



**PROJECT MANAGEMENT  
SPRING 2011**



The following information is taken from the spring 2011 SCPS bulletin. Please note that changes are made to course schedules and locations, and new offerings are added on a continuing basis. Visit our website for the most up-to-date program information: [scps.nyu.edu](http://scps.nyu.edu)

*Milton Nasir*

# PROJECT MANAGEMENT

Staying competitive requires managing projects in which schedules, budgets, and quality intersect with customer satisfaction. Powerful new techniques and methods can vastly improve your organizational environment and ultimately help achieve bottom-line success.

NYU-SCPS has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI). PMI credit hours (PMUs) and course numbers are listed at the end of each course description.

Our offerings in Project Management include:

- **Continuing education courses** that address core and advanced skills in a variety of fields.
- **Professional certificate program** in Project Management (page 2).
- **Master of Science in Management and Systems**, offered both on-site and online, with concentrations in Strategy and Leadership, Systems Management, Enterprise Risk Management, and Database Technologies.
- **Graduate certificates** in Information Technologies, Enterprise Risk Management, Strategy and Leadership, and Core Business Competencies.

For more information, visit [scps.nyu.edu/management](http://scps.nyu.edu/management) or call (212) 998-7200.

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# CAREER NIGHT

## Project Management

Tuesday, 6–8 p.m., January 11  
NYU Midtown Center  
11 West 42nd Street, 4th Floor

Career nights include discussions on industry news and career opportunities, presentations on curriculum, and a chance to ask questions of faculty and staff. No RSVP is required, but please be punctual. For more information, call (212) 998-7200.



## CORE PROJECT MANAGEMENT AND PMP

### Basic Project Management

**X52.8600/\$755**◆

**Sec. 1:** Mon. 6.30–9 p.m., Mar. 21–May 9 (8 sessions).

**Sec. 2:** Wed. Thurs. Fri. 9 a.m.–5 p.m., Feb. 9–11 (3 sessions). Anita Dhir, president, Medhira Enterprises.

**Sec. 3:** Tues. 6.30–9 p.m., Mar. 1–Apr. 26 (8 sessions).

**Sec. 4:** Sat. 9 a.m.–5 p.m., Feb. 26–Mar. 12 (3 sessions). Susan Shapiro, writer, New York Times Book Review, Newsday, Details.

**Sec. 5:** Sun. 9 a.m.–5 p.m., Mar. 6–20 (3 sessions). Irvin Berelowitz, lead design analyst, SIAC.

**Sec. 6:** Sat. 9 a.m.–5 p.m., Apr. 2–16 (3 sessions). Susan Shapiro

**Sec. 7:** Wed. 6.30–9 p.m., Feb. 9–Apr. 6 (8 sessions). No class Mar. 16. Anita Dhir

**Sec. 8:** Wed. Thurs. Fri. 9 a.m.–5 p.m., Mar. 23–25 (3 sessions). Susan Shapiro

Project management skills are increasingly important in today's competitive organizations, especially to those who promise to meet project goals on time and within budget, while maintaining quality standards. Learn the theories, tools, and techniques of successful project management. Sessions cover task organization and sequencing; schedule development; critical path method implementation as a management tool; the use of milestone and Gantt charts; the reverse planning method; and cost, performance, and client considerations. Meet your professional challenges head-on by applying these techniques. *Recommended for those with fewer than two years of project management experience. PMI course number 2204-499600. 24 PDU*



To fulfill the Project Management Institute's education requirements, a candidate must have completed all 35 contact hours of formal education before applying for a PMI credential.

### Project Management Certification Exam Prep

**X52.8601/\$795**◆

**Sec. 1:** Dates and hours to be arranged, Feb. 28–Apr. 9 (10 sessions).

**Sec. 2:** Mon. Tues. Wed. Thurs. 9 a.m.–4.30 p.m., Mar. 21–24 (4 sessions). Anita Dhir, president, Medhira Enterprises.

