

MANUFACTURING MATTERS NEWSLETTER



THE MONTHLY NEWSLETTER OF MACNY, THE MANUFACTURERS ASSOCIATION | OCTOBER 2025



The leaves are beginning to change, the air is getting cooler, and the staff at MACNY and Partners for Education & Business, Inc. (PEB) are so excited because it's finally our favorite time of year: Manufacturing (MFG) Month!

The first Friday of October is nationally recognized as MFG Day, but some states, including New York, feel that just one day isn't enough to recognize the incredible work of the manufacturing community, and have taken it a step further to declare October as MFG Month. While to us every month is MFG month, we're excited to use this occasion to celebrate the hard work and dedication of our community.

This year, in keeping with tradition, we're kicking off the month with company tours to create hype around MFG Day on October 3rd. We're filling the first three days of MFG Month with back-to-back tours, welcoming hundreds of students, educators, and community members to local companies for an inside look at the daily operations of local manufacturers in Central New York. We won't just kick things off on a high note — later this month we'll head east to the Mohawk Valley for even more tours to close out the month with a bang!

Companies such as Belden, Byrne-Dewitt, Eaton, Gardall Safe Corporation, Golden Artist Colors, Haun Welding Supply & Specialty Gases, IMS, Inc., Indium Corporation, INFICON, JPW Structural Contracting,

Morse Manufacturing, OCWA, Central New York's Water Authority, Ralph W. Earl, TTM Technologies, Worthington Steel, and more are opening their doors for tours and hands-on activities.

With sites across several counties, students from across the area will be able to see and interact with cutting-edge technologies and innovative manufacturing processes. They'll also have the opportunity to meet with skilled experts and professionals in their field, including engineers, lab scientists, machine programmers, and more. Many of the companies hosting tours also offer training programs including internships, pre-apprenticeships, Registered Apprenticeship Programs, mentorships, and other continuing education opportunities.

MFG Month is an opportunity to bridge the gap between education and industry by showcasing the opportunities available to students right in their own backyards. By encouraging students to learn about manufacturing through first-hand experiences, we believe we can inspire the next generation of innovators.

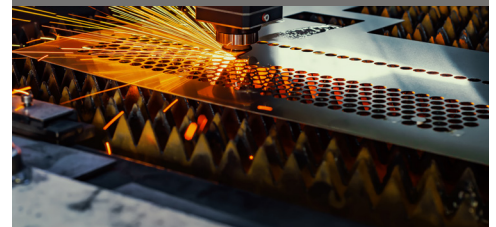
We're looking forward to a very exciting month ahead! Thank you to all our partners, sponsors, and member companies who make this month possible!

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Opportunities for you and your workforce



BUILD A BIGGER FUTURE

The U.S. Navy's next-generation submarine fleet is taking shape, and it needs skilled manufacturing professionals to bring it to life. From welding and machining to engineering and design, every role matters in building the most advanced machines on the planet.

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BUILD SUBMARINES

PRESIDENT'S MESSAGE

Randy Wolken, President & CEO

WHAT DOES IT TAKE TO BUILD A WORLD-CLASS TEAM?



The most decorated coaches, athletic directors, and administrators all follow a few core principles to set uncompromising standards and build elite organizations. How can business leaders do the same?

McKinsey Research set out to answer that and other questions by turning to what some business leaders might consider an unconventional source. During their study, they connected with more than 25 of the most ambitious and successful administrators, trainers, coaches, and athletes at professional and Division 1 athletic programs across the U.S. The findings of the study are fascinating.

Building any team is hard work. Building a successful team is even harder. An organization must manage the right mix of talent, culture, and performance expectations. However, most organizations find themselves lacking in one area or another. Consider the following cautionary tales: a team of “superstars” in an organization failed to gel simply because they couldn’t agree on working norms, while a different high-performing group underachieved because the executive team and line managers had conflicting views of their roles.

What does it take to avoid situations like those? What differentiates the teams operating at a high level from those lagging behind? What skills, mindsets, and behaviors do high-performing teams have that others lack? Most importantly, how do they sustain their collective focus over time, even when the work is hard?

