

A Detailed View of the 2024 Spring Mentoring Session

PMI Chicagoland

Core Project Manager Mentoring Program

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Director of Mentoring

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1. Overview

The purpose of this document is to provide more detailed information regarding the Core Project Manager Mentoring Program to potential mentees and mentors so they can assess whether they want to continue to be considered for the Session for which they have applied. Some applicants will still want to be considered for the Session and others will withdraw their applications typically because:

- 1) this Session will demand more time and effort than originally anticipated or
- 2) the nature of the formal mentoring process is not what the applicant is looking for.

Should an applicant withdraw his/her application, he/she does so without prejudice, meaning he/she is free to apply to a future Session.

Our objective in describing the Session to you in this level of detail is that you enter the Session with “your eyes wide open.” Because the Session demands a large amount of effort on not only the mentee’s part, but also on the part of a dedicated mentor and the Mentoring Leadership Team (MLT) facilitating the Session, **we seek ZERO ATTRITION, i.e., everyone who starts the Session, fully participates during the Session, and completes the Session.** Unfortunately, circumstances beyond our control arise from time to time (such as a family member becoming seriously ill), forcing a participant to withdraw midstream. Thankfully, those situations are relatively rare.

However, some circumstances are within the applicant’s control that will demand as much if not more time than this Session requires and, therefore, are in competition for a limited resource, namely the applicant’s (YOUR) time. Such “circumstances” include but are not limited to:

- Advanced education / degrees – such as MBA program
- New job
- Changing living accommodations, e.g., moving into a new home
- Family addition – the birth or adoption of a child
- Change of marital status – marriage, divorce

In such cases, we strongly recommend that the applicant withdraw his/her application for this Session and attend a future Session.

All this may sound a bit ominous and make you question immediately why you want to get involved in such an endeavor. The answer is there is a pot of gold for you at the end of the Session, figuratively speaking. If you indeed apply yourself, you will be rewarded with a strong sense of fulfillment and accomplishment. This program falls under the axiom that anything truly significant does not come without considerable effort and is well worth it. We hear those words all the time from participants who complete a Session. Several have signed up for a second or third session in the same and alternative roles (mentors have become mentees).

One final note – if you have been in a Session before August 2016 or talked to someone who has been, your or their experience is not what you will experience in this Session. We substantially revamped the program in August 2016.

With that backdrop, let’s begin the journey through a Session.

2. Sessions, Programs, Meetings and Events

To avoid confusion for what otherwise may be considered synonymous terms, we make the following distinctions in this Program:

- **Program** – The program described in this document is the PMI Chicagoland Core Project Management Mentoring Program.
- **Session** – A session is one 20-week forum offered under the Core PM Mentoring Program. Currently, PMI Chicagoland Chapter offers two Sessions per year. The Spring Session runs from February through June of the calendar year. The Fall Session runs from September through January of the following calendar year. There is no difference between the Spring syllabus and the Fall syllabus.
- **Meeting** – A one-to-one contact between a mentee and his/her mentor. The contact is ideally face-to-face although other virtual interactive means (e.g., Zoom) may be used when proximity is not an option. The location, duration, and content of each meeting is determined by the mentee and his/her mentor to their mutual satisfaction. The Core PM Program Mentoring Agreement that each mentor and mentee signs at the beginning of a Session states that each mentor and mentee will have a minimum of two meetings per month during the Session. Most mentoring partnerships hold 4 meetings per month. Mentees and mentors may claim one PDU for each hour they meet to the extent permitted as delineated in the CCR Handbook (Refer to Section 12 (PDU Units) below for further details).
- **Event** – An Event is a gathering of all the mentees and mentors in a Session. Events are organized and facilitated by the MLT, with a particular purpose in mind. The dates and times of the events are known at the time applications are being received. There are four events that take place during each session:
 1. **Mentors' Training Event** – For mentors only – one to two weeks before a Session begins
 2. **Kickoff Event** – For mentees and mentors – starts the 20-week Session
 3. **Mid-session Event** – For mentees and mentors – in Week 10 of the Session
 4. **Final/Closing Event** - For mentees and mentors – ends the 20-week Session

Events normally occur on Saturdays. They are generally 4.5 hours long - typically from 9:00 AM to 1:30 PM. Attendance at all the events is mandatory for Mentors. Mentees must attend the Kickoff, Mid-session, and Final/Closing events.