**Sec. 3:** Sat. 9 a.m.–4.30 p.m., Mar. 5–Apr. 2 (4 sessions). No class Mar. 19. Anita Dhir

In today's competitive job market, credentials matter more than ever. Project managers with Project Management Professional (PMP®) credentials are not only more marketable, they also have access to better opportunities. Gain a competitive edge and take advantage of this important opportunity to review the materials required for test preparation and to take sample tests that determine your level of readiness for the exam. Students should visit the PMI website, which provides detailed information about the PMP certification application requirements. *Prerequisite: Basic Project Management/X52.8600 or equivalent experience. Students should enroll after they have been qualified by PMI to take the exam. The PMP exam is given by PMI ([pmi.org](http://pmi.org)) or the New York City Chapter ([pminyc.org](http://pminyc.org)). PMI course number 2204-499606. 36 PDU*

## INTERMEDIATE PROJECT MANAGEMENT

### Project Communication Management

**X52.8612/\$645**◆

**Sec. 1:** Sat. 9 a.m.–4.30 p.m., Feb. 12–26 (3 sessions). Anita Dhir, president, Medhira Enterprises.

**Sec. 2:** Fri. 9 a.m.–4.30 p.m., Feb. 18–Mar. 4 (3 sessions). Anita Dhir

Approximately 90 percent of a project manager's time is spent communicating, and its effectiveness relates directly to a project's success. Technology provides many communication options, but the choices can be overwhelming. Learn to make technology work for you by exploring tools and techniques that improve communication and increase productivity. Discover how technology can be used to report on project status; manage stakeholder expectations; conduct effective meetings; communicate with clients, senior management, and project team members; and express your ideas clearly and concisely. *Prerequisite: Basic Project Management/X52.8600 or equivalent experience. PMI course number 2204-499609. 24 PDU*

## CERTIFICATE IN PROJECT MANAGEMENT

This credential is designed for individuals with little or no project management experience, as well as those looking to advance their project management skills. The program provides the knowledge and techniques necessary to operate successfully as a project manager (PM) in a variety of industries, including business and IT. NYU has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI). As a PMI Registered Education Provider (R.E.P.), NYU abides by PMI-established quality assurance criteria.

Upon completion of the program, students are prepared to:

- Take the Project Management Professional (PMP) exam, the industry credential.
- Manage a project from start to finish and communicate effectively with a project team.
- Understand contracts and procurement for projects.
- Use Microsoft Project software in project implementation.
- Identify and use the skills described in the Project Management Body of Knowledge.
- Take advanced courses in project management to maintain the PMP certification—earn Professional Development Units (PDU).

This certificate is awarded to students who successfully complete five required courses. *Basic Project Management/X52.8600* is strongly recommended for students with fewer than two years of project management experience.

### REQUIRED COURSES (Choose five)

**Basic Project Management/  
X52.8600** (page 1)

**Risk and Change Management/  
X52.8611** (this page)

**Contracts, Procurement, and  
Negotiation for Project Managers/  
X52.8620** (this page)

**Project Analysis for Managers/  
X52.8613** (this page)

**Managing Projects for Speed/  
X52.8643** (page 3)

**Project Management for Information  
Systems/X52.8650** (page 3)

**Team Management in a Project  
Environment/X52.8617** (this page)

**Extreme Project Management/  
X52.8641** (this page)

**Managing Projects Using MS Project  
2007/X52.8630** (this page)

**Quality Techniques for Projects/  
X52.8640** (this page)

**Advanced Techniques in Project  
Management/X52.8615** (this page)

**Project Communication Management/  
X52.8612** (page 1)

**Project Management Certification  
Exam Prep/X52.8601** (page 1)

**Agile Project Management/  
X52.8642** (page 3)

**Enterprise Project Management/  
X52.8644** (page 3)

See page 4 for certificate requirements and benefits.

### Team Management in a Project Environment

**X52.8617/\$645**

**W** Sec. 1: Thurs. 6.30–9 p.m., Mar. 24–May 12 (8 sessions). No class Mar. 17. Edward L. Kleinert, administrator–human resources information technology, Memorial Sloan-Kettering Cancer Center.

Develop the skills to bring diverse individuals together into a cohesive, goal-oriented team. Learn to communicate the scope and importance of your project, keep meetings on track, deal with difficult team members, and focus individual efforts toward achieving project goals. Teams of highly diverse groups of people require more critical management skill than less diverse groupings. This workshop demonstrates team-building and team-management techniques through leadership development. *Prerequisite: Basic Project Management/X52.8600 or equivalent experience. PMI course number 2204-499605. 24 PDU*

### Managing Projects Using MS Project 2007

**X52.8630/\$645**

**W** Sec. 1: Sat. 9 a.m.–4.30 p.m., Feb. 26–Mar. 12 (3 sessions). Edward L. Kleinert, administrator–human resources information technology, Memorial Sloan-Kettering Cancer Center.

