Renew yourself with over 1,200 courses and seminars for personal and professional growth
Enjoy a night out or take some ‘me’ time and learn something new...

Whatever the reason, register for a personal enrichment course this winter and join a community of lifelong learners — people like you.

- Artist Series NEW
- Interior Design
- Landscaping
- Languages of the World
- Liberal Arts
- One Day@UCalgary
- Parenting
- Personal Finance
- Personal Interest and Wellness
- Photography
- Visual Design

Look inside this guide or go online for details.

conted.ucalgary.ca
Getting Started
How to register for courses

After reviewing courses in this publication, be sure to check conted.ucalgary.ca for additional information. In many cases, you will find course details that may help with your decision to register.

Registrations are accepted on a first-come, first-served basis for all Continuing Education courses. Some courses fill quickly, although in most cases you can be added to a waiting list and contacted if a space becomes available or if there are enough students for a second class.

You must be at least 18 years of age to enrol in a Continuing Education course or certificate program unless otherwise specified, as in the case of academic preparation for undergraduates or a program designed specifically for youth. For most certificate programs, a minimum of a senior high school diploma and work experience are recommended, but not required.

If English is not your first language, please review the English language proficiency requirements at conted.ucalgary.ca/info. If you have any questions, please contact an advisor at 403.220.2866.

Information in this guide is accurate at time of printing. For the most complete and up-to-date information go to conted.ucalgary.ca.

Online
Available 24/7
conted.ucalgary.ca

In Person
8:30 am - 4:30 pm weekdays
University of Calgary Continuing Education
Energy Resources Research Building (ERRB)
N140, 3512 - 33 St NW
Calgary, AB

Telephone
8:30 am – 4:30 pm weekdays
403.220.2866
1.866.220.4992 (Toll free outside of Calgary and within North America)

By Mail
University of Calgary Continuing Education
2500 University Drive NW
Calgary, AB, T2N 1N4

Canada-Alberta Job Grant

This federal/provincial grant is a funding opportunity for employers to develop their workers to meet the company’s needs. For employees, the grant is an opportunity to access training that will develop the skills and knowledge they need for greater success in the workplace.

Through this grant, the government may contribute up to $10,000 per trainee, while employers must cover a minimum of one third of direct training costs. Applications are made by the employer. For assistance in completing the application for grant funding call 403.220.2866.

Payment methods

Fees are to be paid in full by cheque, money order, Visa, MasterCard, or American Express. To invoice your employer, a purchase order number is required. When registering by mail or fax, please include a copy of the purchase order with your registration form, which can be found under registration information on the Info for Students page at conted.ucalgary.ca/info. Cheques and money orders are to be made payable to University of Calgary.

My ContEd Student Portal

My ContEd is a secure portal where you can access your courses and records.

1. Log in using your UCID (if you’re a new student, you can log in as a new user and receive a temporary use name).

2. If you are admitted to a certificate program and wish to check your certificate status, or view which course to register for, log in to My ContEd, select My Certificates and click on the certificate name. This will allow you to view the full list of completed and required courses that belong to the certificate you are working toward.

If you experience problems logging in, please follow the Forgot Password or Forgot UCID links on the login page, or call 403.220.2866.

ON THE COVER (L-R) Recent Continuing Education certificate graduates. Nilam Poudyal and Lina Zhao.
Courses and Programs
reboot. refresh. renew yourself.

403.220.2866 • conted.ucalgary.ca

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NEW!
Certificate for Front Line Leaders

Whether you’re a new or current manager, supervisor or team lead, Continuing Education offers a flexible certificate program for front line leaders. Gain up-to-date strategies and tools to manage others and lead operations more effectively.

Find out more on page 12, 28, 53 of this guide or visit conted.ucalgary.ca/frontline.

CORPORATE TRAINING

Continuing Education works with you to create tailored content based on your budget, training needs and unique corporate culture. Drawing on industry leaders, practitioners and faculty experts, we create and deliver programs for employee development, leadership development and team building.

Let us help you deliver leadership and employee programs that help drive your organization forward.

403.220.2866 conted.ucalgary.ca/corporatetraining
Flexible Learning
On campus. Downtown. Online.

All University of Calgary Continuing Education courses and certificate programs have been developed with part-time learners in mind, making it possible for you to pace your learning to fit your life and your learning goals.

**COURSE DELIVERY**
Courses are offered in a variety of formats including classroom, online, and occasionally, blended — partially in the classroom and partially online.

**TAKING COURSES IN THE CLASSROOM**
Main Campus
2500 University Drive NW

Downtown Campus
906 8th Avenue SW

Continuing Education courses are held at UCalgary’s main and downtown campuses at times that are convenient for adult learners. Occasionally, courses may be offered at off-campus locations.

**ADDITIONAL STUDY HOURS**
In most certificate program classroom courses, students are expected to complete readings and assignments between classes. The number of hours needed for at-home study will vary. However, if your course includes one three-hour class each week, you should plan on spending an additional three hours per week outside of class. Please take this into account when enrolling in multiple courses at one time.

**TAKING COURSES ONLINE**
Learning online takes the learning experience out of the traditional classroom and on to the Internet.

Most of Continuing Education’s online courses are instructor-led, interactive courses. Students work within scheduled start- and end-dates and observe set time lines for learning activities and assignments.

For most courses, students are free to choose when they go online during the week. However, some courses require that students attend online classes on designated dates and at designated times.

**ONLINE COURSE WORKLOAD**
For courses that allow you to choose when you will go online, plan to log in to the university’s online learning software — Desire2Learn (D2L) — three to four times per week in order to keep pace with the class. Plan on studying and working approximately six hours per week per course. Please take this into account when planning your schedule, especially if you are enrolling in multiple courses at one time.

**UNCERTAIN ABOUT ONLINE LEARNING?**
Before taking your first instructor-led, interactive online course, you will be required to take BMC 352 Learning Online. This course is your chance to practise online learning in a safe environment.

**BMC 352 LEARNING ONLINE**
Discover more about yourself as an online learner in a supportive environment and ultimately determine if online learning is for you. Compare your current skills, habits and technical knowledge against what’s typically required for success in Continuing Education online courses. Whatever your starting point, you will develop and improve your abilities to connect, communicate and collaborate with others online. If you have previously taken BMC 152 Learning Online, you are not required to take BMC 352 Learning Online.

**COURSE: BMC 352 | 10 Hours | $185**
Note: New sections of this course are added regularly as demand requires. For an up-to-date list of current sections, visit conted.ucalgary.ca/learningonline
More than 45 in-demand Certificates and Diplomas

Learn a new skill, gain confidence, expand your knowledge and prepare for career advancement by completing one or more of the following certificate and diploma programs. For certificate and diploma requirements visit conted.ucalgary.ca/certificates.

- Adult and Community Education
- Adult Learning
  - Specializing in Adult and Community Education
  - Specializing in Career and Academic Advising
  - Specializing in e-Learning
  - Specializing in Workplace Learning
- Business Analysis
- Business Intelligence and Analytics
- Career Development and Academic Advising NEW
- Change Management
- Creative Writing
- Database Administration
- e-Learning
- Emerging Leaders
- Environmental Management
- French Language and Culture
  - FSL Foundations
  - FSL Intermediate
- Front-End Web Development
- Front Line Leaders NEW

- Graphic Design
- Health, Safety and Environment
- Human Resource Management
- Integrated Digital Media
- IT Fundamentals
- Marketing
- .NET Application Development
- Office Applications
- Occupational Health and Safety* NEW
- Professional Management
  - General
  - Specializing in Construction Management
  - Specializing in Risk Management
  - Specializing in Strategic Management
  - Professional Management — Economic Developers
  - Professional Management — Professional Engineers and Geoscientists
- Professional Writing
  - Specializing in Business and Technical Writing
  - Specializing in Marketing and Public Relations
- Project Management Fundamentals
- Public Relations Management
- Real Estate Development
- Security Management
- Spanish Language and Culture Levels 1 and 2
- Teaching Second Languages Levels 1 and 2
  - Specializing in Teaching English as a Second Language (TESL)
  - Specializing in Teaching International and Heritage Languages (TIHL)
- Visual Design
  - General
  - Specializing in Art Theory and Practice
  - Specializing in Interior Design
  - Specializing in Photography
- Workplace Learning

*Pending University of Calgary governance approval.

You may enrol in a certificate or diploma program at any time. In most cases, you can take courses first and enrol in the certificate or diploma program later. However, as programs are subject to change, we highly recommend you apply for admission as early as possible. Once you are admitted, you can be confident that you have locked in the requirements leading to your graduation. To enrol in a certificate or diploma program now, go to conted.ucalgary.ca/apply. When you enrol, you will be charged a non-refundable fee of $95. Additional fees may apply for specific programs.
Online learning — a surprisingly delightful experience

When Nilam Poudyal, a recent graduate of the Career and Academic Advising Certificate program, enrolled in his first Continuing Education online course, he was both excited and nervous. “I work full time and I have a family, so doing the program online meant I would still be able to spend time with them. That was good,” he says. “But, I wanted to do my best in my studies. I wanted to get a good score and it made me very nervous that everything was online.”

In his home country of Nepal, Nilam had been a university instructor, but when he immigrated to Canada in 2013, he had to find a new career. While talking to counsellors about future opportunities for employment, he realized that career advising could be a good field for him. He especially liked the idea of helping other newcomers to Canada.

After Nilam began working as an employment readiness worker, he learned about Continuing Education’s Career and Academic Advising Certificate. It was an opportunity to access some formal training.

All of Nilam’s previous education had been in traditional classrooms. He enrolled in the course assuming that he would do other courses in the future and now I won’t hesitate to do online. I’m not scared anymore.”

Nilam Poudyal, Graduate Career and Academic Advising Certificate

“I made the right choice doing an online program. I didn’t expect it to go so smoothly, but in the end, it was really worth it. I may do other courses in the future and now I won’t hesitate to do online. I’m not scared anymore.”

Nilam Poudyal, Graduate Career and Academic Advising Certificate
Hundrads of Courses
for personal and professional growth

Courses listed here are offered **January 1 to August 31, 2019**. Fall session courses will be available online by May 3, 2019. For additional information or to register, go to conted.ucalgary.ca.

### ACADEMIC PREPARATION
**conted.ucalgary.ca/academicprep**

**Academic Exam Preparation — Graduate**
Are you seeking admission to an MBA program? The GMAT preparation test prepares you to meet today’s high admission standards.

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Details</th>
<th>Course</th>
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<th>Days and Times</th>
<th>Campus</th>
<th>Fee</th>
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<tbody>
<tr>
<td>GMAT Test Preparation</td>
<td>p93</td>
<td>ADL 901</td>
<td>055</td>
<td>Jan 26, 27 and Feb 2, 3</td>
<td>SU</td>
<td>9:30 am - 5 pm</td>
<td>Main</td>
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<td></td>
<td></td>
<td></td>
<td>056</td>
<td>Mar 9, 10 and Mar 16, 17</td>
<td>SU</td>
<td>9:30 am - 5 pm</td>
<td>Main</td>
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<td></td>
<td></td>
<td></td>
<td>057</td>
<td>May 4, 5 and 11, 12</td>
<td>SU</td>
<td>9:30 am - 5 pm</td>
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<td></td>
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<td></td>
<td>058</td>
<td>Aug 17, 18 and 24, 25</td>
<td>SU</td>
<td>9:30 am - 5 pm</td>
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*Early Bird Fee is $995 + GST for registrations 30 days or more before the course start date.

**Academic Preparation — Undergraduate**
These courses are for students planning to seek admission to a UCalgary faculty. Information on the university’s admission requirements is obtained from Recruitment and Admissions, or faculty offices. Textbooks can be purchased at the Bookstore.

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<tr>
<th>Course Title</th>
<th>Details</th>
<th>Course</th>
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<th>Campus</th>
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<tbody>
<tr>
<td>Biology 1</td>
<td>p78</td>
<td>UPG 110</td>
<td>015</td>
<td>Jan 9 - Apr 10 and Jan 12 - Apr 6</td>
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<td>6:30 - 8 pm</td>
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<td>Biology 2</td>
<td>p78</td>
<td>UPG 210</td>
<td>022</td>
<td>Jan 10 - Mar 28</td>
<td>RM</td>
<td>6:15 - 8 pm</td>
<td>Main</td>
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<td>023</td>
<td>Apr 29 - Jun 13</td>
<td>MR</td>
<td>6 - 9 pm</td>
<td>Main</td>
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<tr>
<td>Chemistry 1</td>
<td>p81</td>
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<td>RM</td>
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<tr>
<td>Chemistry 2</td>
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<td>UPG 240</td>
<td>029</td>
<td>Jan 10 - Mar 28</td>
<td>RM</td>
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<td>030</td>
<td>Apr 29 - Jun 13</td>
<td>MR</td>
<td>5 - 8 pm</td>
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<tr>
<td>English 2 NEW</td>
<td>p88</td>
<td>UPG 222</td>
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<td>Jan 10 - Mar 21</td>
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<td>5:30 - 8:30 pm</td>
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<td>003</td>
<td>Apr 4 - Jun 17</td>
<td>RM</td>
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<td>Main</td>
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<tr>
<td>Math Fundamentals</td>
<td>p99</td>
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<td>004</td>
<td>Jan 10 - Apr 1</td>
<td>RM</td>
<td>6 - 9 pm</td>
<td>Main</td>
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</table>
## ADULT LEARNING

conted.ucalgary.ca/cal

These courses may be taken on their own or for credit toward one of the certificates noted below. Certificate students are advised to review their own program to ensure their selected course is eligible for credit.

- **Adult Learning specializing in**
  - Adult and Community Education
  - Career Development and Academic Advising* NEW
  - e-Learning
  - Workplace Learning

Continuing Education’s adult learning programs are recognized by the Institute for Performance and Learning (I4PL), the Career Development Association of Alberta (CDAA) and the British Columbia Career Development Association (BCCDA), and can help you attain the Certified Training and Development Professional (CTDP) or the Certified Career Development Professional (CCDP) designations. For information, go to conted.ucalgary.ca/designations.

**SPECIAL OFFER:** Receive a 5 per cent discount per course by registering at the same time for three or more courses. Offer valid for courses that start in the 2018/19 academic year. Register online or by calling 403.220.2866.

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Details</th>
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<th>Dates</th>
<th>Days and Times</th>
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<tr>
<td>Adults as Learners</td>
<td>p76</td>
<td>ADL 106</td>
<td>032</td>
<td>Jan 29 - Apr 8</td>
<td>-</td>
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<tr>
<td>Assessment Practice in Career Development</td>
<td>p78</td>
<td>ADL 212</td>
<td>019</td>
<td>Apr 9 - Jun 3</td>
<td>-</td>
<td>Online</td>
<td>$525</td>
</tr>
<tr>
<td>Career Development Foundations</td>
<td>p80</td>
<td>ADL 210</td>
<td>021</td>
<td>Jan 22 - Mar 18</td>
<td>-</td>
<td>Online</td>
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<td>022</td>
<td>Apr 16 - Jun 10</td>
<td>-</td>
<td>Online</td>
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<tr>
<td>Collaborative Learning Teams</td>
<td>p81</td>
<td>ADL 127</td>
<td>015</td>
<td>Apr 16 - Jun 10</td>
<td>-</td>
<td>Online</td>
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<tr>
<td>Creating Programs in Adult Education</td>
<td>p83</td>
<td>ADL 128</td>
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<td>Apr 9 - Jun 17</td>
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<td>Designing Learning</td>
<td>p85</td>
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<td>Diversity in Adult Learning</td>
<td>p86</td>
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<td>E-Learning: Principles and Practice</td>
<td>p87</td>
<td>ADL 121</td>
<td>028</td>
<td>Jan 22 - Apr 1</td>
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### Employment Counselling Toolkit for Career Development Practitioners

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### Ethics for Professional Practice

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### Facilitating Adult Learning

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### Field of Adult and Community Education

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### Helping Skills in Career and Academic Advising

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### Learning in the Workplace

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### Organizational Learning

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### Teaching Online

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### Train the Trainer 1

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### Virtual Classroom Strategies

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**ART**

conted.ucalgary.ca/art

These courses may be taken on their own or for credit toward one or more of the certificates noted below. Currently scheduled core and optional courses for the **Certificate in Visual Design specializing in Art Theory and Practice** are listed. For more currently scheduled options, see Visual Design on page 49. Certificate students are advised to review their own program to ensure their selected course is eligible for credit.

- **Graphic Design**
- **Visual Design – General**
  - Visual Design specializing in:
    - Art Theory and Practice
    - Interior Design
    - Photography

**SPECIAL OFFER:** Receive a 5 per cent discount per course by registering at the same time for three or more courses that apply to the **Visual Design or Graphic Design certificate**. Discount not available for ICT courses. Offer valid for courses that start in the 2018/19 academic year. Register online or call 403.220.2866.

### Course Title Details

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<th>Section</th>
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FOR MORE INFORMATION GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
### Design Principles

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*Fish Creek Park

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### Artist Series

Want to try your hand at painting or drawing but don't want to commit to a full program? Try one or all four of these short courses. Supplies included. These courses do not apply to the [Certificate in Visual Design](#).

<table>
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### BUSINESS ANALYSIS

[conted.ucalgary.ca/ba](conted.ucalgary.ca/ba)

These courses may be taken on their own or for credit toward the [Certificate in Business Analysis](#).

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These courses may be taken on their own or for credit toward the Certificate in Business Intelligence and Analytics.

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### Fast Track

Complete this certificate in 8 weeks. Call 403.220.2866 to register.

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*ICT 128 Relational Databases Fundamentals and ICT 700 Business Intelligence Introduction are prerequisites for ICT 706 Data Preparation and Dimensional Modeling

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**BUSINESS PROCESS**

conted.ucalgary.ca/businessprocess

More information on Lean Six Sigma is available at [conted.ucalgary.ca/designations](http://conted.ucalgary.ca/designations).

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**BUSINESS SEMINARS**

conted.ucalgary.ca/seminars

Business Seminars cover a wide variety of business and leadership related topics, and can be taken on their own or for credit toward the Certificate for Emerging Leaders or the Certificate for Front Line Leaders. Seminars range from one to three days.

**TRANSFERABILITY TO CERTIFICATE PROGRAMS:** Business Seminars can also be used for credit (maximum 30 hours) toward select Continuing Education Certificates. These include: Professional Management (all specializations); Environmental Management; Human Resource Management; Marketing; Public Relations Management; and Security Management. You must apply to have this credit applied to your certificate program. To find out if you are eligible please call 403.220.2866.

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These courses may be taken on their own or for credit toward the Change Management Certificate.

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The following courses are offered in collaboration with the Justice Institute of British Columbia School of Community and Social Justice and the Centre for Conflict Resolution and may be taken on their own or for credit towards the JIBC Certificate in Conflict Resolution, with specializations in Negotiation, Mediation, or Family Mediation. An Associate Certificate in Workplace Conflict is also available.

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FOR MORE INFORMATION GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
### DATABASE ADMINISTRATION
conted.ucalgary.ca/database

These courses may be taken on their own or for credit toward the Certificate in Database Administration.

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### DESIGN TECHNOLOGIES
conted.ucalgary.ca/design

These courses may be taken on their own or for credit toward the certificates noted below. Students are advised to review their own certificate program to ensure their selected course is eligible for credit.

- Front-End Web Development
- Graphic Design
- Integrated Digital Media

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These courses enhance professional expertise in engineering, geology and geophysics.

Course Title | Details | Course | Section | Dates | Days and Times | Campus | Fee
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Evaluation of Canadian Oil and Gas Properties | p90 | BUS 100 | 033 | Jan 9 - Mar 27 | W | 5 - 7 pm | DT | $1,099 + GST
Natural Gas Processing Short Course | p103 | BUS 143 | 035 | Jun 3 - 7 | MTWRF | 8:30 am - 4:30 pm | DT | $1,595 + GST

University of Calgary Continuing Education offers full- and part-time programs in ESL. Full-time programs in ESL are available to international students and landed immigrants. Information on the English Language Program can be found at ucalgary.ca/esl.

The evening and weekend ESL classes listed here are perfect for adults, at any level, who want to improve their English for personal, work, or academic reasons, on a part-time basis.

TRANSFERABILITY TO CERTIFICATE PROGRAMS: Some ESL courses can be used for credit (maximum 30 hours) toward select Continuing Education Certificates. These include: Professional Management (all specializations); Environmental Management; Human Resource Management; Marketing; Public Relations Management; and Security Management. You must apply to have this credit applied to your certificate program. To find out if you are eligible please call 403.220.2866.

It is possible to receive 20 hours credit for the course ENL 415 Pronunciation, or, 30 hours credit for ENL 410 ESL 4, ENL 510 ESL 5, or ENL 430 TOEFL Preparation.

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FOR MORE INFORMATION GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
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These courses may be taken on their own or for credit toward the Environmental Management Certificate. Certificate students are advised to review their own program to ensure their selected course is eligible for credit.

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HEALTH, SAFETY AND ENVIRONMENT
conted.ucalgary.ca/hse

To help students keep up with the changes in the health and safety industry, Continuing Education has introduced a new laddering certificate program toward a new diploma in Occupational Health and Safety. Courses in the Health, Safety and Environment certificate program are now listed under Occupational Health and Safety on page 33 of this guide.

Graduates and currently enrolled students of the Health, Safety and Environment certificate program may request to transfer all Health and Safety courses toward the Occupational Health and Safety program. For more information call a student advisor at 403.220.2866.

HUMAN RESOURCE MANAGEMENT
conted.ucalgary.ca/hr

These courses may be taken on their own or for credit toward the Human Resource Management Certificate. Certificate students are advised to review their own program to ensure their selected course is eligible for credit. This program is offered in association with the Chartered Professionals in Human Resources of Alberta (CPHR Alberta). For details go to conted.ucalgary.ca/designations.

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These courses may be taken on their own or for credit toward one or more of the certificates noted below. Currently scheduled core and optional courses for the Certificate in Visual Design specializing in Interior Design are listed. For more currently scheduled options, see Visual Design on page 49. Certificate students are advised to review their own program to ensure their selected course is eligible for credit.

- **Graphic Design**
- **Visual Design – General**
- **Visual Design specializing in:**
  - Art Theory and Practice
  - Interior Design
  - Photography

**SPECIAL OFFER:** Receive a 5 per cent discount per course by registering at the same time for three or more courses that apply to the Visual Design or Graphic Design certificates. Discount not available for ICT courses. Offer valid for courses that start in the 2018/19 academic year. Register online or call 403.220.2866.

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LANDSCAPING
conted.ucalgary.ca/landscaping

These courses may be taken on their own or for credit toward the certificates noted below. Certificate students are advised to review their program to ensure their selected course is eligible for credit.

- Graphic Design
- Visual Design – General
- Visual Design specializing in:
  - Art Theory and Practice
  - Interior Design
  - Photography

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Languages of the World include American Sign Language and an array of international languages. In all languages, beginners are expected to begin in Level 1. Progressively higher levels will be offered in subsequent semesters depending on student interest.

Students of French and Spanish may choose to take courses for credit toward levelled certificates in French Language and Culture or Spanish Language and Culture. For more information on these programs, go to conted.ucalgary.ca/french or conted.ucalgary.ca/spanish.

PLACEMENT: If you already have experience in a language, you may consult with a student advisor to determine your appropriate starting level. Call 403.220.2866.

Note: One week prior to start, classes with insufficient enrolment may be cancelled. Please register early.

Additional language courses may be added based on student interest. For the most up-to-date list of scheduled courses, please check conted.ucalgary.ca/languages.

American Sign Language

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Most of these seminars may be used for credit in one or more certificate programs including the Certificate for Emerging Leaders and Certificate for Front Line Leaders. To find out if these courses are eligible for credit in your certificate program and to learn how to apply for this credit, please contact a student advisor by calling 403.220.2866.

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For more information go to conted.ucalgary.ca or call 403.220.2866.
LIBERAL ARTS
conted.ucalgary.ca/liberalarts

Liberal Arts courses cover a wide array of topics and are offered in the daytime or evening.

**SPECIAL DISCOUNT:** For 20-hour Liberal Arts courses only, students 60 years and older at the time of registration qualify for a 10 per cent discount on tuition fees. To receive this discount, register in person or call 403.220.2866.