If the applicant cannot commit to attending all the Events, he/she should withdraw his/her application for this Session and apply for a future Session.

3. This Session has a Formal Mentoring Format

There are several different ways that mentoring can be delivered. The PMI Chicagoland Core PM Mentoring Program utilizes a **formal mentoring format**. The difference between formal and informal (common alternative) mentoring formats is described below:

Item	Characteristic	Formal Mentoring	Informal Mentoring
1	Time-bound	Specific beginning and ending dates for a session. For PMI Chicagoland, a session is 20 weeks.	No specific start date. Usually open-ended.
2	Plan	There is a plan guiding the mentoring process. For PMI Chicagoland, each mentee defines his/her goal and the plan to achieve that goal with the support of his/her mentor and MLT guidance.	There is no plan and no specific direction.
3	Documentation	The plan is documented. For PMI Chicagoland, there are documented periodic progress reports and anonymous surveys.	Typically, no documentation.
4	Guides	Mentees and mentors are provided with written instructions to guide them through creating various deliverables. Additionally, these guides provide advice regarding the mentoring relationship to help ensure that it is effective.	Typically, there is no written instruction.
5	Escalation	Although issues between mentor and mentee are extremely rare, the MLT is readily available to help.	Typically, there is not a support team readily available.
6	Mentor selection	Mentor/mentee partnerships are assigned by facilitator, in our case, the MLT.	Usually, mentee can pick mentor from several available
7	Mentor exclusivity	Mentee and mentor have an exclusive one-to-one relationship for entire session.	Typically, one-to-one, although mentee groups and mentor teams may be used.
8	Meetings	One-to-one mentee/mentor meetings are scheduled for the session. A minimum number of meetings is required.	Mentee/mentor meetings do not usually occur with any rigor.

Item	Characteristic	Formal Mentoring	Informal Mentoring
9	Events	Group gatherings (events) bringing all mentees and mentors together are scheduled. Attendance is mandatory. For PMI Chicagoland, 3 events occur in each session for all participants and 1 additional event for mentors only.	There are no scheduled group gatherings.
10	Commitment	Mentees and mentors pledge to be active participants, mindful of partner, and attend minimum number of meetings and events.	Typically, no type of formal agreement.
11	Professional Development Credits	Course PDUs awarded for mentees and mentors satisfying Events requirements. Other PDUs may be earned for Meetings.	Other PDUs may be earned for Meetings.
12	Knowledge Sharing	Mentee and mentors share status and findings with other colleagues during Events.	Any knowledge sharing occurs ad hoc.
13	Networking	Networking with colleagues is encouraged and facilitated.	Typically, there is no network structure.

While a formal program is more structured, in anonymous surveys, participants who have completed a session, indicate a strong preference for a formal versus an informal format. The preference seems to come from a formal format providing the framework within which mentees and mentors can expend 100% of their creativity and efforts on achieving their goals.

Some PMI chapters that have implemented informal programs report that over time, as high as 40% of the participants seem to drift off-course and abandon the program.

There certainly is a place for informal mentoring in everyone's development, but it probably should not be one's first experience with mentoring. A formal program as a first step will provide you with experience and tools you can use to make future informal endeavors successful.

4. Selection of Your Mentoring Partner

In the month prior to kicking off a formal session, the MLT reviews every mentee's and mentor's application and resume. The MLT considers several factors to select the best pairing of partners for each mentee/mentor relationship. The MLT has paired hundreds of mentees and mentors over the years with a well-defined process that considers the practical aspects (such as location) and the objectives and preferences of every applicant. The process begins with comparing potential meeting places and minimizing the distance the mentee and mentor must travel. We strive to have each mentee/mentor partnership be able to meet within a 15-mile perimeter. Often, the distance is much less. Next, we consider certain discrete factors such as industry and whether mentees and mentors want their partner to be in the same or different industries. Finally, we consider more subjective factors, such as special requests to be mentored on a certain skill, technique, and/or practice.