**W** Sec. 2: Mon. Tues. Wed. 9 a.m.–4.30 p.m., Mar. 7–9 (3 sessions). Anita Dhir, president, Medhira Enterprises.

**S** Sec. 3: Sat. 9 a.m.–4.30 p.m., Apr. 2–16 (3 sessions). Edward L. Kleinert

Balancing a project's scope, cost, time, and resources is an ongoing challenge for project managers. Microsoft Project, a popular desktop management tool, helps you view, analyze, and manage these coordinates concurrently. Learn to develop a work-breakdown structure, create schedules and record baseline planning data, collect and document actual data, and generate status reports. Experiment with Gantt charts, network diagrams, calendar views, and resource graphs and sheets. Review options for entering planning data and optimizing schedules. Perform variance analyses, create reports, and customize views. *Prerequisite: Basic Project Management/X52.8600 or equivalent experience. PMI course number 2204-499610. 24 PDU*

## ADVANCED PROJECT MANAGEMENT

### Risk and Change Management

**X52.8611/\$685**

**W** Sec. 1: Thurs. 6.30–9 p.m., Feb. 24–Apr. 21 (8 sessions). No class Mar. 17. Richard Aronin

Uncertainty is always present, even in the best-planned projects. Learn how to deal with the unpredictable as you focus on managing change and minimizing risk. Study effective methods for identifying the risks that threaten your projects, their potential impact, and how to establish a risk management plan. Discover the best ways to control cost and schedule variances. Examine sources of change and explore the context in which strategies to monitor and update project plans are designed. *Prerequisite: Basic Project Management/X52.8600 or equivalent experience. PMI course number 2204-499601. 24 PDU*

### Project Analysis for Managers

**X52.8613/\$645** ⇄

**W** Sec. 1: Tues. 6.30–9 p.m., Mar. 22–May 10 (8 sessions).

Learn what it takes to bring difficult and challenging projects to completion in record time. This hands-on course demonstrates how to diagnose and correct project management problems quickly and accurately. Evaluate case studies and examine actual projects taken from the workplace—with a focus on planning, triage, and a structured methodology for identifying problems and implementing corrective measures step by step. By employing the methods used in this course, project managers avoid wasting time, effort, and resources. *Prerequisite: Basic Project Management/X52.8600 or equivalent experience. PMI course number 2204-499603. 24 PDU*

### Advanced Techniques in Project Management

**X52.8615/\$795**

**W** Sec. 1: Tues. 6–9 p.m., Mar. 1–May 10 (10 sessions). No class Mar. 15. Richard Aronin

Rapid global change requires advanced real-world, real-time skills, not just the basics. Advanced techniques to manage risk and procurement include analysis, causation, and remediation of issues in risk management and procurement plans. Explore the roles of motivation, leadership, and teams in the success of a project. Examine the importance of developing up-front buy-in, keeping external stakeholders satisfied, and correcting project missteps. Identify and discuss several Project Management Body of Knowledge (PMBOK®) skills in depth. This course is for dedicated PM students ready for certification. Certified students may also take this course to maintain or further their PM skills. *Prerequisites: Contracts, Procurement, and Negotiation for Project Managers/X52.8620 and Risk and Change Management/X52.8611 or equivalent experience. 36 PDU*

### Contracts, Procurement, and Negotiation for Project Managers

**X52.8620/\$685**

**W** Sec. 1: Wed. 6.30–9 p.m., Mar. 2–Apr. 27 (8 sessions). No class Mar. 16. Richard Aronin

Project managers often work with a complex lineup of vendors, purchasers, and subcontractors. Understanding the contracting process, including negotiating strategies, is a critical part of keeping a project on target and on budget. Learn how to prepare for negotiations, establish a starting position, influence the other party, and move toward closure with an overview of the contracting process. Gain insight into how to interpret and administer contracts. Special attention is given to performance and cost control from the project manager's viewpoint. *Prerequisite: Basic Project Management/X52.8600 or equivalent experience. PMI course number 2204-499602. 24 PDU*

### Quality Techniques for Projects

**X52.8640/\$645**

**S** Sec. 1: Thurs. 6.30–9 p.m., Mar. 24–May 12 (8 sessions). Peter Sawchuk

From developing new software to building a skyscraper, today's business growth relies on successful projects. Quality is a key component of project deliverables and an important aspect in their perceived success. Understand the application of fundamental and advanced quality improvement techniques and state-of-the-art quality concepts, including the popular, often-practiced Six Sigma. Upon completion, students have the knowledge and skills to successfully apply these concepts and tools to any project. *PMI course number 2204-499614. 24 PDU*