### Daytime Classes

<table>
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<th>Section</th>
<th>Dates</th>
<th>Days and Times</th>
<th>Campus</th>
<th>Fee</th>
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<td>Naturopathic Medicine Level 1 NEW</td>
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<td>The British Monarchy From 1066 NEW NEW</td>
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<td>with Judith Hinshaw, PhD</td>
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### Evening Classes

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<td>Dead Men Do Tell Tales! Introduction to Forensic Anthropology NEW with Milan Gillespie, MSc</td>
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<td>Evenings With The Calgary Philharmonic NEW with Jennifer MacDonald, MA, Director of Artistic Operations, Calgary Philharmonic Orchestra</td>
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*Fee includes four classes and four concerts (see dates online); CPO subscribers call to register at reduced fee of $195 + GST
These courses may be taken on their own or for credit toward the Marketing Certificate. Currently scheduled core and optional marketing courses are listed. For currently scheduled optional management courses, see conted.ucalgary.ca/marketing. Certificate students are advised to review their own program to ensure their selected course is eligible for credit.

<table>
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<th>Course Title</th>
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</table>
Mental health affects how we think, feel, and act. It also helps determine how we handle stress, relate to others, and make choices. Psychology is the science of behaviour and mind, embracing all aspects of conscious and subconscious experience as well as thought. The courses listed here focus on mental health and psychology as they relate to different fields and interests.

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Details</th>
<th>Course</th>
<th>Section</th>
<th>Dates</th>
<th>Days and Times</th>
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<td>BUS 128</td>
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These courses may be taken on their own or for credit toward one of the certificates and diploma noted below.

- **Certificate in Health, Safety and Environment**
- **Occupational Health and Safety Fundamentals Certificate**

**NEW**

- **Occupational Health and Safety Advanced Certificate**
- **Occupational Health and Safety Diploma**

Students new to the Occupational Health and Safety (OHS) program, have the opportunity to use their OHS Fundamentals certificate to gain admission into the OHS Advanced certificate, followed by the OHS Diploma.

Graduates and currently enrolled students of the Health, Safety and Environment certificate program may request to transfer all Health and Safety courses toward the OHS program. For more information call a student advisor at 403.220.2866.

*Pending University of Calgary governance approval.

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Details</th>
<th>Course</th>
<th>Section</th>
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<th>Days and Times</th>
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## OFFICE APPLICATIONS

These courses may be taken on their own or for credit toward the Certificate in Office Applications.

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## ONE DAY @ UCALGARY

This unique learning opportunity brings university academics to the community. Engaging and affordable, One Day @ UCalgary courses are presented Saturdays at the main campus.

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Technocrep: The Surrender of Privacy and The Capitalization of Intimacy with Thomas Keenan, BA, MSc (Eng), MA, EdD, MLE, FCIPS, ISP, ITCP

The Great Melt: Geopolitics of the Changing Arctic with Rob Huebert, PhD

The Vietnam War: Generals and Generations, 1954-1975 with Matt Bucholtz, PhD

War and Reconciliation in Forests: Bark Beetles in Western North America with Mary L. Reid, PhD

PERSONAL INTEREST AND WELLNESS
conted.ucalgary.ca/piw

These courses span a variety of general interest topics, ranging from health and wellness, to parenting and personal finance.

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*Confederation Park Centre: 2212 13 Street NW

FOR MORE INFORMATION GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
These courses may be taken on their own or for credit toward one or more of the certificates noted below. Currently scheduled core and optional courses for the Certificate in Visual Design specializing in Photography are listed. For more currently scheduled options see Visual Design on page 49. Certificate students are advised to review their own program to ensure their selected course is eligible for credit.

- Graphic Design
- Visual Design – General
- Visual Design specializing in:
  - Art Theory and Practice
  - Interior Design
  - Photography

SPECIAL OFFER: Receive a 5 per cent discount per course by registering at the same time for three or more courses that apply to the Visual Design or Graphic Design certificates. Discount not available for ICT courses. Offer valid for courses that start in the 2018/19 academic year. Register online or call 403.220.2866.

<table>
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*Not applicable for credit towards the Certificate in Visual Design
These courses may be taken on their own or for credit toward the Professional Management Certificates noted below. Many of the courses in this program may be used as optional management courses in other certificates. Certificate students are advised to review their own program to ensure their selected course is eligible for credit.

- Professional Management
  - Specializing in Construction Management
  - Specializing in Risk Management
  - Specializing in Strategic Management

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These courses may be taken on their own or for credit toward the Project Management Fundamentals Certificate. For information on how these courses can help you earn a PMP designation, go to conted.ucalgary.ca/designations.

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These courses may be taken on their own or for credit toward the Public Relations Management Certificate. Currently scheduled core and optional courses are shown. For currently scheduled optional management courses, see conted.ucalgary.ca/pr. Certificate students are advised to review their own program to ensure their selected course is eligible for credit.

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- Course Code: p110
- Course: BMC 314
- Course Name: Social Media Strategies
- Dates: Feb 26 - Apr 1
- Delivery: Online
- Fee: $425

### Stakeholder Engagement
- Course Code: p112
- Course: BMC 357
- Course Name: Stakeholder Engagement
- Dates: Aug 13 - 15
- Days: TWR
- Delivery: DT
- Fee: $445

### Strategic Planning for Public Relations
- Course Code: p112
- Course: BMC 318
- Course Name: Strategic Planning for Public Relations
- Dates: Jan 16 - 30 and Feb 13 - Mar 27
- Delivery: DT
- Fee: $495

### Strategic Writing for Public Relations and Marketing
- Course Code: p112
- Course: WRI 230
- Course Name: Strategic Writing for Public Relations and Marketing
- Dates: Apr 2 - May 27
- Delivery: Online
- Fee: $595

### REAL ESTATE DEVELOPMENT
- conted.ucalgary.ca/realestate

These courses may be taken on their own or for credit toward the Certificate in Real Estate Development.

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### SECURITY MANAGEMENT
- conted.ucalgary.ca/security

These courses may be taken on their own or for credit toward the Security Management Certificate. Currently scheduled core and optional courses are shown. For currently scheduled optional management courses, see conted.ucalgary.ca/security. Certificate students are advised to review their own program to ensure their selected course is eligible for credit.

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SOFTWARE DEVELOPMENT

These courses may be taken on their own or for credit toward the certificates in Front-End Web Development, IT Fundamentals or .Net Application Development. Students are advised to review their own certificate program to ensure their selected course is eligible for credit.

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FOR MORE INFORMATION GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
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TO REGISTER: PAGE 1 | CAMPUS: MAIN, DOWNTOWN (DT), ONLINE OR OFF CAMPUS (OFF) | DAYS: MTWRFSU
Sustainability is about finding ways to meet the needs of the present without compromising the needs of the future. It is relevant to our world and wellbeing in many ways, including: social, ecological, economic, cultural, and political. Sustainability impacts us both personally and professionally.

The courses listed here focus on sustainability as it relates to different fields and interests. Most courses can be used for credit in one or more certificate programs. If you are a certificate student, please review your own program requirements to ensure your selected course is eligible for credit.

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FOR MORE INFORMATION GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
These courses may be taken on their own or for credit toward the certificates noted below.

- **Teaching Second Languages — Level 1 specializing in:**
  - Teaching English as a Second Language (TESL)
  - Teaching International and Heritage Languages (TIHL)

- **Teaching Second Languages — Level 2**

**SPECIAL OFFER:** Receive a 5 per cent discount per course by registering at the same time for three or more courses. Offer valid for courses that start in the 2018/19 academic year. Register online or call 403.220.2866.

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**TESL Intensive Summer Program**

Complete this program in 4 weeks. Call 403.220.2866 to register. This program when combined with a 20-hour teaching practicum, meets the course requirements for TESL Canada Professional Certificate Standard 1. For information go to [conted.ucalgary.ca/designations](http://conted.ucalgary.ca/designations).
These courses may be taken on their own or for credit toward the certificates noted below. Currently scheduled core and optional courses for the Certificate in Visual Design are listed. Certificate students are advised to review their program to ensure their selected course is eligible for credit.

- Graphic Design
- Visual Design – General
- Visual Design specializing in:
  - Art Theory and Practice
  - Interior Design
  - Photography

**SPECIAL OFFER:** Receive a 5 per cent discount per course by registering at the same time for three or more courses that apply to the Visual Design or Graphic Design certificates. Discount not available for ICT courses. Offer valid for courses that start in the 2018/19 academic year. Register online or call 403.220.2866.

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FOR MORE INFORMATION GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
Family Photography for New and Expectant Parents

Found Object Sculpture: Ideas and Processes

Graphic Design

History of Design

Home Staging and Styling

Interior Design — A Career!

Interior Design: What’s Comin’ And Goin’

Kitchen Design

Landscape Design 1

Landscape Design 2

Making the Most of Perennials

Permaculture: Theory and Practice

Photography I — Digital

Photography in the Garden

Sculpting in Stone

Sketching Interiors

Tree Care

*Fish Creek Park

WRITING

conted.ucalgary.ca/writing

Non-Certificate

The courses in this section may be taken for general interest and do not apply to the writing certificate programs, but may be taken for credit toward the Certificate for Emerging Leaders.
Certificate
The following courses may be taken on their own or for credit toward one or more of the following online certificate programs:

- **Creative Writing**
- **Professional Writing:**
  - Specializing in Business and Technical Writing
  - Specializing in Marketing and Public Relations

**SPECIAL OFFER:** Receive a discount of 5 per cent per course by registering at the same time for three or more courses. Register online or by calling 403.220.2866. Offer valid for courses that start in the 2018/19 academic year. This offer is valid for certificate courses only. This offer does not apply to WRI 500 Creative Writing Final Project.

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graduate story

Dorrie Wiwcharuk

A passionate lifelong learner

Dorrie Wiwcharuk, a recent graduate from the Certificate for Emerging Leaders program, admits that she is passionate about lifelong learning.

She’s currently part of a team that develops and implements institution-wide health and safety systems at the University of Calgary as an Occupational Health and Safety partner. She has worked at the university for over 18 years and has always taken courses. She’s passionate about others taking courses too.

“I’m always asking the people in our department, ‘have you taken any courses, what are you taking next?’ because there’s just so much to offer and continuous learning can benefit just about anyone.”

Taking courses at the University of Calgary is easy for Dorrie.

“It’s so close to where I work, and I did my undergrad here,” she says. “I wouldn’t go anywhere else. It’s just fantastic here.”

Dorrie wanted to give her career a boost by completing the Emerging Leaders certificate program. Having completed two other certificates through Continuing Education, she sees the direct benefit of her learning.

“The certificates have absolutely helped,” she says. “I would say it’s a differentiator for people moving into a new department or a new role.”

When describing her instructors, she is enthusiastic about their passion and their genuine care that their students learn.

“The quality of instruction is top notch,” she boasts. “That’s a real credit to UCalgary Continuing Education programs – high quality instruction.”

The instructors have the credentials, the credibility and the experience. And they want to be there – that comes through.”

The certificates have absolutely helped. I would say it’s a differentiator for people moving into a new role.”

Dorrie Wiwcharuk, Graduate Certificate for Emerging Leaders
Environmental Management Certificate
Health, Safety and Environment Certificate
ACCOUNTING FOR NON-FINANCIAL MANAGERS

Shrinking budgets, fierce competition, along with limited time and resources are realities for most businesses. To meet these challenges you require a basic understanding of accounting and the type of information presented in financial statements. You need to evaluate financially how a new service or product might add value to the bottom line. You need to know why budgets and cash flow are critical to marketing and planning activities, and what to do in order to avoid or manage cash shortfalls. This seminar will help you make decisions and allocate resources to keep your organization ahead of the competition. A better understanding of financial statements will help you ask the right questions and allow you to speak the financial language of decision makers and investors. You will gain both a working knowledge of accounting basics and greater financial literacy.

Topics
- Accounting terminology and conventions
- The income statement, balance sheet, and statement of cash flows
- Financial statement analysis
- Evaluating new business activities or investments
- Cash flow forecasting
- The difference between cash flow and profitability
- Relationships between planning, marketing and accounting
- The budgeting process

COURSE: BUS 154 | 14 Hours | $659 + GST
Instructor: Peggy L. Hedges, BSc, MBA, PhD
Certificate for Emerging Leaders
Topic Area: Professional Skills
Find this course on page 12.

Business Seminars to help fine-tune your leadership and management skills

Whether you’re a seasoned leader or new to a management position, the seminars and certificates in this section may help fine-tune your leadership and management skills in a way that will have you refreshed and renewed.

Seminars range from three hours to two, and three full-day sessions on the main or downtown campus. They may be taken on their own, or for credit toward the Certificate for Emerging Leaders, the Certificate for Front Line Leaders, or adapted to meet your organization’s Corporate Training needs. See the Business Seminars schedule page 12.

CERTIFICATE FOR EMERGING LEADERS
Ideal for aspiring, new and developing leaders with any level of experience.
Topics focus on five areas: Building Relationships, Coaching, Communication, Personal Effectiveness and Professional Skills.
Upon completion of the required hours, students submit a Learning Journal Summary.

CERTIFICATE FOR FRONT LINE LEADERS
Ideal for supervisors of teams that are responsible for the critical day-to-day operations within an organization.
Gain the skills and knowledge to competently, and confidently, lead a team, increase employee engagement and enhance team performance.
Topics focus on four areas: Leading Self, Leading Others, Leading Business Operations and Leading Across Business Units.
Upon completion of the required hours, students take BUS 700 Final Assessment. Find this course on page 13.

Students may take seminars first and enrol in the certificate later, applying at that time for credit for those seminars that students have completed and meet the certificate requirements. However, as programs are subject to change, we recommend you apply for admission to your certificate program as early as possible.

FOR MORE INFORMATION GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866

53
ASSERTIVENESS: CHOOSING THE RIGHT BALANCE

Balanced assertiveness is like salt in a sauce; too much or too little leaves a bad taste in your mouth. In right measure, it is the perfect contribution and harmonizer. Similarly, it is a key success factor in business. By becoming more aware of and sensitized to our own reactions, judgments, aspirations and tendencies, we develop greater ‘presence’. We discover that balanced assertiveness is a choice, a constant act of balancing and a continuum that affects us moment-to-moment, and person-to-person. As leaders, it is a continuum we must become comfortable navigating. We will explore and shift perceptions of self and others as too passive or too intimidating; dissolve apprehensions about assertiveness and practise deliberately choosing and expressing more balanced responses.

Topics
- Assertiveness in practice
- Assertiveness and its application and relevance to leadership
- Balancing the blend of inquiry, perspective and equanimity
- Explore a different way of thinking about strengths and weaknesses and the effect that has on our experience with others
- The practice of presence: perception + discernment = choice
- Mindful change: a dynamic cycle of attitudinal and behavioural choice and change
- Behavioural tendencies in self and others (DISC™ and other behavioural or personality assessments)

COURSE: BUS 285 | 7 Hours | $389 + GST
Instructor: Janice Kobelsky, CMA, FCMA
Certificate for Emerging Leaders
Topic Area: Personal Effectiveness

Find this course on page 12, 32.

BECOMING EMPOWERED THROUGH COACHING

We have all coached and been coached formally or informally. In most cases we can identify when these experiences have been pleasant or unpleasant, effective or ineffective. However, how much time and energy do we put into identifying these aspects of coaching and creating new practices to become a better coach? Coaching begins with awareness, and results in intentional action. Through this empowering workshop, learn to accurately assess where you are physically, emotionally and mentally. From that starting point, identify what has kept you from reaching your potential, and develop strategies to overcome those challenges. In the process, learn how to apply these strategies to the development of others, thereby establishing and enhancing your leadership capabilities. In short, you will be coached to become a better coach.

Topics
- Identifying the elements of coaching
- Appreciative Inquiry
- Utilizing coaching dispositions
- Language awareness
- Emotional Intelligence
- Mindfulness
- Engaging others in solutions
- Creating goals to enhance inspiration in self and others
- Positive Psychology

COURSE: BUS 288 | 14 Hours | $629 + GST
Instructor: Gary Armstrong
Certificate for Emerging Leaders
Topic Area: Coaching

Find this course on page 12, 28.

BUILDING GREAT CUSTOMER RELATIONSHIPS

Customer service staff play a critical role in building long-lasting relationships with customers. Whether it is face-to-face, on the phone, or via email; and whether it is with internal or external customers, every interaction can make or break that relationship. Having a great product or service is no longer enough. Today’s customers expect outstanding service, and providing outstanding service can give your business a competitive edge. In this highly interactive one-day seminar, you will focus on many important aspects of customer service, and practise and refine your skills through case studies, role play scenarios, and other experiential activities.

Topics
- Define who and what a customer is
- Understand what is important to today’s customers
- Identify personal biases and assumptions that can influence customer interactions
- Methods for proactively managing stress
- Diffusing emotionally charged situations
- Communication styles and techniques
- Ways to uncover hidden or unspoken needs
- How to exceed your customers’ expectations and build loyalty

COURSE: BUS 166 | 7 Hours | $389 + GST
Instructor: Dasa Chadwick, MA, CPHR
Instructor: Nicole Tsui, BA, CPHR
Certificate for Emerging Leaders
Topic Area: Building Relationships

Find this course on page 12.
BUILDING THE COACHING MINDSET **NEW**

Adopting a coaching mindset can create stronger relationships and create engaged, empowered and inspired teams. Explore your leadership style and develop your coaching mindset by learning how to listen deeply. Bring a coaching lens of curiosity to conversations, and learn how to ask powerful questions. This course is designed using the core coaching competencies of the International Coach Federation (ICF). The lessons build critical coaching skills that can be applied broadly, from formal leadership contexts to less formal conversations. Learn to recognize the importance of asking powerful questions and to practice active listening skills. Develop the practical skills necessary to engage in coaching conversations and build your confidence in using the coach-approach in leadership.

**Outcomes**
- Explore the Coaching Trajectory — overarching model depicting key elements
- Examine “coaching” vs. “coaching conversation” vs. “coach-approach”
- Analyze coaching core competencies, confidentiality and boundaries
- Recognize the importance of asking powerful and curious questions
- Practice active and deep listening and explore what characterizes great listening
- Establish an accountability for action plan

**COURSE:** BUS 293 | 14 Hours | $629 + GST
**Instructor:** Melissa Casey, MEd, PCC, CEC

Certificate for Emerging Leaders
Topic Area: Coaching

*Find this course on page 12.*

BUILDING TRUST IN THE WORK ENVIRONMENT

Trust is the foundation for establishing effective communication, for motivating staff, for keeping customers and clients, and for establishing credibility. Thomas J. Watson, founder of IBM said: “The toughest thing about the power of trust is that it’s very difficult to build and very easy to destroy.” Today, increased generational and cultural diversity in the workplace has an impact on building and maintaining trust more than ever before.

**Topics**
- What trust is, and isn’t
- How trust develops
- The Trust Model; the four levels of trust
- Actions that build trust
- Actions that destroy trust
- Diagnosing your team and individual trust
- When trust is broken

**COURSE:** BUS 173 | 7 Hours | $389 + GST
**Instructor:** Lisa Holden Rovers, MSc, CPHR, PCC

Certificate for Emerging Leaders
Topic Area: Professional Skills

*Find this course on page 12.*

BUILDING YOUR LEADERSHIP PRESENCE **NEW**

Leadership is not just for those who have been given a specific role. We all want to and have the potential to make positive difference on others and in the world. Most of us feel however, that we fall short. We think that somehow, the ability to impact others, to effectively influence, inspire and motivate others is a special gift given to some and not all. The reality is that this ability can be learned and developed. This seminar is designed to help front line leaders to explore and develop their own brand of charisma.

**Outcomes**
- Identify and discuss the challenges and goals associated with expanding leadership presence
- Discuss and practice thinking and feeling strategies that unblock your potential for making a positive impact on others
- Explore empathy and how to use it to get the best from others
- Analyze how to express your words, voice, body and face to set the tone of an interaction and deliver a compelling message

**COURSE:** BUS 627 | 7 Hours | $389 + GST
**Instructor:** Esther Hudson, BA, BEd, MAdEd, CPHR

Certificate for Front Line Leaders
Topic Area: Leading Self

*Find this course on page 12, 28.*
COACHING FOR QUALITY PERFORMANCE

Today’s rapidly changing workplace requires that leaders operate as performance coaches, providing vision, clear expectations, honest feedback, developmental opportunities and recognition. Leadership practices that encourage employee commitment, accountability, and empowerment are essential. Focus on practical coaching strategies for quality performance and work on your own real situations, develop practical skills and take steps to enhance your leadership effectiveness. Create a plan to implement your learning at work.

Topics
- Assess your leadership behaviour
- Establish and maintain a coaching relationship
- Clarify performance expectations
- Encourage initiative, accountability, innovation, and empowerment
- Delegate to develop skills and capabilities
- Reinforce quality results and providing feedback
- Handle problem performance to achieve commitment
- Constructively handle the discipline process
- Use performance reviews for development
- Ensure mutual input and discussion in performance interviews
- Assist the troubled employee
- Get feedback from direct reports on your leadership

COURSE: BUS 155 | 21 Hours | $835 + GST
Instructor: Heather Heasman
Certificate for Emerging Leaders
Topic Area: Coaching
Find this course on page 12.

COACHING TO DIFFERENT STYLES

Perhaps you’ve noticed that individual employees respond differently to different types of instruction and feedback. The reality is that you have a natural approach to working with and coaching others. However, to maximize satisfaction and productivity, it’s important to consider how effective your coaching approach may be with employees of different styles. Using the power of Everything DiSC™ we will examine four behavioural styles and practise strategies to connect more effectively in one-on-one leadership coaching situations. Leaders, managers and coaches will practise flexing and adjusting their coaching style so they can more effectively delegate, motivate and develop others.

Topics
- Fundamental coaching skills and principles
- Why it is important to coach to different styles
- Everything DiSC Styles and the preferences and priorities of your unique style
- How to recognize other DiSC styles
- How to flex and adapt your coaching style to other styles
- How to create a motivating environment
- Obstacles and strategies in each style’s development process
- Advocating and getting buy-in from your manager

COURSE: BUS 287 | 14 Hours | $699 + GST
Instructor: Lisa Holden Rovers, MSc, CPHR, PCC
Certificate for Emerging Leaders
Topic Area: Coaching
Find this course on page 12.

COACHING TO LEAD

Today’s employers need high-performing employees at all levels of the organization. However, inspiring excellence can be a daunting task. Many organizations have discovered coaching to be an effective way to inspire their staff and increase productivity. Coaching has consistently been proven to bring out the best in people - in performance, communications, team building and other workplace functions. This seminar provides a quick and energetic approach to learning key coaching skills. You will learn the basic theory behind coaching and be introduced to a successful coaching framework. Also, learn powerful coaching techniques to enhance and grow communication and leadership skills. You will be able to practise applying coaching theory using workplace examples.

Topics
- Benefits of coaching
- Guiding principles for being a successful coach
- Core coaching skills
- Application in the workplace
- Creating action plans

COURSE: BUS 253 | 7 Hours | $389 + GST
Instructor: Maria Saley, MBA, CEC, PCC
Certificate for Emerging Leaders
Topic Area: Coaching
Find this course on page 12.
CONFIDENCE IN COMMUNICATION

Have you ever wished you had responded differently to a situation? Are there conversations to which you could have contributed, but held back? This one-day seminar will help you examine what has stopped you in the past, as well as how to find the confidence you need to speak up in a timely, appropriate way. It’s time to change the way you’ve communicated in the workplace or at home by building more confidence in conversations. It’s time to ask yourself if you are in charge of your world, or if your world is in charge of you. It’s time to change your mind, and tap into your unlimited strength.

Topics
- Leverage the gift of fear
- Combine goal setting with the power of intention
- Gain skills in negotiating difficult conversations
- Benefit from mental preparation and practice in communication
- Polish your professional presence
- Utilize risk evaluation and apply the best response
- Discover tactical breathing and guided imagery

COURSE: BUS 219 | 7 Hours | $389 + GST
Instructor: Lak Johal
Certificate for Emerging Leaders
Topic Area: Communication
Find this course on page 12.

CONFLICT RESOLUTION THROUGH STORYTELLING TECHNIQUES NEW

In this class we will explore conflict as narrative to learn and practice specific techniques for gaining self-awareness and strengthening relationships. The detached observer status of the storyteller is a powerful tool for resolving conflict. Shifting a story from ‘my experience’ to ‘our experience’ is a significant step in building understanding which leads to stronger resolutions. Join the discussion and learn how you can influence stories in your organization to support stronger working relationships.