Approximately two weeks before the session is to begin, each applicant is informed via email of the name of his/her partner and contact information (email and phone). The mentee is given instructions to contact the mentor and have a short meeting (physical or virtual), or telephone conversation, to determine if they are reasonably sure they are a good fit. Each person will report findings back to the Director who will communicate his/her acceptance to each partner. On occasion there will be an issue and the MLT will make reasonable efforts to find an alternative, although that is not always possible.

It is important that every mentee and mentor keep in mind that this is a 20-week professional relationship, and judge compatibility on that basis. It is not a life-long relationship, although in some cases, it turns out that way, to which PMI is indifferent. At the end of prior sessions, 96% of the participants reported they had an excellent, very good, or good relationship with their partner.

Occasionally, we may not be able to find a partner for you, and we will send you an email asking you to withdraw your application from this session. Often, geography is the culprit. We encourage you to apply to a future session because the geography will be more favorable with a new group of applicants.

5. Timely Response to Emails from the Director of Mentoring

Email is the primary method by which the MLT facilitates the Session. Over the 20 weeks of the Session, you will receive many emails (between 45 and 55) from the DirMentoring@PMIChicagoland.org. You need to pay attention to every email and respond as set forth in each email. We refer to this as “compliant communication” which basically means that you must comply with what is requested in the email. For example, under Selection of your mentoring partner,” two emails are inferred:

1. The first email will be individually addressed to you, informing you of the name of your mentoring partner, and his/her email address and phone number. If you are a mentee, the email will direct you to contact your mentor and have a phone conversation or, ideally, meet face-to-face within 48 hours to determine if you are compatible and a good fit.
2. You will receive a second email approximately 48 hours later, asking (requiring) you to reply with your decision regarding compatibility. You will reply with one of three options.

Why is this considered compliant communication? A response is needed from every mentee and mentor confirming acceptance and formation of the partnership before we can move on with the Session. The MLT must have 100% compliance from every mentee and mentor.

Since this is a formal program, there is a schedule and specific activities that need to occur on time to not jeopardize the overall Session. Non-compliance is a showstopper. Consequently, if your response is not received by the due date, you can expect another email and another until compliance is achieved. Want to minimize the number of emails you get? Simple! Answer the first email quickly.

6. Mentor Training Event

The Mentor Training Event is exclusively for mentors. This training is intended to level set all mentors to the same PMI mentoring style. In the training, the following is covered:

1. The plan and schedule for the Session.
2. The role of the mentor and the mentee in this Session.
3. Mentoring best practices are discussed.
4. The Mentor's Guide is distributed.
5. Explanation of the process for creating a Personal Development Plan.
6. Role playing some common situations.

Mentors must register for the event. Mentors receive an email when event registration opens. There is no fee to register.

The Mentor Training Event is considered an educational course. Mentors who attend the event will receive course PDUs at the end of the Session.

In addition to the Mentor Training described above, Mentors, who are attending a Session for the first time, are required to attend the New Mentor Orientation which will precede the Mentor Training Event.

7. Kickoff Event

The Kickoff Event marks the beginning of the 20-week session. Both mentees and mentors are required to attend the event. Mentees will sit with their mentors. During the Kickoff Event, a myriad of topics is covered:

1. The overall plan and schedule for the Session.
2. Acceptance and signing of the Mentoring Agreement and Confidentiality Agreement.
3. Distribution of the Mentee's Guide to mentees.
4. Explanation of the process for creating a Personal Development Plan.
5. Assignment of the Personal Development Plan to mentees.
6. The mentor, mentee, and MLT roles in this Session.

Following the instructional portion of the event, there is an optional one-hour free luncheon. This is a time to become better acquainted with your partner and network with other participants.

Mentees and mentors must register for the event. Participants receive an email when event registration opens. The fee of \$100 (one hundred dollars) for the Session will be assessed to mentees as they register. There is no fee for mentors.

The Kickoff Event is considered part of an educational course. Participants who attend all 3 Session events (Kickoff, Mid-session, and Final/Closing), and complete related deliverables will receive course PDUs at the end of the Session.

All material presented during this event will be emailed to active participants of the Session one to two days later.

8. Personal Development Plan (PDP)

Conceptually, each mentee's participation in this Session can be considered a project. The PDP is the means by which each mentee creates a project plan to accomplish his/her goal(s).