### Extreme Project Management

**X52.8641/\$585**

**W** Sec. 1: Sat. 9 a.m.–5 p.m., Mar. 26–Apr. 2 (2 sessions).

An "extreme project" is one in which stakes are high, the luxury of a long planning period is nonexistent, quality is paramount, and resources are few. In this course, project managers and teams learn extreme project management theory and processes, and employ the tools required to complete them. Participants are encouraged to bring a multidisciplinary team of four to six members and a project on which they are currently working. Teams then complete and deliver their project plans to senior management (subject to availability) for approval. *PMI course number 2204-499608. 16 PDU*

**N** Meets at Norman Thomas Center, 111 E. 33rd St.

**S** Meets in the Washington Square, Cooper Square, Union Square vicinity.

**W** Meets at the Woolworth Building, 15 Barclay St.

 Online course.

⇄ No discounts apply to this course.

## Agile Project Management

**X52.8642/\$645**

**W** Sec. 1: Mon. 6.30–9.30 p.m., Feb. 14–Apr. 4 (6 sessions). No class Feb. 21 and Mar. 14. Anita Dhir, president, Medhira Enterprises.

Surviving in today's dynamic business world requires project managers to constantly revisit their strategies. Revisions to the law and rapid technological advances add to the challenges facing project managers. Learn the theories and methods of the successful project manager and incorporate them into your work to plan, estimate, and report progress. Discover how to execute daily project management activities in order to control today's high-demand, ever-changing project environment. Understand the impacts of change, even when it is introduced late in a project, and learn techniques to embrace changes in your plans. **22 PDU**

## Managing Projects for Speed

**X52.8643/\$645**

**S** Sec. 1: Tues. 6.30–9 p.m., Mar. 1–Apr. 26 (8 sessions). No class Mar. 15. Peter Sawchuk

Managing projects within a condensed time frame calls for a fundamental change in thinking about focus, commitment, and teamwork. This workshop is designed to provide both new and experienced managers with specific coaching on how to realign team efforts to meet tight schedules. Concentrate on building project teams that understand the cost of lateness and the need for up-front and ongoing risk mitigation. Learn management practices that achieve specific, measurable results, and are effective at managing difficult project environments across multiple industries, including telecommunications and IT.

*Prerequisite: Basic Project Management/X52.8600 or equivalent experience. PMI course number 2204-499604. 24 PDU*

## Enterprise Project Management

**X52.8644/\$795**

**M** Sec. 1: Sat. 9.30 a.m.–5.30 p.m., Mar. 26–Apr. 2 (2 sessions). Jim Keogh

Enterprise project management—extending a vital project role to a holistic view of the organization—is the future of business. Yet achieving the seamless and transparent integration of all organizational project planning and decision-support information has proved elusive. Examine the critical enterprise role of the project manager, see why significant progress has not been made, and explore how this holistic approach can be used to manage projects in today's complex organizations. The course also introduces Microsoft Office Project Server 2007, which enables managers to expand their control of individual projects and communications across the organization to help achieve enterprise project management goals. *Prerequisite: Basic Project Management/X52.8600 or equivalent experience. 17 PDU*

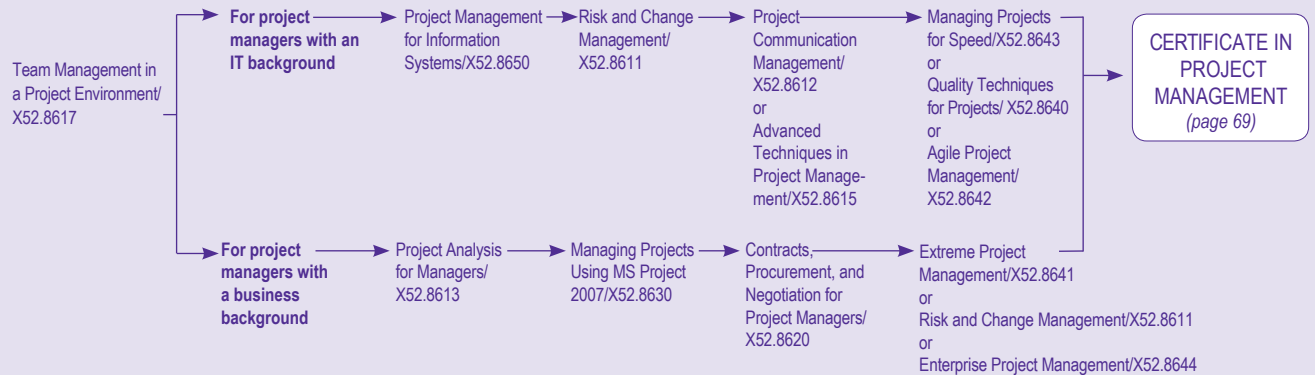
## Map Your Path in Project Management

Project management skills are useful in a variety of industries. An NYU-SCPS certificate is a valuable credential for those hoping to move into the field, as well as for established project managers looking to specialize in either business project management or IT project management. Map your path by completing the certificate following one of these tracks.