Topics
- Examining personal assumptions and how they show up in conflict
- Evaluating your response when listening to conflict stories from others
- Composing questions and applying listening skills to reframe conflict stories from “my experience” to “our experience”
- Demonstrating the shrink in the intention - impact gap using story
- Analyzing the shifting markers of the drama triangle in conflict stories
- Illustrating how stories impact and shape organizational culture and development

COURSE: BUS 290 | 7 Hours | $389 + GST
Instructor: Marjorie Munroe
Certificate for Emerging Leaders
Topic Area: Personal Effectiveness
Find this course on page 13.

CONQUERING YOUR FEAR OF PUBLIC SPEAKING

Public speaking consistently ranks high on top ten lists of our most common fears, yet it is something many of us have to do in both our professional and personal lives. This seminar will provide you with a safe, supportive, and non-judgmental environment for facing and conquering your fears, or growing the skills you already have. Learn the who, what, when, why, and how of public speaking as well as the importance of language, delivery and visual aids. Take advantage of this opportunity to practise your public speaking skills by doing two in-class presentations and mindfulness and awareness techniques that will allow you to quell any lingering panic you might feel. You will take the first steps in moving past paralysis and into the pleasure that public speaking offers. Some homework between classes will be required.

Topics
- Types of speeches
- Preparation
- Selecting a topic and purpose
- Analyzing the audience
- Gathering materials
- Supporting your ideas
- Outlining and organizing your speech
- Presentation techniques
- Language
- Delivery
- Visual aids

COURSE: BUS 265 | 14 Hours | $629 + GST
Instructor: Rebecca Walsh, BA, MA
Certificate for Emerging Leaders
Topic Area: Communication
Find this course on page 13.

FOR MORE INFORMATION GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
**CREATIVE NEGOTIATING**

Conflicts occur between management and labour, buyer and seller, between colleagues, and frequently, between managers in the same organization. Managers and employees may compete for financial and human resources; they may be in conflict over the policies and goals of the organization; or who has the authority to make decisions. Negotiation is a method to resolve conflict to reach an agreement that benefits both sides while recognizing that each side will protect its own self-interest. In this seminar, you will be introduced to the Creative Negotiating approach and steps in the negotiating process.

**Topics**

- Hard, soft and creative negotiating; what are the differences?
- Principles of Creative Negotiating
- Steps in the negotiating process
- Clarifying interests, issues and positions
- Measuring the Outcomes of the negotiation
- Power in the negotiating relationship
- Alternatives to negotiating
- Communication skills in negotiating
- Dealing with your stakeholders

*COURSE: BUS 275 | 7 Hours | $425 + GST*

Instructor: Nadine Ryan-Bannerman, MEd (Adult Education), ACC

Certificate for Emerging Leaders
Topic Area: Personal Effectiveness

Find this course on page 13.

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**CULTIVATING INNOVATION IN YOUR ORGANIZATION**

Innovation continues to rank among the top priorities for companies across every industry. But, implementing operational and effective innovation isn’t easy. It requires strategies to encourage, access and develop ideas in the first place, well before you reach the implementation stage. Discuss all aspects of innovation. Discover how you can accelerate the efficiency and success rate of innovation within your organization. Learn concepts that can be applied immediately to spur incremental to radical innovation in your organization. Case studies will be explored to illustrate both successes and failures of innovation.

**Topics**

- Structure your organization’s grand challenges into specific problem statements
- Identify and efficiently tap into sources for innovation
- Design an efficient process to facilitate innovation
- Build and maintain a healthy innovation portfolio
- Integrate a strategic approach to partnerships and intellectual property
- Identify and overcome internal and external barriers to innovation adoption
- Create a culture within your organization that fosters innovation

*COURSE: BUS 612 | 21 Hours | $850 + GST*

Instructor: Bryan Helfenbaum, PEng, MBA

Certificate for Emerging Leaders
Certificate for Front Line Leaders
Topic Area: Professional Skills

Certificate for Emerging Leaders
Topic Area: Leading the Business Operations

Find this course on page 13.

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**DEALING WITH THE DIFFICULT CONVERSATION**

The difficult conversation is stressful; and sometimes we spend more time worrying about them than engaging in them. Consequently, we either ‘blow it,’ put the conversations off too long, or avoid them altogether. This session presents ways to handle difficult discussions with skill and confidence. Learn an assertive, yet respectful method for discussing concerns with others. This method works well for giving constructive feedback, getting your views heard in tense situations, and encouraging others to change behaviour. Practise the method in a friendly environment using sample situations or your own challenges. Build awareness of success factors and bear-traps in difficult conversations, gain tools for engaging in difficult conversations and develop greater clarity about what not to say, as well as what to say and how to say it, and learn how to change the behaviour of others by what you say and do.

**Topics**

- A special kind of listening
- Headspace talk for success or sabotage
- Perspective: who and what this is all about
- Success factors: before you begin, during, and after
- Turning up the heat: what to do in open conflict
- The model: walk through and practice
- Topics from participants

*COURSE: BUS 128 | 7 Hours | $389 + GST*

Instructor: Ann Perodeau, BA, MA

Certificate for Emerging Leaders
Topic Area: Communication

Certificate for Emerging Leaders
Topic Area: Leading the Business Operations

Find this course on page 13, 32.
DEVELOPING HIGH PERFORMANCE TEAMS
Many factors can affect the performance of a team. Changes in team members, new leaders, reorganization, and new requirements can all create pressure and result in lower productivity, confusion and conflict. This seminar will provide the knowledge and skills required for both leaders and team members to build and maintain high performance teams. These are teams where results are supported by effective team decision making and communication as well as individual accountability and alignment. Learn how to diagnose your team’s functional ability and plan and deliver focused improvement strategies. As a result you will be able to put your team on the road to high performance and also develop your skill as a leader.

Topics
· Review a high performance team model
· Fundamental leadership practices to develop and maintain a productive and engaged team
· Team assessment tool to diagnose the dynamics of your team
· Team chartering tool to focus, align and engage your team
· Team challenges and strategies to address them

COURSE: BUS 281 | 7 Hours | $395 + GST
Instructor: Esther Hudson, BA, BEd, MAdEd, CPHR
Certificate for Emerging Leaders
Topic Area: Building Relationships
Find this course on page 13.

EDITING BASICS FOR WORKPLACE BUSINESS WRITERS AND LEADERS NEW
Managing the revising and editing process efficiently is fundamental to the success of any writing project. Yet many writers and leaders find this writing stage challenging and stressful, especially when turnaround time is tight. Learn how to edit your writing and the writing of others with more confidence and ease by using the tools, techniques, and strategies of professional editors. This seminar is designed to help front line leaders develop some of the key techniques and strategies of professional editors. Identify print and online resources that all writers should have in their toolbox. Learn to apply editorial rigor to your writing, and see the payoff in clean, clear, and consistent writing.

Outcomes
· Examine key editing definitions and how to apply them to the editing process
· Identify helpful and practical print and online resources.
· Discover and apply some of the key techniques and strategies of professional editors
· Recognize how to edit their own writing and the writing of others efficiently and tactfully
· Create in-house style guides and style sheets

COURSE: BUS 622 | 7 Hours | $409 + GST
Instructor: Margaret Chandler, MEd
Certificate for Front Line Leaders
Topic Area: Leading Others
Find this course on page 13.

EFFECTIVE WORKPLACE RELATIONSHIPS NEW
Effective workplace relationships are critical to individual and organizational success. They are influenced by our personal preferences, strengths, beliefs, triggers and organizational culture. We may mean well in our interactions, yet our intention and impact don’t always align. This seminar is designed to create more awareness of the key elements of effective and empowering relationships, and help front line leaders consciously choose the role they play in creating them.

Outcomes
· Examine how to increase awareness of self and others
· Explore and understand the value of Emotional Intelligence
· Recognize the importance of relationship building skills such as empathy and healthy conflict approaches
· Develop an action plan for enhancing specific relationships (individual/team)

COURSE: BUS 624 | 7 Hours | $449 + GST
Instructor: Dianne Quinton, CPCC, PCC
Certificate for Front Line Leaders
Topic Area: Leading Others
Find this course on page 13, 28.
**EFFECTIVE WRITING IN THE WORKPLACE**

From daily email demands to reports and proposals, clearly written communication is the common currency of the workplace. Invariably, this communication takes place within a frenetic, fast-paced environment. Many in the workforce find their communication demands increasing exponentially, yet have no in-house support. This workshop is designed to provide that support. In a friendly, relaxed environment, you will practise your writing and editing skills, addressing key issues surrounding communication in the workplace.

**Topics**
- How do I get started writing?
- How can I speed up the writing process?
- How can I become more flexible in the way I approach diverse writing challenges?
- Do I really need to understand grammar to become a better writer at work?
- How do I make my writing as concise and clear as possible?
- How can I confidently ‘fix’ sentences that don’t convey the meaning I want them to convey?
- How can I develop a written voice that is appropriate for a number of work-related situations?
- What kinds of writing flaws should I be looking for when I proofread my writing and the written work of others?

**COURSE: BUS 266 | 14 Hours | $629 + GST**

Instructor: Peter Duthie, MA

Certificate for Emerging Leaders
Topic Area: Professional Skills

*Find this course on page 13.*

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**EMOTIONAL INTELLIGENCE**

Emotional Intelligence (EI, EQ) is said to be twice as important as our intellectual intelligence (IQ) or technical competence. Time Magazine says: “IQ gets you hired but EQ gets you promoted.” The terms of reference about what constitutes personal and professional competence have changed. Today, we need to integrate intellectual and emotional intelligence to make positive things happen in our lives, our families, and our organizations or communities. Dr. June Donaldson’s emotional intelligence model is called Emotional SMARTS®. It discusses the A, B, C, and D of staying emotionally smart; being grounded, centred, and focused, particularly during times of change, challenge, conflict, and uncertainty. ‘A’ relates to awareness skills; ‘B,’ behaviours; ‘C,’ contact or connection skills; and ‘D,’ decision-making – all critical life and work skills and competencies.

**Topics**
- Emotional SMARTS in terms of how you manage yourself and your interactions with others
- Four Emotional SMARTS cornerstones that form the foundation of emotional intelligence and wellness
- Individual performance in the 16 characteristics that underpin the four cornerstones
- Skills and competencies to enhance one’s Emotional SMARTS, both personally and professionally

**COURSE: BUS 127 | 7 Hours | $429 + GST**

Instructor: Dr. June Donaldson, MBA, EdD, Mediator/Arbitrator

Certificate for Emerging Leaders
Topic Area: Personal Effectiveness

*Find this course on page 13.*

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**ENERGIZE YOUR WORKPLACE: INSPIRING AND MOTIVATING PEOPLE**

“I have no idea how to motivate these people!” If you’ve uttered these words, you’re in good company and can benefit from a program that addresses this challenge head on. People want more from work and their workplaces. Shifting values means that people want to make a difference, experience a high quality work life, and engage their deepest energies in pursuit of excellence at home and at work. They want great leadership, opportunities to develop mastery, to feel respected and appreciated, and to work in a robust community. They even want to have fun!

**Topics**
- Are you an authentic and compelling leader?
- Inspiration versus motivation: what’s the difference and why does it matter?
- Start with why: uncover personal reasons for showing up everyday
- Three keys to inspirational workplaces and leaders
- Practical strategies to create an energized workplace
- Ways to build and sustain personal energy
- Four pathways to building inspirational cultures
- Creating positive energy
- Build relationships and connection
- Recognition, appreciation and significance
- Ten questions to build accountability

**COURSE: BUS 144 | 14 Hours | $629 + GST**

Instructor: Tammy Robertson, MA

Certificate for Emerging Leaders
Topic Area: Building Relationships

*Find this course on page 13.*

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**LEARN MORE ABOUT CORPORATE TRAINING AT CONTED.UCALGARY.CA/CORPORATETRAINING | TO REGISTER: PAGE 1**
FACILITATION SKILLS
Facilitators help other people resolve issues or improve processes. This workshop is designed to improve the skills of people who are facilitating initiatives such as: the start-up of teams or project groups; regular meetings; the resolution of issues, such as conflict, low productivity, or poor morale; planning of projects and complex tasks; team building; process improvement; group feedback meetings, and other similar types of sessions. Prior to this workshop, questionnaires will be sent to participants to determine specific needs and issues to discuss. By gaining an understanding of the mindset of a facilitator–in contrast to other leaders—you will become more effective in your facilitation role. This seminar will help you sharpen or acquire basic facilitation skills, and increase your confidence through practice and feedback. Through facilitation clinics, you will learn approaches to difficult situations.

Topics
- The role of the facilitator and how it changes in different situations
- Basic tools for facilitation
- Use of structured tools for process improvement, decision making, improving quality, and other tasks
- Facilitating the start up of teams
- Facilitating conflict resolution
- Prevention of problems as a basic facilitation approach
- Dealing with problems once they occur

COURSE: BUS 134 | 14 Hours | $629 + GST
Instructor: George Campbell, BComm, MA (Adult Ed)
Certificate for Emerging Leaders
Topic Area: Communication
Find this course on page 13.

FINANCIAL ANALYSIS AND PLANNING FOR NON-FINANCIAL MANAGERS
This two-day seminar introduces managers and other professionals to the basic components of financial literacy, and to the measures of financial health and value creation. The focus is on interpreting, understanding and projecting financial statements, and project valuations. Cases, exercises and real life examples will be used throughout this seminar. Course content is based on the assumption that participants have some exposure to finance and accounting in the private sector. (Only private sector finance will be covered.)

Topics
- Financial statement interrelationships
- Sources and uses of cash
- EBITDA, return on equity and other returns on investment
- Liquidity and leverage risk measures/ratios
- Break-even analysis
- Discounted cash flows
- Shareholder value created

COURSE: BUS 120 | 14 Hours | $659 + GST
Instructor: Peggy L. Hedges, BSc, MBA, PhD
Certificate for Emerging Leaders
Topic Area: Professional Skills
Find this course on page 13.

COURSE: BUS 146 | 21 Hours | $919 + GST
Instructor: Kathleen M. McAuley, BBA, MCE
Certificate for Emerging Leaders
Topic Area: Professional Skills
Certificate for Front Line Leaders
Topic Area: Leading Others
Find this course on page 13.
GET ORGANIZED! IMPROVE YOUR WORKFLOW AND BOOST YOUR PRODUCTIVITY

Keeping up with constant demands on your time, attention and energy takes its toll. The typical office worker will experience up to 170 interactions or distractions per day and has a backlog of 200-300 hours of incomplete work. Many are overwhelmed by too many responsibilities, emails and interruptions. Multi-tasking in an effort to stay afloat never allows people to step off this treadmill long enough to get organized. Instead, they try to solve everything by working faster and longer in a world that shows no signs of slowing down. Effective workflow is about the art of choices, actions, attention and energy, balanced with a workflow system that will support you as you navigate through the day. This seminar offers strategies and solutions to eliminate productivity roadblocks, leading to better self-management and productivity.

Topics

- Self-evaluation in 11 key areas of productivity
- Designing a workflow system to manage files both paper and electronic
- Creating a task management system
- Taming the chaos in your Inbox
- Best practices for better work habits
- Self-care and how it affects personal productivity

COURSE: BUS 270 | 7 Hours | $389 + GST
Instructor: Georgina Forrest, CPO
Certificate for Emerging Leaders
Topic Area: Personal Effectiveness
Find this course on page 13.

GETTING THINGS DONE THROUGH INFLUENCE

Discover the power of strategic influence, with or without the power of position. Learn the principles of ethical influence. Return to your workplace with greater confidence in your leadership and influencing ability.

Topics

- Defining your objectives. What do you want to make happen?
- Effective influencing skills, with or without legitimate ‘power’
- Establishing effective networks
- Identifying and developing strategic allies
- Getting others on-side
- Creating an exchange framework to facilitate adoption of your ideas and initiatives
- Strategies for partnering with your boss
- What to do when influencing doesn’t work

COURSE: BUS 138 | 7 Hours | $409 + GST
Instructor: Fred Jacques, PhD, CPHR
Certificate for Emerging Leaders
Topic Area: Professional Skills
Find this course on page 14.

GOOD WRITING IS GOOD BUSINESS

Writing is a necessary skill in nearly every job. Most of us didn’t go to school to become writers, but we often spend 40% of our work day writing email messages, reports and proposals. In this seminar, you will learn practical, easy-to-apply tips and tricks for effective business writing. You will develop the skills required to write effectively: know your audience; define your purpose; deliver crisp, concise communication; and get results using various types of documents. You will be able to apply these techniques in everyday writing, whether you are writing email messages or complex technical reports.

Topics

- Planning and organizing documents
- Writing clear and concise documents that get results - quickly
- Brushing up on grammar to avoid the ten most distracting writing errors
- Using a five-step editing checklist to catch mistakes before you click Send or Print

COURSE: BUS 258 | 7 Hours | $389 + GST
Instructor: Julie Vouri, BSc, MBA
Certificate for Emerging Leaders
Topic Area: Communication
Find this course on page 14.
IMPROVING COMMUNICATION AT WORK

What is your preferred communication style: get-to-the-point, fact based, analytical, or warm, chatty and personal? Do you prefer work conversations that are direct, deal with the main issue and move on? Or, do you prefer to warm up a bit first, establish rapport, and then move into the topic at hand? These and other communication traits can make communicating in the workplace a challenging task. Using the DiSC™ assessment tool, you will learn about communication styles most commonly used at work, identify your own preferred style, and discuss strategies and tips to understand and communicate more effectively with those whose styles are different from yours.

Please note that your DiSC profile must be completed in advance of this course. An email with instructions will go out to registrants one week before the course date.

Topics
· The DiSC communication style model
· Determining your own communication style preferences
· Identifying other communication style preferences
· Increasing your communication style flexibility

COURSE: BUS 188 | 7 Hours | $409 + GST
Instructor: Lisa Holden Rovers, MSc, CPHR, PCC
Certificate for Emerging Leaders
Topic Area: Communication
Find this course on page 14.

INFLUENCE WITHOUT AUTHORITY NEW

Constant change causes stress and as a coping strategy people often resist change by rejecting new ideas and possibilities. This can make influence challenging. We often bemoan the lack of authority to make sure our ideas are accepted. The reality is that authority can at best only guarantee compliance. Commitment can only come through collaborative strategies that build on a network of positive relationships. This seminar is designed to help front line leaders develop strategic thinking skills and employ a collaborative model of interaction. Develop persuasive skills that will expand your circle of effective influence both inside and outside your organization.

Outcomes
· Examine and review a model of influence that enables you to effectively use a collaborative process to negotiate win:win solutions
· Discover your influence style using the ‘Influence Style Indicator’ and strategise how to adapt your style in challenging situations
· Practice and learn to generate questions that get at core issues and provide the basis for exploring and making creative use of alternative perspectives
· Recognize how to use personal influence tactics constructively to develop solutions and influence change

COURSE: BUS 628 | 14 Hours | $629 + GST
Instructor: Esther Hudson, BA, BEd, MAEd, CPHR
Certificate for Front Line Leaders
Topic Area: Leading Self
Find this course on page 14, 28.

INFLUENCING ACROSS A MATRIX CULTURE NEW

The business environment of today is characterized by teams collaborating across multiple business units to execute corporate strategy. More often than not, these teams are comprised of multi-disciplinary resources spread out across the organization, time zones, and even continents. These conditions invariably lead to uncertainty, ambiguity, and volatility. This seminar is designed to help front line leaders work and build influence in matrix-style organizations and teams. Building influence enhances power within an organization and helps teams work more effectively. The more influential you are as a leader, the more respected and appreciated you will become.

Outcomes
· Identify and have a clear understanding of the character traits necessary to influence others
· Examine how teams work in a matrix environment and how leaders must learn to manage and influence down, up and across the organization
· Analyze the concept of project retrospective, how to leverage team wisdom to discover leading practices and improvements for upcoming projects

COURSE: BUS 623 | 7 Hours | $389 + GST
Instructor: Sheree Boyer, BA, PMP
Certificate for Front Line Leaders
Topic Area: Leading and Collaboration Across the Business Units
Find this course on page 14, 28.
INTEGRATIVE LISTENING: THE LEADER’S EDGE

Listening is the cornerstone of effective communication, and is a core practice of leadership that helps us engage, encourage and lead people. Integrative listening is more than active listening, and goes beyond hearing or rephrasing. The goal and the leader’s responsibility is to achieve and sustain integrity – defined literally as completeness – through skillful listening. It requires an outer or strategic leadership focus, which is about being able to listen in the context of the larger picture, other dynamics, desired results, productivity, and performance. This seminar is based on the premise that each and every encounter requires us to listen all over again with a clear and unencumbered focus. Learn to facilitate leadership through listening; to understand listening as a foundational leadership skill for engagement, empowerment, productivity and inspired accountability.

Topics
- Exploring listening behaviours
- Multi-dimensionality of listening
- ‘Speed-of-life’ tools and strategies to enhance integrative listening skills
- Improving listening effectiveness
- Facilitating leadership through listening

COURSE: BUS 279 | 14 Hours | $629 + GST
Instructor: Janice Kobelsky, CMA, FCMA
Certificate for Emerging Leaders
Topic Area: Communication
Find this course on page 14, 28.

KICK-START YOUR CREATIVE THINKING AT WORK NEW

Solving problems, offering creative solutions and finding ways to use resources more effectively can give you a competitive edge in today’s workplace. Creativity and innovation are critical to the labour force as workers re-tool and companies shift to fill the needs of a diversified economy. This seminar will kick-start your creative thinking and help you magnify your ability to innovate and create novel solutions. Using a range of methods and techniques, you will explore a variety of approaches to develop your creative thinking and problem solving. The course will help you gain confidence in your creativity and encourage you to access it and apply it in the workplace.

Topics
- The creativity imperative
- The idea generation process
- Building creative capacity
- Tools for innovation
- Creative problem-solving

COURSE: BUS 618 | 7 Hours | $389 + GST
Instructor: Esther Hudson, BA, BEd, MAdEd, CPHR
Certificate for Emerging Leaders
Topic Area: Professional Skills
Certificate for Front Line Leaders
Topic Area: Leading Others
Find this course on page 14.

LEADERSHIP IN ACTION

The constantly shifting context of today’s business world demands a new approach to leadership. This new style of leading and managing requires in-the-moment approaches to relationships, work and change. You will explore the dynamic between planning and the in-the-moment leadership of others in execution of that plan. This highly experiential seminar is based on leading edge methods for leadership action and concentrates on teamwork, building relationships, and problem solving through structured practice. Acceptance, cooperation, supportive behaviour, interactive listening, and the ability to take forward-moving action on a given task are the rules of the game. It is a new and required approach to the successful navigation of complexity and change.

Topics
- The leadership demands of complexity and change
- Exploration and practice to develop skills in:
  - Dealing with mistakes
  - Increasing awareness and listening
  - Saying “yes and” as an approach to problem solving and innovation
  - Building teamwork and collaboration
  - Inspiring, leading and following

COURSE: BUS 271 | 7 Hours | $389 + GST
Instructor: Esther Hudson, BA, BEd, MAdEd, CPHR
Certificate for Emerging Leaders
Topic Area: Personal Effectiveness
Find this course on page 14, 28.
LEADING TO INSPIRE: DISCOVERING THE POWER OF PURPOSE

Have you ever spotted that motivational magic that occurs when an organization - and the people within it - have a clearly defined purpose? When teams and individuals are able to articulate meaningful, direction-setting purpose, it engages their desire to contribute and enlivens their actions. In fact, the truest work of leadership is to identify and harness the power of purpose. Without purpose-driven leadership, teams can drift; but with it, vision, mission, values, goals and measures take on laser-like focus and the potential for excellence. Through this seminar, learn to discern and enliven the power of purpose so that everyone benefits - you, your team and your organization.

Topics
- Achieve greater insight into your own, your team's or your company's purpose — your 'why'. Be able to clarify and articulate what that is.
- Discover how to engage, empower and elevate yourself and others through the power of clear purpose.
- Understand how to instill a sense of inspired accountability among those you lead and/or work with.
- Explore how to create alignment between your own and others' aspirations (individuals, your organization, division, and/or team) — particularly if or when they differ.
- Share, discuss, and expand leadership experiences, with live coaching and opportunity for in-the-moment feedback, application and experience.