The objective for this program is to have 100% of mentees meet his/her goal(s) for the session. Prior to implementing the PDP process in the fall of 2017, only 50% of mentees met their goal for the session. That, quite simply, is unacceptable from both the participants' perspectives as well as the program perspective. Since the MLT instituted the much more defined PDP process, between 90% and 100% of mentees have met their goal in the sessions and in the most recent session, 95% of mentees met their goals.

The PDP is, by far, the most time-consuming deliverable, requiring the most effort to create and gain the approval of the MLT. Each mentee is responsible for creating the PDP with significant guidance from his/her mentor. The mentor and mentee review the plan on an agreed-upon schedule.

The assignment to create his/her PDP is given to mentees during the Kickoff Event. The PDPs must be turned into the MLT 3 weeks later for review and approval. If the plan is not acceptable to the MLT, they will respond with specific changes to be made by the mentee and resubmitted for approval. This iterative process will continue until there is an acceptable plan. If a mentee has not done this before, submitting the PDP to the MLT several days before the deadline is best to accommodate multiple iterations.

The amount of time and effort it will take each mentee to develop an acceptable plan will vary greatly due to the diversity of the mentee group. Some mentees have been practicing project managers for years and have the PMP certification. Others are in another profession and are just entering the project management field. If a mentee is an experienced project manager, the elements of creating a PDP will be familiar, and it will be a straightforward process. If, on the other hand, a mentee is not an experienced project manager, creating the PDP will be more of a challenge, but not impossible. Mentors can and should support their mentees in this effort.

The difficulty the MLT sees mentees have in creating a PDP typically falls into three areas:

1. Thinking of goal(s) – Mentees are free to define what it is they want to accomplish during this Session (with some exceptions noted later). Typically, in the work environment, we are not free to choose our goals – rather, goals are given to us. A mentee's goal could be related to his/her current position and a particularly challenging situation he/she wants to address. The goal could be related to a skill the mentee wants to enhance. The goal might even be to explore project management in another business sector. As a mentee, whatever your goal is – it's your choice.

2. Goals need to be SMART. By SMART, we mean a goal is:

S - Specific	The <u>goal</u> is your <u>charter</u> and is supported by a Detailed <u>scope</u> statement of what is, and what is not included.
M - Measurable	Work Breakdown Structure, for each goal, detailed in the 20-week time period.
A - Attainable	Take into consideration family and employment commitments. Also allow for unplanned events.
R - Relevant	Be specific – what is your expected deliverable?
T - Time bound	Manage your time.

Mentors can help mentees develop SMART goals.

3. To accomplish the goal, the mentee needs to create a set of actions that are manageable and lead in aggregate to reaching the goal. In project management terms, this is called decomposition, resulting in a Work Breakdown Structure (WBS). This concept will be familiar to experienced project managers but may be new to those just entering the project management field. A mentee struggling with this process should seek guidance from his/her mentor.
4. As the mentee develops the goal(s) and the set of actions to achieve the goal, the mentee should also discuss the potential risks to achieving the goal with their mentor and how they will mitigate the risks if they arise. Thinking ahead will mean a greater likelihood of executing the mitigants when the need arises and a greater likelihood of meeting the end goal(s).

9. Unacceptable Personal Development Plan (PDP) Goals

Certain endeavors are not considered acceptable goals in this program. Goals may not be related to PMI certifications in any way.

Goals may NOT be associated with preparation, studying, taking exams, or acquiring PMI and/or DA credential(s) including but not limited to PMP, PgMP, PfMP, CAPM, PMI-PBA, PMI-ACP, PMI-RMP, PMI-SP, DASM, DASSM, DAVSC, and DAC.

Within PMI, there are other programs whose purpose is to prepare candidates for the exams leading to PMI certification.

10. Mid-Session Event

By the Mid-Session Event, the PDP has moved out of the planning phase and well into the execution phase. In this Event, mentees, with the support of their mentors, present the schedule progress toward their goal(s) as well as other observations they may have made along the way.

Each mentee is given 2-3 minutes to present his/her status. With 30-40 Mentees presenting, the MLT enforces the timing, so the event is not prolonged.

Approximately 2 weeks prior to the day of the Event, participants are provided with the template they will populate and present in their 3-minute segment. We refer to this as a homework assignment. It must be turned in to the Director of Mentoring several days before the Event so presentation slide decks can be created.

