



COURSE OVERVIEW PM0095
Project Management Professional (PMI-PMP)
PMI Exam Preparation Training

Course Title

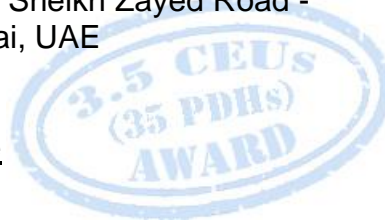
Project Management Professional (PMI-PMP)
PMI Exam Preparation Training

Course Date/Venue

July 27-31, 2025/The Mouna Meeting Room,
The H Dubai Hotel, Sheikh Zayed Road -
Trade Centre, Dubai, UAE

Course Reference

PM0095



Course Duration/Credits

Five days/3.5 CEUs/35 PDHs

Course Description



This practical and highly-interactive course includes various practical sessions and exercises. Theory learnt will be applied using our state-of-the-art simulators.



The acceptance of project management as a profession indicates that the application of knowledge, processes, skills, tools, and techniques can have a significant impact on project success. A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and end. The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project is no longer exists.



This course is designed to cover the PMI's project management body of knowledge (PMBOK). It provides guidelines for managing individual projects and defines project management related concepts. It also describes the project management life cycle and its related processes, as well as the project life cycle.



The course will take you step-to-step through the latest planning and control techniques, particularly those used by the Project Management Software and the Project Management Body of Knowledge (both APM's book and PMI's PMBOK). The course is in line with the PMI knowledge requirements and with the relevant experience will enable the participant to apply to the PMI for acceptance to their examination for the PMI-PMP registration. (Details of the full PMI requirements are available on the PMI web-page, www.pmi.org)

The course is carefully developed to reflect the best practices that also match the training requirements of distinguished professional organizations such as the Project Management Institute (**PMI**) and **FIDIC**. The Professional Development Units/Hours (**PDUs**) or Continuing Education Units (**CEUs**) awarded to our participants are recognized by the Project Management Institute (**PMI**) and by the International Association for Continuing Education & Training (**IACET-USA**).

Course Objectives

Upon successful completion of this course, each participant will be able to:-

- Get prepared for the next PMP exam and have enough knowledge and skills to pass such exam in order to get the PMI certification
- Discuss the foundation of business environment including strategic alignment
- Evaluate and deliver project benefits and value as well as execute project with the urgency required to deliver business value
- Support organizational culture, establish project governance structure and plan and manage compliance
- Collaborate and engage with stakeholders, manage communications and empower team members and stakeholders
- Ensure knowledge transfer for project continuity, engage and support virtual teams and lead a team
- Negotiate project agreements, build shared understanding and define team ground rules
- Determine appropriate project methodology/methods and practices
- Plan the projects and execute project with the urgency required to deliver business value
- Plan and manage the scope, project/phase closure or transition and schedule
- Build a team, plan and manage procurement and budget resources and assess and manage risk
- Plan and manage project compliance and quality of products/deliverables
- Integrate project planning activities, manage project changes and manage project artifacts
- Support team performance, promote team performance through the application of emotional intelligence and ensure team members/stakeholders are adequately trained
- Mentor relevant stakeholders, manage conflict, define team ground rules and implement continuous improvement
- Evaluate project progress, manage project issues and address and remove impediments, obstacles and blockers for the team
- Evaluate and address external business environment changes for impact on scope, manage project changes, negotiate project agreements and ensure knowledge transfer for project continuity

Exclusive Smart Training Kit - H-STK®



Participants of this course will receive the exclusive “Haward Smart Training Kit” (**H-STK®**). The **H-STK®** consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.

PMI Recognition of Haward Courses

The Project Management Institute (**PMI**) recognizes Haward’s Certificates and Continuing Education Units (CEUs).

The recognition and acceptance of our PDUs/CEUs fall under Categories E, F and G of PMI’s “Professional Education” section at the PMP Application. Hence, what the delegates simply need to do is to complete this section as part of the PMP Application and submit it to PMI upon the receipt of Haward’s certificates and ANSI/IACET’s CEUs. PMI will automatically accept the delegates with 35 Contract Honors as a fulfillment of the required Professional Education.

Haward Technology, being the first **Authorized Provider** of the International Association for Continuing Education & Training (**IACET-USA**) in the Middle East, is authorized to award ANSI/IACET **CEUs** that are automatically accepted and recognized by the Project Management Institute (**PMI**).

