Black Belt Certification is a two-step process that includes coursework and demonstration of mastery. The coursework is completed at UT’s Center for Executive Education and mastery is demonstrated at each candidate’s work site.

1. COURSEWORK
- Practical Strategies for Process Improvement. (Three-week course completed at UT. See “Black Belt Certification Vital Statistics” for dates.)
- Design of Experiments: Basics of Multifactor Experimentation. (One-week course completed at UT. See “Black Belt Certification Vital Statistics” for dates.)

Faculty
Courses are taught by faculty at UT’s College of Business Administration. Each faculty member has a thorough knowledge of statistical methods and extensive consulting experience.

Classroom Facilities
Classes are held in the executive classrooms at UT’s Center for Executive Education. These facilities are specifically designed to facilitate group interaction and hands-on computer exercises.

Housing Accommodations
Accommodations are single-occupancy rooms at a nearby hotel.

2. BLACK BELT PROJECT
The project is completed at each candidate’s work site. Mastery of concepts and significant payback to the organization must be achieved.

BLACK BELT PROJECT
Completing a Black Belt Project distinguishes Black Belt candidates from those who simply choose to complete the two courses. The fee structure for the certification process includes three on-site visits by the UT faculty. The purpose of these visits is to (1) help identify an appropriate Black Belt Project and (2) follow up with candidates to see the project through to completion. (See “On-Site UT Faculty Support” for more information.)

ON-SITE MANAGEMENT SUPPORT
A significant amount of work must be done at the work site to complete a Black Belt Project. Therefore, it is critical to the project’s success to involve the right management individual (or group) in the process from the very beginning. This individual (or group) is needed to help select and manage the project when candidates sign up for Black Belt Certification.
ON-SITE UT FACULTY SUPPORT

Initial Visit
The first visit to the work site occurs before candidates attend the Practical Strategies course (or during the course). The purpose of this visit is to work with candidates and their management to identify the (1) process to study, (2) customer/process issues, (3) objective for process study, and (4) improvement that must be realized.

This initial visit also helps educate the faculty member about the selected process. This frame of reference is invaluable to candidates since they will be working on the project while attending courses at UT. Combining coursework with a project places the learning, skills, and tools in a meaningful context.

Subsequent Visits
After candidates complete both courses, the faculty member makes two more visits to the site. These visits provide candidates with on-site help as needed. For example, during the Basics of Multifactor Experimentation course, participants complete a fairly extensive program of process study. As part of their Black Belt Project, candidates may need to design an experiment to gain more information about the selected process. Having a faculty member on-site who has experience in industrial design of experiments helps to ensure success when candidates first try to apply this particular tool.

BLACK BELT DELIVERABLES

To keep track of progress during the certification process, Black Belt candidates complete the following three documents.

1. Project Description and Justification
This document has three elements:
- A description of the process that will be improved, including baseline data on current performance.
- The scope of the project to be done, including estimates of costs and impact on customer value.
- Justification for choosing the project, including a letter from each candidate’s management stating that the supporting documents were reviewed and that management agrees with the content. Verifying the validity of this document is the responsibility of each candidate’s management.

2. Project Tools and Results
This document describes how the candidate used statistical thinking and process improvement tools to conduct the project — and documents the results. The Center’s faculty uses this document to judge whether the candidate is proficient in using process improvement tools.

3. Management Report
This 2-3 page executive summary describes what was accomplished and how it was done.
The document is intended for candidates’ upper management.

With the company’s permission, these documents may be used for instructional materials.

BLACK BELT CERTIFICATION PROGRAM FOR AN ORGANIZATION
The Center for Executive Education can help an organization start and maintain a Black Belt Certification program by:

► Working with management to identify a series of important processes for improvement and process improvement objectives that are linked to strategic business objectives.
► Helping to identify a series of Black Belt candidates who will own the improvement of these processes.
► Working with management to identify the appropriate CEE public or custom training needed by the Black Belt candidates and their management.
► Working individually with the Black Belt candidates to assure that significant and permanent improvements occur in the selected processes.

CONTACT
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WEB SITE
For late-breaking news and updates about the Center for Executive Education and its offerings, visit our web site at http://mdc.bus.utk.edu
BLACK BELT CERTIFICATION
AT THE UNIVERSITY OF TENNESSEE

BLACK BELT CERTIFICATION
VITAL STATISTICS
- Location:
  Center for Executive Education
  at The University of Tennessee in
  Knoxville, Tennessee.
- Duration:
  Four Non-Consecutive Weeks of Classroom
  Instruction plus Project and On-Site Work
- Courses/Dates:
  **Practical Strategies for Process Improvement (PSPI) / Three Weeks:**
  September 10-15; October 9-13;
  November 6-10, 2000
  January 28-February 2;
  February 26-March 2;
  March 26-30, 2001
  May 13-18; June 4-8;
  July 9-13, 2001
  September 9-14; October 8-12;
  November 5-9, 2001
  **Design of Experiments: Basics of Multifactor Experimentation (DOE) / One Week:**
  October 15-20, 2000
  March 11-16, 2001
  June 17-22, 2001
  October 21-26, 2001
- 2000 Tuition: $19,500; 2001 Tuition:
  $21,500 (Includes coursework (PSPI, DOE), meals, lodging, and three on-site
  faculty consultations; faculty travel expenses for on-site consultations is not
  included.)

RELATED COURSES
Design of Experiments:
  Basics of Multifactor Experimentation
  Lean Enterprise Systems Design Institute
  On-Line Experimentation
  Practical Strategies for Process Improvement Institute
  Response Surface Methodology
  Robust Design

【Competitive Challenges.】
【Real-World Solutions.】