The other deliverable for the Mid-Session Event is an anonymous survey that is distributed three weeks before the day of the Event. Every mentee and mentor is required to take the survey. At the Mid-Session Event, the survey results are presented by the MLT. From time to time, the results will prompt discussion.

There is an optional one-hour free luncheon following the instructional portion of the event.

All presentations are sent to all Session participants after the Event.

11. Final/Closing Event

The Final/Closing Event is held on the last day of the Session (Saturday of Week 20). The preparation activities before the event and the mentees' presentations at the Event are similar to the Mid-Session Event. Mentees, with the support of the mentors, each make a 2-3-minute presentation which is their final report with respect to the status of his/her PDP including whether the goal(s) have been met.

There will be other presentations as well including topics such as PDU reporting and volunteering opportunities within PMI Chicagoland. Certificates will be awarded to participants. There is an optional one-hour free luncheon following the instructional portion of the event.

All presentations are sent to all Session participants after the Event.

12. Professional Development Units (PDUs)

As defined in the PMI Continuing Certification Requirements (CCR) Handbook⁽¹⁾ – “PDUs are the measuring unit used to quantify approved learning and professional service activities.” Obtaining PDUs is the way to retain PMI certification(s) (i.e. PMP, PgMP, PfMP, PMI-PBA, PMI-ACP, PMI-RMP, and PMI-SP).

The Mentor Training Event is considered a course and mentors receive 3.5 PDUs for attendance at the event. The 20-week Session is considered a second course. If a mentor or mentee attends all 3 Session Events (i.e., The Kickoff Event, Mid-session Event, and Final/Closing Event) and completes the associated deliverables, he/she receives 10.5 educational PDUs, which may be applied to the PMP recertification requirement. A subset of those PDUs will be applied to other PMI Certifications. The PDUs are distributed amongst Talent Triangle components (Technical, Leadership, Strategic Business Management). Course PDUs requested are submitted to PMI by the Session “instructor” (i.e., the Director) for the mentors and mentees.

In addition to the course PDUs noted above, mentees and mentors may report additional PDUs for their one-to-one meetings. Mentee PDUs should be submitted by the mentee as Informal Learning (Educational opportunities focused on structured discussions). Mentor PDUs should be submitted by the mentor under the broad category, Giving Back to the Profession, and specifically Share Knowledge (Sharing your domain knowledge to help others learn and grow).

The MLT will issue a report at the end of the session to delineate which PDUs the Director will be submitting versus which ones the mentees and mentors must submit.

One final note, if you do not hold one of the PMI certifications at the outset, you can still apply all the PDUs acquired during the session to your new credential.

Note: ⁽¹⁾ Continuing Certification Requirements Handbook link: <https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/ccr-certification-requirements-handbook.pdf>

13. Certificates of Completion and Participation

Each Mentee and Mentor who is still enrolled in the session through the Final/Closing Event will receive a certificate.

There are two types of certificates:

- 1) Certificate of Completion, and
- 2) Certificate of Participation.

To receive the Certificate of Completion, a Mentee must complete eleven requirements. Those requirements are:

1. Attend the Kickoff Event
2. Submit the Kickoff Event homework assignments
3. Make a presentation at the Kickoff Event (content defined by MLT)
4. Attend the Midsession Event
5. Submit the Midsession Event homework assignment
6. Take the Midsession Survey prior to the event
7. Make a presentation at the Midsession Event (content defined by MLT)
8. Attend the Final/Closing Event
9. Submit the Final/Closing Event homework assignment
10. Take the Final/Closing Survey prior to the event
11. Make a presentation at the Final/Closing Event (content defined by MLT)

For Mentors to accomplish the 11 requirements, they must:

- A. Personally do requirements 1, 4, 6, 8, and 10, and
- B. Support and guide mentees for requirements 2, 3, 5, 7, 9, and 11.

Mentors also have an additional requirement to receive the Certificate of Completion:

1. Attend the Mentor Training Event

If a Mentee does not complete all 11 requirements, or a Mentor does not complete all 12 requirements, then the individual will receive a Certificate of Participation.

