



**The Education Association Presents**

**2011**

**A Year of Learning Opportunities**



# 2011 EDUCATION PLANNING GUIDE

MCAA is widely known as the Education Association...and for good reason. Throughout the year, MCAA provides a variety of educational offerings that are designed to advance our members' knowledge about new industry trends, technologies and practices. Whether you need to develop or hone your leadership abilities, learn new business growth strategies, explore new building technology applications, acquire credentials to compete in the emerging sustainable building market, gain new service skills or arrange for project management education and training for your staff, we have an educational program that will meet your needs. And, our signature conferences offer an array of seminars and workshops covering timely, relevant topics in an inviting, relaxed environment that promotes social interaction and networking.

This listing of MCAA educational events is a convenient guide to help you plan your company's year of knowledge and skills development. An alphabetical index of programs and audiences appears at the end of this guide. Programs that have not been finalized are noted as "TBA." To learn more about an event, visit [www.mcaa.org/education](http://www.mcaa.org/education) or contact the staff member listed in the event description.

## MAJOR EVENTS

### MCAA Annual Convention

MCAA's premier event provides you with an opportunity to learn, get involved and renew relationships with fellow MCAA members while enjoying exceptional educational workshops, riveting special sessions, outstanding exhibits, heartwarming major events, and social functions that never fail to amaze and delight. An extensive menu of educational sessions will help you see new possibilities and opportunities in your professional and personal life, and will enrich the quality of both. For more information about this highly regarded industry event, please contact Cynthia Buffington ([cbuffington@mcaa.org](mailto:cbuffington@mcaa.org)).

**Attendees:** principals, senior management, middle management, local association executives, family members

**Location:** Wailea, Maui, Hawaii

**Date:** March 6 – 10

**Fee:** regular rate \$1,975; regular spouse, guest, or family member rate: \$675

### MSCA Annual Educational Conference

Take advantage of the visionary point of view and cutting-edge educational offerings that characterize this, the only industry conference specifically for mechanical service companies. As industry periodically rediscovers, a strong backbone of mechanical service sustains customers and companies alike, despite financial challenges to the economy affecting new construction. The conference features current issues and trends in service and service sales management, personnel, finance, marketing, training and recruiting. Conference sponsors and exhibitors display new and state-of-the-art products of special interest to mechanical service: automated systems, products promoting sustainability, supporting software, aids to unique service solutions and more. Educational sessions and unique peer-group communication opportunities invigorate attendees, preparing them for the year ahead. For more information, please contact Barbara Dolim ([bdolim@mcaa.org](mailto:bdolim@mcaa.org)).

**Attendees:** principals, senior management, middle management, local association executives, family members

**Location:** Broadmoor Hotel, Colorado Springs, CO

**Date:** October 9 – 12

**Fee:** TBA

### PCA Annual Educational Conference

The 2011 programs of particular interest to plumbing contractors will be offered over the Internet. For more information, contact Sean McGuire ([smcguire@mcaa.org](mailto:smcguire@mcaa.org)). Refer to MCAA's website for future information.



## **EXPANDED MCAA WEBINAR SERIES— YOURS FREE AS A MEMBERSHIP BENEFIT**

*One of the most valuable commodities of professionals in any industry, but especially mechanical construction, is **time...** to meet with customers, to resolve problems in the office and in the field, and to develop and hone management and leadership skills and increase knowledge. Although we may not be able to solve all of your time dilemmas, we can help to ease the latter by bringing MCAA-caliber education to your desktop via webinars. Over the past year and as demand for this mode of education has increased, so have MCAA's offerings of **webinars**. We encourage you to take advantage of this valuable, time-saving benefit of MCAA membership.*


### **What Is a Webinar?**

Webinars are a product of our Internet age...they are workshops or seminars delivered over the Internet. By using a telephone and the Internet, a broad audience of attendees can participate in a seminar without leaving their desks or their offices. Several employees from a firm may attend a webinar without disrupting the flow of work on a jobsite. Webinars may be a one-way webcast, or there may be interaction between the audience and the presenters through question-answer periods or open discussion.

### **How Will Webinars Benefit You and Your Business?**







- #1 **Webinars are FREE to the first 200 MCAA members who register!** There is no fee – and no travel cost – required for you and your employees to participate in a webinar. You may participate alone from your desk or with a group of employees during a break. We do ask that you register, however (see instructions below).
- #2 **Webinars are convenient!** All of our webinars take place at 1:00 p.m. Eastern time. If you or your employees are unable to participate in a scheduled webinar, you can still take advantage of the education offered. Just visit our website at [www.mcaa.org/webinars](http://www.mcaa.org/webinars) for links to the sites where past webinars are archived.
- #3 **Webinars deliver MCAA-caliber education to your desktop!** Webinar session leaders are well-known, seasoned professionals. The information they present is MCAA-quality, skills-enhancing, knowledge-building material.

### **Ready to Participate in a Webinar? Here's How...**

Once you find a webinar topic that interests you, visit [www.mcaa.org/webinars](http://www.mcaa.org/webinars) and look for the  icon and click on the website link. Detailed instructions will direct you through the registration process. Once you have registered, instructions will be sent to you via e-mail about how to access the webinar.

### **What Topics Are Covered by MCAA Webinars?**

MCAA has scheduled a variety of webinars covering several areas, and more are being planned. Here's what's scheduled so far:

-  **Green Building Webinar Series**
-  **PCA Educational Webinar Series**
-  **Integrated Project Delivery (IPD) and BIM Webinars**
-  **Safety Webinars**
-  **Management Strategies and Best Practices Webinars**
-  **Service Webinar Series**

Be sure to check [www.mcaa.org/webinars](http://www.mcaa.org/webinars) for the latest additions to the schedule.

## WEBINARS

All webinars are held and archived online. Webinars are FREE to the first 200 members who register. Just visit our website at [www.mcaa.org/webinars](http://www.mcaa.org/webinars) for details and to register.

### Green Building Webinar Series

The Green Building Webinar Series will return this year. The seminars will cover changes to the U.S. Green Building Council (USGBC) and its LEED AP system. The curriculum will concentrate on in-depth subjects that will help you prepare for, or renew, your credentials. Hundreds of contractors have participated in these online presentations. To view these sessions, please visit the archives at [www.mcaagreen.org](http://www.mcaagreen.org). For more information about future webinars, please contact Sean McGuire ([smcguire@mcaa.org](mailto:smcguire@mcaa.org)).