Despite numerous challenges, many of the sports leaders McKinsey spoke with seemed to have found a winning formula for building and, when necessary, reinventing their teams. Four common themes emerged from their interviews that underscore how these leaders significantly changed the trajectory of their programs:

- **Set a new standard for the program that establishes the team’s objectives.** These leaders strongly emphasized creating a culture everyone buys into, where each teammate “walks the talk” every day, even if no one is watching.
- **Build a team with a diverse set of leadership skills and functional capabilities.** Successful sports leaders aren’t simply looking for the best performers, but also those who will gel with the team to help them win. This is true for companies as well. It’s not always about skill, fit must also be a factor.
- **Create a playbook for optimizing team performance.** These sports leaders clearly and purposefully codify how the work gets done and emphasize consistency in operations — from day-to-day routines (in the weight room and on the playing field) to annual planning cycles. Companies, too, need a playbook for optimal performance.
- **Establish an edge and a level of confidence that sets the team apart.** These leaders explore every possible angle to elevate the confidence and skills of everyone in the program — from the athletes and the coaching staff to the strength and conditioning team to the nutritionists and groundskeepers. As Brian Wright, the General Manager (GM) of the San Antonio Spurs, told McKinsey, “Everyone on the team has a critical role to play in ensuring the success of the group. We win by engaging everyone, not just our star players.” For business leaders, it’s crucial to determine your company’s “edge” that sets you apart from the competition.

In its report, McKinsey explores these four themes and suggests ways corporate leaders can incorporate these best practices in team building into their own organizations. There are enough similarities between the success of sports teams and businesses to suggest that these four principles can help leaders build successful teams, turn around low performers, and ultimately create more value for the long term.

The college sports season has begun. Many of you are tuning in to your favorite teams. As you do, notice what makes a winning team and how you can emulate those key practices within your team environment. In doing so, you can help build a world-class organization.



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WORKFORCE DEVELOPMENT

Samantha Wessing, Workforce Development Specialist

BREAKING BARRIERS: INDIUM CORPORATION'S FIRST DUAL-CERTIFIED JOURNEYWORKER



Earning a Journeyworker certification is a major milestone, one that represents commitment, growth, and resilience. For one Indium Corporation employee, obtaining her Journeyworker certification not once but twice in just over three years is a true testament to her hard-work and determination to grow.

Indium Corporation, is a champion of Registered Apprenticeship. Under MACNY's Registered Apprenticeship group sponsorship and in collaboration with the National Institute for Industry and Career Advancement (NIICA)'s Growing Apprenticeship in Nanotechnology and Semiconductors (GAINS) program, Indium Corporation utilizes five different trades across its four locations. Launching its Registered Apprenticeship Program in 2022, Indium Corporation enrolled its first cohort of employees in the Industrial Manufacturing Technician (IMT) trade. Among that first cohort was Brianna Bouck. Brianna eventually became Indium Corporation's first ever employee under MACNY's group sponsorship to hold two Journeyworker certificates, the first one as an IMT and the second as a Quality Assurance Auditor (QAA).

Brianna began her career at Indium Corporation nearly six years ago in the production department before transitioning to quality, where she quickly advanced, moving from QA Tech I to QA Tech II and then to Group Leader. Today, drawing on the skills she gained through her Registered Apprenticeship, Brianna supports the engineering department by ensuring customer requirements are met and contributing to the development of essential computer-aided design (CAD) files. This professional growth was the result of Brianna's commitment to excellence and desire to succeed. Becoming a Journeyworker is no easy feat; it requires working full-time while taking classes for Related Technical Instruction, usually at local community colleges. It's a lot of work for anyone to do once, let alone twice. When she encountered challenges, Brianna didn't throw in the towel, instead she leaned in and

used those obstacles to make her stronger. "I feel a sense of accomplishment, pride, and satisfaction becoming a Journeyworker not just once, but twice," she shared. "It makes me feel like more of an asset to the company I work for."

While she was already familiar with the structure and expectations of the Registered Apprenticeship Program, that didn't make the second time any easier, but nevertheless, she persisted, pushing herself even harder. When asked about how she felt starting her second Apprenticeship, Brianna explained, "I approached the QAA Apprenticeship with more confidence than the IMT Apprenticeship. I had the opportunity to take classes that I knew would help me grow and bring more to my team."

Enrolling in back-to-back Apprenticeships meant improving her technical skills. From learning how to make CAD files to utilizing SolidWorks and understanding casting and rolling processes, the knowledge she gained directly applies to her role within the engineering department. Brianna highlighted the value of on-the-job training, reflecting, "Joining a second trade taught me so much. Everything I've learned, I now use on the job."