COURSE: BUS 286 | 14 Hours | $629 + GST
Instructor: Janice Kobelsky, CMA, FCMA
Certificate for Emerging Leaders
Topic Area: Building Relationships

Find this course on page 14, 28.

LEADING WITH CONFIDENCE AND COURAGE

Tap into your inner intelligence! And leave this highly experiential workshop strongly grounded in your confidence as a leader. Imagine having the courage to navigate shifting parameters, difficult situations and multiple priorities in a dynamic and compelling manner. Discover the relationship between intent and impact. Learn and practise productive communication skills and practical tools that will prepare you for powerful conversations. You will be introduced to strategies to accelerate trust in your workplace relationships, and enhance the congruency of your leadership presence. You will also explore five modes for dealing with conflict, and increasing your self-awareness and understanding around your preferred method. Think about and come prepared to discuss your real-life situations and challenges. You will have the opportunity to prepare to deal with these and will leave the workshop with an action and accountability plan.

Topics
- Learn and practise effective communication skills
- Explore ways to accelerate trust
- Discover and practise some key dispositions of leaders
- Practical tools that can help you prepare for powerful conversations
- The relationship between intent and impact
- Learn your preferred method for dealing with conflict, and increase your self-awareness and understanding of these issues

COURSE: BUS 240 | 7 Hours | $409 + GST
Instructor: Maureen Motter-Hodgson, BEd, MEd, CPCC
Certificate for Emerging Leaders
Topic Area: Communication

Find this course on page 14, 28.

LEADING YOURSELF AND OTHERS THROUGH CHANGE

While organizations have spent a great deal of time on the project implementation side of change, they still struggle with the human element. Organizational restructuring, company mergers and acquisitions, technology implementations, software upgrades, process improvements and other big changes in the workplace can result in unforeseen problems, as well as frustration, confusion and tension among staff. Recognizing that change is an inevitable part of today’s workplace, this seminar is an opportunity to discuss change and the best road to successful Outcomes. The focus will be on minimizing the negative effects of change. You will walk away from this seminar equipped with new tools and strategies to help you plan, implement and reinforce your next change effort, greatly improving your chances for smooth and successful change.

Topics
- Types of change
- Change models
- Components of successful change initiatives
- Building resilience during change
- Planning and implementing successful change initiatives
- Techniques to identify and minimize resistance to change
- Reinforcing new behaviours and processes

COURSE: BUS 267 | 14 Hours | $629 + GST
Instructor: Dasa Chadwick, MA, CPHR
Instructor: Nicole Tsui, BA, CPHR
Certificate for Emerging Leaders
Topic Area: Building Relationships
Certificate for Front Line Leaders
Topic Area: Leading Others

Find this course on page 14, 28.
**LEAVE A LASTING IMPRESSION AND INCREASE YOUR SUCCESS**

It's been said that life is one long sales call. What do you think of that analogy? There is likely some merit to that statement and here's why! A great portion of your day is likely spent influencing others to do what you want them to do, see events as you see them, and ultimately support your idea, product or service. Whatever your goals, the results you achieve in advancing your success starts with you, specifically how you present yourself and establish your credibility both personally and professionally.

Knowing how to distinguish you – as well as your ideas, products, services and approach – from others will give you a competitive edge. Your ability to make your offerings memorable, and have them connect with your clients’ needs, wants and nice-to-have’s, will make your work less stressful, more collaborative, productive and fun. In this workshop, discover processes you can apply to brand your uniqueness in a way that leaves a lasting impression.

**Topics**

- Create a process to keep business development activities on track
- Tailor your business development approach to be of high value to the recipient and get to YES sooner versus later
- Achieve mutually desirable results in a respectful and timely manner
- Maximize your time, energy and effort in working with others
- Identify ways to add value and leverage your opportunity for the future

**COURSE: BUS 264 | 7 Hours | $409 + GST**

Instructor: Dr. June Donaldson, MBA, EdD, Mediator/Arbitrator

Certificate for Emerging Leaders

Topic Area: Building Relationships

Find this course on page 14.

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**MANAGING CANNABIS IN THE WORKPLACE**

Cannabis in Canada is a rapidly changing topic and has great implications for workplaces. Managing medical marijuana in the workplace is complex and requires specialized knowledge of medical cannabis, workplace policy, and case law. Approaching recreational legalization adds another layer of challenges. The information you hear will ensure you have the tools to mitigate risk in your organization. This seminar is presented in collaboration with Cannabis at Work, a human resource consultancy and staffing agency focused on the cannabis workforce.

**Also see: BUS 620 Organizational Drug and Alcohol Policies: Are you ready for Cannabis?**

**Outcomes**

- Discover the history and politics around cannabis
- Examine the regulatory framework, science and patient demographic
- Review case law medical and proposed recreational cannabis law
- Analyze impairment, implications for drug testing, applying reasonable suspicion
- Recognize the impact on insurance and employee benefits

**COURSE: BUS 620 | 7 Hours | $499 + GST**

Instructor: Karen Stokke

Certificate for Front Line Leaders

Topic Area: Leading Others

Find this course on page 14, 28.

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**MANAGING COMPLEX PROJECTS FOR FRONT LINE LEADERS**

Good projects or programs follow best practices and are aligned with regulatory templates or standards. Front line leaders need to ensure projects meet the needs of the decision makers or communicate key aspects of the project to the stakeholders. But managing complex projects require different project management strategies and techniques. Complex projects could be viewed as complex due to budget and team size, strategic perspective, stakeholder engagement, and the impact of teams responsible for project-based work, within a time span of one to five years. This course is designed to help front line leaders to develop an understanding of concepts, methods, and techniques required to manage complex projects across organizations successfully. Participants will discover the difference between managing various projects from small, large to highly ambiguous projects.

**Outcomes**

- Identify how large, complex and multiple projects need to be managed differently than smaller projects
- Review and define best practice framework for managing project complexity
- Examine approaches to stakeholder management and engagement in complex projects
- Discover project control mechanism and risk management process for complex projects
- Analyze management approaches for large and highly ambiguous projects

**COURSE: BUS 631 | 14 Hours | $389 + GST**

Instructor: Haruna Popoola, BTech, MSc, PMP

Certificate for Front Line Leaders

Topic Area: Leading the Business Operations

Find this course on page 14, 28.
MANAGING YOUR EMPLOYEE LIFE CYCLE EFFECTIVELY

From the recruitment phase to the exit interview, every employee follows a series of steps during their time within an organization; this is referred to as the “employment life cycle.” Managing this life cycle effectively is critical for every organization as it involves many processes, and each stage of the employee life cycle must be thoroughly managed. In this course, students will examine these five stages: recruitment, onboarding, development, retention, off boarding. They will also identify key actions leaders need to take within each stage. Explore the different tools or technologies that are used to centrally coordinate talent management activities within different organizations, and how leaders can improve the employee life cycle within their own organizations.

Outcomes
- Identify the different stages or end-to-end process within the employee lifecycle
- Discover and identify helpful and practical resources to manage employees within each stage
- Examine and understand what stage each of their employees are within the life cycle
- Demonstrate an understanding of how to manage direct reports using a variety of employee lifecycle management techniques
- Analyze the different tools or technologies that are used to centrally coordinate talent management activities
- Recognize how to improve the existing employee life cycle

MEETING THE CHALLENGE OF LEADERSHIP

Based on the concept that leadership comes from the person – not the position – this seminar focuses on developing the leader in you. Using a practical and widely used model that is founded on the philosophy that any individual at any level occupying any position in any organization can be a leader, you will explore both the nature and practice of leadership. You will identify your strengths as a leader, learn the five key practices of successful leadership, and focus on continued development. There will be an emphasis on building self-confidence and applying your learning to your day-to-day professional life.

Topics
- The nature of leadership, and the difference between management and leadership
- The five key leadership practices: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart
- Practical applications of the five key practices
- Approaches and tools to ensure open and effective interpersonal communication
- Strategies for enabling and rewarding effective behaviour in others
- Leading with integrity to promote both personal and organizational values
- A personal-best leadership development plan

Mental Toughness: Training for Success

Every business needs people who are talented, driven, and mentally tough. Research shows that mental toughness is the key to confidence, motivation, and success any time your life gets difficult. Have you wondered how to remain persistent and confident when adversity hits? How to cope effectively when others are treating you poorly? How to motivate yourself to take action on critical tasks? How to always perform great in presentations and meetings? Mental toughness practices enable you to master yourself mentally and emotionally. Learn how to become your own success coach so you can get the results you want in your job or life.

Topics
- Components of self-mastery and mental toughness
- Diagnose a challenge so you can conquer it
- Create unshakable confidence when you need it the most
- Conquer adversity
- Motivate yourself to take action on critical tasks
- Perform flawlessly in high pressure presentations and meetings
- Persevere through extremely difficult or boring work situations

COURSE: BUS 130 | 14 Hours | $629 + GST
Instructor: Lisa Brown, BA, MA
Certificate for Emerging Leaders
Topic Area: Personal Effectiveness
Find this course on page 15.

COURSE: BUS 140 | 14 Hours | $649 + GST
Instructor: Fred Jacques, PhD, CPHR
Certificate for Emerging Leaders
Topic Area: Personal Effectiveness
Find this course on page 15, 28.
MENTORING SKILLS

Best-in-class organizations embrace mentoring as an important part of their culture. Mentoring has proven to be extremely effective in engaging employees, recognizing and developing their potential and building learning capacity. In this interactive and experiential workshop, be introduced to a mentoring model that incorporates coaching skills and strategies designed to enhance your mentoring presence. Explore and practise these skills in a safe environment, using real situations from your workplace. Leave with an understanding of what mentoring is, and is not, having gained confidence in utilizing the skills required to establish and maintain an effective mentoring relationship. Focusing on both those receiving mentorship and those in the mentor role, you will be guided on how to establish the relationship and how to develop and excel within it.

Topics

- A mentoring model for success
- The difference between your mentor’s hat, and the other hats that you wear
- The benefits of mentoring and some possible traps
- The role of coaching skills in successful mentoring: Listening, Curiosity, Powerful Questions
- Acknowledgment and championing
- Designing mentoring relationships: Some dos and don’ts

COURSE: BUS 244 | 14 Hours | $629 + GST
Instructor: Maureen Motter-Hodgson, BEd, MEd, CPCC
Instructor: Carolyn Poole, BSc, CPCC, CCMC, PCC
Certificate for Emerging Leaders
Topic Area: Building Relationships
Find this course on page 15.

OPERATIONAL MANAGEMENT FOR FRONT LINE LEADERS NEW

Managing operations is becoming an increasingly complex endeavor for front line leaders. The complexity can be attributed to a highly informed and sophisticated customer base, high expectations from upper management, and reliance on technology to enable the business. This seminar is designed to help front line leaders understand the common issues that impact how a business converts materials and labor into value-added products and services in the marketplace. Students will also explore common operational challenges, how to identify and manage them.

Outcomes

- Define what the business operations means
- Identify and understand how the “big picture” translates to executable components within business operations
- Explore creative approaches used to manage business operations
- Discover how to break complex business operations into understandable components; assists with identifying root causes versus symptoms of problems and issues, identifying leading practices
- Analyze and explore the features and functionality of industry-standard ERPs (large and small). Identify how systems are designed to manage operations

COURSE: BUS 629 | 14 Hours | $629 + GST
Instructor: Sheree Boyer, BA, PMP
Certificate for Front Line Leaders
Topic Area: Leading the Business Operations
Find this course on page 15, 29.

ORGANIZATIONAL DRUG AND ALCOHOL POLICIES: ARE YOU READY FOR CANNABIS? NEW

If you are responsible for your organization’s drug and alcohol policy and are wondering how the upcoming legalization of recreational marijuana will affect your workplace policies, then this is the course for you. Students will do a deep dive into your organization’s drug and alcohol policy to ensure it is cannabis compliant. Students will leave with a new draft of your organization’s policy and with an understanding of the business processes for managing medical and recreational cannabis disclosure. This seminar is presented in collaboration with Cannabis at Work, a human resource consultancy and staffing agency focused on the cannabis workforce.

We strongly recommended that you take BUS 620 Managing Cannabis in the Workplace before taking this seminar.

Outcomes

- Define policy best practices and gap analysis
- Examine policy samples
- Analyze process flow charts
- Recognize what is needed for a policy rebuild
- Develop a change management plan

COURSE: BUS 621 | 7 Hours | $499 + GST
Instructor: Karen Stokke
Certificate for Front Line Leaders
Topic Area: Leading the Business Operations
Find this course on page 15, 29.
PERSONAL BRAND: BUILDING A RECOGNIZABLE BRAND NEW

Personal brand is linked to how you express and convey your skills, personality, and values. Building a recognizable brand and managing the reputation of this brand is key in order for you to obtain the right jobs, promotions, and develop your career within and outside of an organization. This seminar is designed to examine certain techniques, tools and approaches to building a personal brand. Recognize the value in building a powerful (personal or leadership) brand that has organizational alignment and external appeal.

Outcomes

· Examine how to deliver value as a leader through your actions and create trust in your abilities as a leader
· Discover how to communicate your brand statement and how to manage your brand reputation
· Recognize the value in building a powerful leadership brand that has organizational alignment and customer appeal
· Analyze how to use leadership branding effectively and implement your brand into your day-to-day life
· Create a personal branding plan that will guide personal and professional interactions

COURSE: BUS 632 | 7 Hours | $389 + GST
Instructor: Gabriela Santamaria, MBA
Certificate for Front Line Leaders
Topic Area: Leading Self

Find this course on page 15, 29.

PERSONAL EFFECTIVENESS FOR HIGH PERFORMANCE LEADERS NEW

Though largely unseen, our legacy as leaders is being created daily through our vision, direction, decisions and the treatment of others. These actions can influence our organizational culture and have a positive impact on the people we lead. In this seminar, explore the dimensions of high performance leadership and how our daily actions and decisions, help influence and impact the performance of the organization and the individuals we lead.

Outcomes

· Explore the characteristics of high performance leaders
· Gain insight into your own leadership, its effect on others, and results
· Identify tools and strategies to enhance your leadership competency and legacy
· Share and examine leadership experiences to identify best practices

COURSE: BUS 616 | 14 Hours | $629 + GST
Instructor: Janice Kobelsky, CMA, FCMA
Certificate for Emerging Leaders
Topic Area: Personal Effectiveness Seminars

COURSE: BUS 625 | 7 Hours | $409 + GST
Instructor: Dianne Quinton, CPCC, PCC
Certificate for Front Line Leaders
Topic Area: Leading Self

Find this course on page 15.

PERSONAL TRANSITION THROUGH CHANGE NEW

Change is inevitable. Some changes we like and welcome, others we are not as comfortable with. Many factors contribute to our ability to transition through change in a healthy way. With an enhanced understanding of the personal side of change, we can develop strategies to deal with change more effectively and contribute to a higher probability of change efforts succeeding. This seminar is designed to help front line leaders identify the different phases we go through when changes occur and explore how our beliefs and choices impact us and others.

Outcomes

· Explore and understand the phases of transition and associated types of thinking, feelings, behaviors and needs
· Identify and apply skills helpful in dealing with change such as listening, asking open questions, utilizing empathy, dealing with resistance and asking for what you need
· Analyze the impact of stress and learn strategies to become more resilient during times of challenge and change
· Create an action plan for enhancing coping mechanisms and developing greater resiliency to support self and others

COURSE: BUS 625 | 7 Hours | $409 + GST
Instructor: Dianne Quinton, CPCC, PCC
Certificate for Front Line Leaders
Topic Area: Leading Self

Find this course on page 15, 29.

FOR MORE INFORMATION GO TO CONTED.UCALGARY.CA OR CALL 403.220.2866
POWERFUL PRESENTATIONS NEW

The professionals most valued and sought after by organizations are those who can communicate ideas and values to colleagues and clients, instil enthusiasm for good ideas, influence others to support their projects, and persuade them to see alternate perspectives. Everyone has the power to influence the growth and direction of an organization by showing others why an idea can contribute to the organization’s development. This seminar shows you how to share your ideas and perspectives—to plan, prepare and deliver oral presentations that will reach specific audiences. A step-by-step approach to preparation and delivery of presentations will be followed by immediate practical application of each step. Participants will give and receive feedback, including video feedback. You may bring a job-related topic and relevant information for practising presentation design and delivery. Some homework may be required. Enrolment is limited to ensure maximum individual attention.

Topics
- Analyze your audience
- Define the purpose of the presentation
- Prepare effective introductions
- Organize the presentation
- Reinforce impact through basic visual aids
- Handling question-and-answer sessions
- Speak with confidence
- Develop rapport with your audience

COURSE: BUS 114 | 21 Hours | $785 • GST
Instructor: Donalda A. Cormier, BA, MEd
Certificate for Emerging Leaders
Topic Area: Communication
Find this course on page 15.

PROJECT MANAGEMENT FOR THE NON-PROFIT SECTOR NEW

A good project manager will manage people and resources to get key tasks completed, in the right time, the right way and with the right resources. Project management within the nonprofit sector is very common yet many staff struggle in this area because of a lack of exposure to the basic principles or tools. Understanding of how to lead and manage a project is an essential competency that can help you manage your stakeholders and lead your nonprofit organization towards sustainable growth. Participants will identify key stages within the project management process such as how to manage projects and activities effectively including preparation, planning, implementation and evaluation/reporting.

Outcomes
- Identify key stages within the project management process such as how to manage projects and activities effectively including preparation, planning, implementation and evaluation/reporting
- Examine how to create effective stakeholder engagement plans and strategies
- Recognize and apply the concepts of project management in a non-profit context
- Create and learn how to draft project plans with clear goals, work plans and evaluation strategies

COURSE: BUS 300 | 14 Hours | $629 • GST
Instructor: Haruna Popoola, BTech, MSc, PMP
Certificate for Emerging Leaders
Topic Area: Professional Skills
Find this course on page 15.

SELLING YOUR IDEAS: MOVING FROM CONCEPT TO REALITY NEW

How can our leaders create organizational commitment and get internal buy-in for their ideas? How can they make their best ideas a reality? This seminar is designed to equip front line leaders with the knowledge, techniques, and tools to effectively create buy-in for their ideas across the organization. Good leaders generate new ideas to improve performance, create positive change, and drive financial results. Great leaders do not just make those ideas happen, they influence and engage stakeholders in the process of moving their ideas from concept to reality. This content is powered by The Center for Creative Leadership® (CCL) in collaboration with the University of Continuing Education.

Outcomes
- Develop a robust plan to sell an idea to the organization
- Assess your organization’s environment to support their idea
- Identify key stakeholders for success
- Apply impactful tactics to influence individuals and groups

COURSE: BUS 634 | 7 Hours | $389 • GST
Certificate for Front Line Leaders
Topic Area: Leading the Business Operations
Find this course on page 15, 29.
**STRESS LESS: MANAGING WHAT'S ON YOUR MIND**

Do you have headaches, or tight neck and shoulders? Do you feel anxious, irritable and frustrated at home or at work? Do you use caffeine and other habits to cope with everyday demands? Are you lashing out at others, or conversely, withdrawing from your life? If you have answered yes to any of these questions, or would like to prevent these and other threats to your wellness, you will benefit from this session. Thriving in uncertain and demanding times takes a concentrated effort. You must learn how to control stress. Managing stress is no longer a soft skill. It is critical to your optimal performance at home or in the office.

**Topics**

- Choose healthy coping strategies and eliminating unhealthy strategies
- Negative and positive dialogue
- Goals and action plans
- Relationship dynamics
- Stress indicators
- Use varying perspectives to propel relationships forward
- Journal to manage anxiety
- Conflict resolution management
- Communication strategies to express needs, wants, observations and thoughts for conflict management
- Leadership qualities that can alleviate stress reactions

**COURSE: BUS 207 | 7 Hours | $389 + GST**

Instructor: Tammy Robertson, MA

Certificate for Emerging Leaders
Topic Area: Personal Effectiveness

Certificate for Front Line Leaders
Topic Area: Leading Self

Find this course on page 15, 32.

**SUCCESSFUL TEAMS: HOW TO BUILD THEM**

Why do some teams seem to naturally work well together and others require more effort? What can a leader do to build and maintain a strong team? The leader’s challenge begins with recognizing the diversity within a team and inspiring all members toward a common cause. Even with a highly functional team, it is important for you to determine what is working and what is not. In this seminar, discuss how to identify common issues. Then, refine your skills to address these issues. Learn key elements of a strong and successful team, and discover how to apply principles to enhance these elements in your own team situation.

**Topics**

- What is a strong team?
- Key dysfunctions of a team
- Fostering trust
- Managing conflict and encouraging debate
- Gaining commitment and accountability
- Creating a results orientation
- Effective communication
- Motivation and engagement
- Strengths and weaknesses
- Embracing diversity and bridging the generations
- Leading with heart and authenticity

**COURSE: BUS 260 | 7 Hours | $389 + GST**

Instructor: Esther Hudson, BA, BEd, MAEd, CPHR

Certificate for Emerging Leaders
Topic Area: Building Relationships

Certificate for Front Line Leaders
Topic Area: Leading and Collaboration Across the Business Units

Find this course on page 15.

**SYSTEMS THINKING: CREATIVE SOLUTIONS TO COMPLEX PROBLEMS**

Peter Senge, a leading researcher in the fields of systems thinking and organizational learning, defines systems thinking as both a thinking skill and a language for understanding and working with complexity. When you understand the complexity of a situation, you are better able to think and act in ways that produce desired results, without causing harmful side effects. In this seminar, learn a unique approach to systems thinking as a method and tool for working with change, solving complex problems, and creating individual and team learning.

**Topics**

- Five disciplines of a learning organization
- Concepts of systems, systems thinking, complexity and their implications for the workplace
- Explaining specific types of systems, called archetypes
- Applying systems thinking to a challenging situation and opportunity
- Developing an action plan

**COURSE: BUS 608 | 14 Hours | $685 + GST**

Instructor: Henry Senko, D. Prof

Certificate for Emerging Leaders
Topic Area: Professional Skills

Certificate for Front Line Leaders
Topic Area: Leading and Collaboration Across the Business Units

Find this course on page 15.
TEAM SURVIVAL SKILLS: TAKE IT OUTSIDE!

Grab your coat and hat, let’s go outside! This seminar invites you to challenge your leadership capacity while participating in activities in an outdoor setting. By experimenting, taking risks and having fun in a facilitated, safe and experiential learning environment, metaphors for workplace dynamics are created, offering immediate feedback loops, opportunities for self-reflection, and potential for increasing self-awareness of leadership patterns and dynamics. Building understanding of your leadership style, the styles of others, and how they best interact increases your capacity for effective self-leadership in response to the daily challenges faced while working in groups, both at home and in the workplace.

Topics
- What makes a strong leader
- Creative problem-solving
- Risk-taking
- Group strategic thinking
- Dealing with change and uncertainty
- Understanding and working with leadership styles
- Cooperative team performance interactions

COURSE: BUS 199 | 7 Hours | $389 + GST
Instructor: Julia Szucs
Certificate for Emerging Leaders
Topic Area: Building Relationships
Find this course on page 15.

THE DECISIVE LEADER

Making decisions is one of the main functions of a leader, and the quality of those decisions is one of the primary ways a leader’s effectiveness is judged. It is common for leaders to panic and either rush into a poor decision or become paralyzed and not make one at all. The Question, Factors, Options, Planning (QFOP®) model for decision making is simple to use and provides a framework to make better decisions. Learn how to use the model by working through examples, then discuss how to communicate decisions to your supervisor or team. Both deliberate and rapid decisions will be covered, as well as how to ensure lessons are incorporated from previous similar decisions. As a leader, give yourself the best possible chance to make decisions that are as good as they can be.

Topics
- An introduction to decision making
- Differences between good and bad decisions
- Question, Factors, Options, Decision (QFOP) model for decision-making
- Quick decision-making model
- Case study and live example
- Presenting your decisions to others
- After action review process - how to make an even better decision next time

COURSE: BUS 284 | 7 Hours | $389 + GST
Instructor: Stuart Carver, DSO, MA
Certificate for Emerging Leaders
Topic Area: Professional Skills
Find this course on page 15.

TIME MANAGEMENT

It is often difficult to devote sufficient time to the duties and responsibilities of one’s job. This seminar is designed to provide a portfolio of practical techniques for organizing your time to yield better results in the same amount of time, or the same results in less time. Participants will analyze their own time management problems, participate in experiential learning exercises that highlight effective time management techniques, and learn specific approaches to solving time management problems.