**Attendees:** principals, senior management, project managers

**Dates:** January 27 – 10 Tips for Performing Mechanical Work on a LEED Project

February 17 – Achieving LEED Points for Construction IAQ Management

March 24 – 10 Tips for Performing Plumbing Work on a LEED Project

May 26 – Achieving LEED Points for Indoor Chemical and Pollutant Control

June 8 – LEED 2012 Update

September 22 – Achieving LEED Points for Increased Ventilation and Outdoor Air Delivery Monitoring

TBA – ASHRAE Standard 189.1

TBA – Net Zero Energy Buildings

TBA – Achieving LEED Points for Fundamental Refrigerant Management

### Integrated Project Delivery (IPD) and BIM Webinars

IPD is a construction design process that integrates technology and the requisite skills to employ that technology. This enables team members to realize their highest potentials and provide added value throughout the project lifecycle. Building Information Modeling (BIM) technology allows digital building information to be entered once into a system that can render and manipulate data in up to five dimensions. BIM helps contractors correct and avoid errors and clashes in projects before the first shovel hits the ground. These webinars will inform MCAA contractors about the roles they can play and the value they can add through IPD and BIM. For more information, please contact Dennis Langley ([dlanglely@mcaa.org](mailto:dlanglely@mcaa.org)).

**Attendees:** principals, senior management, project managers

**Dates:** check MCAA's website for details

### Management Strategies and Best Practices Webinars

Management issues continue to evolve within the mechanical contracting industry. MCAA will offer overviews of new management resources and updates of MCAA's *Management Methods Manual* bulletins. For example, MCAA's *Change Orders, Productivity, Overtime – A Primer for the Construction Industry* will be revised and distributed in March, and Paul Stynchcomb will discuss the new materials that replace MCAA's existing materials on Change Orders and Overtime. The new chapters are: "How to Identify and Manage Changing Conditions," "How to Assess, Document and Prepare Construction Claims" and "Estimating the Impacts of Overtime on Labor Productivity." For more information on these topics, contact Cynthia Buffington ([cbuffington@mcaa.org](mailto:cbuffington@mcaa.org)).

**Attendees:** principals, senior management, middle managers, project managers

**Date:** TBA – How to Identify and Manage Changing Conditions and Assess, Document and Prepare Construction Claims ► **new!**

### PCA Educational Webinar Series

This year, the PCA will offer a series of online education sessions geared towards plumbing contractors. These sessions are free to all members and can be participated in live or downloaded afterwards. Sessions will be added throughout the year. To keep up to date on the latest PCA webinars, you can either go to [www.mcaa.org/pca](http://www.mcaa.org/pca) or join PCA's social networking site, *Plumbing-Talk*. For more information on any of the webinars or on joining *Plumbing-Talk*, e-mail Sean McGuire at [smcguire@mcaa.org](mailto:smcguire@mcaa.org).

**Attendees:** principals, senior management, project managers

**Dates:** March 24 – 10 Tips for Performing Plumbing Work on a LEED Project  
TBA – Plumbing Service  
TBA – Using LEED Water Efficiency Calculators  
TBA – Changes to the LEED Water Efficiency Category for LEED 2012  
TBA – Vacuum Plumbing Systems  
TBA – Challenges and Opportunities for Rainwater Capture and Reuse Systems  
TBA – Radiant Heating and Cooling  
TBA – IAPMO's Green Plumbing Code  
TBA – Performing Water Audits  
TBA – Achieving LEED Credits for Process Water Use Reduction

## Safety Webinars

MCAA will conduct webinars on industry safety issues as they surface throughout the year. Make sure your safety professionals are up to date on the latest information about workplace hazards, accident and injury prevention and all the relevant federal rules and regulations. For more information, please contact Pete Chaney ([pchaney@mcaa.org](mailto:pchaney@mcaa.org)).

**Attendees:** safety professionals, principals, project managers

**Date:** March 15 – Safety Resources for Service – This program will showcase the resources available for service contractors and their employees through MSCA including compliance assistance from MCAA's Safety Director Pete Chaney.

## SERVICE WEBINARS

### The Cost of an Hour of Service

This new program is based on MSCA's periodic survey of the cost of one hour of service. More than 120 member companies participated in the gathering of data presented in the 2010 results. During this corresponding webinar, which is free to members, viewers gain the skills needed to accurately calculate the direct costs of one hour of service labor. The program covers the concept of burdens which are added to the direct hour cost, giving the complete picture on the fully burdened cost of an hour. True costs are established, clarifying the most important ways to use this information to improve service business margins and bottom line profitability. Steve Smith, the instructor, is a popular presenter for many of MSCA's financial sessions, and vice president of ACCO Engineered Systems, Glendale, CA. Go to our website at [www.msca.org](http://www.msca.org) to download or view The Cost of One Hour of Service.

**Attendees:** managers, financial personnel

**Date:** TBA

### HVAC 101 Webinars and Workbooks

Mechanical Service Contractors of America's HVAC 101 webinars give non-trade personnel a better understanding of HVACR terms, basic systems and the visual tools needed for successful day-to-day interactions with customers and co-workers. Each of our webinar-and-workbook modules includes the most fundamental industry concepts, presented in a thorough real-world way that will help your workforce to better understand our business. All 10 webinars can be downloaded. Workbooks are \$10 each or \$75 for the 10-workbook series. To order workbooks, visit [www.mcaa.org/store](http://www.mcaa.org/store). For more information, please contact Ginny Hillhouse ([ghillhouse@mcaa.org](mailto:ghillhouse@mcaa.org)).

**Attendees:** middle management, sales staff, office personnel, dispatchers, local association executives, students

**Date:** archives of these webinars are available

### The Value of MSCA STAR

This exciting webinar gives MSCA members a step-by-step roadmap to becoming an MSCA STAR. From the application process to the concrete rewards that highly-qualified contractors receive, this program takes you through a process that is integrally linked to success. Learn to energize and focus each company employee towards this highly sought-after status and how to incorporate the STAR culture into an entire organization. Attendees and viewers learn the benefits of being a STAR and how to successfully use the tools created especially for MSCA STARs. The program is presented by Woody Woodall, MSCA vice chairman and successful STAR contractor (W.L. Gary, Washington DC).

**Attendees:** mechanical service contractors

**Date:** January 18

## Sales Management Webinar Series

A strong sales team is the key to success in any growing organization. For that sales team to succeed, however, it must be managed and supervised by a supportive and knowledgeable sales manager who has implemented a sound service sales strategy. This series of webinars will help strengthen those skills needed to manage a prosperous sales team and will provide resources that sales managers can utilize to enhance their management and sales skills as well as those of their sales team. The webinars will be presented by a panel of successful contractors who have proven that the techniques and processes they will discuss lead to enhanced sales and more motivated employees. Nancy Bandy will serve as the program moderator.

**Attendees:** managers, financial personnel

**Dates:** February 10 – Program #1 – Paving the Way to Sales Management Success – Wayne Turchetta

This program will focus on those factors which make a great sales force including finding and keeping good sales people as well as what makes a great sales manager. The role and practices of the sales manager will be discussed, as will how to develop a sound service sales strategy for your organization.

April 13 – Program #2 – The Path to Achieving Goals – Dave Bavisotto

This session will focus on what makes a good sales plan, how to determine salesperson compensation, the types of information needed to put together a good sales plan, how to develop a sales plan and how to get salesperson buy-in of the sales plan.

June 1 – Program #3 – Managing Sales Activity and Performance – Wayne Turchetta/Dave Bavisotto

During this program you will learn how to effectively manage the activity and performance of your sales team including tools for tracking sales goals and prospecting activities as well as marketing support.