Brianna made this journey look easy, but that wasn't always the case. One semester, she doubled up on classes, which included lectures and labs, all while working full-time and caring for her kids. "It was a lot sometimes," she admits, "but I persevered." Her determination paid off, earning her a spot on the President's List at Mohawk Valley Community College for her academic excellence. Her advice to others who might be thinking about beginning an Apprenticeship, or starting a second is, "Do it. It's worth it. It's an opportunity that not everyone is lucky enough to receive, and the feeling you get is amazing knowing you accomplished such a big thing."



Looking ahead, she's not rushing into a third trade just yet. Her focus is on applying what she's learned and growing her impact within the company. She is, however, looking forward to the chance to give back. "I can see myself mentoring others in the future. Helping someone become a Registered Apprentice, sharing what I've learned, that excites me."

PARTNERS FOR EDUCATION & BUSINESS, INC.

Taylor Hodge, Director, Partners for Education & Business, Inc.

GIRLS ARE LEADING THE POWER TO CHANGE



Over the summer, the Center for Urban Entrepreneurship at Rochester Institute of Technology was buzzing with energy — not from machines or batteries — but from the determination and creativity of 24 high school girls from the City of Rochester. These young innovators (grades 9–12) stepped into the future of clean energy through a program called Girl Power: Leading the Future of Battery Innovation & Clean Energy. The initiative was made possible through a National Science Foundation grant as part of the newly launched Energy Storage Workforce Development Network. The network has instituted several projects designed to educate and train the next generation of the battery workforce. The program opens doors for students from underserved and underrepresented communities by providing access to classroom learning, hands-on training, and real-world industry experience.

In Rochester, the program came into fruition through a partnership with the Young Women's Christian Association (YWCA) of Rochester and Monroe County, MACNY, The Manufacturers Association, Rochester Technology & Manufacturing Association (RTMA), Partners for Education & Business, Inc. (PEB), and Budmen Industries. As part of the program, Budmen Industries led a hands-on challenge for the students, called "Where does your community need power?" Isaac and Stephanie Budmen, the inventors and co-founders of Budmen Industries, encouraged the girls to explore places where reliable energy is often missing — parks, schools, community events, or emergency shelters — and imagine what could be possible if access to power in those spaces was never a question. The students were tasked with designing and building "recharge stations" powered by renewable energy sources like solar, wind, or hand-crank generators. Using affordable materials — everything from solar panels and battery packs to cardboard and duct tape — the teams prototyped

solutions tailored to real needs in their neighborhoods. Each group was given a unique scenario to solve, such as, a student whose phone died but needs to call home for a ride. At the last session, each team presented its prototypes to coaches and industry partners.

Isaac Budmen shared, "Watching these young women bring their full curiosity, creativity, and voice to the table was a genuine privilege. From the very first session, it was clear they weren't just participants, they were co-creators. Their ideas were bold, their questions were deep, and their sense of ownership grew with every stage of the project. What emerged across the program wasn't just great work, it was a shared sense of pride and community. The authenticity of the student engagement made the experience truly rewarding, not just for them, but for our entire team, incredible volunteers, and even the observers in the room. It was a collaborative experience in every sense of the word. We hope these students carry forward this lived experience of curiosity and collaboration into the changemaking work they'll do next!"



To make the program a success, MACNY and PEB brought in women from local battery and energy storage manufacturing companies to coach the girls through the process. Women from Plug Power, Eastman Kodak Company, L3Harris, and Applied High Voltage guided the students as they investigated problems, brainstormed designs, and built prototypes. One of the coaches, Rocío Montenegro, Ph.D., Research Scientist at Eastman Kodak Company, shared, "It's so important for our high

school students to have exposure to projects like the Girl Power program where they can acquire technical and problem-solving skills, while nurturing their creativity. MACNY and Budmen Industries did a great job setting up and delivering this program. I hope to see continuity in the program to allow for the students still interested in this area to further their skills and create career opportunities in the future."

This summer, these young women didn't just learn about clean energy, they were leading it, with the guidance of a community that believes in their power to create change.

Partners for Education & Business, Inc. (PEB) is an affiliate of MACNY. We collaborate with schools, industry partners, and community members to create career pathways by coordinating career exploration and preparation programming in the Central New York area.

LIVE2LEAD



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Author, and Former
NFL Player



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DAVID FREUND

Chief Leadership Officer at
MACNY, The Manufacturers
Association



Presented by MACNY,
The Manufacturers Association.

FRIDAY, NOVEMBER 7

9AM - 3PM

THE LODGE IN SKANEATELES, NY



LEADERSHIP DEVELOPMENT

David Freund, Chief Leadership Officer

WILL YOU BE READY?