14. Mentee/Mentor Level of Effort

The following table lists the level of effort we typically see from mentors and mentees who have participated in previous Sessions. Your Level of Effort will vary:

Week #	Task, Meeting, Event	Mentee Hours	Mentor Hours	MLT Distribution	Mentee Deliverable	Notes
T-2	Mentee/Mentor Pairing Announcement			●		
	Mentee/Mentor Teleconference	1	1		■	
	M/M Team Introduction Template			●		
T-1	Create M/M Intro Presentation for Kickoff Event	2	1		■	
	Mentor Training Event		3.5			
T=0	Kickoff Event	3.5	3.5		■	
	PDP Template Distributed			●		
T+1	M/M 1-1 Meeting	1	1			
	PDP in Development	2	2			
T+2	M/M 1-1 Meeting	1	1			
	PDP in Development	2	1			
T+3	M/M 1-1 Meeting	1	1			
	PDP (Goal) Developed and Submitted to MLT	5	2		■	
T+4	M/M 1-1 Meeting	1	1			
T+5	M/M 1-1 Meeting	1	1			
T+6	M/M 1-1 Meeting	1	1			
T+7	M/M 1-1 Meeting	1	1			
	Survey Link Notification	.25	.25	●	■	
T+8	M/M 1-1 Meeting	1	1			
	Mid-session Template Distributed			●		
T+9	M/M 1-1 Meeting	1	1			
	Mid-session Template Submitted	1.5	.5		■	
T+10	Mid-session Event	3.5	3.5		■	
T+11	M/M 1-1 Meeting	1	1			
T+12	M/M 1-1 Meeting	1	1			
T+13	M/M 1-1 Meeting	1	1			
T+14	M/M 1-1 Meeting	1	1			
T+15	M/M 1-1 Meeting	1	1			
T+16	M/M 1-1 Meeting	1	1			
T+17	M/M 1-1 Meeting	1	1			
	Survey Link Notification	.25	.25	●	■	
T+18	M/M 1-1 Meeting	1	1			
	Final/Closing Template Distributed			●		
T+19	M/M 1-1 Meeting	1	1			
	Final/Closing Template Submitted	1.5	.5		■	
T+20	Final/Closing Event	3.5	3.5		■	

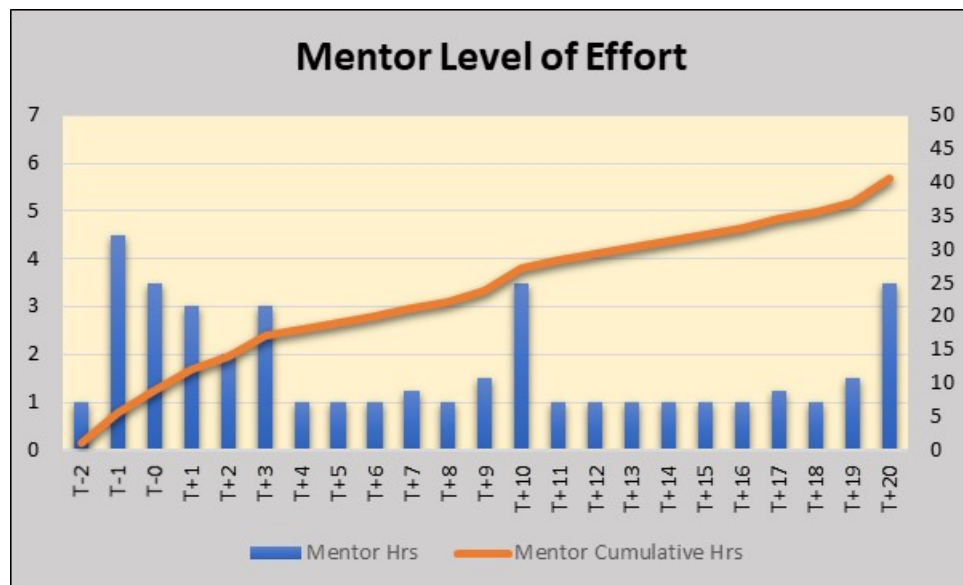
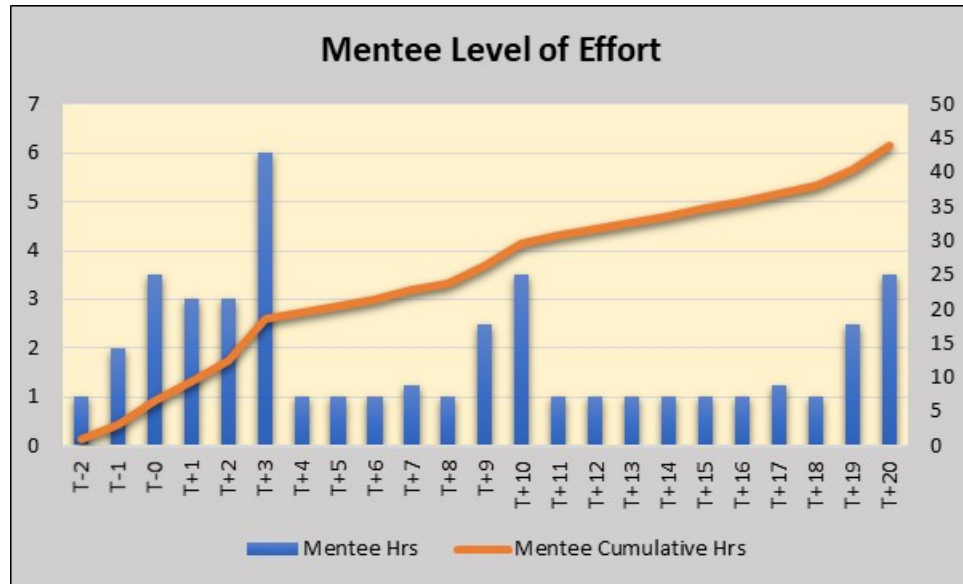
The Session is 20 weeks. There are activities that take place before the Session begins. Practically speaking, the level of effort spans 23 weeks.