August 10 – Program #4 – Training for Top Level Performance – Steve Smith

During this session you will learn about the different types of programs available for your sales personnel to ensure top level performance. The benefits and value of the various training options will be reviewed.

September 28 – Program #5 – The Coaching Clinic – Steve Smith

This session will focus on the various ways to monitor performance including sales meetings, one-on-one meetings, debriefings, and plan review meetings. You will also learn how to motivate salespeople and coach them out of sales slumps.

December 7 – Program #6 – Best Practices for Proven Success – Woody Woodall

During this final program of the series, best practices for proven success will be reviewed as well as key resources for sales personnel. The use of social media as part of your sales strategy will also be discussed.

## Service Safety Training Resources Webinar

MSCA member companies have always counted safety of their employees as one of their most important priorities. In 1997 MCAA/MSCA kicked off its Safety Excellence Initiative to provide safety and health services for members, including industry-specific safety and health resources. Members tell us that the safety and health resources we provide for them are invaluable in terms of enhancing worker protection, and compliance with safety and health regulations. MCAA Safety Director Pete Chaney will discuss what's available to assist your company with safety and health training for workers, education for supervisors, and compliance assistance for your company as a whole. Watch our website at [www.msca.org](http://www.msca.org) for further details, including time and registration information.

**Attendees:** service managers, safety directors

**Date:** March 15

## GREEN INITIATIVE PROGRAMS

MCAA and MSCA have developed educational offerings designed to help your company compete successfully in the green and sustainable building marketplace. Green Webinars are listed in under “Webinars” on page 4. For information about these programs, and to find out what’s new in green building, visit MCAA’s green building website at [www.mcaagreen.org](http://www.mcaagreen.org).

### LEED Green Associate Training

MCAA has developed a program that combines a DVD and a training manual with a live, interactive webinar component that counts as the mandatory training prerequisite to take the LEED Green Associates exam. This training will enable you to ask questions and review detailed sample test questions with a live instructor before taking the LEED Green Associate exam—the important first step in obtaining your LEED AP credential. Webinars are scheduled monthly with France Sustainable Solutions. Sean McGuire ([smcguire@mcaa.org](mailto:smcguire@mcaa.org)) is available to assist with your questions. For information about the changes to the LEED AP program and to preview the live, interactive webinar component, visit [www.mcaagreen.org](http://www.mcaagreen.org).

**Attendees:** principals, senior management, middle management, project managers, estimators, sales

**Location:** online, with video components

**Date:** varies

**Fee:** \$450 (includes DVD, workbook and webinar)

\$350 for additional webinars

### LEED AP Workshop – Operations and Maintenance

MSCA will offer a training program to help you prepare for the LEED AP Operations and Maintenance (O & M) exam. The totally revised LEED AP O & M exam will be based on the LEED EB Operations and Maintenance rating system. You will learn what you need to know to pass the exam. Course materials include the new *LEED O & M Reference Guide*, LEED checklists, sample exams, candidate handbook, LEED project registration form, CIR guidelines, LEED online submittal information and a complete set of flashcards for all prerequisites and credits. The course will be taught by David Hubka, LEED AP and a sustainable project manager at Total Mechanical of Wisconsin who is experienced in HVAC systems design for LEED Platinum certification. Registration is limited to 40 attendees. For more information, please contact Barbara Dolim ([bdolim@mcaa.org](mailto:bdolim@mcaa.org)).

**Attendees:** principals, senior management, middle management, project managers

**Location:** TBA

**Date:** TBA

**Fee:** \$795

### Green 101: High Performance Fundamentals for Mechanical and Plumbing

This four-hour, industry-specific course will answer your most basic questions and address your most urgent concerns about the growing and increasingly important green building phenomenon. Designed for mechanical and plumbing professionals interested in learning the basics of the subject, the course will cover basic terms, definitions and technologies involving green and sustainable construction.

### Green 201: Profitable Strategies for Mechanical and Plumbing

A continuation of the Green 101 fundamentals course, this four-hour course will explore marketing and branding opportunities for firms interested in becoming more involved in this rapidly growing segment of our industry. You will explore how to identify the best green alternative for your client and how to use various green strategies in developing a competitive advantage for your company.

These courses are taught by Tim Wentz, associate professor at the University of Nebraska – Lincoln, a registered professional engineer and LEED AP with more than 20 years of experience as a mechanical contractor. The seminars may be scheduled by an individual company or by an MCAA local association. For more information, please contact Dennis Langley ([dlangley@mcaa.org](mailto:dlangley@mcaa.org)) or Tim Wentz ([tim.wentz@windstream.net](mailto:tim.wentz@windstream.net)).

**Attendees:** principals, senior management, middle management, project managers, estimators

**Location:** varies

**Date:** varies

**Fee:** contact Tim Wentz ([tim.wentz@windstream.net](mailto:tim.wentz@windstream.net))

## SPECIAL INTEREST CONFERENCES

### Association Executives Council Conference

Developed by and for affiliated local association executives, this conference will bring together executives from across the U.S. and Canada to network with their peers on local and regional issues. Discussion will focus on topics such as labor-management relations, apprenticeship and training, collective bargaining, workforce recruitment, marketing initiatives, leadership skills and civic activities. For more information, please contact Sean McGuire ([smcguire@mcaa.org](mailto:smcguire@mcaa.org)).

**Attendees:** local association executives

**Location:** The Fairmont Sonoma Mission Inn, Sonoma, CA

**Date:** July 31 – August 3

**Fee:** TBA

### High Performance Estimating Conference

In today's highly competitive construction environment, strategic estimating is increasingly important to your company's success. Through discussion of the strategic estimating elements of a specific project, you will leave this conference with an enhanced ability to: make bid/no bid decisions; identify hard vs. soft costs; estimate the project the way you are going to build it; estimate the project so you can measure productivity accurately; estimate to gain a competitive advantage; use scope letters and final summaries; advance into selected new markets; plan for profitability; and sell your client on value, not price. For more information, contact Cynthia Buffington at [cbuffington@mcaa.org](mailto:cbuffington@mcaa.org).

**Attendees:** principals, middle management, project managers, senior estimators, sales engineers

**Location:** TBA

**Date:** Summer 2012

**Fee:** TBA

### Industry Improvement Funds Conference

Learn the proper use of industry improvement funds, including ideas for beneficial programs which they can subsidize. Each year, the theme of the conference changes; past speakers have included economic futurists, experts on inter-generational relations, public relations specialists, attorneys, and authorities on labor-related trends in the industry. Other issues often addressed at this conference include the duties and responsibilities of industry improvement fund trustees, communicating with fund contributors, financial administration and objectives of a fund, industry education/promotion, and a fund's long- and short-range objectives. Roundtable and panel discussions will allow you to share information on existing programs that are supported by industry improvement funds. For more information, please contact Sean McGuire ([smcguire@mcaa.org](mailto:smcguire@mcaa.org)).