Topics
- How are you spending your time?
- Sharing of time management problems
- Analysis of time allocation
- General approaches to better time management
- Telephones
- Meetings
- Interruptions
- Specific approaches to specific problems
- Implementation

COURSE: BUS 111 | 7 Hours | $389 + GST
Instructor: Robert A. Schulz, PhD
Certificate for Emerging Leaders
Topic Area: Professional Skills
Find this course on page 15.
TOXIC WORKPLACES: STRATEGIES TO CREATE HEALTHY ENVIRONMENTS

If you ask an individual to name a toxic employee in their workplace, it’s almost guaranteed that they will start to offer you a name. Actually, it may be more than just one person. Characterized by rising turnover, plummeting engagement, and losses in productivity and profits, toxic workplaces affect more than a company’s bottom line. This one-day workshop explores the characteristics of toxic workplaces; how these environments affect individuals, teams and organizations; and proven methods of cleaning up your workplace toxins.

**Topics**

- How are toxic workplaces formed?
- Toxic workplace self-assessment
- Effects of toxic workplaces on the health of individuals, teams and organizations
- Toxic workplace myths
- Ways to survive and thrive in a toxic environment

**Outcomes**

- Identify your personal preferences
- Examine the value of using all preferences
- Develop strategies to appreciate and leverage differences between ourselves and others
- Create and implement an action plan to positively influence specific relationships using insights gained

**COURSE: BUS 211 | 7 Hours | $389 + GST**
**Instructor:** Dasa Chadwick, MA, CPHR
**Certificate for Emerging Leaders**
**Topic Area:** Professional Skills

*Find this course on page 15, 32.*

UTILIZING PERSONALITY TYPE FOR PERSONAL AND TEAM LEADERSHIP NEW

Discovering your personality type can help you identify how your preferences may show up in your leadership style and impact your team members. Our preferences influence many things, including how we use information, communicate with others, deal with conflict, manage stress, make decisions, organize ourselves and lead others. Using the Myers-Briggs Type Indicator® (MBTI®), this seminar is designed to enhance our understanding of our own personal preferences and appreciate and leverage the different strengths and preferences of others.

**Topics**

- Types of proposals: Sales, Grants, Research, Solicited and Unsolicited
- Development of your proposal: Planning, Pitching, Proposing and Follow-up
- Templates for proposals
- Professional writing skills

**COURSE: BUS 626 | 7 Hours | $469 + GST**
**Instructor:** Dianne Quinton, CPCC, PCC
**Certificate for Front Line Leaders**
**Topic Area:** Leading Self

*Find this course on page 15, 29.*

WRITING WINNING PROPOSALS

Are you unsure of how to create an effective proposal? As a consultant or vendor, you must submit a proposal that is focused on delivering what the client needs. You want to be selected to solve the client’s problem or provide the product. In this hands-on workshop, you will learn how to dissect a Request for Information (RFI), Request for Proposals (RFP) or Request for Quotations (RFQ) to craft a winning proposal. You will learn the key aspects of every successful proposal, and you will develop a proposal in response to an RFP. You’ll leave the workshop with tips, tools and techniques for creating winning proposals. At the end of this seminar, you will be able to understand the difference between RFP, RFI and RFQ; develop an RFP compliance checklist; create themes to support your proposal; develop stories or examples that prove your ability to meet the client’s needs, and know the common sections in a proposal.

**Topics**

- Types of proposals: Sales, Grants, Research, Solicited and Unsolicited
- Development of your proposal: Planning, Pitching, Proposing and Follow-up
- Templates for proposals
- Professional writing skills

**COURSE: BUS 245 | 7 Hours | $389 + GST**
**Instructor:** Julie Vouri, BSc, MBA
**Certificate for Emerging Leaders**
**Topic Area:** Professional Skills

*Find this course on page 15.*
Fatima Zia, a recent graduate of the Project Management Fundamentals Certificate program, admits she was skeptical when she enrolled.

Working in the project management field at the time, Fatima questioned if there would be much to learn that she hadn’t already gained through work experience. Now, looking back, she recognizes that she has gained valuable skills, and in part, credits a recent promotion to a Business Analyst to her Continuing Education certificate program.

Fatima worked as an interface designer in an IT department and was part of a team that delivers on projects. When she was given some additional responsibilities, she and her supervisor decided it was time to pursue formal project management training.

“My goal was to get better at managing projects,” she says. “Before taking the certificate I used to manage things by doing whatever felt right to me,” she says. “Now I know what the industry practice is, I know the tools and techniques – I don’t use them all because it’s not necessary for this job - but I’m confident if I switch my job this knowledge is transferable into any industry.”

Fatima completed the certificate entirely in the classroom. “Face to face has an extra level of value to me” she says. She appreciates the help she received from instructors along the way.

“When you’re pushed to achieve more, you don’t like it in the beginning, but that’s when you actually learn,” says Fatima.

In reflecting on her experience, Fatima says, “I was a little skeptical about the actual gain and practical use of a certificate, but I can proudly say that my new learning is helping me tremendously in my work.”

Fatima has used her certificate program as a stepping stone to a Certified Associate in Project Management (CAPM) designation.

Fatima Binte Zia

Boosting your career

I took my CAPM exam and I did that exam with confidence. It was easy for me after I took the Project Management certificate.”

Fatima Binte Zia, Graduate Project Management Fundamentals Certificate
Courses

Following are course descriptions and prerequisites for courses offered January 1 to August 31, 2019. For dates and delivery formats, see course schedules on page 7.

Many of these courses are offered online. Before taking your first UCalgary Continuing Education online course, you may be required to take BMC 352 Learning Online. For more information including prerequisite waiver information, go to conted.ucalgary.ca/elearn.

ACCIDENT THEORY AND INCIDENT INVESTIGATION
Understanding accident theory and the incident investigation process are essential in determining why workplace incidents occur and how to prevent re-occurrences. By providing categories of causes, accident theory helps explain how accidents are caused. Incident investigation answers the: who, what, why, when, where and how so that re-occurrences can be prevented. Through examples and case studies, gain an overview of the most important theories, their strengths and weaknesses, and how to select the best model and best methods for each investigation.

Prerequisite: BMC 104 Health and Safety Management Systems: The Basics

ACCOUNTING FUNDAMENTALS
Gain an understanding of financial accounting principles and practices as you learn how to go through the full accounting cycle of recording business transactions, making adjustments and final closing entries. Topics include internal controls and cash, receivables, property, merchandising, plant and equipment, goodwill and intangible assets. Learn how to read financial statements, calculate financial ratios and apply this knowledge to management problems and decision-making.

COURSE: BMC 201 | 30 Hours | $550
Find this course on page 33.

ADOBE ILLUSTRATOR ADVANCED
Discover the versatility of vector illustration in this advanced Illustrator course. Explore perspective drawing, gradient mesh, graphs and pictographs to develop scalable vector graphic designs that can go anywhere, including print, apps, video, and websites. This course is for those intermediate to advanced-level users who want to further their skills.

Prerequisite: ICT 437 Adobe Illustrator

COURSE: ICT 665 | 30 Hours | $875
Find this course on page 18.

ADOBE INDESIGN
Discover the essential capabilities and creative applications of InDesign by learning the workspace and features. Create rich layouts and multi-column pages. Learn to combine text and graphics, including vector graphics from Illustrator and raster images from Photoshop. This course is for those who want to produce high quality documents for digital and print media.

Prerequisite: ICT 436 Adobe Photoshop and ICT 437 Adobe Illustrator

COURSE: ICT 578 | 30 Hours | $875
Find this course on page 18.

ADOBE PHOTOSHOP
Examine the essential capabilities and creative applications of Photoshop, from correcting colour and print to retouching portraits, navigation, resolution, cropping, selecting, printing, and making web graphics. The in-depth information and real-world context needed to use this application is provided. This course is suitable for individuals with no prior knowledge or experience with Photoshop or any of its predecessors.

COURSE: ICT 436 | 30 Hours | $825
Find this course on page 18, 49.
ADOBE PHOTOSHOP ADVANCED
Explore the advanced application techniques and creative applications that Adobe Photoshop offers including: creating special effects, advanced layer techniques, professional portrait retouching, designing with multiple images, working with 3D images, creating Webpage navigation, wire framing and making GIF animations. This course is designed for intermediate to advanced-level users who want to further their skills.
Prerequisite: ICT 436 Adobe Photoshop
COURSE: ICT 664 | 30 Hours | $875
Find this course on page 18, 49.

ADULTS AS LEARNERS
Explore the teaching and learning transaction from the learner’s perspective, by researching and reflecting on both the current literature and your own experiential understanding of how adults learn. Come prepared to learn about yourself as a learner and to develop new sensitivities to the diversity in styles and needs through interaction with your classmates and the instructor.
COURSE: ADL 106 | 40 Hours | $625
Find this course on page 8.

AGILE PROJECT MANAGEMENT: THE BASICS
Learn the fundamentals of Agile Project Management (APM) and how it differs from traditional project management approaches. This seminar will provide an overview of major APM methodologies such as Scrum and KANBAN, and how to choose the best approach for projects in your organization. Course content is geared to participants who have some understanding of traditional project management and want to develop or expand their skills to include Agile Project Management.
COURSE: BMC 348 | 7.5 Hours | $385
Find this course on page 42.

AGILE SOFTWARE DEVELOPMENT
This course introduces students to Agile Software Development principles and processes with an emphasis on Scrum.
COURSE: ICT 716 | 30 Hours | $825
Find this course on page 42, 45.

ALCOHOL AND DRUGS IN THE WORKPLACE
Impairment of workers from alcohol and drugs (i.e., Cannabis/Marijuana, prescriptions, etc.) is a major issue in today’s workplace. This issue can negatively impact organizations, workers and their families, finances, productivity, client relations, public image, and more. Learn to navigate the evolving legal and social implications of alcohol and drug abuse in the workplace. Gain invaluable hands-on practice applying strategies to address and manage alcohol and drugs in the workplace, from policy and program development, to implementing and maintaining an organizational impairment management program.
COURSE: BMC 363 | 30 Hours | $550
Find this course on page 33.

ARABIC 1
Emphasis is on conversation, with some reading and writing. Learn basic communication skills in different contexts and Arabic grammar, the alphabet, Arabic script, the Arabic phonetic system, and basic information about Arabic culture and customs.
COURSE: ARA 101 | 20 Hours | $265 + GST
Find this course on page 26.

ARABIC 2
Building on Arabic 1, this course will introduce you to the Arabic script and further develop vocabulary, grammar and conversational skills.
Prerequisite: ARA 101 Arabic 1
COURSE: ARA 102 | 20 Hours | $265 + GST
Find this course on page 26.

ARCHITECTURAL PHOTOGRAPHY
An introduction to practical and artistic elements of photographing exteriors and interiors of buildings. Lectures, demonstrations, critiques, and field exercises provide a practical foundation for making effective architectural photographs based on technical and aesthetic considerations. You will need a camera in good working condition.
COURSE: PHO 113 | 18 Hours | $275
Find this course on page 38.

ART AND ARCHITECTURE OF ANCIENT EGYPT
The beauty and mystery of ancient Egypt are one of the world’s most lasting legacies. You will be introduced to the history and development of ancient Egyptian art and architecture over a time span of almost 5,000 years from 4,000 BCE to the Roman period and the arrival of Christianity. We will explore a wide range of topics, from royal monuments to private art, gender, religion and rituals, as well as the impact of ancient Egyptian art on ancient Greece, Rome and modern western world.
COURSE: FIF 252 | 20 Hours | $315 + GST
Find this course on page 30.
**ART HISTORY AND APPRECIATION 2**
As a continuation of Art Appreciation I, investigate art from the 14th century to the 19th century. Focus on the contributions of important artists who typify major period styles such as early and high Renaissance in Italy, Northern Renaissance and Northern and Southern Baroque. Discuss important issues of modern and contemporary art.

**COURSE:** ART 310 | 20 Hours | $295
Find this course on page 9, 49.

**ART OF CONTAINER GARDENING**
Container gardening is an excellent method of landscaping apartment balconies, terraces, and penthouse and residential patios. Topics include: selecting containers, raised planters and hanging baskets, bulbs and annuals, soil and nutrient requirements, winter use, alternative uses of planters for sculptural form and garden furnishings. Supplies included - students will take home a large starter container with a variety of plants. Materials are extra - $40.00 to be paid to instructor at the beginning of class.

**COURSE:** LAN 107 | 4.5 Hours | $110
Find this course on page 25.

**ART OF REFRAMING**
In this intensive one-day skill-building course, you will learn how to identify problematic conflict frames wherever and whenever they occur, and practise providing reframing that leads toward resolution. More than merely changing language, reframing can shift the entire perception of an approach to the conflict. As one of the most powerful tools available, reframing can be used effectively in every phase of conflict discussion, from building an atmosphere to identifying issues, exploring interests and reaching agreement.

**Prerequisite:** PDS 001 Foundations of Collaborative Conflict Resolution or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus and PDS 006 Mediation Skills Level I or PDS 185 Negotiation Skills Level I

**COURSE:** PDS 013 | 7 Hours | $245
Find this course on page 17.

**ART OF THE NORTHERN RENAISSANCE AND THE DUTCH GOLDEN AGE**
From the late 15th through the 17th century, Northern Europe experienced the flowering of an unprecedented golden age of art. The era is marked by great artists like van Eyck, Durer, Bosch, Rembrandt, Vermeer, Rubens, and by an explosion of new varieties of art and new types of patrons. In this course we will focus on the paintings, prints, and drawings created during this era in Flanders (present-day Belgium) and the Dutch Republic (present-day Netherlands). We will examine the dynamic artistic traditions that emerged during this period of great political and religious crisis, and how art reacted and related to the changing world.

**COURSE:** FIF 635 | 6 Hours | $75 + GST
Find this course on page 36.

**ARTIST SERIES: ABSTRACT PAINTING**
Explore this freeing art form within a foundational understanding of its influences. Further your practice to paint freely by using line, shape, form and colour to create a composition that may be independent from visual references that are seen. A basic knowledge of painting techniques is recommended. Supplies included.

**COURSE:** ART 328 | 6 Hours | $175 + GST
Find this course on page 10.

**ARTIST SERIES: STILL LIFE PAINTING**
Apply some foundational painting skills to this introspective and quietly thought-provoking art form. Understanding concepts of form, shape and tonal qualities of objects will help guide your practice in painting still life forms. Historical references will provide the foundation to the knowledge gained within this experiential practice. A basic knowledge of painting techniques is recommended. Supplies included.

**COURSE:** ART 331 | 6 Hours | $175 + GST
Find this course on page 10.

**ARTIST SERIES: PORTRAIT DRAWING**
Have you ever wanted to capture the essence of someone in a drawing? Portrait drawing is a skill that utilizes some basic knowledge of anatomy and knowledge of the correct proportions of the human head, with emphasis on creating form and space with your drawings. Explore different techniques with a variety of materials. A basic knowledge of drawing techniques is recommended. Supplies included.

**COURSE:** ART 330 | 6 Hours | $175 + GST
Find this course on page 10.

**ARTIST SERIES: EN PLEIN AIR PAINTING**
Take your painting practice outdoors! En Plein Air Painting is a French term for painting landscapes outdoors. Explore concepts and approaches to landscape painting such as capturing light, atmosphere, shape and mood and by choosing compositions to challenge the artistic eye. A basic knowledge of painting techniques is recommended. Supplies included.

**COURSE:** ART 329 | 6 Hours | $175 + GST
Find this course on page 10.

**ASSERTING YOURSELF IN CONFLICT SITUATIONS**
This course addresses assertiveness in a variety of challenging situations and gives you opportunities to practise improving and maintaining an assertive style under pressure. Whether you are negotiating an important issue, expressing your thoughts and feelings in a conflict or standing firm under pressure, the ability to assert yourself is crucial to reaching outcomes that work for you. In conflict situations, it can be especially difficult to maintain an assertive stance rather than overreacting or selling yourself short.

**COURSE:** PDS 004 | 14 Hours | $460
Find this course on page 17.
ASSESSMENT PRACTICE IN CAREER DEVELOPMENT
Learn to skilfully manage the assessment process, as you master developing client profiles that describe relevant interests, skills, values and other personal factors. Emphasis is on using a variety of assessment techniques and guiding the client through the key steps in the career planning process as well as providing support for the career action plan.

COURSE: ADL 212 | 30 Hours | $525
Find this course on page 8.

AUDITING OF HSE MANAGEMENT SYSTEMS AND COMPLIANCE
Auditing is a management tool used by organizations to verify that the organization is meeting its external and internal obligations with regards to health, safety and the environment. It is an essential element of a management system and a primary driver of continual improvement. The course explores the processes and procedures for various types of environmental health and safety audits, with an emphasis on auditing of regulatory compliance. Formerly BMC 238 Environmental Health and Safety Auditing

COURSE: BMC 281 | 30 Hours | $550
Find this course on page 21, 33.

BASIC SCULPTURE IN CLAY
Learn the basics of clay sculpture. Work with clay and develop your artistic sense of sight and touch. Explore the hand modelling process for 3-D shapes, project ideas, and the human figure from live models. Improve your skills by learning about overall proportions, relationship between forms, and detailing in clay. Clay and modelling tools will be provided. Students will take home one of the sculptures they’ve created.

COURSE: ART 313 | 30 Hours | $445
Find this course on page 9, 49.

BATHROOM AND KITCHEN DESIGN
The ensuite and kitchen are the top two selling features in homes today. Join in the process of designing fantastic bathrooms and kitchens while considering function and aesthetics by learning how to space plan. Two field trips are included for hands on learning. This is ideal learning for those who want a wealth of practical information and techniques to help with bathroom and kitchen design.

COURSE: INT 123 | 20 Hours | $295
Find this course on page 24, 49.

BIOLOGY 1
This is the first of two courses designed to prepare you for university entrance. Through the study of biology (life and living systems), learners are given an opportunity to explore and understand the natural world through the themes of diversity, energy, equilibrium, matter and systems. The major units developed in this course include energy and matter in the biosphere, ecosystem and population change, photosynthesis and cellular respiration, and human systems.

Prerequisite: Science 10

COURSE: UPG 110 | 39 Hours | $475
Find this course on page 7.

BIOLOGY 2
This is the second of two courses designed to prepare you for university entrance. Through the study of biology (life and living systems), learners are given an opportunity to explore and understand the natural world through the themes of diversity, energy, equilibrium, matter and systems. The major units developed in this course are; nervous and endocrine systems; reproduction and development; cell division, genetics and molecular biology; and population and community dynamics.

Prerequisite: Biology 20, UPG 110
Biology 1, or equivalent

COURSE: UPG 210 | 39 Hours | $475
Find this course on page 7.

I found a job in one of my areas of expertise (waste management) and during my interview process all my courses were reviewed and considered assets for my employment.”

Luznel Velasquez Fernandez, Graduate
Environmental Management Certificate
Health, Safety and Environment Certificate
BOOT CAMP: THE BASICS OF GOOD WRITING
In the mood for an entirely different Stampede experience? Want to improve your business English? How about dedicating four days to transforming your writing? Your ability to write lean and persuasive documents that capture the reader’s attention, communicate your message clearly, and convey that you are a careful and respectful communicator is integral to your success. That’s why this boot camp is such a great career and personal investment for anyone who wants to review the basics of good writing. Plan to leave this course with some new skills that will make your writing sparkle. We start with the basics of grammar and punctuation, move on to style principles, and then review best processes and practices in business correspondence. The class concludes with an examination of some editing tools and techniques, and a review of resources that will help you continue to refine your writing skills.

COURSE: WRI 112 | 25 Hours | $475 + GST
Find this course on page 50.

BRANDING: WHAT DESIGNERS NEED TO KNOW
Discover the broad field of brand identity and cover the entire process of brand development. Examine the basic principles of product and corporate identities and the process designers use to create brand identity programs. Explore and analyze a series of case studies for different brand models, and create, develop and execute a variety of brand collateral. Students will develop a comprehensive re-branding project that involves research, strategy, logo design and presentation, as well as the development and evolution of collateral to support the brand.

COURSE: ART 317 | 30 Hours | $395
Find this course on page 9, 49.

BUILDING A POSITIVE WORKPLACE
Employee retention and engagement are key goals of HR and management. Creating a respectful workplace and acknowledging ethics, performance management and a healthy blend of work and life, will ensure organizational goals can be realized in a positive workplace. Examine the organization’s retention and engagement strategies in alignment with talent management practices and make suggestions for improvement.

COURSE: BMC 355 | 20 Hours | $495
Find this course on page 22, 39.

BUILDING DATABASE APPLICATIONS WITH MICROSOFT ADO.NET AND C#
This course provides students with the essential skills to build database applications using modern development technologies and practices.

Prerequisite: ICT 710 Computer Programming Level I and ICT 128 Relational Databases Fundamentals

COURSE: ICT 714 | 30 Hours | $825
Find this course on page 45.

BUILDING RELIGIOUS AND CULTURAL INCLUSION IN THE WORKPLACE
This course is helpful for professionals working with diverse populations. Develop the awareness, knowledge, and skills needed to support religious diversity in the workplace and beyond. Learn through readings, reflection, discussion, case studies, and site visits to various sacred spaces in Calgary. Develop critical thinking and practical skills, gain an understanding of pluralism and religious diversity in Calgary, engage in religious literacy, and build confidence working with diverse communities. Learn practical applications by cultivating skills on religious and cultural competencies.

COURSE: BMC 362 | 40 Hours | $625
Find this course on page 39.

BUILDING WEB APPLICATIONS WITH MICROSOFT ASP.NET AND C#
This course provides students with the skills to build web applications using modern development technologies and practices.

Prerequisite: ICT 710 Computer Programming Level I and ICT 580 HTML5 and CSS3

COURSE: ICT 713 | 30 Hours | $825
Find this course on page 45.

BUILDING YOUR COMMUNICATION TOOLBOX
Focus intensively on communication theory and skills that are the building blocks of mediating, negotiating or resolving interpersonal conflict. Skills are demonstrated and then you will have the opportunity to practise in short exercises involving conflict situations. Specific skills include non-defensive listening, questioning, reframing and assertive speaking.

COURSE: PDS 173 | 14 Hours | $460
Find this course on page 17.

BUSINESS ANALYTICS INTRODUCTION
This course explores business analytics techniques to formulate and solve business problems and to support managerial decision making. Learn how to use and apply Excel and Excel add-ins to solve business problems.

COURSE: ICT 771 | 30 Hours | $975
Find this course on page 11, 33.

BUSINESS AND LEADERSHIP FOR HSE PROFESSIONALS
As an integral part of an operation, more and more HSE professionals are not only expected to be a skilled and competent trainer, they must also have business operations and leadership skills. This course will cover the basics of Canadian business; planning, organizing and leading work; managing organizational change; and leadership basics.

Prerequisite: BMC 104 Health and Safety Management Systems: The Basics

COURSE: BMC 213 | 40 Hours | $630
Find this course on page 33.
**BUSINESS COMMUNICATION FOR INTERNATIONALLY TRAINED PROFESSIONALS**

Build self-awareness, cultural familiarity and interpersonal skills for communicating effectively and appropriately in Canadian business settings. Learn how culture influences communication style and understand your own preferences for interacting with others. Gain insights into the hidden rules of preferred interaction in the Canadian workplace, practise flexibility in using a range of styles, and develop soft skill competencies for improving your job performance and career prospects. Please Note: Students can take either BMC 205 Management Communications or BMC 316 Business Communication for Internationally Trained Professionals for certificate credit in designated programs. Credit will be granted for one course only.

**COURSE: BMC 316 | 40 Hours | $625**

*Find this course on page 39.*

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**BUSINESS FINANCE**

Examine the key areas of business finance: discounted cash flow analysis, valuation procedures, capital budgeting, cost of capital, leasing, capital structure of the firm, financial rate analysis, and preparation of pro forma financial statements. Emphasis is on capital structure decisions that affect the financial management of the firm. Attention is given to the financial environment in which Canadian firms operate; its major institutional aspects; sources and forms of external financing; and trends and changes in financial market conditions.