The table above depicts the level of effort for a mentee and mentor who are having mentee/mentor one-one meetings 4 times per month.

- For a mentee, the total effort is 44.0 hours or 1:55 hours per week.
- For a mentor, the total effort is 40.5 hours or 1:45 hours per week.

These estimates are minimums and reflect only the required meetings and event times. It doesn't include the time the mentee and mentor will spend on their planned activities between T+4 and T+20. In addition, a mentor and mentee may agree to increase their commitment.

Actually, as the charts below depict, effort is not even but has peaks and valleys; with the most effort being expended in the first 6 weeks (3 before Kickoff and 3 after Kickoff).



The effort can be reduced by 8 hours if mentor and mentee meet the minimum of 2 times per month. In that case, the level of effort is:

- For a mentee, the total effort is 36.0 hours or 1:33 hours per week.
- For a mentor, the total effort is 32.5 hours or 1:25 hours per week.

15. Dates, Times, Venues of 2024 Spring Mentoring Session Events

1	Mentor Training Event ⁽⁴⁾	January 20, 2024 Saturday	Event: 9:00 AM-1:30 PM ⁽¹⁾ Lunch: Integrated into Event ⁽²⁾	Elmhurst University ⁽³⁾
2	Kickoff Event ⁽⁴⁾	February 3, 2024 Saturday	Event: 9:00 AM-1:30 PM ⁽¹⁾ Lunch: Integrated into Event ⁽²⁾	Elmhurst University ⁽³⁾
3	Mid-Session Event ⁽⁴⁾	April 13, 2024 Saturday	Event: 9:00 AM-1:30 PM ⁽¹⁾ Lunch: Integrated into Event ⁽²⁾	Elmhurst University ⁽³⁾
4	Final/Closing Event ⁽⁴⁾	June 22, 2024 Saturday	Event: 9:00 AM-1:30 PM ⁽¹⁾ Lunch: Integrated into Event ⁽²⁾	Elmhurst University ⁽³⁾

Notes:

1. Times approximate. See the agenda published two weeks before the event for exact times.
2. Attendance at Lunch is optional, although encouraged to promote networking.
3. Elmhurst University location:
190 Prospect Avenue, Elmhurst, IL 60126.
4. Attendance at events must be onsite.
5. Events are usually held on Saturday mornings from 9:00 AM to 1:30 PM.

16. Acknowledgements

Thanks to the following PMI Chicagoland MLT members, mentors, and mentees who contributed to the content and editing of the initial release of this document: Kristine Ward and Skip Depner.