**Attendees:** industry improvement fund trustees, local association executives

**Location:** Resort at Longboat Key, Longboat Key, FL

**Date:** November 30 – December 2

**Fee:** \$495

### Labor Relations Conference

This program, sponsored jointly by MCAA and the UA, is aimed at strengthening communication between the two essential components of our industry—well-trained UA craftspeople and well-educated MCAA contractors. By coming together, representatives of labor and management carry out their industry stewardship by increasing mutual market opportunities. This conference will cover the latest and most comprehensive discussions of workforce recruiting, market initiatives, performance measures, benefits education, and approaches to meet the industry's future workforce challenges. Sessions will include discussions of economic and labor relations issues, updates on building trades' initiatives and challenges, and updates on current labor/management agreements. For more information, please contact John McNerney ([jmcnerney@mcaa.org](mailto:jmcnerney@mcaa.org)).

**Attendees:** principals, senior management, local association executives and their local UA representatives

**Location:** TBA

**Date:** TBA

**Fee:** TBA

## **MCAA/CQC National Issues Conference**

MCAA, in a joint effort with the Sheet Metal and Air Conditioning Contractors National Association (SMACNA), the Finishing Contractors Association (FCA), the International Council of Employers of Bricklayers and Allied Craftworkers (ICE) and The Association of Union Constructors (TAUC), will address the industry's objectives on key public policy issues. Engage your elected representatives and principal staff members in discussions of key industry issues. Washington policy makers will discuss the changes that can be expected from the current Congress and the Obama administration. For more information, please contact John McNerney ([jmcnerney@mcaa.org](mailto:jmcnerney@mcaa.org)).

**Attendees:** principals, senior management, local association executives

**Location:** Renaissance, Washington, DC

**Date:** May 9 – 11

**Fee:** \$475

## **Mid-Year Education Conference – Strategies for Success: Navigating the Recovery**

The 2011 program will focus on strategies that will help you and your employees navigate the recovery. Since managing a construction firm in a recovering economy can be fraught with its own special risks and opportunities—many companies try to do too much, too soon—this highly interactive conference will allow you to identify solutions to these changing conditions. You will explore ways to expand your management without overextending your personnel and identify ways to use limited financial assets more effectively. For more information, please contact Cynthia Buffington ([cbuffington@mcaa.org](mailto:cbuffington@mcaa.org)).

**Attendees:** senior management, project managers, middle management, sales engineers, estimators

**Location:** Downtown Marriott, Indianapolis, IN

**Date:** September 11 – 14

**Fee:** \$1,095 for the first attendee from a company or branch office, \$895 for the second attendee from a company or branch office

## **Safety Directors Conference**

This conference serves as a mechanism for maintaining a network of mechanical industry safety and health professionals in their ongoing efforts to address critical industry safety and health issues and topics. Presentations and discussions will focus on urgent mechanical industry safety and health issues and topics covering jobsites, pertinent regulations, and legislative proposals. For more information, please contact Pete Chaney ([pchaney@mcaa.org](mailto:pchaney@mcaa.org)).

**Attendees:** MCAA member and local affiliate safety professionals

**Location:** TBA

**Date:** January 24 – 26, 2012

**Fee:** TBA

## **Student Chapter Summit**

This two-day program will expose students to the mechanical construction, plumbing, and service industries. Students will exchange ideas on chapter development; learn about career opportunities within the mechanical construction industry and how to find them; test their problem-solving and teamwork skills and mechanical knowledge in a mini competition; and hear the details about the latest national student chapter competition. Tours of facilities with interesting mechanical systems and numerous networking opportunities will be featured. MCAA members are welcome and encouraged to attend and evaluate future potential professionals for full-time positions. For more information, please contact Ann Mattheis ([amattheis@mcaa.org](mailto:amattheis@mcaa.org)).

**Attendees:** students, faculty, local association executives, principals, senior management

**Location:** Airport Marriott, San Francisco, CA

**Date:** October 6 – 8

**Fee:** no fee

## TECHNICAL OFFERINGS

### Building Information Modeling for Mechanical Contractors Seminar

The day when Building Information Modeling, or BIM, will be standard practice on construction projects is coming...and fast! Studies show that BIM use among project owners, architects, and contractors has steadily increased and is projected to become even more widespread in the years ahead. So, what is BIM and why is it being used in mechanical construction? To address these questions, MCAA will offer two 8-hour seminars. Topics to be covered will include: what is BIM and why does it matter, getting started with BIM – the paradigm shift, benefits, roles and responsibilities, coordination, BIM scheduling, estimating, and facility management (3-D, 4-D, and 5-D), mechanical construction case studies, what to look for in the selection of BIM tools and a BIM Action Plan template. For more information, please contact Dennis Langley ([dlanglely@mcaa.org](mailto:dlanglely@mcaa.org)).

**Attendees:** principals, project managers, estimators, engineers

**Location:** Baltimore Airport Marriott, Baltimore, MD

**Date:** April 11

**Fee:** \$795

### BIM Contracts and Risk Allocation for Mechanical Contractors ►new!

As BIM emerges as a dramatic agent of change in mechanical design and construction, it grows increasingly obvious that the legal universe in which mechanical contractors do their work is a perilous one. How should they manage the emerging risks associated with the electronic representation or transmission of project data? While some of the legal hazards associated with BIM are obvious (for example, what are the legal liabilities of participating and collaborating in a digital building model?), others are not as clear and are only now starting to surface and crystallize. How mechanical contractors should identify and resolve emerging BIM legal issues remains an open...and critical...question. Another equally critical question is will the fear of BIM liability issues, risk allocation, shifting leadership roles and the sharing of valuable data inhibit the industry from valuable experimentation? Will it deny mechanical contractors the chance to improve and profit from building information modeling? These and other issues will be addressed by the faculty led by David Morris. For more information, please contact Dennis Langley ([dlanglely@mcaa.org](mailto:dlanglely@mcaa.org)).

**Attendees:** principals, project managers, estimators, engineers

**Location:** Baltimore Airport Marriott, Baltimore, MD

**Date:** April 12

**Fee:** \$795 (If you attend both courses, you will receive a \$295 discount.)

### Collective Bargaining Seminar

Learn negotiating techniques and constructive approaches that will improve workforce performance along with contractor and industry competitiveness. The seminar will help members and local association executives improve their understanding of the bargaining process to assist in preparing properly for negotiations, and to make bargaining a constructive event for management and labor. Topics covered will include: collective bargaining innovative terms; labor law; work conditions and productivity improvements; labor contract cost/benefit analysis; and planning successful approaches in the bargaining relationship. For more information, please contact John McNerney ([jmcnerney@mcaa.org](mailto:jmcnerney@mcaa.org)).

**Attendees:** principals, senior management, local association executives

**Location:** San Antonio, TX

**Date:** October 18 – 22 (tentative)

**Fee:** TBA

### NCPWB Technical Committee Annual Meeting

The NCPWB Technical Committee meets annually to resolve technical welding issues, develop and approve welding procedures, review various code activities, and exchange technical information. In addition to the annual meeting, chapter operation seminars are held each year to educate local NCPWB chapter administrators about the policies and procedures involved in the operation of their chapters. For more information, please contact Nick Nikpourfard ([nnikpourfard@mcaa.org](mailto:nnikpourfard@mcaa.org)).