As we enter the latter part of this year and begin looking ahead to 2026, I ask you to consider this question: will you be ready? Anyone who's attended my classes has likely heard me say: "if the rate of change outside of you is greater than the rate of change within you, you'll quickly become obsolete." The same is true of organizations. This year, more than ever, the rate of change in the world around us is occurring at an exponential rate. Will you be ready to match it?

Earlier this year, I had the privilege of spending a few days growing intentionally and learning as I attended the International Maxwell Certification event. Every speaker poured value into my life by posing challenging questions and sharing new perspectives. After each session, I reflected on what I learned by asking myself three questions:

- Where can I use this?
- When can I use it?
- Who will benefit from knowing about it?

Since then, I've found myself wondering what wisdom I could impart to you that would help you prepare for 2026 and beyond? How can I pour value into your lives and share new perspectives to help you grow in the year ahead?

The first thing I want to share is a simple five-step plan to achieve even greater success. The plan originated from a teaching by one of my previous mentors. The concept is quite simple; follow these five steps when implementing new ideas, and success is guaranteed.

Once you have your idea, **test it**. Put it out there and see what happens; chances are you'll fail, but that's okay because **failure** is step two. Failure as an avenue to success may seem counterintuitive but failing can teach you far more, so in learning from our failures, we're brought one step closer to success. Step three is to **learn**. Come together with your team and reflect on your learnings, your failures, and your ideas. Then, work to advance the process, which leads to step four, which is to **improve**. Once we've reflected on our failures, learned from them, and can improve ourselves, we can move onto step five,

re-enter. The last step takes us back to the beginning to test our newly refined idea. This process can be applied to any situation or any goal we have in life.

The second thing I'd like to share with you as you prepare for the year ahead is this quote: "You can curse the darkness, or you can turn on a light." This statement has always resonated with me. It can feel as though the news is always negative and everyone is out to bring others down. Most are tempted to just curse the darkness, but it's in times like these that we can make a profound difference. We have a chance to turn on the light; a light of kindness, a light of caring, and a light that makes the world around us just a little brighter.

As you look ahead to 2026, I invite you to join me on November 7th for this year's Live2Lead, a leadership retreat that I host every year at The Lodge in Skaneateles. The event is designed to equip you with new perspectives, practical tools, and key takeaways to breathe new life into your leadership. During the event, you'll hear from speakers such as Jesse Cole, founder of The Savannah Bananas, Tiffani Bova, a brilliant thinker, who helped bring Salesforce to the forefront of the business world, Anthony Trucks, former NFL player, who inspires people to do the hard work when nobody's looking, and as always, John Maxwell. The event also recognizes the exceptional leadership of one of our members by presenting that individual with the Transformational Leadership Award. Having previewed this year's content, I have to say it may be our best line-up yet. If you want to make sure you're ready for 2026 and beyond, join me on November 7th!



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STAFF ANNOUNCEMENT



We're excited to announce the expansion of our team with the addition of four new staff members to support the growth of our statewide workforce development programs, bridge the gap between education and industry through career exploration initiatives, and further expand employer and partner engagement across New York State.

Nick Bruno joins as Director of Strategic Initiatives for Workforce Development, where he will drive partnerships and growth in workforce development programs. A lifelong resident of Utica, Nick brings more than a decade of experience in business development and strategic planning from his career at Mohawk Valley EDGE, where he served as Vice President of Business Development. In this role, he led global marketing, relationship management, and business attraction efforts in industries like nanoelectronics and semiconductors, while also managing site master planning, capital projects, and grant applications. Nick earned his master's degree in Urban and Regional Planning from the University at Albany.

As Pre-Apprenticeship Manager, **Karen (Kay) Lindsay** will take on a leadership role in expanding the Real Life Rosies® and Advance 2 Apprenticeship® programs, preparing individuals for entry-level roles or advanced training such as Registered Apprenticeships. Passionate about education and workforce development, she brings experience in designing impactful training programs, leading organizational change, and fostering employee growth through leadership roles at Semikron-Danfoss, New York State OPWDD, and Upstate Caring Partners. Kay holds an associate degree in Business Administration, a bachelor's degree in Human Services, and is completing a second bachelor's degree in Human Resources.

Amanda Coe will support our pre-apprenticeship programs as a Workforce Development Specialist. Her experience as an instructor and academic advisor at Morrisville State College has honed her ability to adapt, connect with diverse learners, and create engaging learning environments.