Who Should Attend

This course provides an overview of all significant aspects and considerations of project management for managers, specialists and engineers who have project management responsibilities but with limited training or experience in this area. The course covers the PMI’s PMBOK for those interested to sit for the PMP exam.

Exam Eligibility & Structure

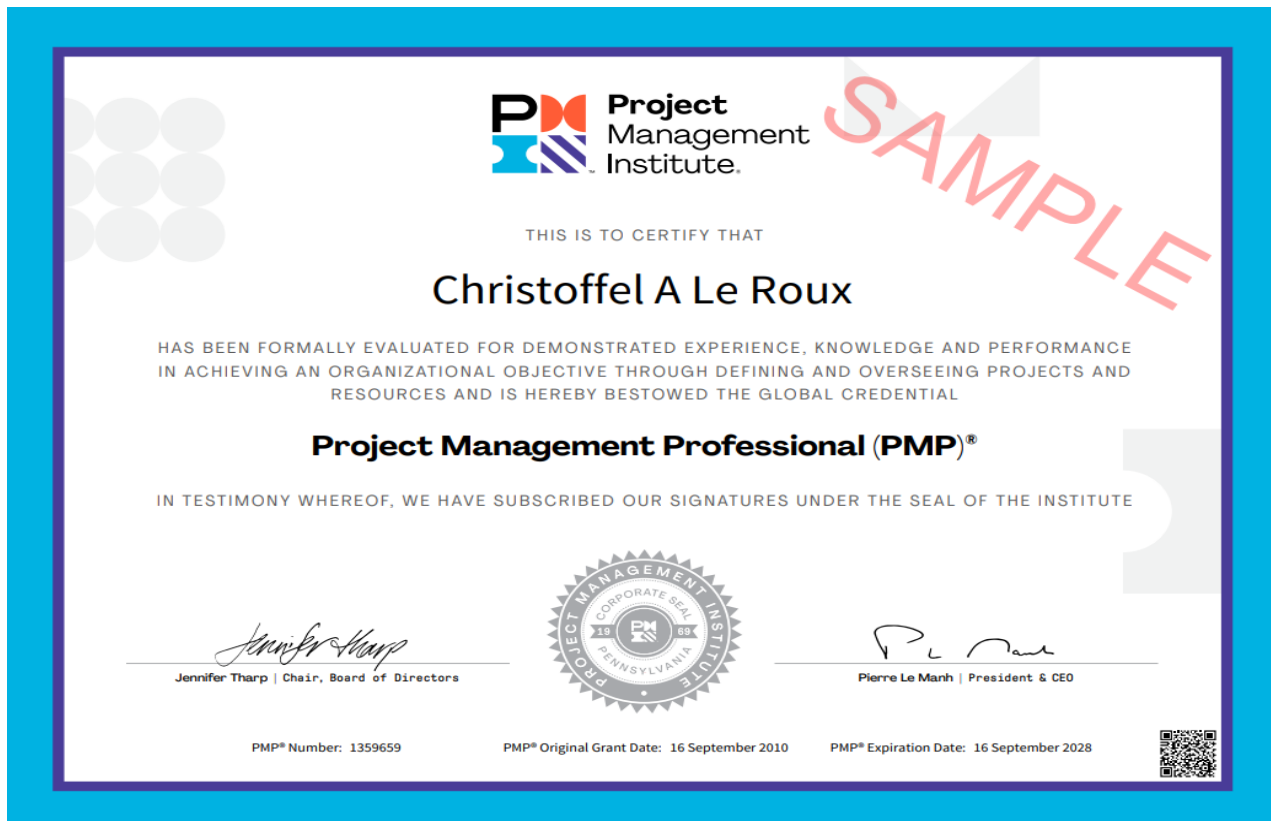
To be eligible for the PMP certification, you must meet certain educational and professional experience requirements.

Educational Background	Project Management Experience
High School Diploma or Associate’s degree	<ul style="list-style-type: none"> Minimum five years/60 months of experience leading projects within the past eight years 35 hours of project management education/training or CAPM Certification
OR	
Four-year degree (bachelor’s degree or global equivalent)	<ul style="list-style-type: none"> Minimum three years/36 months of experience leading projects within the past eight years 35 hours of project management education/training or CAPM Certification



PMI-PMP Certificate(s)

PMI-PMP certificates will be issued to participants who have successfully passed the PMI-PMP examination.