**Attendees:** technical representatives, chapter secretaries, NCPWB chapter executives, UA Locals' representatives

**Location:** Eldorado Hotel, Santa Fe, NM

**Date:** April 17 – 20

**Fee:** \$495; spouse/guest: \$150

## Pre-Fabrication Seminar

This program focuses on cutting-edge fabrication applications and tours of MCAA member fabrication facilities. The 2011 seminar will include focus on innovation in fabrication. Shinn Mechanical—winner of MCAA's E. Robert Kent Award for Management Innovation—will showcase its articulating boom, unique equipment and shop layout applications. McKinstry will share its award-winning organizational concepts. A tour of the Seattle area pipe trades school will also be provided. The PCA will present a “lean construction” for fabrication seminar on Friday morning. The seminar is limited to 80 participants with a maximum of two people per company. To learn more about this program, please contact Cynthia Buffington ([cbuffington@mcaa.org](mailto:cbuffington@mcaa.org)).

**Attendees:** principals, senior management and fabrication shop personnel

**Location:** Cedarbrook Lodge, Seattle-Tacoma Airport, WA

**Date:** May 4 – 6

**Fee:** \$895

## INSTITUTES

### Advanced Leadership Institute (ALI)

As the owner or CEO of your company, are you looking for a world-class educational experience that will hone your entrepreneurial and leadership skills? As the coach of your company's senior executives, are you looking for a one-of-a-kind program that will enhance their leadership and entrepreneurial talents? This custom-developed program will provide attendees with a leading-edge curriculum to extend and enhance the skills they will need to lead their companies to continued success. The program offers a unique learning experience presented by the dynamic faculty of the world-renowned Babson Executive Education Center at Babson College in Wellesley, MA. The all-inclusive fee includes room, board, and airport transfers. For more information, please contact Dennis Langlely ([dlanglely@mcaa.org](mailto:dlanglely@mcaa.org)).

**Attendees:** principals, senior management

**Location:** Babson College, Wellesley, MA

**Dates:** September 18 – 23 and November 6 – 11

**Fee:** \$9,900 (all-inclusive; includes room, board, and airport transfers)

### Advanced Institute for Project Management (AIPM)

The AIPM was established to further develop the project management skills of experienced mechanical industry project managers. The course offers five days of intensive, advanced-level study designed to make even the most experienced project managers more productive and their jobs more profitable. The AIPM was developed in response to continuous requests from MCAA members who had already invested in their project managers by sending them to MCAA's highly acclaimed Institute for Project Management (IPM). With the industry's best instructors leading the way, AIPM students will receive in-depth, advanced-level training on: productivity, change order management, making the best of difficult situations, creating long-term customer relationships, and team building. Successful completion of the IPM and at least two years of mechanical project management experience are recommended to ensure participants will receive maximum benefit from the course. However, all seasoned project managers are welcome. For more information, please contact Pete Chaney ([pchaney@mcaa.org](mailto:pchaney@mcaa.org)) or Beth Miller ([bmiller@mcaa.org](mailto:bmiller@mcaa.org)).

**Attendees:** experienced, seasoned project managers

**Location:** University of Texas, Austin, TX

**Date:** January 15 – 20, 2012

**Fee:** \$2,100

### Institute for Project Acquisition (IPA)

The Institute for Project Acquisition (IPA) is designed to provide a world-class, comprehensive educational program that will enable you to systematically create, manage and use a process for securing projects and business opportunities. The curriculum will include several approaches to estimating, negotiations, legal considerations and various methods of project delivery. The IPA is intended for estimators, project and sales engineers, and project managers at all levels who are involved in project procurement and pricing of change orders. For more information, please contact Cynthia Buffington ([cbuffington@mcaa.org](mailto:cbuffington@mcaa.org)). This program is not currently scheduled. Please refer to the *High Performance Estimating Conference* tentatively scheduled for the summer of 2012 for information.

## **Institute for Project Management (IPM)**

If you are a project manager, this is the intensive, in-depth training you've been searching for. In addition to 80 hours of classroom instruction, the course will use interactive break out exercises to scrutinize and evaluate problems from authentic case studies. Coursework will cover every phase and aspect of a project, from pre-construction planning and administration to job completion. This course will occur over a two-week period that is divided into two separate week-long sessions. The second week-long session will begin several months after the first week-long session concludes. For more information, please contact Pete Chaney ([pchaney@mcaa.org](mailto:pchaney@mcaa.org)) or Beth Miller ([bmiller@mcaa.org](mailto:bmiller@mcaa.org)).

**Attendees:** project managers, supervisors, estimators

**Location:** University of Texas, Austin, TX

**Dates:** IPM Class 50: May 1 – 5 and September 18 – 22

IPM Class 51: October 23 – 27 and January 8 – 12, 2012

IPM Class 52: October 24 – 28 and January 9 – 13, 2012

**Fee:** \$3,000

## **SERVICE EDUCATION AND TRAINING**

### **Increasing Your Maintenance Base to Grow Profits**

This workshop is a reprise of Steve Smith's highly-rated one-day intensive course given prior to the 2010 Annual Conference. This great program provides attendees with a better understanding of the critical tools they need to enhance profits by growing companies' preventative maintenance sales base. Designed specifically for the HVACR service management team, this program provides all the information needed to determine specific value to be gained through an expanded maintenance base. For more information, please contact Barbara Dolim ([bdolim@mcaa.org](mailto:bdolim@mcaa.org)).

**Attendees:** managers, financial personnel

**Location:** Philadelphia, PA

**Date:** June 10

**Fee:** \$350

### **Growing and Developing Service Supervisors**

Field service supervisors play a key role that has a direct impact on the bottom line. Often, these highly qualified technicians are placed in this management position with virtually no management or leadership training. MSCA's *Growing and Developing Service Supervisors* is a focused training program designed specifically for improving the performance of the service supervisor. This program addresses proven training methods in: leadership, coaching, planning, time management, communication, motivational techniques and many more skills which will provide the attending service supervisor the edge and confidence to deal with today's workplace challenges. This program is not a lecture but a hands-on program utilizing real-world exercises and video recorded role plays that all attendees will be able to relate to and easily incorporate as part of their everyday responsibilities. Every attendee who completes the program will receive a certificate of completion and a comprehensive workbook which they can use for years to come. This valuable workbook contains over 50 sample forms, procedures, checklists and reports. For more information, please contact Barbara Dolim ([bdolim@mcaa.org](mailto:bdolim@mcaa.org)).

