting tables in Word
- Creating mail merges
- Managing document changes in workgroup collaborations
- Working with graphics
- Working with document sections

We recommend that the learner have successfully completed *Microsoft Word Introduction* or have the requisite skills of that class before enrolling in the course. Class is scheduled twice annually.

UCOP BUDGET DEVELOPMENT SYSTEM

The Budget Development System is the tool used for entering budget plans and data. A series of courses are available for those who are responsible for creating the budgets as well as for those who review budgets for approval and monitor budget reports. Sessions are scheduled in conjunction with the annual budget cycle.

Budget Development System (BDS) — Contributor Training

This one-day session is hands-on training for those who are responsible for creating and entering budget information.

Topics include:

- Budget development work flow
- Introduction and navigation for the BDS online tool
- Payroll input
- Input of supplies and expenses
- Appropriations
- Approval process

Budget Development System (BDS) — Manager Training

This half-day, condensed training session is available for those who are responsible for overseeing budget input, approval and management. Topics include:

- Budget development work flow
- Overview of online tool, including key tabs
- Approval process

Budget Development System (BDS) — Reports Training

This 1.5-hour session is targeted for those who are responsible for managing the financial aspects of their organization.

Topics include:

- Understanding the work flow
- Navigating the BDS tool to access reports
- Reviewing budget performance

ESSENTIALS OF COMMUNICATION

Almost everything you do in your position calls for good communication skills — whether you're conveying a point to a colleague, trying to understand what your manager needs from you or tactfully speaking with someone who has a different view than yours — your self-knowledge and communication skills will make it easier for you to build and improve working relationships and productivity.

This session offers strategies for:

- Understanding your communication patterns
- Using emotional intelligence to increase your effectiveness
- Understanding and adapting to the communication styles of others
- Receiving and giving feedback

Timeframe: 4 hours. Session is facilitated by Elaine Schilling, Pinehurst Consulting.

INFLUENCING WITHOUT AUTHORITY

Effectively exercising influence, even when one may not have the formal authority to mandate action, is a challenge many face. Whether working in a matrix organization or leading a cross functional team, the goal is to contribute one's best, support the organization and ensure goals are met.

To exercise influence without authority, it is important to understand the nature of power and influence in the organization, understand personal sources of influence, and know how to leverage personal political power. Successful professionals build networks of relationships with stakeholders and influencers. This course introduces the skills necessary to employ these interpersonal and leadership skills and to manage the often complex relationship dynamics of the workplace.

This four-hour workshop explores the primary strategies of influence — reciprocity, communicating to influence and influencing styles. The participant will learn how to select the most appropriate strategy for the circumstances.

Topics include:

- Dynamics of the influence process
- Skills for use in a variety of situations
- Awareness of one's current influence behavior
- Areas for ongoing development

Class is scheduled quarterly. The course instructor is Raj Kapur, Center for Project Management.

WRITE RIGHT! BASELINE BUSINESS WRITING SKILLS

This foundational course provides the basics of grammar and writing clearly. Participants learn key characteristics of good writers and practice those skills in the session. This full-day class highlights the current best practices in business writing.

Topics include:

- The sentence — the foundation of language — and how to punctuate it
- Verbs — the heart and soul of every sentence
- Grammar and capitalization guidelines
- Key hints for writers

Completing this course is recommended before registering for the Get to the Point! Workshop. Class is scheduled semi-annually. The course instructor is Barbara Nelson, Nelson Communications.

GET TO THE POINT! EFFECTIVE BUSINESS WRITING

Being able to articulate one's point quickly, clearly, concisely and powerfully is a critical skill in effective writing. This one-day workshop provides practical tips and tools that can immediately be used to improve written communications.

Topics include:

- Facing the crucial issues: determining purpose and analyzing audience
- Organizing and formatting: getting beyond the traditional outline, writing powerful openings and writing for high skim value
- Writing clearly and concisely: using powerful verbs and eliminating extra words and jargon

Participants are encouraged to bring a sample of their writing for individual feedback.

It is recommended that participants first complete the Write Right! Business Writing Basics course prior to enrolling in this course. Class is scheduled semi-annually. The course instructor is Barbara Nelson, Nelson Communications.