- (2) Official Transcript of Records will be provided to the successful delegates with the equivalent number of ANSI/IACET accredited Continuing Education Units (CEUs) earned during the course.

Howard Technology Middle East Continuing Professional Development (HTME-CPD)			
CEU Official Transcript of Records			
TOR Issuance Date: 14-Nov-22			
HTME No. 74851			
Participant Name: Waleed Al Habeeb			
Program Ref.	Program Title	Program Date	No. of Contact Hours
PM0095	Project Management Professional (PMP-PMP) PMI Exam Preparation Training	November 10-14, 2022	35
			3.5

Total No. of CEUs Earned as of TOR Issuance Date: 3.5

TRUE COPY
Jaryl Castillo
Academic Director

Howard Technology has been approved as an Authorized Provider by the International Association for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 500, Benson, VA 20177, USA. In obtaining this approval, Howard Technology has demonstrated that it complies with the standards and guidelines of the International Association for Continuing Education and Training (IACET) and is authorized to provide continuing education programs that qualify for CEUs. Howard Technology is authorized to offer IACET CEUs for programs that qualify under the ANSI/IACET 1:2013 Standard.

Howard Technology's courses meet the professional certification and continuing education requirements for participants seeking Continuing Education Units (CEUs) in accordance with the rules & regulations of the International Association for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted unit of measurement for measurement in qualified courses of continuing education.


Howard Technology is accredited by:
BAC, IACET, ILMI, ISO 9001:2015, UKAS, TQM, BSI, and others.

P.O. Box 26070, Abu Dhabi, United Arab Emirates | Tel: +971 2 3901 714 | Email: info@haward.org | Website: www.haward.org




Certificate Accreditations

Haward's certificates are accredited by the following international accreditation organizations: -


- 
Project Management Institute (PMI)

Haward Technology is an **Authorized Training Partner** of the **Project Management Institute (PMI)** (USA). We are strictly complying with the quality requirements and standards of PMI. Haward Technology is approved by PMI to issue contact hours and PDUs for those courses following the PMI requirements in addition to all PMI Project Management courses. Our trainers are Authorized by PMI to deliver the PMI Accredited courses and certification programs. As an Authorized Training Partner, Haward Technology has access to the latest and up-to-date PMI materials and resources available in the field of Project Management that will definitely improve the chances of success for participants attending Haward Technology courses.

The PMI Authorized Training Partner seal is a registered mark of **Project Management Institute, Inc.**

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British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council for Independent Further and Higher Education** as an **International Centre**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

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The International Accreditors for Continuing Education and Training (IACET USA)

Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units (CEUs)** in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **3.5 CEUs** (Continuing Education Units) or **32.5 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.



Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:



Dr. Chris Le Roux, PhD, MSc, BSc, PMI-PMP, PMI-CAPM, PMI-ATP is a **Senior Project & Management Consultant** with over **30 years** of teaching, training and industrial experience. His expertise lies extensively in the areas of **Project & Contracts Management Skills, Project & Construction Management, Project Planning, Scheduling & Control, Project Management, Project Delivery & Governance Framework, Project Management Practices, Project Management Disciplines, Project Risk Management, Risk Identification Tools & Techniques, Project Life Cycle, Project Stakeholder & Governance, Project Management**

Processes, Project Integration Management, Project Management Plan, Project Work Monitoring & Control, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Quality Assurance, Project Human Resource Management, Project Communications Management, Contract Management, Tender Development, Contract Standards & Laws, Dispute Resolution & Risk Identification, Myers-Briggs Type Indicator (MBTI), Organization Development Consultation, Advanced Debriefing of Emotional Trauma, Interpersonal Motivation, Model Based Interviewing, Leadership Orientation Programme, Coaching & Motivation, Creative Thinking & Problem-Solving Techniques, Emotional Intelligence, Presentation Skills, Communication & Interpersonal Skills, Effective Communication & Influencing Skills, Effective Business Writing Skills, Writing Business Documents, Business Writing (Memo & Report Writing), Leadership & Team Building, Psychology of Leadership, Interpersonal Skills & Teamwork, Coaching & Mentoring, Innovation & Creativity, Office Management & Administration Skills, Controlling Your Time & Managing Stress, Crisis Management, Strategic Human Resources Management, Change Management, Negotiation Skills, Strategic Planning, Risk Analysis & Risk Management, Global Diverse & Virtual Teams Operation, Exceeding Customer Expectations, Corporate Governance Best Practice, Business Performance Management & Improvement, Building Environment of Trust & Commitment, Win-Win Negotiation Strategies, Quality Improvement & Resource Optimization, Neuro Linguistic Programming (NLP), Personal Resilience Developing, Effective Role Modelling & Development, Managing Dynamic Work Environments, Organizational Development, Career Management, Situation & Behaviour Analysis, Interpersonal Motivation Skills, Inventory Management and Financial Administration. Further, he is also well-versed in Water Supply System Security, Vulnerability & Terrorism, Integrated Security Systems, Incident Threat Characterization & Analysis, Physical Security Systems, Security Crisis, Security Emergency Plan, Command & Control System, Preventive Actions and Situation Analysis. He was the **Psychologist & Project Manager wherein he was responsible in the project management and private psychology practices.**