**Attendees:** field service supervisors

**Location:** Baltimore, MD

**Date:** January 20 – 22

**Location:** Chicago, IL

**Date:** April 7 – 9

**Location:** Washington, DC

**Date:** September 22 – 24

**Fee:** \$600 for the first attendee from a company, \$500 for each additional attendee from the same company

## **Dispatcher Professional Development Program**

This two-day program provides dispatchers with all the skills they need to dramatically improve job performance. Custom designed for MSCA members, the program goes beyond traditional technical training to help dispatchers learn how to: lead technicians, rather than letting technicians lead them; become the service manager's partner; prioritize customer emergencies; evaluate technician abilities; and manage their own careers in dispatching. After attending this program, dispatchers will be able to improve their job performance by: identifying the service life cycle and the critical contact points impacting service success; recognizing the importance of the dispatcher's job and its impact on the organization's profitability; communicating effectively with technicians and customers; and using good decision-making approaches for optimum priority-setting and effective resource allocation. The program will be taught by popular instructor Nancy Bandy. For more information, please contact Barbara Dolim ([bdolim@mcaa.org](mailto:bdolim@mcaa.org)).

**Attendees:** service dispatchers and prospective dispatchers

**Location:** Kansas City, MO

**Date:** March 2 – 3

**Fee:** \$725

## **HVAC 101**

For information about this webinar and workbook series, please refer to page 5 or go to [www.mcaa.org/webinars](http://www.mcaa.org/webinars).

## **Selling Skills Training Program: Re-Energize Your Sales Force**

This intensive three-day program focuses on fine-tuning the consultative selling skills of sales personnel involved with selling service contracts. This fully updated program focuses on helping participants differentiate their companies by becoming industry experts in areas such as energy efficiency, payback analysis, LEED certification and legislative issues. The value of energy service sales and how this can lead to additional sales opportunities will be addressed, as will further differentiating your company through programs such as MSCA STAR and GreenStar. The program focuses on the unique concerns and challenges faced by mechanical service contractors in the competitive market of selling service contracts. In addition to defining the role of today's salesperson, the program includes discussions on prospecting, the impact of communication, using features and benefits to help make a sale, handling buying objections, and win-win negotiations. For more information, please contact Barbara Dolim ([bdolim@mcaa.org](mailto:bdolim@mcaa.org)).

**Attendees:** service managers, sales personnel

**Location:** Irvine, CA

**Dates:** March 14 – 16

**Fee:** \$1,350

## **Service Managers Training Program**

Get the management and leadership skills you need to help your company succeed during this intensive four-day program. Whether you have come up through the trades with little or no formal management training or you want to enhance your management skills to become a more effective leader, this course is for you. Topics will include financial management, communications, coaching, managing conflict, motivating employees and more. A variety of small group activities, assessment tools, and skills building exercises will help you apply the skills you learn in class, preparing you to go back to the office ready to use what you've learned. For more information, please contact Barbara Dolim ([bdolim@mcaa.org](mailto:bdolim@mcaa.org)).

**Attendees:** service managers and prospective service managers

**Location:** Baltimore, MD

**Date:** November 14 – 17

**Fee:** \$1,500

## **MSCA STAR Summit**

A special program exclusively for MSCA STAR and GreenSTAR qualified contractors, this program will provide you with the understanding and tools you need to create an effective marketing plan to make the most of your STAR qualification. Experts will help you create a basic marketing plan, or rejuvenate an existing one. You will learn how to create unique and impactful marketing materials, how to undertake effective public relations activities and how to get the highest return on any marketing budget.

**Attendees:** MSCA STAR contractors

**Location:** Chicago, IL

**Date:** April 4 – 5

**Fee:** TBA

## **PROGRAMS THAT COME TO YOU**

### **National Education Initiative (NEI) Seminars**

*To stay ahead of the competition, you must commit to lifelong learning for you and your employees. MCAA presents a variety of locally offered programs to help you and your employees get the training you need to meet these challenges. You or an MCAA affiliated association can schedule half-day, one-, and two-day courses that deliver industry-critical content on a number of topics. For detailed information on the course offerings, visit [www.mcaa.org/nei](http://www.mcaa.org/nei). To determine whether a seminar has been scheduled in your area, contact your local association or contact Beth Miller at 800-556-3653 or ([bmiller@mcaa.org](mailto:bmiller@mcaa.org)). For pricing, please contact the instructor listed for the course in which you are interested.*

### **Advanced Supervisory Education Seminars**

These seminars are taught by John Koontz, MCAA's national director for project management and advanced supervisory education. John spent 15 years in a variety of positions with MCAA contractors, and then became a tenured associate professor with Purdue University's Department of Building Construction Management. He served as Purdue's mechanical construction management coordinator and has been teaching since 1992. Topics include:

- Planning Skills for Foremen
- Productivity Improvement: Material Management and Site Planning Methods
- The Foreman's Role in Project Documentation
- Managing Labor: Coding, Tracking, and Forecasting
- Essential Management Skills for the Project Foreman
- Managing Change at the Jobsite
- Critical Leadership Skills for Project Foremen
- Successful Survival of Project Closeout
- Everyday Negotiating Skills for Jobsite Supervisors
- Managing Your Subcontractors
- Practical Time Management Skills for Foremen
- Qualities, Characteristics, and Habits of the Industry's Best Foremen

**Attendees:** supervisors, foremen

**Location:** varies

**Date:** varies

**Fee:** contact John Koontz ([john@johnkoontz.com](mailto:john@johnkoontz.com))

### **Fundamentals of Project Management Seminars**

These seminars are taught by John Koontz, MCAA's national director for project management and advanced supervisory education. Topics include:

- Conducting an Effective Turnover Meeting
- Pre-Construction Planning and its Effect on Profitability
- Productivity Improvement: Material Management and Site Planning Methods for Mechanical Projects
- Cost Control I: Fundamentals of Job Cost Control

- Project Billings and Maintaining Positive Project Cash Flow
- Contracts I: Using the Contract as a Tool for Project Management
- Time Management Skills and Managing Multiple Projects
- Effective Project Documentation
- Change Order Management I: Procedures for Successfully Managing Change Orders
- Critical Leadership Skills for Project Managers
- Change Order Management II: Analyzing, Identifying, and Calculating the Real Costs of Project Changes
- Contracts II: Analyzing, Understanding, and Managing Contract Risk
- Essential Management Skills for the Project Manager
- Negotiating I: Basic Negotiating Skills for Project Managers
- Mechanical Scheduling I: The Basics of Scheduling a Mechanical Project
- Value-Based Mechanical Project Management
- Managing the Risk of Owner Furnished Equipment
- Profitably Managing Your Subcontractors
- Successful Survival of Project Closeout
- Basic Construction Law Concepts for Mechanical Project Managers
- High Impact Communication Skills
- Best Practices of Blue Chip Mechanical Project Managers

**Attendees:** middle management, project managers, estimators

**Location:** varies

**Date:** varies

**Fee:** contact John Koontz ([john@johnkoontz.com](mailto:john@johnkoontz.com))

### Claims Avoidance Seminar

Claims have long been identified as one of the most significant issues that face contractors, owners and architect/engineers. Invariably, claims create an adverse environment that often prevents long-term relationships, the foundation of a strong company. This four-hour seminar will investigate the common causes of claims, and then build on that knowledge to generate common-sense strategies to avoid claims. Tim Wentz highlights the case materials with recent, real-life case studies that illustrate successes and failures by contractors as they navigate the minefield created by claims.