PRESENTING WITH CONFIDENCE

Does making a presentation keep you up at night? Do you dread having to prepare for a staff meeting?

Practice planning, designing and delivering powerful presentations during this one-day interactive workshop.

Topics include:

- Recognizing the value of planning and designing a presentation with essential components
- Understanding the concept and practice of "presentation presence"
- Identification of one's key strengths as a presenter
- Areas which are challenging as a presenter
- Initiating the process of delivering more effective presentations

Course is scheduled twice annually. The facilitator is Marjorie Singer, Singer Associates.

ORGANIZATION DEVELOPMENT (OD) CONSULTING

In an ever-changing world, departments and employees can experience the stress of facing operational challenges. Some symptoms include leadership misalignment, alienated staff, overburdened management and interpersonal conflicts. One remedy is to call on Learning and Development for assistance in designing and implementing solutions to organizational needs. Consultation services include assessment and intervention strategies that improve teamwork, enhance operational effectiveness and increase productivity.

Consultation services include:

- Performance management
- Strategic planning and goal setting
- Department retreat facilitation
- Change management
- Team building
- Individual management coaching

Managers may contact Learning and Development at 510-987-0673.

DEPARTMENT TRAINING

Working with managers or department leaders, training sessions and workshops can be tailored to address the unique needs of different UCOP departments. In this way, all members of the team can share the same information and there is greater support for implementing the learnings. Learning and Development staff work with the department to provide training on a wide range of topics, including:

- Team Building
- Communications
- Customer Service
- Leadership
- Performance Management
- Conflict Management
- Writing Skills

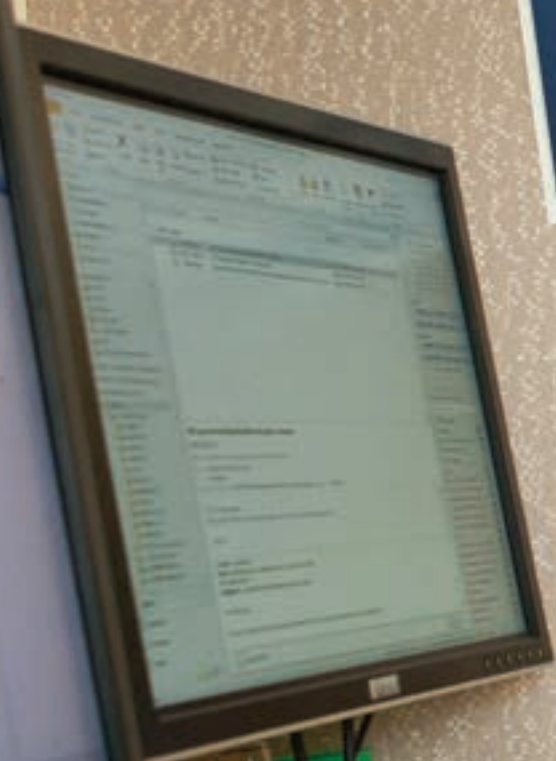
Contact Learning and Development at 510-987-0673 for more information.

TOASTMASTERS

Does standing in front of a group terrify you? Do you struggle when you have to deliver an unpleasant message?

Toastmasters is a great way to overcome the fear of public speaking and improve your communication skills. Not only do members improve their ability to speak in front of a group, they also learn ways to more clearly articulate their thoughts in any speaking situation. By participating in Toastmasters, you build confidence, enjoy an opportunity to network with others inside and outside the organization and enhance your leadership skills.

The Lakeside Speakeasy Toastmasters group meets every Thursday from 12:05 to 12:55 at the Kaiser Building, Room 712. Everyone is invited to attend and learn more about what Toastmasters has to offer.





UCOP Learning and Development

The UCOP Learning Center is the primary tool for accessing learning and development opportunities at the Office of the President.

By accessing the Learning Management System (LMS), you can:

- Browse or search the training catalog
- Register for upcoming classes
- View training transcript to track your completion of courses
- Access eCourses

To access the LMS: use your UCOP login and password to sign in to the UC Learning Center at **ucop.edu/ucoplearningcenter**.