For aspiring project managers:



For project management professionals seeking additional continuing education credits and credentials:



## SPECIALIZED PROJECT MANAGEMENT

### Project Management for Senior Managers

**X52.8645/\$850**

**M** Sec. 1: Fri. 8 a.m.–12 p.m., Apr. 1–29 (5 sessions). Edward L. Kleinert, administrator–human resources information technology, Memorial Sloan-Kettering Cancer Center.

Gain both a theoretical and a practical basis upon which to understand the fundamentals of structured project management. Focus on developing a working understanding of the core body of knowledge associated with effective project management. **24 PDU**

### Project Management for Healthcare Workers

**X52.8646/\$800**

**W** Sec. 1: Sun. 9 a.m.–5 p.m., May 1–15 (3 sessions). Jim Keogh

Project management skills—the ability to meet project goals on time and within budget while maintaining quality standards—are increasingly important in today's competitive business environment. Learn the theories, tools, and techniques for successful project management. This course covers task organization and sequencing; schedule development; critical path method implementation as a management tool; the use of milestone and Gantt charts; the reverse planning method; and cost, performance, and client considerations. Learn to apply these techniques to meet your professional challenges head-on. **24 PDU**

### Project Management for Information Systems

**X52.8650/\$645**

**S** Sec. 1: Tues. 6.30–9.30 p.m., Mar. 22–May 10 (8 sessions). Edward L. Kleinert, administrator–human resources information technology, Memorial Sloan-Kettering Cancer Center.

Learn how to integrate project management methodologies within an information technology setting. Discover how to maintain control of your projects with proven scheduling methods, motivate and propel your team toward greater productivity levels, and keep people problems to a minimum for enhanced project completion and success. With this course, students turn case study lessons into practical experience.

*Prerequisite: Basic Project Management/X52.8600 or equivalent experience. PMI course number 2204-499607. 24 PDU*

## SUMMER PREVIEW

### Project Management

**July 25–August 5**

This course provides a blueprint for understanding and applying the methodologies, tools, techniques, and technologies of project management to successfully manage critical projects across varied industries and business functions. Participants, working in teams, gain hands-on experience in a series of real-world topics by defining a business problem, planning the delivery of a solution, and managing the execution of their project plan by integrating the nine knowledge areas of the Project Management Body of Knowledge (PMBOK®).

For details on our summer intensive programs, visit [scps.nyu.edu/summer](http://scps.nyu.edu/summer) or call (212) 998-7200.

## Web

For the most up-to-date course information and to register online, visit: [scps.nyu.edu](http://scps.nyu.edu)

**M** Meets at NYU Midtown Center, 11 W. 42nd St.

**S** Meets in the Washington Square, Cooper Square, Union Square vicinity.

**W** Meets at the Woolworth Building, 15 Barclay St.

## GENERAL INFORMATION

### Professional Certificate Programs: Requirements and Benefits

NYU-SCPS professional certificate programs provide knowledge and essential skills in specific fields and are taught by highly qualified faculty with in-depth experience in their subject areas. Professional certificates are comprised of courses that do not carry credit and are not state-reviewed.

To receive an official certificate, students must declare their candidacy before the start of the fourth certificate course for which they enroll. Certificate candidacy entitles students to important new benefits detailed on this page. To apply for certificate candidacy, use the *Application for Certificate Candidacy* on page 188. There is a nonrefundable one-time \$100 application fee.

Students are welcome to take as many individual courses from a certificate program as they wish, but will not receive an official certificate or be eligible for the benefits detailed below, unless they apply for candidacy. Undeclared students may request a transcript showing course completion and grades, but that transcript will not indicate certificate completion.

#### Certificate Candidate Benefits

- NYU student photo ID, which confers the following privileges while students are enrolled in course(s) applicable to the certificate:
  - Access to NYU Libraries.
  - NYU Computer Store educational discount pricing.
  - Access to the Kimmel Center for University Life.
- Invitations to NYU-SCPS events.
- Access to services through the NYU Home website. For more information, visit [scps.nyu.edu/certificate](http://scps.nyu.edu/certificate).
- Invitations to career workshops and related resources.
- Upon completion of certificate program, \$100 discount voucher toward an NYU-SCPS course (valid for one year).