**Prerequisite:** BMC 205 Business Management and BMC 162 Accounting Fundamentals

**COURSE: BMC 103 | 40 Hours | $625**

*Find this course on page 39.*

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**BUSINESS INTELLIGENCE SELF-SERVICE**

This course focuses on the self-service approach to BI. Students will learn the tools and applications that allow business managers to create personalized reports and analytical queries. Focus will be given to modern reporting tools and dash boards with some attention given to OLAP technologies.

**COURSE: ICT 701 | 30 Hours | $975**

*Find this course on page 11.*

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**BUSINESS INVESTMENT ATTRACTION**

Learn key concepts related to business and investment attraction in economic development. Cover community investment readiness; competitive advantage, selecting key target markets for investment attraction; working with site selectors; and attracting foreign direct investment to help your community expand its economic base. Learn how to develop business investment strategies that will benefit your community.

**COURSE: BMC 336 | 15 Hours | $395**

*Find this course on page 39.*

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**BUSINESS MANAGEMENT**

Gain an overview of business management and the different facets and functions of business. Expand your understanding of the Canadian business environment and managing the modern enterprise in an ever-changing global economy.

**COURSE: BMC 205 | 40 Hours | $625**

*Find this course on page 22, 31, 33, 39, 43, 44.*

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**BUSINESS PROCESS MANAGEMENT**

This course introduces students to the Business Process Management (BPM) concepts, methodologies and techniques used to improve an organization's operational performance and to reduce its costs and risks.

**COURSE: ICT 763 | 30 Hours | $825**

*Find this course on page 10.*

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**BUSINESS RETENTION AND EXPANSION**

Business retention and expansion (BR&E) is a primary economic development strategy. BR&E supports and fosters the development and growth of the business community. The result of a strong BR&E strategy is a healthy and thriving business community which in turn provides a long term sustainable community foundation. Long-term BR&E programs are a means of connecting businesses with resources and opportunities that will improve their competitive position, market networks and ultimately their profitability.

**COURSE: BMC 335 | 15 Hours | $395**

*Find this course on page 39.*

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**BUSINESS STRATEGY**

Develop your ability to solve business issues, while examining managerial strategy and practices in real-world settings. Learn to diagnose problems, analyse and evaluate solutions, and formulate action plans, all within a holistic policy framework. The focus is on managerial attitudes, as well as knowledge and skills.

**COURSE: BMC 160 | 40 Hours | $625**

*Find this course on page 39.*

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**CAREER DEVELOPMENT FOUNDATIONS**

Discuss the career development foundations that underlie the modern practice of advising. Explore the essential components leading to employee and student success and retention whether in the workforce or in higher education. Discuss important issues facing career practitioners as they strive to help individuals make life decisions.

**COURSE: ADL 210 | 30 Hours | $525**

*Find this course on page 8.*
CAREER RENEWAL AND RESILIENCE
Discover methods to increase your career grit and gain traction in your work search. In this interactive course, you will learn techniques to help make significant progress in your work search and career. Topics include: activities that are helpful in a difficult job market; identifying your strengths, skills, and accomplishments; testing the marketplace; neutralizing adversity and failure; and, networking.

COURSE: PIW 135 | 12 Hours | $95 + GST
Find this course on page 37.

CELLPHONE PHOTOGRAPHY
Despite the suggestion that they are not real cameras, cellphones allow people to photograph, edit and share compelling images in a matter of seconds. By applying fundamental photographic principles, fully exploiting the functionality of the cellphone camera, and using common applications, learn how to push your cellphone camera to its fullest potential.

COURSE: PHO 126 | 6 Hours | $120 + GST
Find this course on page 38, 49.

CERTIFIED ASSOCIATE IN PROJECT MANAGEMENT (CAPM)* EXAM PREP NEW
If you work or aspire to work on projects, if you wish to build confidence in working in project teams or gain knowledge to write the (CAPM) exam, this course is the right place to start. Learn the global standard of project management processes according to the Project Management Body of Knowledge (PMBOK® Guide). Become familiar with the multi-disciplinary, multi-industry practice of Project Management, practice basic exam-writing and study skills, and exercise practice questions from the (CAPM) exam. The CAPM credential is an asset that will distinguish you in the job market and enhance your credibility and effectiveness working on — or with — project teams.

COURSE: BMC 367 | 24 Hours | $595
Find this course on page 42.

CHANGE MANAGEMENT THEORY AND APPLICATION
In the 21st century, organizations and workplaces experience constant change. Changes in leadership, organizational structure, operational systems and business culture impact business outcomes and the individuals involved. In this introduction to change theory, the underlying human behaviour elements and organizational processes will be integral as the focus is on the people impacted by change and those leading and managing it. Learn organizational change strategies through different lenses and frameworks, and examine interventions and tools to plan and manage the change process. Learn technique and tactics to facilitate change within an organization, through engaged processes. Formerly BMC 324 Change Management

COURSE: BMC 358 | 20 Hours | $445
Find this course on page 16, 34, 39, 42.

CHANGE STRATEGY AND PLANNING
Examine readiness for change at both the organizational level and the stakeholders’ level. Discuss a framework for planning change while ensuring accountability measures are in place for everyone involved. Consider the risks and financial costs associated with change and how they should affect an organization’s change plan, while aligning it with the organization’s goals, strategies and culture.

COURSE: BMC 359 | 20 Hours | $445
Find this course on page 16.

CHEMISTRY 1
This is the first of two courses designed to prepare you for university entrance. The course covers several major concepts related to the nature of matter and the nature of a chemical reaction and chemical change. Major units include diversity of matter and chemical bonding, matter as solutions, acids and bases, forms of matter, gases and quantitative relationships in chemical changes.

Prerequisite: Science 10

COURSE: UPG 140 | 39 Hours | $475
Find this course on page 7.

CHEMISTRY 2
This is the second of two courses designed to prepare you for university entrance. The themes of changes, energy and systems are central to the course, and equilibrium and matter are subordinate themes. Specific units include thermo-chemical changes, chemical changes of organic compounds, electrochemical changes, and chemical equilibrium focusing on acid-base systems.

(Formerly UPG 104 Introduction to Chemistry)

Prerequisite: Chemistry 20, UPG 140 Chemistry 1, or equivalent

COURSE: UPG 240 | 39 Hours | $475
Find this course on page 7.

COLLABORATIVE LEARNING TEAMS
We need new forms of knowledge, skills, and work relations for sustainability in today’s rapidly-changing workplace. The concepts of collaborative learning and the learning organization are new and promising creative strategies that respond to this need. In this course, enhance your knowledge of innovative response strategies for changing workplaces and develop powerful collaboration skills that create positive team learning experiences for yourself and others.

COURSE: ADL 127 | 30 Hours | $525
Find this course on page 8, 47.
COLOUR FOR HOMEOWNERS
No longer does colour in the home have to be a terrifying subject. Topics include: choosing colours for the home, living with colour, using colour to create space, creating focus areas, the psychology of colour, and modulating a colour palette from room to room. Tricks of the trade from initial planning to the completed room will be offered.

COURSE: INT 105 | 10 Hours | $155
Find this course on page 24, 49.

COLOUR THEORY 1
Examine various colour theories, relationships, and phenomena within the context of two- and three-dimensional design. Effects of light, colour mixing, colour application, and colour dynamics are addressed. There are in-class and home assignments.

COURSE: ART 321 | 30 Hours | $395
Find this course on page 9, 24, 38, 49.

COLOUR THEORY 2
Continue to explore the world of colour, emphasizing the development of your personal colour palette. The practical use of colour will be considered as it applies to the fields of art and design. Discuss colour systems and colour organization, colour symbolism, colour and culture, optical mixture, colour transitions, advanced colour relationships, colour as language, using colour as an artist and designer, and tools and resources for colour experts.

COURSE: ART 318 | 30 Hours | $395
Find this course on page 9, 49.

COMMUNICATING INTERCULTURALLY
Develop the awareness, knowledge and skills needed to communicate effectively in a multicultural workplace. Through reflection, discussion and experiential activities examine the notion of culture as a perceptual lens, explore cultural differences in values and communication styles, identify barriers to effective intercultural communication, and develop skills for bridging the language and culture divide. Formerly Cross-Cultural Skills for the Global Workplace

COURSE: BMC 273 | 20 Hours | $495
Find this course on page 22, 39.

COMPENSATION: DESIGN AND PRACTICE
Learn basic theory, concepts, techniques, and processes of wage and salary administration with a focus on practical applications. Topics include: job design and description, methods of job evaluation, wage and salary surveys, benefits, development of pay structures and policies, and linking performance to compensation.

COURSE: BMC 198 | 30 Hours | $525
Find this course on page 22.

COMPUTER PROGRAMMING LEVEL 1
This course is the first in a series of three computer programming courses that introduces students to the fundamentals of the C# programming language, the Visual Studio Integrated Development Environment and the .NET framework. Students will also be introduced to the Software Development Lifecycle and Agile development methodologies.

COURSE: ICT 710 | 30 Hours | $825
Find this course on page 45.

COMPUTER PROGRAMMING LEVEL 2
This course is the second of three computer programming courses that introduces students to the C# programming language, Visual Studio, the .NET framework, software development processes, and Agile methodologies.

Prerequisite: ICT 710 Computer Programming Level 1

COURSE: ICT 711 | 30 Hours | $825
Find this course on page 46.

CONDUCTING EFFECTIVE INTERVIEWS
Learn the interview process and examine various effective interviewing techniques. Practice interviewing and preparing for an interview. Develop methods for tracking and evaluating interview responses. The emphasis is on practical application for Human Resource professionals and line managers. Formerly BMC 105 Interviewing Techniques

COURSE: BMC 328 | 20 Hours | $495
Find this course on page 22.

CONFLICT COACHING LEVEL 2
This advanced coaching course will broaden and deepen your ability to coach others through challenging situations. Expanding your conflict coaching skill box, you will learn how to work with strong emotions related to conflicts, and examine the impact of face-saving, resistance, and power dynamics within the context of challenging conversations. Self-management, empathic responsiveness and accuracy, and attention to goals focus will be discussed as integral to creating effective resolutions.

Prerequisite: PDS 238 Conflict Coaching Level 1 and PDS 001 Foundations of Collaborative Conflict Resolution or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus

COURSE: PDS 239 | 21 Hours | $665
Find this course on page 17.

COMPUTER PROGRAMMING LEVEL 3
This is the last course of three computer programming courses that introduces students to the C# programming language, Visual Studio, the .NET framework, software development processes, and Agile methodologies. Learn the advanced programming skills necessary for developing professional windows applications, along with advanced knowledge of the software development process and Agile methodologies. With additional work experience, students will be prepared to write the Microsoft C# Certification (Exam 70-483).

Prerequisite: ICT 711 Computer Programming Level 2

COURSE: ICT 712 | 30 Hours | $825
Find this course on page 46.
CONFLICT DYNAMICS IN GROUPS
Conflict in a team situation is challenging and team members need strategies for positive resolutions. As an effective team member, you need to identify the dynamics at play in the team, and learn and practise strategies for intervening to move the group towards resolution. Through role-play, case analysis and discussion, you will build your understanding of group role functions and problematic behaviours that interfere with the function of the team. You will practise a collaborative conflict resolution process.

Prerequisite: PDS 001 Foundations of Collaborative Conflict Resolution or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus and PDS 185 Negotiation Skills Level I or PDS 006 Mediation Skills Level I

COURSE: PDS 229 | 14 Hours | $460
Find this course on page 17.

CONFLICT MANAGEMENT
Learn how to deal effectively with the conflicts that are frequently part of workplace life. Gain an understanding of your conflict management style and develop strategies and skills to deal with individual and team conflict situations. Improve relationships and increase personal productivity. These are the results that effectively managed conflict can provide.

COURSE: BMC 212 | 20 Hours | $495
Find this course on page 16, 22, 40.

CONSTRUCTION COSTING
Learn the processes required to estimate the cost of construction projects from start to finish. This course covers the detailed steps involved in the tendering process including how to analyze the tender documents, the types of estimating methods used, the application of productivity factors, the calculation of job overheads, and the final assembly of the lump sum tender. An individual project will help you apply the concepts learned.

COURSE: BMC 110 | 40 Hours | $625
Find this course on page 40.

CONTROL SYSTEMS IN CONSTRUCTION PROJECTS
Project administrative personnel benefit from this overview of typical control systems in construction projects. Prepare for most aspects of office and site control by examining these topics: key roles of personnel, business management, financial control, cash management, loss control, contract forms and bidding strategies, operations, labour management, health and safety.

COURSE: BMC 243 | 40 Hours | $625
Find this course on page 40.

COPY EDITING AND PROOFREADING
You will develop solid copy editing skills (clarity, correctness, conciseness, consistency) by learning to identify and correct content errors, problems in technical quality, style guide conformity and issues in language and thought. Then focus on proofreading skills including proofreader’s marks, grammar and spelling errors and basic formatting. Topics may also include working with style sheets, proofing on screen versus proofing hard copy, and proofing electronically generated or scanned material for a variety of English-language texts. Learn through study, practice, peer and instructor feedback, and assignments. Access to a printer and a scanner or high quality camera device is required.

COURSE: WRI 120 | 30 Hours | $595
Find this course on page 51.

COPYWRITING — WORDS THAT SELL
Using words as tools, make the reader sit up and take notice so you can first communicate with, and then persuade and motivate, them. Then, acquire a foundation in the copywriting process, marketing strategies, and the principles of persuasion. Learn to write dynamic advertisements and sales and marketing brochures for products and services. Get instructor and peer feedback as you learn to write influential sales and marketing brochures, letters and other documents.

COURSE: WRI 240 | 30 Hours | $595
Find this course on page 51.

CORPORATE EVENT PLANNING
Understand the powerful role events can play in your organization. Recognize the key qualities of successful events including product launches, trade shows, conferences, and employee events. Gain strategic and practical event planning skills through a case study project. Topics include: audience research, locations, planning, display and booth designs, media and public relations, presentation materials, promotional items, event evaluation, and outside resources. Formerly BMC 261 Special Event Planning

COURSE: BMC 292 | 20 Hours | $445
Find this course on page 31, 43.

CORRECT AND CLEAR! GRAMMAR, PUNCTUATION AND STYLE CLINIC
Do your sentences cry out for more vitality and brevity? Are you interested in strategies that professional editors use to revise efficiently? In this non-certificate course you will review the basics of grammar including parts of speech, sentence structure, common grammatical problems and solutions, and punctuation. Examine how to dramatically improve your writing by applying the principles of clarity, brevity, energy, and cohesion. Leave with skills and resources that will help you continue to refine your writing skills. This course is intended for native English speakers or high level second language speakers. Our English language policy can be found at: conted.ucalgary.ca/policies/list/english.jsp.

COURSE: WRI 205 | 15 Hours | $389 • GST
Find this course on page 50.

CREATING PROGRAMS IN ADULT EDUCATION
Take a comprehensive and systematic look at creating programs for adult learners. Program planning involves the thoughtful integration of many elements and issues to create a successful learning experience. Discover and apply the many parts of program planning in the creation of a work-related program. Sharing your ideas and experiences with your peers will be part of this collaborative learning experience.

COURSE: ADL 128 | 40 Hours | $625
Find this course on page 8.
CREATIVE ACRYLIC PAINTING
Explore a variety of acrylic painting techniques, and develop basic painting skills. You will work mainly from still-life, landscape, and photographs but will also experiment with abstraction. While similar to oil paints, acrylics are water-based and preferred for home-studio use.
COURSE: ART 109 | 30 Hours | $395
Find this course on page 9, 49.

CREATIVE WRITING EXPLORATION
Give voice to your inner story teller. Examine various genres including fiction, creative non-fiction, poetry and drama through discussion, writing exercises and close reading of published work. Receive instructor and peer feedback consistent with your level of experience and comfort. The focus will be on generating ideas and learning the basics of the creative writing process.
COURSE: WRI 140 | 30 Hours | $595
Find this course on page 51.

CREATIVE WRITING FINAL PROJECT
You will have opportunity to hone your writing and editing skills through writing, discussion with peers, and 10 hours of mentorship with a published author. You will provide a pre-course submission within your chosen genre. The work in progress will be a minimum of 10-15 pages and will also include a learning agreement describing the project and the direction of the work. The submission must be received at least one month prior to the course start date. You will enhance your skills and understanding of the writer’s craft specific to genre, and produce a small manuscript of approximately 40-50 pages maximum length. To register into this course, please call 403.220.2866.
Prerequisite: 160 hours of courses in the Creative Writing Certificate
COURSE: WRI 500 | 40 Hours | $1055
Find this course on page 51.

CRIME IN THE WORKPLACE
Workplace crime has the potential to affect the success and vitality of organizations. Learn why and how crime can occur in the workplace and what motivates the workplace crime offender. Explore the various ways that crime can be either facilitated or inhibited by the actions of organizations. Using a risk management approach, you will discover how to define, select, and implement valid crime prevention techniques in your workplace.
COURSE: BMC 209 | 20 Hours | $445
Find this course on page 45.

CULTURE IN LANGUAGE TEACHING NEW
Knowing a second language also means knowing a second culture. Learn what the term culture means and the purpose of knowing a culture for second language learners. Study how to integrate culture and intercultural explorations into the learning experience. Finally, examine the influences of culture on teaching and learning in both multi- and mono-cultural contexts. Discuss theory and practical elements of integrating peoples of different cultures.
Prerequisite: Completion of TSL Level 1 - TESL courses or TSL Level 1 - TIHL courses
COURSE: TSL 226 | 30 Hours | $575
Find this course on page 48.

CYBERCRIME PREVENTION
Cybercrime prevention encompasses the information security of any organization and its people. Learn how to minimize the risks associated with targeted attacks or unintended consequences of everyday online activity at work and at home. Explore phishing/ spearphishing, cyberbullying, hacking, malware, online identity in social networking, and issues around child exploitation. Gain knowledge that can help you do your part to maintain your organization’s information security and online safety, as well as your own.
COURSE: BMC 332 | 30 Hours | $495
Find this course on page 45.

DATA ANALYSIS AND PRESENTATION
In this course, students will learn to create useful analysis for the business within a functional reporting framework. Also, students will learn to gather the right requirements and ask the right business questions to create dashboards and reports for presenting the results of business analysis using the MAD framework.
COURSE: ICT 707 | 30 Hours | $975
Find this course on page 11.

DATA ANALYSIS USING MICROSOFT EXCEL TOOLS NEW
In a data-driven environment analyzing and displaying data is a core accountability. Learn to perform powerful data analysis and create stunning interactive visualizations using Excel tools including Power Pivot, Power Query and Power View. Each tool has unique features for creating powerful analysis, display and presentation outputs. This course is designed for analysts, managers, and decision makers who want to communicate and present quantitative analysis.
COURSE: ICT 780 | 14 Hours | $575
Find this course on page 36.

DATA ANALYTICS FOR DIGITAL COMMUNICATIONS NEW
Whether you work with a large firm or small company, learn to analyze data to assess the performance and competitiveness of your communication plans. Determine key performance indicators to monitor digital communication activities through paid and earned media tactics (or organic marketing strategies) using search engine marketing (SEM) and social media channels. Learn to develop insightful, visual reports that present the data you have analyzed to clearly inform and communicate the effectiveness of your communication plans.
COURSE: BMC 365 | 20 Hours | $495
Find this course on page 31, 43.
DATA MODELING FOR IT PROJECTS
This course will introduce students to the various skills and techniques that are used to model relational databases. Also, students will learn data modelling techniques and methodologies that are used to build the conceptual, logical and physical schemas in a technology agnostic manner that will define the data elements along with the structures and relationships between them.

COURSE: ICT 287 | 30 Hours | $825
Find this course on page 46.

DATA PREPARATION AND DIMENSIONAL MODELING
This course will help business and technical people, providing training and exposure that is necessary for both development and the effective use of common data systems.

Prerequisite: ICT 700 Business Intelligence Introduction and ICT 128 Relational Databases Fundamentals

COURSE: ICT 706 | 30 Hours | $975
Find this course on page 11.

DEAD MEN DO TELL TALES! INTRODUCTION TO FORENSIC ANTHROPOLOGY
Fire, mass disasters, murder and missing persons are all contexts in which human remains are found and require the expertise of the forensic anthropologist. The skeleton retains valuable evidence that can be revealed through careful scientific examination. Learn how a forensic anthropologist, through the analysis of skeletal remains, determines the sex, age, race, height, personal habits, lifestyles and sometimes, cause of death. We will unravel the mysteries of forensics, and how forensic information is used in solving crimes.

COURSE: HUM 408 | 15 Hours | $255 + GST
Find this course on page 30.

DEALING WITH ANGER
This course builds on the material in Foundations of Collaborative Conflict Resolution and Foundations of Collaborative Conflict Resolution: Workplace Focus, and presents theory, skills and approaches for managing one’s own angry feelings and behaviours, and responding to anger in others. Angry, hostile or resistant feelings and behaviours are commonly generated in conflict situations. Efforts to resolve the conflict may be ineffective if these feelings are ignored or denied. Topics such as anger triggers, self-management, defusing skills, the origins of personal expressions of anger and disengaging from angry encounters are explored. Emphasis is on self-awareness and skill development through small-group exercises.

Prerequisite: PDS 001 Foundations of Collaborative Conflict Resolution or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus

COURSE: PDS 007 | 21 Hours | $645
Find this course on page 17.

DECORATING AS A BUSINESS
This overview of operating a small decorating business will inform and guide new or aspiring decorators who have little or no experience operating a small business. Review areas of employment in the decorating field, qualities that contribute to success as a self-employed decorator, marketing basics, gaining practical experience, and remaining motivated. Also discuss client relations, your own goals and how to achieve them.

COURSE: INT 124 | 30 Hours | $395
Find this course on page 24, 49.

DEFINING ISSUES AND SETTING THE AGENDA
Now expanded to include negotiation as well as mediation, this two-day elective focuses on Stage 2 of the model. Using a variety of video, demonstration and in-the-moment examples, you will learn how to sift through the dynamics, the emotion and the way people express themselves in order to clearly isolate issues that should form the agenda. You will learn how to ask the kinds of questions that clarify themes and issues, how to summarize to provide focus and how to get agreement on the agenda. You will have lots of opportunity to practise.

Prerequisite: PDS 001 Foundations of Collaborative Conflict Resolution or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus and PDS 006 Mediation Skills Level I or PDS 185 Negotiation Skills Level I

COURSE: PDS 021 | 14 Hours | $460
Find this course on page 17.

DESIGNING LEARNING
Discuss the basics of instructional design and how to effectively apply sound design principles to facilitate learning in face-to-face, online, group, and self-study contexts. Learn how to design learning activities that work, and learning assessments that will confirm that they worked. In this portfolio-based course, design a complete module of learning.

COURSE: ADL 129 | 40 Hours | $625
Find this course on page 8.
DEVELOPING A TALENT MANAGEMENT STRATEGY NEW
It can be challenging to effectively manage employee growth and development in a manner that fulfills the organization’s operational requirements. This course outlines some of the tactics and tools that human resource professionals can use to develop an effective talent management strategy. Review the talent management process including recruitment requirements and the employee life cycle. Identify connections with strategic business objectives and examine effective talent management strategies that can be applied to any organization.

COURSE: BMC 369 | 20 Hours | $495
Find this course on page 22.

DIGITAL MARKETING
Whether you are a marketing professional or an entrepreneur promoting your own business, this course can guide you toward an effective digital marketing plan that delivers value for money to your organization. Discuss the fundamentals of digital marketing including: email and Internet marketing, search engine optimization, online advertising, mobile marketing, content marketing and current social media tools.

COURSE: BMC 329 | 30 Hours | $525
Find this course on page 31, 43.

DIGITAL PRODUCT DESIGN
Discover how to incorporate design theory and practice, along with the development tools, techniques, and technologies required to create digital products such as interactive PDFs, infographics, interactive presentations, graphics for social media, and more. In the current digital culture, output is viewed as products, and clients are users that consume digital products on a variety of devices including smartphones, tablets, desktops and TVs.

Prerequisite: ICT 437 Adobe Illustrator and ICT 436 Adobe Photoshop

COURSE: ICT 667 | 30 Hours | $825
Find this course on page 18.

DIGITAL SLR PHOTOGRAPHY — FAST CLASS
In this one-day introduction to digital SLR (single lens reflex) or micro 4/3 cameras and digital photography, learn how your camera functions. Work with aperture and speed, understand ISO, maximize optional settings, and control light. Understand fast and slow lenses, raw and jpeg filming, aspect ratios, auto and manual focusing, and avoiding ‘noise.’ Pick up some quick tips on how to compose your photos and maximize the effects of various lighting situations.