During his career life, Dr. Le Roux has gained his academic and field experience through his various significant positions and dedication as the **Director, Medico Legal Assessor Psychologist, Training & Development General Manager, Project Manager, Account Manager, Commercial Sales Manager, Manager, Sales Engineer, Project Specialist, Psychology Practitioner, Senior HR Consultant, Senior Lecturer, Senior Consultant/Trainer, Business Consultant, Assistant Chief Education Specialist, ASI Coordinator, Part-time Lecturer/Trainer, PMP & Scrum Trainer, Assessor & Moderator, Team Leader, Departmental Head, Technical Instructor/Qualifying Technician, Apprentice Electrician: Signals and Part-Time Electrician** from various companies and universities such as the South African Railway (SAR), Department of Education & Culture, **ESKOM**, Logistic Technologies (Pty. Ltd), Human Development: Consulting Psychologies (HDCP) & IFS, Mincon, Eagle Support Africa, Sprout Consulting, UKZN, Grey Campus, Classis Seminars, CBM Training, just to name a few.

Dr. Le Roux has a **PhD in Commerce Major in Leadership in Performance & Change**, a **Master's degree in Human Resource Management**, a **Bachelor's degree (with Honours) in Industrial Psychology**, a **National Higher Diploma** and a **National Technical Diploma in Electrical & Mechanical Engineering**. Further, he is a **Certified Project Management Professional (PMI-PMP)**, a **Certified Associate in Project Management (PMI-CAPM)**, a **Certified Scrum Master Trainer** by the VMedu, a **Certified Instructor/Trainer** and a **Certified Internal Verifier/Assessor/Trainer** by the **Institute of Leadership & Management (ILM)**. Moreover, he is a **Registered Industrial Psychologist** by the Health Professions Council of South Africa (HPCSA), a **Registered Educator** by the South African Council for Educators (SACE) and a **Registered Facilitator, Assessor & Moderator** with Education, Training and Development Practices (ETDP) SETA. He has further delivered numerous trainings, courses, seminars, conferences and workshops globally.



Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

- 30% Lectures
- 20% Practical Workshops & Work Presentations
- 30% Hands-on Practical Exercises & Case Studies
- 20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

Training Fee

US\$ 5,500 per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day

Exam Fee

US\$ 875 per Delegate + **VAT**.

Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1: Sunday, 27th of July 2025

0730 – 0745	Registration & Coffee
0745 – 0800	Welcome & Introduction
0800 – 0815	PRE-TEST
0815 – 0900	Introduction to Project Management Professional
0900 – 1000	Lesson 1: Business Environment: 1A Foundation Foundational Project Management Concepts • Project Management Principles • The Agile Mindset • Tailoring – Hybrid Approaches, Processes & Practices in Project Management
1000 – 1015	Break
1015 – 1100	Lesson 1: Business Environment: 1B Strategic Alignment Define Strategic Alignment & Business Acumen • Follow Guidelines for Effective Business Decision-Making • Explore Organizational Influences on Projects • Explain How Projects Align with Broader Organizational Strategy & Global Trends
1100 – 1200	Lesson 1: Business Environment: 1C Project Benefits & Value Evaluate & Deliver Project Benefits & Value • Execute Project with the Urgency Required to Deliver Business
1200 – 1230	Lesson 1: Business Environment: 1D Organizational Culture & Change Management Support Organizational Change
1230 – 1330	Lunch