#### Certificate Requirements

- Certificate declaration is required before the start of the fourth applicable course. A one-time \$100, nonrefundable application fee is required.
- Students have up to four years to complete a certificate from initial date of registration.
- An official certificate is available upon completion of all courses if an overall B average or above is maintained and candidacy has been declared. Students must request their certificate online at [scps.nyu.edu/certificate](http://scps.nyu.edu/certificate).
- Certificate candidacy may be revoked if academic performance is not maintained.
- The NYU-SCPS transcript of declared candidates will identify certificate completion.
- Substitution classes require approval of the academic department.
- Certificate candidacy may be revoked if student conduct policies are not adhered to.
- There is a one-time \$5 fee for the NYU student photo ID card. The card is active for the entire semester in which a registered student is enrolled in an approved certificate course and is deactivated

when the student is not enrolled in an applicable course.

- Students must satisfy the certificate program requirements listed in the Bulletin published for the term in which they register for the first course toward the certificate.
- Program administrators may authorize in writing substitutions of specified courses in individual situations (maximum of one substitution for a four-course certificate; two substitutions for a certificate requiring five or more courses).
- Regular class attendance is required in order for a course to be applied toward a certificate program.
- Students may complete more than one certificate in a given term but, for administrative purposes, each certificate will be issued and dated in separate terms.
- Courses taken at NYU-SCPS may be applied to fulfilling the requirements of only one certificate program. No transfer work or waiver of the total number of courses required is permitted.
- The name printed on the certificate will match the name on the student's NYU transcript.
- Certificates offered through the International Institute for Learning (IIL) and the Dalton Education certificate program in Financial Planning do not require declaration.
- Approval for exception to any of the above requirements must be obtained in advance in writing from the program office.

Certificates are highlighted throughout this Bulletin in their respective subject areas, where the specific requirements and course sequences are outlined.

A comprehensive alphabetical listing of all certificate programs can be found in the Bulletin Index.

**Note:** *Departments may establish more stringent requirements for their programs. Check individual listings for details.*

#### ID Cards

NYU-SCPS students enrolled in degree or diploma programs and declared professional certificate candidates are issued NYU photo ID cards. Continuing education students enrolled in courses, seminars, and conferences, or with undeclared status in a certificate program are issued a Building Access Pass that provides access to classroom buildings.

Replacements for lost NYU photo ID cards can be obtained at the NYU Card Center, 383 Lafayette St. One piece of photo ID is required to get a replacement card. The fees for replacements are \$15 for the first replacement; \$50 for the second; and \$75 for the third.

#### Information Services

The NYU-SCPS information line, (212) 998-7200, is open Mon.–Thurs., 9 a.m.–7 p.m.; Fri., 9 a.m.–5 p.m. We are available to answer inquiries about the school and its programs. If you would like to be added to our mailing list for future Bulletins, call (212) 998-7200 and leave your name and address with a staff mem-

ber or our 24-hour automated attendant.

You may also obtain schoolwide general information or request a Bulletin on our website at [scps.nyu.edu](http://scps.nyu.edu), or by e-mailing your name and address to [scpsinfo@nyu.edu](mailto:scpsinfo@nyu.edu).

### Continuing Education Changes, Withdrawals, and Refunds

Additions (added courses) to your non-degree program may be made by telephone, fax, mail, online, or in person.

Program changes (drop/adds) may be made via the Web, in person, or by fax.

**Withdrawals.** Students who wish to withdraw from, or for any reason find it impossible to complete, a continuing education course should officially withdraw. Requests to withdraw (drops only) from continuing education courses can be made at any time via the Web at [scps.nyu.edu](http://scps.nyu.edu); by mail, Office of Noncredit Student Services, NYU School of Continuing and Professional Studies, P.O. Box 1206, Stuyvesant Station, New York, NY 10009-9988; online at [scps.nyu.edu/drop](http://scps.nyu.edu/drop); by fax, (212) 995-3060; or in person, 145 Fourth Avenue (between 13th and 14th Streets), Room 214.

**Merely ceasing to attend a class does not constitute official withdrawal, nor does notification to the instructor.**

*Cancellation of payment does not constitute withdrawal, nor does it reduce indebtedness to the University;* in this case, a penalty of \$25 for late payment and \$10 for stop-payment (subject to change without notice) must be charged. Students of any other NYU school must withdraw from SCPS courses through SCPS.