Known for her proactive communication and people-focused approach, Amanda is passionate about workforce development through adult learning and training. She holds a Bachelor of Science in Health Studies from Utica University, an Associate of Applied Science in Massage Therapy from Morrisville State College, has completed her HRCI certification, and is pursuing a Master of Arts in Adult Education at Empire State University.

Ariel Bryant joins Partners for Education & Business, Inc. (PEB), as a Workforce Development Specialist. She brings experience supporting K–16 students in career exploration and workforce readiness, having served as a Program Coordinator at Syracuse University and the SUNY Center for Professional Development. In these roles, she managed student employment programs, developed training initiatives, and coordinated events connecting students to meaningful educational and career opportunities. Ariel is passionate about empowering individuals with the skills and support they need to succeed. She holds a Bachelor of Arts in Sociology with a minor in Africana Studies from the University at Albany.

"We are excited to welcome Nick, Kay, Amanda, and Ariel to MACNY," said Randy Wolken, President & CEO of MACNY. "Their collective expertise in workforce development, program leadership, and partnership cultivation will strengthen MACNY's mission to build career pathways and grow skilled talent across the state. Each brings unique strengths that will help expand our programs, deepen connections with local employers, and create more opportunities for individuals to succeed in meaningful, rewarding careers."



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OCTOBER

TRAINING AND EVENTS

SQL QUERYING: FUNDAMENTALS

October 1st | 9 AM – 5 PM

BUILDING A HIGH PERFORMING WORKPLACE CULTURE AND A GREAT PLACE TO WORK

October 3rd | 8:30 – 10 AM

BUSINESS ANALYTICS CERTIFICATION PREP COURSE WITH SYRACUSE UNIVERSITY

Starting October 6th | 7:30 AM - 1 PM

ROOT CAUSE ANALYSIS & CORRECTIVE ACTION

October 7th | 8 AM – 12 PM

OSHA 10-HOUR

October 7th & 8th | 8:30 AM – 2 PM

SUPPLY CHAIN MANAGEMENT WORKSHOP

October 7th & 9th | 1 – 4 PM

WORKING WITH MICROSOFT COPILOT

October 7th | 1:30 – 5 PM

FORKLIFT OPERATOR SAFETY TRAIN-THE-TRAINER

October 9th | 8:30 AM – 3:30 PM

HIGH IMPACT LEADERSHIP

Starting October 9th | 8:30 AM - 12:30 PM

LEAN SIX SIGMA: BLACK BELT

October 14th & 15th | 7:30 AM – 1 PM

A NEW KIND OF DIVERSITY

October 14th | 9 AM – 4 PM

MAXIMIZE YOUR MEMBERSHIP

October 14th | 9:15 – 10 AM

INTERACTIVE WORKSHOP: NEXT LEVEL BARCODING, BANBAN & VISUAL MANAGEMENT

October 14th | 2 – 4 PM

ANNUAL LEGISLATIVE BREAKFAST

October 15th | 8 – 11 AM

DISC BEHAVIORAL ASSESSMENT TRAINING

October 15th | 8:30 AM – 12:30 PM

MAXIMIZE YOUR MEMBERSHIP WEBINAR

October 16th | 9:15 – 10 AM

BLUEPRINT READING: LEVEL 1 (BASIC)

October 21st & 23rd | 8:30 AM – 12:30 PM

CRUCIAL ACCOUNTABILITY

October 21st & 23rd | 9:30 AM – 3:30 PM

DEVELOPING AND IMPLEMENTING AN EFFECTIVE TRAINING AND COMPETENCY SYSTEM

October 22nd | 8 AM – 12 PM

MICROSOFT EXCEL FOR OFFICE 365 - PART 1

October 22nd | 9 AM – 5 PM

MASTERING EMOTIONAL INTELLIGENCE LEVEL 1

October 22nd | 9 AM – 4 PM

TRAINING WITHIN INDUSTRY: JOB INSTRUCTION

Starting October 27th | 8:30 – 10:30 AM

MICROSOFT EXCEL FOR OFFICE 365 - PART 2

October 29th | 9 AM – 5 PM

CREATING AND USING PROMPTS FOR AI TEXT GENERATION

October 29th | 9 AM – 12:30 PM

CREATING AND USING PROMPTS FOR AI IMAGE GENERATION

October 29th | 1:30 – 5 PM



REGISTER FOR AN EVENT OR TRAINING