COURSE: PHO 116 | 6 Hours | $120
Find this course on page 38.

DISABILITY MANAGEMENT: AN INTEGRATIVE APPROACH
Disability management is most effective when integrated and embedded into the strategies and culture of an organization. This course introduces an interdisciplinary approach to the concepts and practices of disability management, and addresses how to design, implement, and market an effective disability management program.

COURSE: BMC 309 | 30 Hours | $550
Find this course on page 34.

DIVERSITY IN ADULT LEARNING
What are diversity issues in today’s world? How do they impact our perspectives, our communication, our relationships, our value systems, our ethical practice, our classrooms and workplaces? How do we find the balance in supporting the richness of diversity and maintaining our own sense of self? Join us to explore the interlocking issues of diversity as they shape educational and management practices in the workplace and community.

COURSE: ADL 110 | 30 Hours | $525
Find this course on page 8.

Once I learned Illustrator and InDesign — and complimented them with design theory and history — I was able to offer services to my employer that were previously outsourced.”

David Vink, Graduate Graphic Design Certificate
**DOCUMENT DESIGN**
Ensure your writing has the strongest impact possible by learning how to successfully present user-friendly documents. Start with a brief overview of the four basic design principles (contrast, repetition, alignment and proximity) that appear in every well-designed document. Next learn about colour and font, and how choosing the right one can have a positive impact on your writing. Then, learn how to think critically about your design choices so you can apply these principles to numerous documents including creative writing, correspondence, brochures, reports, and websites through study, practice, peer and instructor feedback, and assignments.

**Prerequisite:** WRI 150 Writing in the Workplace or BMC 113 Business Writing Basics or WRI 130 Professional Writing Basics or WRI 120 Copy Editing and Proofreading or WRI 110 Writing Well

**COURSE:** WRI 220 | 30 Hours | $595
Find this course on page 51.

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**DUTCH 2**
Continue to build conversational skills in Dutch by focusing on important phrases, sentence structures and vocabulary.

**COURSE:** DUT 200 | 20 Hours | $265 + GST
Find this course on page 26.

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**E-LEARNING: PRINCIPLES AND PRACTICE**
Learn about the field of e-learning and the principles, philosophies, models, approaches, technologies, and delivery modes used by practitioners of e-learning. Explore the various needs that e-learning practices can meet and the best ways to effectively implement e-learning to meet those needs.

**COURSE:** ADL 121 | 40 Hours | $625
Find this course on page 8.

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**ECONOMIC DEVELOPMENT: ESTABLISHING THE FOUNDATION**
The function of economic development is often complex, and understanding your role in the process will be key both to the success of your career, and to the overall success of economic development in your community. There is no one way to do community economic development so each community, organization or volunteer will approach it differently. This course will provide you with a good foundation of knowledge, tools and resources for working within community economic development and with elected officials, economic development practitioners, and stakeholders.

**COURSE:** BMC 325 | 15 Hours | $395
Find this course on page 40.

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**ECOSYSTEMS: FUNCTIONS AND IMPACTS**
Functional ecosystems are the basis for our health, social, and economic wellbeing. This course focuses on current environmental issues and introduces fundamental knowledge about ecosystem functioning to better understand the underlying reasons for the challenges our growing world population is facing. Understanding ecosystem functioning and the factors limiting their development and resilience when disturbed by human activities is essential for their sustainable use and appropriate management. In-class discussions and case studies will be used to directly apply learned concepts. This course includes a half-day field trip to an area near Calgary. Formerly Environmental Systems, Ecosystems: From Impact to Ethics

**COURSE:** BMC 274 | 30 Hours | $550
Find this course on page 21, 47.

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**ELICITATION AND COLLABORATION**
This course teaches a student how to assess their project and prepare for discussions, how to conduct elicitation sessions, confirm results, and maintain a collaborative relationship with the stakeholders.

**COURSE:** ICT 761 | 30 Hours | $825
Find this course on page 10.

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**EMERGENCY PLANNING FOR INDUSTRY**
Learn industry standards and accepted practices for developing an emergency response plan. Topics include: potential hazard identification, risk analysis, and response planning.

**COURSE:** BMC 200 | 20 Hours | $445
Find this course on page 45.
EMERGENCY RESPONSE
Emergency preparedness and response are growing concerns within all industries operating in North America and overseas. Fires and explosions, building and crane collapse, natural disasters, chemical spills, and terrorist attacks can disturb or destroy a company’s operations for extended periods of time. Learn the five main aspects involved in emergency preparedness and response: recognition of vulnerabilities, development of plans, implementation, response, and post-incident analysis. We will use lectures, case studies, and take home assignments to assist you in incorporating an effective and specific plan for your place of work.

COURSE: BMC 218 | 20 Hours | $480
Find this course on page 34.

EMOTIONAL INTELLIGENCE: THE LEADER’S ADVANTAGE
Good leaders use their emotional intelligence to increase their personal and interpersonal effectiveness. Emotional intelligence can be learned, developed, and enhanced. Discover your EQ, learn how to relate concepts and competencies of emotional intelligence to leadership effectiveness, and create practical strategies to foster your emotional intelligence in the workplace.

COURSE: BMC 115 | 15 Hours | $425
Find this course on page 16, 40.

EMPLOYEE BENEFITS
This survey course of employee benefit programs includes design and funding as well as current issues and directions. Contribute to the class through your own experience from employment or research. Topics include: survivor plans, disability plans, medical and dental plans, preventive health plans, retirement plans, planning incentives, taxation of benefits, flexible benefits, and benefits communication.

COURSE: BMC 230 | 30 Hours | $525
Find this course on page 22.

EMPLOYEE COMMUNICATIONS
Learn how to align appropriate communication methods with audience information needs, cultivate desired leader behaviour as a powerful message-sharing technique, serve as an internal consultant to project teams and business units, and evaluate desired communication outcomes, and more. This course will be of interest to both communications and human resources professionals. Proficiency: A solid understanding of the public relations function or the Public Relations course.

COURSE: BMC 242 | 20 Hours | $445
Find this course on page 16, 43.

EMPLOYEE DEVELOPMENT AND TRAINING
Employee learning and development is an essential contributor to any organization’s success. A strategic learning and development culture supports performance improvement planning while it addresses new areas of employee development towards an individual’s career goals. It builds employee retention and loyalty, and promotes employee engagement and the organizational growth. Learn how to plan, develop and implement a training and development program that benefits employees and organizations alike.

COURSE: BMC 354 | 30 Hours | $525
Find this course on page 22.

EMPLOYEE RELATIONS: POLICY DESIGN AND DOCUMENTATION
Here’s a practical guide to hiring, managing performance, giving promotions and demotions, implementing discipline and terminating employees in a non-union environment. Learn the steps needed and the documentation required to manage employees within legal requirements. You will review relevant case studies, legislation and development documentation to support your HR processes. You will be aware of the relevant legislation impacting the Alberta workplace, be able to develop policies and understand the role of proper documentation relating to employees.

COURSE: BMC 192 | 20 Hours | $495
Find this course on page 23.

EMPLOYMENT COUNSELLING TOOLKIT FOR CAREER DEVELOPMENT PRACTITIONERS NEW
As career development practitioners, clients look to us for sound strategies that yield results for their job search. This course focuses on tools and approaches for locating and securing employment for our clients in the changing labour market. The focus is on developing strategies for career development practitioners to use with clients in both individual and group settings.

COURSE: ADL 215 | 30 Hours | $525
Find this course on page 9.

ENCORE CAREERS: CREATING A SECOND ACT WITH PURPOSE AND PASSION
Explore the exciting phenomenon of encore careers that occur later on in life. Encore careers provide an opportunity to use your unique combination of skills, competencies and qualities to continue to make money, and to make a contribution that has personal meaning and a positive social impact. This course will be of particular interest to the 50 plus crowd looking for pre- or post-retirement careers. Learn how to network your way to an encore career and gain knowledge about the top employment sectors.

COURSE: PIW 133 | 12 Hours | $275 - GST
Find this course on page 37.

ENGLISH 2
This course is designed to prepare students for university entrance. The course focuses on the study of literature and non-print media with the writing of longer essays. Students will learn research and documentation methods needed for academic essays. Formerly UPG 102 Basic English, UPG 220 English 2

Prerequisite: English 20-1 or equivalent

COURSE: UPG 222 | 60 Hours | $545
Find this course on page 7.
ENVI RONMENTAL IMPAC T ASSESSMENTS AND REPORTING
Discover the importance of Environmental Impact Assessments (EIA) as a tool to assist in meeting the goals of sustainable development. Examine EIA procedures as practiced currently under the provincial (Alberta) and federal (Canadian Environmental Assessment Agency) regulatory processes. Understand the importance of new and emerging developments on the EIA process in Alberta, including use of third-party reviewers (the 3PC initiative), efforts towards development of standardized Terms of Reference (ToRs) and the shifting of focus to cumulative effects assessments. Gain practical skills on the various steps required to put together an EIA report. The course utilizes a mix of lectures, in-class exercises, break-outs sessions and large group discussions.

COURSE: BMC 265 | 30 Hours | $550
Find this course on page 21, 47.

ENVI RONMENTAL ISSUES AND CANADA’S ABORIGINAL COMMUNITIES
Learn about the environmental issues facing Aboriginal people in Canada and their unique relationship with the land. Examine the effects a contaminated environment has on Aboriginal cultures, diets, and ceremonies. Review how jurisdictions of government and Industry across Canada are addressing environmental concerns in Aboriginal communities and their Traditional Territories. Discuss land management tools including traditional land use studies as methods of evaluating the current state of lands and the plans for future land use.

COURSE: BMC 252 | 30 Hours | $550
Find this course on page 21, 47.

ENVI RONMENTAL LAW
Through case studies, regulatory proceedings, and litigation and legislation, learn about environmental law and how it is implemented in Alberta. Topics include: national and provincial environmental legislation, including the Alberta Environmental Protection Act, Alberta Water Act, the Canadian Environmental Protection Act and the Canadian Environmental Assessment Act; due diligence, civil liability, and environmental litigation and prosecution; as well as topical examinations of air and water, agriculture, biotechnology, biodiversity and conservation, carbon and climate issues, and environmental aspects of energy regulation for hydrocarbons, electricity and oil sands.

COURSE: BMC 112 | 30 Hours | $550
Find this course on page 21, 47.

ENVI RONMENTAL MANAGEMENT SYSTEMS AND STANDARDS
How organizations manage their environmental affairs is guided by the International Organization for Standardization’s series of international environmental management standards. This course will describe how the standards help organizations improve their due diligence and environmental citizenship. It will also provide a practical guide to designing and implementing an environmental management system. Formerly BMC 150 Environmental Management Systems and Standards

COURSE: BMC 282 | 30 Hours | $550
Find this course on page 21.

ENVI RONMENTAL RISK MANAGEMENT AND COMMUNICATION
Environmental risk management involves developing and implementing control measures for environmental hazards, given prevailing scientific, social, economic and regulatory influences. Gain an overview of the theory of risk analysis by exploring hazards and risks – perceived or actual – in relation to emergency preparedness, cost-benefit analysis, stakeholder influence and risk communication. Also, discuss management options for incurred or potential impacts to air, water, and oils.

COURSE: BMC 215 | 15 Hours | $400
Find this course on page 21, 47.

ENVI RONMENTAL STEWARDSHIP AND SUSTAINABILITY
Many argue that environmental responsibility is a cornerstone for building just, equitable and sustainable societies. Others argue that preserving stable and balanced ecosystems is humanity’s primary obligation to both the planet and succeeding generations. The issue of sustainability touches upon economic, political, scientific and social realities. This course examines emerging sustainable trends and their implications. You will be encouraged to re-examine your attitudes towards both the environment and the future.

COURSE: BMC 169 | 30 Hours | $550
Find this course on page 21, 47.

ERGONOMICS
Ergonomics is the science that addresses human performance and well-being in relation to the tasks that are being completed, the equipment used, and the environment in which work is being completed. In this introductory ergonomics course, you will learn about the prevention of occupational illness and injury by making changes to the design of work and workplaces.

COURSE: BMC 199 | 30 Hours | $550
Find this course on page 34.
ESL DAYTIME PLACEMENT TEST
All new students must take a placement test before registering in an ESL course. Test format is multiple choice with listening and grammar sections. See page 105 for free evening test.

COURSE: ENL 1001 | 3 Hours | $25
Find this course on page 19.

ESL 1
Those with basic English skills can benefit from this grammar review. Students will improve their conversational skills, pronunciation, intonation, and fluency. This course covers the most important parts of speech, vocabulary, and idioms at a low intermediate level.

Prerequisite: Placement Test
COURSE: ENL 110 | 60 Hours | $525
Find this course on page 20.

ESL 2
Those with limited English who wish to move to a more advanced level should take this course. You will develop conversational skills and verbal fluency. The course covers verb tenses, adjectives, modals, gerunds, spelling, idioms, vocabulary, listening, reading and writing. A placement test is required for new students.

Prerequisite: ENL 110 ESL 1 or Placement Test
COURSE: ENL 210 | 60 Hours | $525
Find this course on page 20.

ESL 3
This course is for students with a good working knowledge of English. Oral skills are practised through conversation and pronunciation exercises. Includes a review of speech, especially verb structures, noun clauses, listening comprehension, spelling, idioms, vocabulary, reading and writing. Placement test required for new students.

Prerequisite: ENL 210 ESL 2 or Placement Test
COURSE: ENL 310 | 60 Hours | $525
Find this course on page 20.

ESL 4
This course is for the student who demonstrates a high level of competence in the placement test. Includes grammar, a review of all parts of speech, and an introduction to new vocabulary and idiomatic expressions. Conversation, pronunciation, and correction are part of every class.

Prerequisite: ENL 310 ESL 3 or Placement Test
COURSE: ENL 410 | 60 Hours | $525
Find this course on page 20.

ESL 5
This high-level, demanding course is designed for the very advanced learner of English. Focus on perfecting English skills, gaining a deeper knowledge of the finer points of grammar, levels of language, conversation and idioms. Some writing, spelling and vocabulary for particular situations may also be discussed. Be prepared to be corrected and challenged in every class.

Prerequisite: ENL 410 ESL 4 or Placement Test
COURSE: ENL 510 | 60 Hours | $525
Find this course on page 20.

ETHICS FOR PROFESSIONAL PRACTICE
A solid sense of your own professional ethical standards allows you to live an authentic life and be more confident about the choices you make at work. In your role as an educator, manager, advisor or other professional, this study of ethics will address professional ethical issues by exploring different ethical theories and approaches to decision making. You will learn the elements of logical discussion and debate as well as cognitive biases that can create flaws in our own thinking. Whether you are faced with a personal ethical dilemma or a disagreement with colleagues, you will be better prepared to analyze the issue and apply ethical reasoning to create a satisfactory conclusion. You will also gain better insight into the code of ethics for your profession or company.

COURSE: ADL 213 | 30 Hours | $525
Find this course on page 9, 34.

EVALUATING AND SUSTAINING CHANGE
To sustain any change initiative, stakeholders have to truly adopt the change. Discuss methods for reinforcing new behaviours and processes and establishing guidelines that lead to a change-friendly culture that promotes growth. Focus equally on the crucial phases of managing a change process including completion of change management efforts, evaluation of expected outcomes, and reporting. Explore methods for monitoring and measuring change results. Learn how to apply current models of reporting to stakeholders and discuss how to communicate plans for sustaining change.

COURSE: BMC 361 | 20 Hours | $445
Find this course on page 16.

EVALUATION OF CANADIAN OIL AND GAS PROPERTIES
In this 12-week course, review the methods used in preparing economic evaluations of oil and gas reserves and undeveloped properties. Discuss the use of evaluations. Review uncertainties associated with the recovery of reserves, development of unproven properties, procedures that account for the risk associated with oil and gas assets, and the resulting recommendation for adjustments to the value of these assets.

COURSE: BUS 100 | 24 Hours | $1099 + GST
Find this course on page 19.

EVENINGS WITH THE CALGARY PHILHARMONIC
Offered in cooperation with the Calgary Philharmonic Orchestra. Through listening, lecture, discussion, guest musicians and attendance at select CPO concerts, examine the making and development of classical music with the aim of deepening your understanding and appreciation of orchestral masterpieces. Course fee includes the price of concert tickets, orchestra seating. CPO season ticket holders please call to register at a reduced rate. Visit conted.ucalgary.ca for schedule.

COURSE: HUM 405 | 8 Hours | $335 + GST
Find this course on page 30.
EVERYTHING YOU NEED TO KNOW ABOUT ALBERTA POLITICS NEW
We’ve only changed provincial governments four times since becoming a province in 1905 and our voting habits don’t often match the rest of the country. The course will cover everything you need to know to easily follow provincial politics in Alberta. What powers do provincial governments actually have? What is the relationship between Alberta’s government, municipalities and the federal government? Why do Albertans vote the way they do? Other topics include, provincial sales tax, Daylight Saving Time, equalization, and energy policy.

COURSE: FIF 637 | 6 Hours | $75 + GST
Find this course on page 36.

EVERYTHING YOU NEED TO KNOW ABOUT CANADIAN POLITICS NEW
The course will cover everything you need to know to easily follow federal politics in Canada. We’ll discuss some of the most important questions of Canadian politics, such as: What powers does the Canadian federal government actually have? What is the relationship between Canada’s federal government, the provinces and cities? What is the relationship between federal political parties and their provincial counterparts? How does federal policy-making work? How well does Canada accommodate its diverse population? Why do Canadians vote the way they do? Why has the Liberal Party been so dominant historically? What does recent Canadian political science research say about Canadian politics?

COURSE: FIF 638 | 6 Hours | $75 + GST
Find this course on page 36.

FACILITATING ADULT LEARNING
Discover new knowledge and skills for creating and maintaining resonance in teaching and learning situations of all kinds. Develop new skills through guided practice and by listening and responding to the voices of authors, researchers, fellow learners and teachers. Learn to identify, analyze and plan for diversity in behaviours. Emphasis will be placed on finding your own identity and integrity as an educator to develop a reflective practice.

COURSE: ADL 122 | 40 Hours | $625
Find this course on page 9.

FAMILY PHOTOGRAPHY FOR NEW AND EXPECTANT PARENTS
By becoming more familiar with the features of digital SLR, point-and-shoot and smart phone cameras, learn to take great family photos. Be well prepared to capture posed and candid family images of early family life: expectant mothers, newborns and family portraits.

COURSE: PHO 125 | 12 Hours | $195
Find this course on page 38, 50.

FIELD OF ADULT AND COMMUNITY EDUCATION
Join us to explore the history and philosophies that molded adult and community education. Also, reflect on your own history and philosophy to discover coherence in life and educational practice.

COURSE: ADL 123 | 40 Hours | $625
Find this course on page 9.

FIRE PREVENTION AND SAFETY
Learn basic fire chemistry and behaviour, how fires start, and how they can be prevented, detected, controlled and extinguished. Gain information about fire and building codes and related standards and organizations. Other fire safety and prevention topics include: principles of building construction and design; elements of a fire safety program and plan; fire detection and suppression equipment and systems; handling and control of dangerous/hazardous goods in the workplace; employer and employee responsibilities, liabilities and due diligence; and Fire Code enforcement. Formerly BMC 173 Fire Prevention and Safety

COURSE: BMC 285 | 40 Hours | $630
Find this course on page 34.

FOUND OBJECT SCULPTURE: IDEAS AND PROCESSES NEW
Work with non-traditional media, using found objects and everyday materials to create sculptures. Projects are thematic in nature and not media specific. Importance is placed on relating sculpture to particular ideas such as the body, architecture, identity, and memory. Through experimentation discover found objects for their aesthetic qualities as well as their capacity to impart meaning from an art piece.

COURSE: ART 327 | 30 Hours | $395
Find this course on page 10, 50.

FOUNDATIONS OF COLLABORATIVE CONFLICT RESOLUTION: WORKPLACE FOCUS
Dealing effectively with workplace conflicts is a key competency for success in any job. This foundation course offers you effective and practical tools for resolving conflicts collaboratively in the workplace. Through examination of the sources of conflict attitudes and beliefs, conflict styles, and the role of assumptions and emotions, you will gain an overview of conflict dynamics and collaboration strategies. This highly participatory course emphasizes self-awareness and understanding through structured exercises and simulations.

COURSE: PDS 002 | 15 Hours | $325 + GST
Find this course on page 37.

FRENCH 1
This course is designed for beginners in a French language class. Conversation topics cover the alphabet, numbers and dates. Main grammar points covered: gender of nouns, adjectives and articles, present tense of some regular and irregular verbs, formal and informal forms of address, reflexive verbs.

COURSE: FRE 100 | 40 Hours | $345
Find this course on page 26.
FRENCH 2
This course is designed for students who have some basic knowledge of the French language. Students should be comfortable saying basic phrases and forming simple sentences in the present tense. Conversation topics cover situations in the workplace, at the restaurant, store, airport, etc. Main grammar points include pronouns, adjectives and adverbs, and the past tense with auxiliary verbs to have and to be.

Prerequisite: FRE 100 French 1

COURSE: FRE 102 | 40 Hours | $375
Find this course on page 26.

FRENCH 3
Continue to explore verbs in the present tense including some irregular forms, expand your knowledge of the past tense and learn to juggle articles and pronouns, comparatives and superlatives. Vocabulary use and role-playing will ensure that your next trip to a francophone region is a success.

Prerequisite: FRE 102 French 2

COURSE: FRE 103 | 40 Hours | $375
Find this course on page 26.

FRENCH 4
Conversation topics cover a large range of social situations, workplace telephone calls, descriptions of emotions and state of mind, and discussions regarding political, social and artistic topics. The main grammar points introduced are direct object pronouns, relative pronouns, future tense and negative expressions.

Prerequisite: FRE 103 French 3

COURSE: FRE 104 | 40 Hours | $375
Find this course on page 26.

FRENCH 5
This course is designed for intermediate learners. This level consists of the following elements: reflexive verbs, the conditional and subjunctive tenses. Conversation at this level is of a higher level of fluency and confidence.

Prerequisite: FRE 104 French 4

COURSE: FRE 105 | 40 Hours | $375
Find this course on page 26.

FRENCH 7 (FRANÇAIS AVANCÉ)
This course is for advanced learners. Students will enjoy a class totally conducted in French. You will expand your vocabulary while building competence for oral and written production.

Prerequisite: FRE 145 French 6 (Français pré-avancé)

COURSE: FRE 146 | 20 Hours | $225
Find this course on page 26.

FRENCH CONVERSATION
This course focuses on pronunciation, idioms, sentence structure, oral expression and short presentations on current topics and themes of interest. Students are given plenty of opportunity to practise speaking and listening, by working in pairs and small groups in a relaxed setting.

Prerequisite: FRE 103 French 3

COURSE: FRE 113 | 20 Hours | $225
Find this course on page 26.

FRENCH IMMERSION WEEKEND
A two-day program of linguistic adventure provides you with an informal learning environment conducive to spontaneous use of the language. Fees include bus, meals, lodging and a whole lot of fun. Deadline to register is seven days prior to the start of the course.

FOR BEGINNER STUDENTS
Prerequisite: FRE 102 French 2

COURSE: FRE 112 | 20 Hours | $145
Find these courses on page 26.

FOR INTERMEDIATE AND ADVANCED STUDENTS
Prerequisite: FRE 104 French 4

COURSE: FRE 111 | 20 Hours | $145
Find these courses on page 26.

GATHERING REQUIREMENTS FOR BI PROJECTS
This course will introduce students to the tools, techniques and best practices that are used to define and manage business requirements for Business Intelligence projects.

Prerequisite: ICT 700 Business Intelligence Introduction

COURSE: ICT 705 | 30 Hours | $975
Find this course on page 11.

GERMAN 1
Learn the basics of communicating in German, with an emphasis on speaking and understanding the language. This course is designed for students with no prior knowledge of the German language.

COURSE: GER 110 | 30 Hours | $295 - GST
Find this course on page 26.

GERMAN 2
Building on knowledge gained in German 1, or for those with a basic knowledge of German, this course will continue to develop skills in oral and written communication.

COURSE: GER 210 | 30 Hours | $325 - GST
Find this course on page 26.