**Refund Policy.** Refunds are computed based on the date and time the written or electronic notice of withdrawal is received by the Office of Noncredit Student Services. In addition, refunds for continuing education courses and seminars are based on the number of class sessions for the course that have met between the time of registration and withdrawal. Course withdrawal does not necessarily entitle a student to a refund—nor to a cancellation of tuition still due.

The refund schedule is as follows.

**For continuing education courses (X numbers) and seminars (R--.7999 and below):**

1. Student withdraws prior to the first session—100 percent refund.
2. Student withdraws after one or two sessions of a course with six or more sessions—75 percent refund. No refund thereafter.
3. Student withdraws after one or two sessions of a four- to five-session course—60 percent refund. No refund thereafter.
4. Student withdraws after more than two sessions of a four-session course—no refund.
5. Student has attended any session of a one- to three-session course—no refund.

**For seminars and conferences (designated as R--.8000 and above or beginning with SCPS):** Procedures and policies for refunds vary by department.

**For online courses:** Refunds for online courses are calculated differently from on-site courses. Students are eligible for a 100 percent tuition refund if they withdraw from the course before the official start date. Students are eligible for a 60 percent tuition refund if they withdraw from the course before having logged into the course four times or within the first two weeks of the course. After the fourth login, or the second week, students are not eligible to receive any tuition refund for courses taken through SCPS.

### Continuing Education Registration Fees

For continuing education courses (designated with an X or R number), the registration fee is either \$10 or \$20, depending on the total cost of the course or courses for which you apply. If the total of your tuition is \$99 or less, your registration fee is \$10. If the total of your tuition is \$100 or more, the fee is \$20. The maximum \$20 registration fee is payable only once each semester, no matter how many times you add courses. Registration fees are nonrefundable.

**Note:** *This fee schedule does not apply to programs requiring Credit Registration.*



# R E G I S T R A T I O N F O R M

**PRIORITY CODE  
B27**

Registration, Spring Term, 2011. MAIL TO: SCPS Noncredit Student Services, New York University, PO Box 1206, Stuyvesant Station, New York, NY 10009-9988. FAX: (212) 995-3060. Mail and fax registrations are accepted throughout the semester for late-starting courses; mail registrations must be postmarked two weeks before the course start date. REGISTER EARLY FOR BEST COURSE SELECTION.

PRINT NAME (LAST) (FIRST) (MIDDLE INITIAL) NYU STUDENT ID NO. BIRTH DATE FIRST ATTENDANCE IN NYU-SCPS?  
 MR.  MS. \_\_\_\_\_  
 HOME ADDRESS (STREET) \_\_\_\_\_ APT. NO. \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_  
 E-MAIL \_\_\_\_\_  
 HOME TELEPHONE ( ) \_\_\_\_\_ WORK TELEPHONE ( ) \_\_\_\_\_

HIGHEST EDUCATIONAL LEVEL (CHECK ONE)  
 HIGH SCHOOL  ATTENDED COLLEGE  FOUR-YEAR COLLEGE GRADUATE  GRADUATE STUDIES  
 COUNTRY OF CITIZENSHIP  U.S.  OTHER (PLEASE SPECIFY) \_\_\_\_\_  
 DO YOU PLAN TO PURSUE A PROFESSIONAL CERTIFICATE?  YES  NO FOR NEW CERTIFICATE REQUIREMENTS AND BENEFITS, VISIT SCPS.NYU.EDU/CERTIFICATE.  
 WHAT CERTIFICATE ARE YOU PLANNING TO PURSUE? \_\_\_\_\_

**Note:** Students must provide an e-mail address and/or a telephone number so that SCPS can notify you regarding room location or class changes.  
 Please check this box if you do not want your e-mail address or telephone number used for marketing purposes.

COURSE/SEMINAR NUMBER	SECTION NUMBER	TITLE OF COURSE/SEMINAR (ABBREVIATE)	TUITION AND FEES	DAYS	HOURS
NONREFUNDABLE REGISTRATION FEE (see below to calculate)*					
TUITION + REGISTRATION FEE=TOTAL					

I ENCLOSE CHECK OR MONEY ORDER FOR TOTAL SHOWN  I HEREBY AUTHORIZE USE OF MY CREDIT CARD  
 SIGNATURE \_\_\_\_\_  
 NO. \_\_\_\_\_  
 Discover® CARDS  MASTERCARD®  VISA®  AMERICAN EXPRESS® EXPIRES \_\_\_\_\_ MONTH YEAR

\*Registration fees: \$10 on \$99 total tuition, \$20 on totals of \$100 and above (regardless of number of courses for which you are registering).