**Attendees:** principals, senior management, project managers, estimators


**Location:** varies

**Date:** varies

**Fee:** contact Tim Wentz ([tim.wentz@windstream.net](mailto:tim.wentz@windstream.net))

### Job Operations Seminars

These full-day and half-day seminars, taught by Kathryn Crosby, former chair of MCAA's Project Management Committee, are designed to help foremen, and superintendents run more profitable, less problem-prone projects.

- Managing Project Risk through Solid Documentation
- General Conditions of the Contract
- Knowing the Score
- The Profitability of Safety
- Construction Financial Management: It's More Than Accounting
- Financial Statements: What You Always Wanted to Know but Were Afraid to Ask
- Safety: The Foreman's Critical Role
- The Business of Contracting: Back to the Basics  **new!**

**Attendees:** varies, see [www.mcaa.org/education](http://www.mcaa.org/education) for details

**Location:** varies

**Date:** varies

**Fee:** contact Kathryn Crosby ([kcrosby@c-2consulting.com](mailto:kcrosby@c-2consulting.com))

## **Project Acquisition Process Seminars** ► new!

This full-day seminar is taught by MCAA 2008 president Jack Wilhelmi. A 40 year veteran of the construction industry, he is president emeritus of Waldinger – Omaha. He also served as chairman of MCAA's *Institute for Project Acquisition* committee. The Project Acquisition Process creates an orderly and repetitive process for marketing and estimating. The PA Process creates and defines the relationship between operations and estimating and the often missing link within the estimating process for feedback and validation of labor units. Process places the preparation of the proposal at the beginning of the process rather than at the end. Each estimate is not an original work of art but rather a systematic, repetitive, predictable process. The curriculum focuses on a core body of knowledge that emphasizes that all of the steps are in an orderly process and sequence; include feedback from both won and lost projects; includes a turnover or preconstruction conference and explores the future of estimating technology relative to BIM and similar processes.

**Attendees:** estimators, sales personnel, middle management, project managers

**Location:** varies

**Date:** varies

**Fee:** contact Jack Wilhelmi ([jwilhelmi@waldinger-omaha.com](mailto:jwilhelmi@waldinger-omaha.com))

## **Project Profitability Seminars**

These one-day programs are taught by 2003 MCAA President Tom Williams and focus on identifying ways to improve project profitability.

- Lessons Learned from the Most Productive Foremen
- Lessons Learned from the Most Productive Project Managers
- Jobsite Productivity: How to Protect It...How to Improve It
- How to Turn Around a Job Going Bad: A Case Study
- Reducing Costs by Changing Your Supply Chain Into a Value Chain

**Attendees:** senior management, project managers, foremen

**Location:** varies

**Date:** varies

**Fee:** contact Tom Williams ([twilliams@mckenneys.com](mailto:twilliams@mckenneys.com))

## **Strategic Management Seminars**

These half-day and full-day seminars are designed to help you to strategically manage risk. You will gain insights into proven methods for developing effective strategic plans and key factors to implement and maintain them. The series is taught by F. James (Jim) McCarl, a nationally recognized speaker with a 30-year career at the helm of McCarl's, Inc.

- To Be Green or Not To Be Green? That is the Question
- Surviving and Thriving in Difficult Times
- Strategic Planning – Your Springboard to Success
- Risk Management for the Savvy Mechanical Contractor
- Cash is King
- Profit Is Not a Dirty Word
- Advanced Strategic Planning
- Succession Planning ► new!
- Using an Outside Board of Advisors ► new!
- Building a Culture of Safety ► new!

**Attendees:** principals, senior management, project managers

**Location:** varies

**Date:** varies

**Fee:** contact F. James McCarl ([fjmccarl@mccargroup.com](mailto:fjmccarl@mccargroup.com))

# SERVICE PROGRAMS THAT COME TO YOU

## Managing Service Projects

This class focuses on the unique job of a service project manager and how to effectively and efficiently juggle all facets of this fast-paced and demanding position. During this seminar, the differences between a traditional new construction project and a service project will be discussed. Through role-playing, attendees will work with a team on a case study to gain a better understanding of all the challenges encountered during each step of the project. This one-day program is taught by MSCA Board Member Woody Woodall and has received very high marks. For more information, please contact Barbara Dolim ([bdolim@mcaa.org](mailto:bdolim@mcaa.org)).

**Attendees:** middle management, supervisors, service managers

**Location:** varies

**Date:** varies

**Fee:** \$4,000

## Service Skills Development Series

These seminars, either half-day or full day, are taught by popular instructor Nancy Bandy, a professional trainer and management consultant with over 20 years of experience in corporate training, sales and management development. These programs can be customized by content, time, and audience depending on the needs of the local region. For more information contact Sobeida Orantes ([saorantes@mcaa.org](mailto:saorantes@mcaa.org)).

### Employee Development Series

- Communication Skills for Building Better Working Relationships
- Word Power: Making E-mails and Other Written Communication Effective
- Time Management: From Chaos to Control
- What Motivates Me? Managing Personal Work Expectations
- Managing Personal Change in the Workplace
- Conflict Resolution: Turning Resistance into Productivity
- Verbal Impact: Getting Comfortable with Public Speaking
- The Art of Listening: Responding with Purpose
- Valuing Differences: Diversity in the Workplace
- Service Team Accountability: Success through Personal Actions
- Gender Differences and HVACR: Seven Rules for Soaring Above the Rooftops

### Sales Development Series

- Mining for Customer Gold: Prospecting Strategies for the New Salesperson
- Customer Connections: Building Positive Sales Relationships
- High Impact Sales Presentations: Making a Profitable Impression
- Managing Your Sales Career: Time, Territory and Stress
- Team Presentations: Making the “Right Hand” and the “Left Hand” Work Together
- Positive Negotiating: Turning Opponents into Partners

### Customer Service Series

- Service Skills for the Service Professional
- Creating a Culture of Service from the Top Down
- Customer Loyalty: Managing Your Most Valuable Asset

# Your Education at-a-Glance

## TARGET AUDIENCES

	Principals	Senior Management	Middle Management	Project Managers	Sales	Estimators	Supervisors/Foremen	Students	Local Executives
<b>Major Events</b>									
MCAA Annual Convention (see page 2)	●	●	●						●
MSCA Annual Educational Conference (see page 2)	●	●	●						●
PCA Annual Educational Conference (see page 2)	●	●	●						●
<b>Webinars</b>									
Green Building Webinar Series (see page 3)	●	●	●	●					
Integrated Project Delivery (IPD) and BIM (see page 3)	●	●		●					
Management Strategies and Best Practices (see page 3)	●	●	●	●					
PCA Educational Webinar Series (see page 3)	●	●	●	●					
Safety (see page 4)	●	●	●						
Service Webinars (see page 4)		●	●	●	●			●	●
<b>Green Initiative Programs</b>									
LEED Green Associates Training (see page 7)	●	●	●	●	●	●			
LEED AP Workshop – Operations and Maintenance (see page 7)	●	●	●	●	●	●			
Green 101 (see page 7)	●	●	●	●	●	●			
Green 201 (see page 7)	●	●	●	●	●	●			
<b>Special Interest Conferences</b>									
Association Executives Council Conference (see page 8)									●
High Performance Estimating Conference (see page 8)	●	●	●	●	●	●			
Industry Improvement Funds Conference (see page 8)	●								●
Labor Relations Conference (see page 8)	●	●							●
MCAA/CQC National Issues Conference (see page 9)	●	●							●
Mid-Year Education Conference (see page 9)	●	●	●	●	●	●			
Safety Directors' Conference (see page 9)		●	●						●
Student Chapter Summit (see page 9)	●	●						●	●
<b>Technical Offerings</b>									
Building Information Modeling (see page 10)	●	●	●	●		●			
Collective Bargaining Seminar (see page 10)	●	●							●
NCPWB Technical Committee Annual Meeting (see page 10)	●	●							●
Pre-Fabrication Seminar (see page 11)	●	●	●	●		●			

## TARGET AUDIENCES

This tool will help you plan for professional development opportunities that will maximize your return on investment.