1330 – 1430	Lesson 1: Business Environment: 1E Project Governance Establish Project Governance Structure
1430 – 1445	Break
1445 – 1530	Lesson 1: Business Environment: 1F Project Compliance Plan & Manage Project Compliance
1530 – 1550	Lesson 2: Start the Project: 2A Identify & Engage Stakeholders Collaborate with Stakeholders • Engage Stakeholders • Manage Communications
1550 – 1600	Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1600	End of Day One

Day 2: Monday, 28th of July 2025

0730 – 0930	Lesson 2: Start the Project: 2B Team Formation Empower Team Members & Stakeholders • Ensure Knowledge Transfer for Project Continuity
0930 – 0945	Break
0945 – 1030	Lesson 2: Start the Project: 2B Team Formation (cont'd) Engage & Support Virtual Teams
1030 – 1130	Lesson 2: Start Project: 2C Build Shared Understanding Lead a Team • Negotiate Project Agreements
1130 – 1230	Lesson 2: Start Project: 2C Build Shared Understanding (cont'd) Build Shared Understanding • Define Team Ground Rules
1230 – 1330	Lunch
1330 – 1415	Lesson 2: Start Project: 2D Decide Project Approach/Methodology Determine Appropriate Project Methodology/Methods & Practices
1415 – 1500	Lesson 3: Plan the Project: 3A Planning Projects Differentiation of Planning for Predictive vs Adaptive Approaches
1500 – 1515	Break
1515 – 1550	Lesson 3: Plan the Project: 3B Scope Execute Project with the Urgency Required to Deliver Business Value • Plan & Manage Scope • Plan & Manage Project/Phase Closure or Transitions
1550 – 1600	Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1600	End of Day Two

Day 3: Tuesday, 29th of July 2025

0730 – 0930	Lesson 3: Plan the Project: 3C Schedule Plan and Manage Schedule
0930 – 0945	Break
0945 – 1100	Lesson 3: Plan the Project: 3D Resources Build a Team • Plan & Manage Procurement (Resources)
1100 – 1230	Lesson 3: Plan the Project: 3E Budget Plan & Manage Budget & Resources
1230 – 1330	Lunch
1330 – 1430	Lesson 3: Plan the Project: 3F Risks Assess & Manage Risks • Plan & Manage Project Compliance



1430 – 1445	Break
1445 – 1550	Lesson 3: Plan the Project: 3G Quality Plan & Manage Quality of Products/Deliverables • Plan & Manage Project Compliance
1550 – 1600	Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1600	End of Day Three

Day 4: Wednesday, 30th of July 2025

0730 – 0900	Lesson 3: Plan the Project: 3H Integrate Plans Integrate Project Planning Activities • Manage Project Changes
0900 – 0915	Break
0915 – 1015	Lesson 4: Lead the Project Team: 4A Craft your Leadership Style Lead a Team • Engage & Support Virtual Teams
1015 – 1100	Lesson 4: Lead the Project Team: 4B Create a Collaborative Project Team Environment Manage Project Artifacts
1100 – 1130	Lesson 4: Lead the Project Team: 4C Empower the Team Lead a Team • Empower Team Members & Stakeholders
1130 – 1200	Lesson 4: Lead the Project Team: 4D Support Team Member Performance Support Team Performance • Promote Team Performance through the Application of Emotional Intelligence
1200 – 1230	Lesson 4: Lead the Project Team: 4E Communicate & Collaborate with Stakeholders Manage Communications • Lead a Team • Engage Stakeholders • Collaborate with Stakeholders • Evaluate & Deliver Project Benefits & Value
1230 – 1330	Lunch
1330 – 1430	Lesson 4: Lead the Project Team: 4F Train Team Members & Stakeholders Build a Team • Ensure Team Members/Stakeholders are Adequately Trained • Mentor Relevant Stakeholders
1430 – 1445	Break
1445 – 1530	Lesson 4: Lead the Project Team: 4G Manage Conflict Manage Conflict • Define Team Ground Rules • Build Shared Understanding
1550 – 1550	Lesson 5: Support Project Team Performance: 5A Implement Ongoing Improvements Continuous Improvement
1550 – 1600	Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1600	End of Day Three

Day 5: Thursday, 31st of July 2025

0730 – 0930	Lesson 5: Support Project Team Performance: 5B Support Performance Manage Communications • Empower Team Members & Stakeholders • Build a Team • Engage & Support Virtual Teams • Manage Project Artifacts • Determine Appropriate Project Methodology/Methods & Practices
0930 – 0945	Break