## Would you also answer these optional questions about your place of business so we may keep you informed of corporate and free events?

YOUR NAME \_\_\_\_\_  
 YOUR TITLE \_\_\_\_\_  
 YOUR DIVISION OR DEPARTMENT \_\_\_\_\_  
 COMPANY NAME \_\_\_\_\_  
 COMPANY ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

DAYTIME TELEPHONE NUMBER ( ) \_\_\_\_\_  
 FAX NUMBER ( ) \_\_\_\_\_ E-MAIL \_\_\_\_\_  
 TYPE OF BUSINESS \_\_\_\_\_ NUMBER OF EMPLOYEES \_\_\_\_\_  
 DOES YOUR COMPANY OFFER TUITION REIMBURSEMENT? \_\_\_\_\_  
 FULL  PARTIAL CHECK ANY RESTRICTIONS THAT APPLY:  
 MUST BE JOB-RELATED  CREDIT ONLY  OTHER \_\_\_\_\_

## USE THIS FORM TO REGISTER. REGISTER EARLY FOR THE BEST SELECTION OF COURSES:

**WEB**  
 You can register online with NYU's Student Information System via the Internet. Visit [scps.nyu.edu](http://scps.nyu.edu) to access the Web-based registration and information system at NYU. Online registration requires payment by credit card. Consult the inside front cover for complete information.

- MAIL OR FAX**
- Use the Registration Form to register for continuing education courses with course numbers beginning with the prefix "X" and for seminars beginning with the prefix "R." Do not use this form to register for credit courses (prefix "Y" or "Z"), conferences (prefix "SCPS"), or for courses of the American Language Institute (ESL courses).
  - Find the course(s) you want to register for and note:
    - Course title
    - Course number and section
    - Days and hours of the course
    - Course fee
 Transfer this information to the registration form.
  - Type or write clearly and make sure you copy your credit card information accurately. Mistakes can delay your registration.
  - Be sure to include your phone number and e-mail address so that we may contact you if there are any questions.
  - Place the registration form in the postage-paid envelope provided or fax the form to (212) 995-3060.

- TELEPHONE**
- For your convenience and to have a written record for yourself, fill out the course information section of the registration form before you call.
  - Have your credit card handy.
  - Note the code in the upper right corner of the registration form; the registration operator will ask you for it.
  - Call (212) 998-7150, if you know the course you would like to take. If you have questions about course curriculum, a certificate, or your registration, please call (212) 998-7200.

## HERE ARE ANSWERS TO SOME COMMONLY ASKED QUESTIONS:

- WHAT INFORMATION DO I NEED TO REGISTER BY PHONE?**
- Course title, course number, and course section.
  - Your mailing address, e-mail address, and telephone number.
  - Your credit card (Visa®, MasterCard®, American Express®, or Discover® card).

**WHAT ABOUT LATE FEES?**  
 There are no late fees for continuing education courses. But remember, register early for best course selection and availability.

**HOW DO I DROP OR ADD COURSES?**  
 You may drop a course by mail or in person (145 Fourth Avenue, 2nd Floor, New York, NY 10003), online at [scps.nyu.edu/drop](http://scps.nyu.edu/drop), or by fax (212-995-3060) up until one day before the course start date. Please consult our refund policy in the Registration section of this Bulletin for drops made after the start of class. You may add a course by fax, the Web, or in person.

**MAY I USE A COMPANY VOUCHER TO PAY FOR MY CLASS?**  
 Yes, as long as your company does not qualify payment based upon completion of coursework with a passing grade. We accept purchase orders, vouchers, and letters of authorization as payment for tuition in credit and continuing education courses. Please send the voucher with your registration.

**WHERE CAN I LEARN ABOUT NEW PROFESSIONAL CERTIFICATE DECLARATION REQUIREMENTS?**  
 Our professional certificate programs now include new requirements and benefits. Students intending to pursue a certificate must declare their candidacy. For details, visit [scps.nyu.edu/certificate](http://scps.nyu.edu/certificate).

**CAN I CONTACT NYU WITH QUESTIONS BEFORE I REGISTER?**  
 Yes. If you need more information or have questions about a course or certificate, we are available via e-mail at [scpsinfo@nyu.edu](mailto:scpsinfo@nyu.edu), or by phone (see the General Information section of the Bulletin for contact information).