	Principals	Senior Management	Middle Management	Project Managers	Sales	Estimators	Supervisors/Foremen	Students	Local Executives
<b>Institutes</b>									
Advanced Leadership Institute (ALI) (see page 11)	●	●							
Advanced Institute for Project Management (AIPM) (see page 11)				●					
Institute for Project Acquisition (IPA) (see page 11)			●	●	●	●			
Institute for Project Management (IPM) (see page 12)				●		●	●		
<b>Service Education and Training</b>									
Increasing Your Maintenance Base to Grow Profits (see page 12)	●	●	●						
Growing and Developing Service Supervisors (see page 12)							●		
Dispatcher Professional Development Program (see page 13)							●		
Selling Skills Training Program (see page 13)			●		●				
Service Managers Training Program (see page 13)		●	●						
MSCA STAR Summit (see page 14)	●								
<b>Programs That Come to You</b>									
<i>The following programs may appear on your local association's schedule and are also available for onsite training at your company.</i>									
<b>National Education Initiative (NEI) Project Management Seminars (see page 14)</b>									
Advanced Supervisory Education Seminars (see page 14)							●		
Fundamentals of Project Management Seminars (see page 14)			●	●		●			
Claims Avoidance Seminar (see page 14)	●	●	●	●		●			
Job Operations Seminars (see page 15)	●	●	●	●		●	●		
Project Acquisition Process Seminars (see page 16)		●	●	●	●	●			
Project Profitability Seminars (see page 16)		●		●					
Strategic Management Seminars (see page 16)	●	●		●					
<b>Service Programs That Come to You (see page 17)</b>									
Managing Service Projects (see page 17)			●	●					
Service Skills Development Series (see page 17)			●	●		●			

# 2011/2012 A Year of Learning Opportunities

## JANUARY 2011

- 20 – 22**  
**Growing and Developing Service Supervisors**  
**Baltimore, MD**
- 27**  
**Green Building Webinar**  
**Online**

JANUARY						
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## FEBRUARY 2011

- 10**  
**Sales Manager's Webinar**  
**Online**
- 17**  
**Green Building Webinar**  
**Online**

FEBRUARY						
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## MARCH 2011

- 2 – 3**  
**MSCA Dispatcher Professional Development Program**  
**Kansas City, MO**
- 6 – 10**  
**MCAA Annual Convention**  
**Wailea, Maui, HI**
- 14 – 16**  
**Selling Skills Training Program**  
**Irvine, CA**
- 15**  
**Safety Resources for Service Webinar**  
**Online**
- 24**  
**PCA Educational Webinar**  
**Online**
- 24 (tentative)**  
**Management Strategies Webinar**  
**Online**

MARCH						
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## APRIL 2011

- 7 – 9**  
**Growing and Developing Service Supervisors**  
**Chicago, IL**
- 11**  
**BIM for Mechanical Contractors**  
**Baltimore, MD**
- 12**  
**BIM Contracts and Risk Allocation**  
**Baltimore, MD**
- 13**  
**Sales Manager's Webinar**  
**Online**
- 17 – 20**  
**NCPWB Technical Committee Meeting**  
**Santa Fe, NM**

APRIL						
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## MAY 2011

- 1 – 5**  
**IPM Class 50, Week 1** *sold out*  
**Austin, TX**
- 4 – 6**  
**Pre-Fabrication Seminar**  
**Seattle, WA**
- 9 – 11**  
**National Issues Conference**  
**Washington, DC**
- 26**  
**Green Building Webinar**  
**Online**

MAY						
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## AUGUST 2011

- 10**  
**Sales Manager's Webinar**  
**Online**

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## JULY 2011

- 31 – August 3**  
**Association Executives Council Conference**  
**Sonoma, CA**

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## JUNE 2011

- 1**  
**Sales Manager's Webinar**  
**Online**
- 8**  
**Green Building Webinar**  
**Online**
- 10**  
**Increasing Your Maintenance Base to Grow Profits**  
**Philadelphia, PA**

JUNE						
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## OCTOBER 2011

- 6 – 8**  
**Student Chapter Summit**  
**San Francisco, CA**
- 9 – 12**  
**MSCA Annual Educational Conference**  
**Colorado Springs, CO**
- 18 – 22 (tentative)**  
**Collective Bargaining Seminar**  
**San Antonio, TX**
- 23 – 27**  
**IPM Class 51, Week 1** *sold out*  
**Austin, TX**
- 24 – 28**  
**IPM Class 52, Week 1** *sold out*  
**Austin, TX**

OCTOBER						
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## NOVEMBER 2011

- 6 – 11**  
**ALI Course 11, Week 2**  
**Wellesley, MA**
- 14 – 17**  
**Service Managers Training Program**  
**Baltimore, MD**
- 30 – December 2**  
**Industry Improvement Funds Conference**  
**Longboat Key, FL**

NOVEMBER						
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## SEPTEMBER 2011

- 11 – 14**  
**Strategies for Success: Navigating the Recovery**  
**Indianapolis, IN**
- 18 – 22**  
**IPM Class 50, Week 2** *sold out*  
**Austin, TX**
- 18 – 23**  
**ALI Course 11, Week 1**  
**Wellesley, MA**
- 22**  
**Green Building Webinar**  
**Online**
- 22 – 24**  
**Growing and Developing Service Supervisors**  
**Washington, DC**
- 28**  
**Sales Manager's Webinar**  
**Online**

SEPTEMBER						
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## DECEMBER 2011

- 7**  
**Sales Manager's Webinar**  
**Online**

DECEMBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

## JANUARY 2012

- 8 – 12**  
**IPM Class 51, Week 2** *sold out*  
**Austin, TX**
- 9 – 13**  
**IPM Class 52, Week 2** *sold out*  
**Austin, TX**
- 15 – 20**  
**AIPM**  
**Austin, TX**
- 24 – 26**  
**Safety Directors' Conference**  
**TBA**

JANUARY						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

## MARCH 2012

- 17 – 22**  
**MCAA Annual Convention**  
**Walt Disney World, FL**

MARCH						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