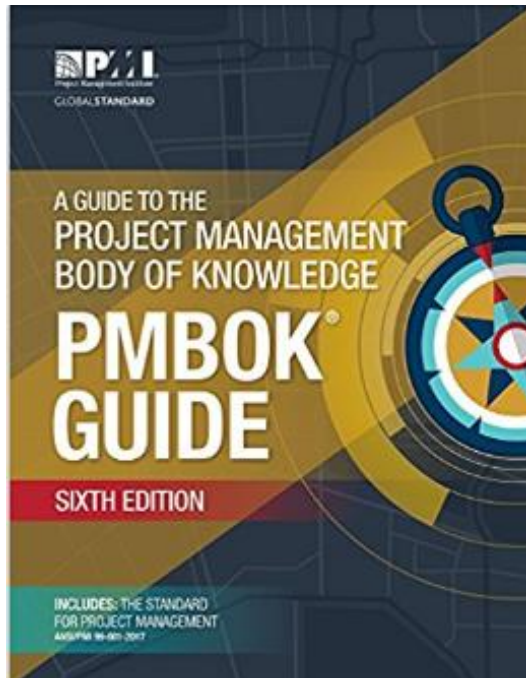
0945 – 1100	Lesson 5: Support Project Team Performance: 5C Evaluate Project Progress Plan & Manage Scope • Plan & Manage Schedule • Plan & Manage Budget & Resources • Execute Project with the Urgency Required to Deliver Business Value • Plan & Manage Quality of Products/Deliverables
1100 – 1245	Lesson 5: Support Project Team Performance: 5D Manage Issues & Impediments Manage Project Issues • Address & Remove Impediments, Obstacles & Blockers for the Team • Evaluate & Address External Business Environment Changes for Impact on Scope • Manage Project Changes
1245 – 1345	Lunch
1345 – 1415	Lesson 6: Close the Project/Phase: 6A Project/Phase Closure Negotiate Project Agreements • Plan & Manage Project/Phase Closure or Transitions
1415 – 1430	Break
1430 – 1445	Lesson 6: Close the Project/Phase: 6B Benefits Realization Evaluate & Deliver Project Benefits & Value
1445 – 1500	Lesson 6: Close the Project/Phase: 6C Knowledge Transfer Ensure Knowledge Transfer for Project Continuity
1500 – 1515	Course Conclusion Using this Course Overview, the Instructor(s) will Brief Participants about the Course Topics that were Covered During the Course
1515 – 1530	POST-TEST
1545 – 1600	Presentation of Course Certificates
1600	End of Course

MOCK Exam

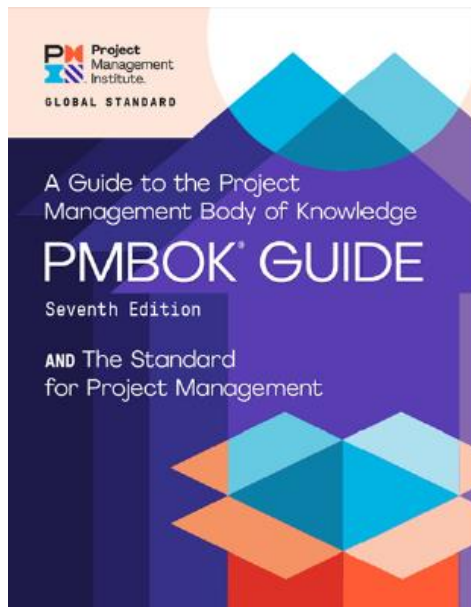
Upon the completion of the course, participants have to sit for a MOCK Examination similar to the exam of the Certification Body through Haward's Portal. Each participant will be given a username and password to log in Haward's Portal for the MOCK exam during the 30 days following the course completion. Each participant has only one trial for the MOCK exam within this 30-day examination window. Hence, you have to prepare yourself very well before starting your MOCK exam as this exam is a simulation to the one of the Certification Body.

Book(s)

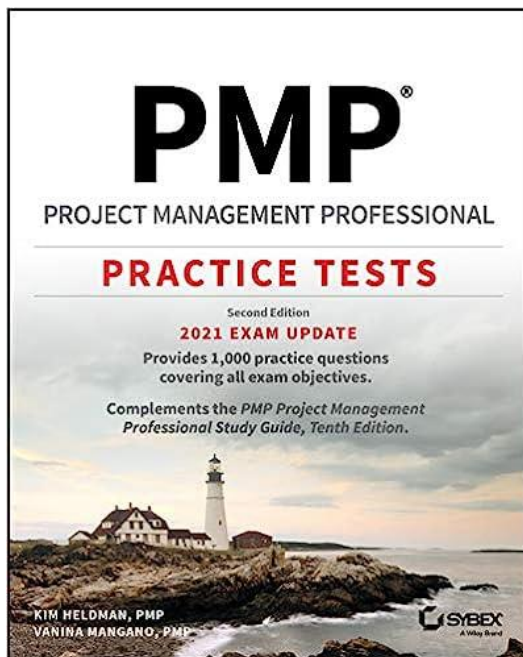
As part of the course kit, the following e-book will be given to all participants:-



Title: A Guide to the Project Management Body of Knowledge (PMBOK Guide)-
ISBN: 9781628251845
Author: Project Management Institute
Publisher: Project Management Institute



Title: A Guide to the Project Management Body of Knowledge (PMBOK Guide)-
ISBN: 978-1628256642
Author: Project Management Institute
Publisher: Project Management Institute



Title: PMP Project Management Professional Practice Tests: 2021 Exam Update

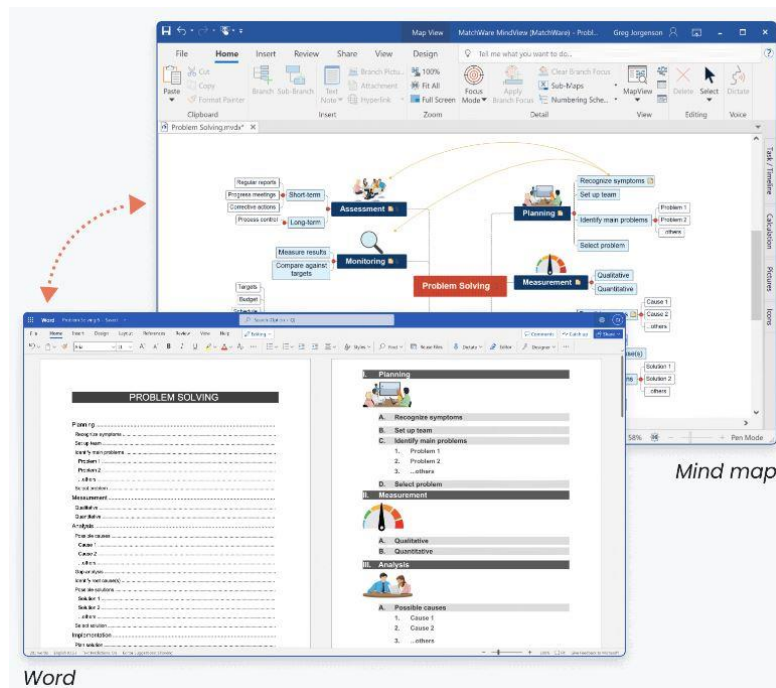
ISBN: 978-1119669845

Author: KIM HELDMAN, MBA, PMP
VANINA MANGANO, PMP

Publisher: Sybex Inc.U.S

Simulator (Hands-on Practical Sessions)

Practical sessions will be organized during the course for delegates to practice the theory learnt. Delegates will be provided with an opportunity to carryout various exercises using the “Mindview Software” and “Raidlog Simulator”.



Mindview Software



FREE RAID Log Template + RAID Analysis

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RAID ANALYSIS					
	RISKS	ASSUMPTIONS	ISSUES	DEPENDENCIES	
Critical	1	0	1	1	3
High	0	0	0	1	1
Moderate	1	1	0	0	2
Low	0	0	1	0	1
Negligible	0	0	0	0	0
Total	2	1	2	2	

PM-TRAINING

RAID LOG					
ID	Title	Description	Type	Classification	Comments
1	Example 1		Assumption	Moderate	
2	Example 2		Risk	Critical	
3	Example 3		Risk	Moderate	
4	Example 4		Issue	Low	
5	Example 5		Dependency	High	
6	Example 6		Dependency	Critical	
7	Example 7		Issue	Critical	
8					
9					
10					
11					

Raidlog Simulator

Course Coordinator

Mari Nakintu, Tel: +971 2 30 91 714, Email: mari1@haward.org