GIS: INTRODUCTION TO GEO-INFORMATION SYSTEMS
Environmental and other data are often spatially distributed. GIS deals with storage, manipulation, and analysis of any data that can be represented on a map. Learn about: file formats and data types, overlay analysis, neighbourhood operations, modelling, presentation of results, and other valuable GIS techniques. Theory applies to GIS in general.

COURSE: BMC 304 | 30 Hours | $550
Find this course on page 21.

GLOBAL WARMING AND CLIMATE CHANGE
Explore the reality of global warming and climate change. Learn about the relationship between global warming and the release of greenhouse gases and the computer models used to make climate change predictions. Discuss the need to mitigate the effects of global warming as well as how the global warming process may be slowed and eventually reversed.

COURSE: BMC 138 | 15 Hours | $400
Find this course on page 21, 47.
GMAT TEST PREPARATION
This GMAT preparation course, offered by University of Calgary Continuing Education in collaboration with The Renert Centre, prepares you to meet today’s high admission standards and boost your score for MBA/graduate business schools. Drawing on over 20 years of experience in GMAT preparation, this course provides in-depth coverage of every area of this challenging exam: problem solving, data sufficiency, sentence correction, critical reasoning, reading comprehension, and analytical writing. Our GMAT preparation program is complete, and the materials are constantly updated to reflect current GMAT standards. Students will receive 26 hours of instructor-led lectures, ongoing support time until the day of their GMAT test, and free retakes of the course.

COURSE: ADL 901 | 26 Hours | $1095 + GST
$995 + GST if registered 30 days prior
Find this course on page 7.

GRAPHIC DESIGN
Study both the theory and practice of graphic design. By working on design exercises and projects, you will develop your skills and understanding of design principles, colour theory, message and content, visual organization, and techniques and typography.

COURSE: ART 320 | 30 Hours | $395
Find this course on page 10, 50.

GREAT ARTISTS OF THE ITALIAN RENAISSANCE
No era of artistic achievement is as renowned as the Renaissance, and 15th-century Italy is the centre of this cultural explosion. The supreme works created in Florence, Rome, Venice, and other Italian cities by such masters as Leonardo da Vinci, Brunelleschi, Botticelli, Michelangelo, Raphael and Titian have no parallel in history. We will study these key artists and their contributions to art history including mathematical perspective, rediscovery of the classical elements, and their relentless search for the perfection of balance and harmony. Along with the aesthetic and stylistic qualities of the works, we will discuss the historical, political, and religious context in which this art was created.

COURSE: FIF 632 | 6 Hours | $75 + GST
Find this course on page 36.

GROWING YOUR OWN FOOD GARDEN
It’s healthy, it’s smart, it’s cool, and you’re in control. Discover and take advantage of your above-ground growing spaces to create efficient and healthy sources of fresh food for your table. Using advanced and unique raised-vegetable-gardening techniques, discover that food gardens are not only sensible options in today’s world, but also attractive visual accents.

COURSE: LAN 108 | 5 Hours | $110
Find this course on page 25.

HARASSMENT INVESTIGATIONS
Harassment complaints are an increasing liability against corporations. Although many complaints may be handled on an informal level, inappropriate handling of a complaint can cause significant problems including morale, credibility and legal issues. An effective process can ensure that complaints are properly handled, investigated and resolved. Learn about the issues of harassment, and an effective investigative process to follow.

COURSE: BMC 194 | 20 Hours | $445
Find this course on page 45.

HAZARD ASSESSMENT AND RISK MANAGEMENT
A key aspect of any occupational health and safety program is the proper identification of any hazards that exist at the workplace, and the associated risk of injury or illness if a worker is exposed to the hazard. In this introductory course, you will learn the reasons why proper hazard identification is an important contributor to a successful occupational health and safety program, as well as practical tools to conduct workplace hazard assessments. The relationship between common hazards and risk of common occupational injuries, such as work-related back injuries or electrical burns, and illnesses, such as occupational cancers, will be explored in detail using practical examples.

Prerequisite: BMC 104 Health and Safety Management Systems: The Basics

COURSE: BMC 143 | 20 Hours | $480
Find this course on page 34.

I was looking for a way to supplement my career ... to explore my creative side ... and to balance my life.”

Tess Steinhauer, Graduate
Certificate in Visual Design specializing in Photography
HEALTH AND SAFETY MANAGEMENT SYSTEMS: THE BASICS
This course introduces you to the characteristics of effective health and safety management systems. These systems are required for the proactive management of health and safety concerns throughout an organization. They ensure that all employees have clearly defined accountabilities for health and safety, resulting in the prevention of injuries and loss. This course is for beginning and practising health and safety officers, coordinators, professionals, trainers and administrators to gain knowledge of the fundamental principles used to manage health and safety issues in the workplace.

COURSE: BMC 104 | 30 Hours | $550
Find this course on page 23, 34, 40.

HELPING SKILLS IN CAREER AND ACADEMIC ADVISING
Examine the specific listening and helping skills for establishing the advising relationship. Identify and develop these skills, within the context of assisting others, to explore career and academic issues, and clarify and pursue their career goals.

COURSE: ADL 211 | 30 Hours | $525
Find this course on page 9.

HISTORY OF DESIGN
Discover the factors that have influenced the practice and theory of design. Look at designs from around the world and consider their impact on culture and quality of life. Examples of architecture, graphic, interior, urban, garden, product, art, craft, and fashion design will be presented and discussed for you to make connections to your personal research interests.

COURSE: ART 102 | 30 Hours | $395
Find this course on page 10, 24, 38, 50.

HOME STAGING AND STYLING
Would you like to breathe new life into your living space? Is it time to sell your home quickly and at the best possible price? Home staging and styling is the perfect solution to highlight the best interior features of your home. Learn how to balance space and function with style, choosing feature materials along with harmonizing or contrasting colours and textures. Take the opportunity to apply what you have learned on a field trip designed specifically for you.

COURSE: INT 127 | 20 Hours | $295
Find this course on page 24, 50.

HR PERSPECTIVES ON WORK-LIFE INTEGRATION
With the changing demographics of the workforce, there is a need to assess the relationship between work life and family life and the impact they have on each other. Topics include: work and family issues; organizational and personal stress; work and family conflict; dependent care issues, including those of the sandwich generation; role conflict; marital satisfaction; work satisfaction; and workplace and government policies for dealing with multiple work and family demands.

COURSE: BMC 356 | 30 Hours | $525
Find this course on page 23.

HTML5 AND CSS3
Discover current web standards, design, and development practices, with emphasis on usability, cross-browser compatibility, accessibility, search engine optimization, and responsive web design. Learn how to separate between defining the contents of a web page (HTML5) from presentation concerns (CSS3) and become familiar with a variety of tools in the process. This course is designed for those with no prior knowledge of building a website and want to learn basic HTML and CSS3.

COURSE: ICT 580 | 30 Hours | $825
Find this course on page 46.

HTML5 AND CSS3 WITH JQUERY
Explore current methodologies of responsive web design and progressive enhancement that will help you to deliver the best possible web experience. This course is for individuals who want to further learn, and apply HTML, jQuery and JavaScript concepts.

Prerequisite: ICT 442 JavaScript and the DOM and ICT 580 HTML5 and CSS3
COURSE: ICT 581 | 30 Hours | $825
Find this course on page 46.

HUMAN BEHAVIOUR IN ORGANIZATIONS
Improved understanding of human behaviour in organizations enhances your effectiveness, and influences the development and operation of your workplace. Topics include: your own behaviour and its impact on others, mentoring, culture, structure, the decision-making process, employee relations, productivity, and ethical issues.

COURSE: BMC 172 | 40 Hours | $625
Find this course on page 16, 23, 34, 40, 43, 45.

HUMAN RESOURCE MANAGEMENT
Learn the foundation and guidelines for an effective process of employee recruitment, evaluation and compensation. Recruitment entails: accurate job descriptions, strategies for finding the best candidate, legal considerations, effective interview techniques, and orientation of new employees. Evaluation encompasses: competency assessments and performance reviews, and individual career paths and planning. Compensation involves: monetary and non-monetary benefits, and ongoing feedback to ensure your plan is competitive and fair.

COURSE: BMC 165 | 40 Hours | $625
Find this course on page 23, 41.
HUMAN RESOURCES INFORMATION MANAGEMENT
Human Resource (HR) departments are accountable for housing and using vast amounts of data that are needed to support human resource and business processes, enable business unit decisions and inform strategic planning. Explore issues around the definition, collection, and use of an electronic HR strategy (e-HR) and related information to improve information flow within and across organizational boundaries.
Prerequisite: BMC 165 Human Resource Management

COURSE: BMC 208 | 15 Hours | $425
Find this course on page 23.

IMPORTANCE OF HUMAN FACTORS
This course is an overview of human factors, the study and understanding of interactions between people and their environments. Key areas covered include psychology, workplace design, fatigue, error, and engineering as they relate to health, profit and loss, performance, and liability. Examine and learn models and plans that reduce the negative impacts and enhance the positive aspects of human factors.

COURSE: BMC 283 | 20 Hours | $480
Find this course on page 34.

INDUSTRIAL SAFETY PROCESSES
Identify safety hazards and controls related to industrial work activities and processes including material handling, manufacturing techniques, electrical safety and welding. Gain basic knowledge of common safety issues related to confined spaces, fall protection, hand and power tools, automated systems and more! While the course does focus on the industrial work environment, most of the issues addressed in the course can be related to other occupational settings. This course will assist students preparing to write the examination for the Canadian Registered Safety Professional (CRSP) designation.
Prerequisite: BMC 104 Health and Safety Management Systems: The Basics

COURSE: BMC 295 | 40 Hours | $630
Find this course on page 34.

INTEGRATED MARKETING AND COMMUNICATIONS
It is common for marketing or communications professionals to work in a corporate environment with separate marketing and communications functions, departments and even leadership. While each discipline creates distinct value for an organization, integrated marketing and communication strategies generate results that simply cannot be achieved when the two functions are kept in silos. This interactive course will cover the core building blocks of marketing communications planning. Students will build their own integrated marketing communications plans. Formerly BMC 226 Marketing and Communications

COURSE: BMC 293 | 20 Hours | $445
Find this course on page 31, 43.

INTEGRATED WORKPLACE HEALTH MANAGEMENT
Learn how organizations can create a work environment that supports employee health, safety and engagement while reducing disability and associated risk. Understand how you can develop strategies to address employees at all points in the health continuum, from optimal health and performance to being disabled and off work. Topics include: leadership and the work environment, stress management, employee assistance programs, health promotion, workers compensation and disability management/return-to-work processes.
Prerequisite: BMC 104 Health and Safety Management Systems: The Basics

COURSE: BMC 183 | 20 Hours | $480
Find this course on page 34.

INTERIOR DESIGN — A CAREER!
Interior design is a growing field. Get the information you need about various career options and opportunities. Topics include: understanding interior design, personal suitability, setting goals, business opportunities, dealing with clients, remuneration, areas of specialization, educational options, and reference material.

COURSE: INT 106 | 6 Hours | $105
Find this course on page 24, 50.

INTRODUCTION TO ENVIRONMENTAL MANAGEMENT
Environmental management is the integration of environmental science and management. Discuss aspects and impacts, such as the pressures and responses of human activities on the natural environment. Tools and techniques for environmental management, as they apply to organizations and companies, are introduced. Examine the reasons and strategies for resource conservation, pollution prevention and environmental protection.

COURSE: BMC 129 | 30 Hours | $550
Find this course on page 21, 47.

INTRODUCTION TO MOTION GRAPHICS
Discover how to create and animate text, images, and video using Adobe After Effects, a software application used to create and deliver compelling motion graphics and visual effects for film and video. Learn basic animation of layers, work with key frames and motion paths, rendering and outputting to enhance your video projects for web, or digital displays. This course is for individuals with no prior knowledge or experience of motion graphics.

COURSE: ICT 686 | 30 Hours | $825
Find this course on page 18.
INTRODUCTION TO POSITIVE PSYCHOLOGY: THE SCIENCE BEHIND YOUR STRENGTHS NEW
Did you know that people who use their strengths are six times more likely to be engaged at work and three times more likely to report having an excellent quality of life? Discover the role of positive psychology and the science of strengths as they apply to your life. Positive psychology incorporates authentic and intentional living that energizes and motivates us to increase life satisfaction. We will engage in self-reflection in order to maximize one’s potential and cultivate positive relationships. Focus is on the practical application of positive psychology interventions that increase well-being. The Strengths Profile assessment tool will be used and is included in the course fee.

COURSE: PIW 139 | 12 Hours | $295 + GST
Find this course on page 32, 37.

INVESTING FOR SUCCESS LEVEL 1
This interactive and engaging course will cover important principles for successful investing, as well as current market conditions and investment considerations. Topics include: capital markets, picking stocks, investment strategies, mutual funds, and taxation.

COURSE: PIW 132 | 15 Hours | $345 + GST
Find this course on page 37.

INVESTING FOR SUCCESS LEVEL 2
Explore further the securities markets and learn pricing and trading concepts for different types of financial instruments. A basic understanding of stocks, bonds and mutual funds will be assumed. Topics covered include pricing and trading techniques in fixed income, equity, derivatives, and modern portfolio theory. Discuss the benefits and challenges associated with portfolio construction. Formerly PIW 136 Personal Investment Strategies: Advanced

COURSE: PIW 142 | 15 Hours | $345 + GST
Find this course on page 37.

ITALIAN 1
Learn basic vocabulary, key phrases and introductory grammar as tools for basic interactive competence (oral and written). This course provides the appropriate foundation for progressing to higher levels.

COURSE: ITA 101 | 30 Hours | $295 + GST
Find this course on page 26.

ITALIAN 2
Build on knowledge acquired in Level 1. Continue to expand vocabulary, grammar knowledge, and oral skills through interactive and practical dialogue.

Prerequisite: ITA 101 Italian 1

COURSE: ITA 102 | 30 Hours | $325 + GST
Find this course on page 26.

ITALIAN 3
Level 3 introduces more complexity in verb tenses and works at expanding practical oral skills through maximum immersion in the Italian language.

Prerequisite: ITA 102 Italian 2

COURSE: ITA 103 | 30 Hours | $325 + GST
Find this course on page 26.

ITALIAN 4
Building on Italian 3, this course focuses on developing conversational skills in various contexts while continuing to build a strong grammatical base.

Prerequisite: ITA 103 Italian 3

COURSE: ITA 104 | 30 Hours | $345 + GST
Find this course on page 26.

JAPANESE 1
This introduction to the basic structure of the Japanese language emphasizes oral proficiency, with some reading and writing in Hiragana. This course is for those with little or no background in Japanese.

COURSE: JPN 101 | 20 Hours | $265 + GST
Find this course on page 26.

JAPANESE 2
This introduction to the basic structure of the Japanese language emphasizes oral proficiency, with some reading and writing in Katakana. Continuation of Japanese 1.

Prerequisite: JPN 101 Japanese 1

COURSE: JPN 102 | 20 Hours | $265 + GST
Find this course on page 27.

JAPANESE 4 NEW
Continue to develop your overall language proficiency and explore Japanese culture and customs. The emphasis is on oral proficiency with more practice in reading and writing Hiragana and Katakana, including some Kanji. Expand your vocabulary and grammar to understand simple conversation and answer questions about daily life such as shopping, languages and culture, describing surroundings, giving directions, and planning to meet up with friends.

Prerequisite: JPN 103 Japanese 3

COURSE: JPN 104 | 20 Hours | $295 + GST
Find this course on page 27.

JAVASCRIPT ADVANCED
Explore JavaScript design patterns and some of the more popular framework libraries like jQuery as well as HTML5 JavaScript API. Improve your understanding of the object-oriented capabilities of JavaScript and learn how they can make their code more modular, maintainable, and efficient. This course is for individuals who want to expand their JavaScript skills to improve the efficiency and quality of their web applications and code.

Prerequisite: ICT 580 HTML5 and CSS3 and ICT 442 JavaScript and the DOM

COURSE: ICT 443 | 30 Hours | $825
Find this course on page 46.
**Javascript and the DOM**
Learn how to write JavaScript and DOM scripting code from scratch. Build a strong foundation of basic concepts through the introduction theories and hands on programming practice. This course is for individuals who work in front-end web development. This includes web designers who use HTML and CSS and would like to build rich Internet applications as well as server-side developers who use languages like PHP, ASP.NET or Ruby on Rails and would to add JavaScript programming to their skill sets.

**Prerequisite:** ICT 580 HTML5 and CSS3

**Course:** ICT 442 | 30 Hours | $825

Find this course on page 46.

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**Korean 1**
This is an introductory course in spoken and written Korean. Course includes dialogue, grammatical explanations and vocabulary building exercises and uses the Hangeul alphabet.

**Course:** KOR 101 | 20 Hours | $265 + GST

Find this course on page 27.

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**Korean 2**
This course is a continuation of Korean 1. It includes spoken and written Korean dialogue, grammatical explanations and vocabulary building exercises and uses the Hangul alphabet.

**Prerequisite:** KOR 101 Korean 1

**Course:** KOR 102 | 20 Hours | $265 + GST

Find this course on page 27.

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**Korean 3**
This course is a continuation of Korean 2. It includes everyday vocabulary and concrete situational dialogue that are useful for interacting with Korean people and for living in or visiting Korea. The course also focuses on reading and writing skills, emphasizing grammatical explanations and vocabulary building exercises.

**Prerequisite:** KOR 102 Korean 2

**Course:** KOR 103 | 20 Hours | $275 + GST

Find this course on page 27.

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**Language Assessment and Materials New**
Analyze classroom assessment strategies, processes, issues and trends in the assessment of student language learning. Perspectives of assessment, standardized tests, and functions of formative and summative assessment will be addressed. This will include the role of assessment in learner motivation, accountability, and communication with reference to participants’ real classroom experiences. Gain a working knowledge of standardized language tests. Then focus on key criteria used in assessing and selecting materials. Familiarize yourself with the main types of materials currently available, and experiment with developing your own materials to meet second language classroom needs.

**Prerequisite:** Completion of TSL Level 1 - TESL courses or TSL Level 1 - TIHL courses

**Course:** TSL 225 | 30 Hours | $575

Find this course on page 48.

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**Leadership Fundamentals**
Examine current thinking about leadership and the functions, activities and principles of leadership in organizational settings. Discover your own leadership style and strengths, and learn strategies for developing skills and abilities. This interactive course uses case studies, role-plays, self-assessment and other activities.

**Course:** BMC 174 | 40 Hours | $625

Find this course on page 16, 41.

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**Leadership in Project Management**
Examine different leadership styles, competencies and tools to help you develop the ability to lead complex projects and organizational change. At the same time, through the course’s exercises you will be able to guide yourself into the leadership journey. This course uses Jim Kouzes and Barry Posner’s Five Practices of Exemplary Leadership model for a team performance context.

**Course:** BMC 290 | 40 Hours | $745

Find this course on page 42.
LEADERSHIP STRATEGIES FOR SUPPORTING WORKPLACE MENTAL HEALTH

Leaders, managers and supervisors are often expected to provide support to employees who are experiencing or recovering from mental health issues, including depression and anxiety. Learn the foundational skills needed to identify and respond to the complex situations involving mental health in the workplace. Discuss ways to create a culture of collaboration and support, and learn techniques to empower employees to perform at their best. Practise strategies to manage employee situations when mental health may be a factor. This course includes two interactive online sessions with a subject matter expert, and an opportunity to create a practical action plan to support the development of your own psychologically healthy workplace.

COURSE: BMC 289 | 15 Hours | $585 + GST

Find this course on page 32.

LEAN SIX SIGMA GREEN BELT: FOUNDATIONS

Would you like to learn the principles and practices of a Lean Six Sigma Green Belt to achieve your business performance goals while minimizing costs and reducing inefficiencies? Would you like to implement continuous process improvements but you’re not sure how? Learn how to combine Lean tools and Six Sigma methods to tackle business problems and inefficiencies without the need for overly sophisticated statistical tools. Using data techniques, you’ll measure and analyze processes to identify opportunities for improvement and create meaningful change within your organization. Over the course of this five-day workshop, we will cover the DMAIC framework and the tools and techniques required to assist and lead continuous improvement projects. Upon successful completion of this course, students will receive a Certificate of Completion.

COURSE: PDS 240 | 35 Hours | $2,795

Find this course on page 12.

LEAN SIX SIGMA GREEN BELT: PROJECT AND STATISTICS NEW

Using the knowledge gained from the course, PDS 240 Lean Six Sigma: Foundations you will further explore the DMAIC framework through project initiation and data analysis. During this three-day, highly interactive workshop, you will apply advanced statistical methods to organizational data, identify an improvement project within your organization, and set up a project team. You will explore the statistical distributions and exploratory data analysis that is characteristic to Six Sigma methodologies, as well as the leadership and project management skills required to lead continuous improvement projects and teams. Upon successful completion of this course, you will receive a Certificate of Completion and will be prepared to start your change project.

Prerequisite: PDS 240 Lean Six Sigma for Green Belts: Foundations

COURSE: PDS 241 | 21 Hours | $1,295

Find this course on page 12.

LEONARDO DA VINCI: ARTIST, INVENTOR AND GENIUS NEW

There are few historical figures that are more celebrated than Leonardo da Vinci, despite the fact that we know very little about him. He was a scientist before there was science, an inventor whose ideas were ahead of his time, and an artist who painted some of the most famous paintings in the world. Gain insight into the life of this great Renaissance master as well as an understanding of his world through the historical and social context. Discuss his childhood, career and work. Explore Leonardo’s interests and accomplishments in the fields of engineering, painting, architecture and anatomy. Examine many of his famous masterpieces including the Mona Lisa, Virgin of the Rocks, Lady with an Ermine, the Last Supper, and his notebooks and inventions.

COURSE: HUM 548 | 20 Hours | $315 + GST

Find this course on page 30.

LINGUISTIC STRUCTURES

Even in a communicative context, second language teachers need a basic awareness about the structure of language and possible differences between the first and second language they are teaching. The three basic language structures of phonology (sound structure), morphology (word structure), and syntax (sentence structure) will be illustrated on a number of levels.

COURSE: TSL 108 | 30 Hours | $575

Find this course on page 48.

MAKING THE MOST OF PERENNIALS

Year after year, perennials come back, filling our yards with colour! But, choosing the best varieties can be tricky. Discuss yearly maintenance, staking, colour themes, formal and informal plantings, and those herbaceous perennials you don’t want to live without. Focus on practicality and tried and true varieties that do well in Calgary’s Chinook-driven growing conditions.

COURSE: LAN 117 | 10 Hours | $175

Find this course on page 25, 50.
MANAGEMENT COMMUNICATIONS: INTERPERSONAL SKILLS
Enhance your ability to communicate effectively in personal and professional settings. Learn more about your own communication style preferences. Acquire tools and techniques to build positive relationships and achieve favourable results interpersonally and in small and large groups. Practical strategies include effective ways of: giving and interpreting verbal and non-verbal messages, listening, giving and receiving feedback, leading meetings and giving presentations.

COURSE: BMC 206 | 40 Hours | $625
Find this course on page 23, 34, 41.

MANAGING CHANGE IMPLEMENTATION
Learn the elements required to lead the implementation of a change plan from initiation to execution. Focus on communication with involved parties, discuss the rationale behind change and the phases in the change process. Examine readiness for change at both the organizational level and the individual stakeholder level. Discuss a framework for developing a strategy for facilitating change through engaged processes. Consider change risks, sponsorship alignment, stakeholder engagement and financial costs associated with change. Explore how these aspects affect an organization’s change plan and the importance of aligning with the organization’s goals, strategies and culture. Learn how to use a collaborative approach to change while managing the activities of the change team.

COURSE: BMC 360 | 20 Hours | $445
Find this course on page 16.

MANAGING INVESTIGATIONS
Learn how to conduct professional investigations using proven methods and best practices. Topics include: the investigation process, legal issues, types of investigations including harassment and substance abuse, and properly documenting your investigations.

COURSE: BMC 188 | 30 Hours | $495
Find this course on page 45.

MANAGING THE HOSTILE INDIVIDUAL
Discover alternatives for managing hostile individuals constructively. Many people find themselves the target of hostile or aggressive behaviour in the workplace. Dealing with these encounters requires emotional energy and frequently results in increased stress. Discuss risk factors and ways to ensure personal safety. Learn to identify factors that escalate the level of hostility, as well as personal responses to hostile behaviour. Learn and practise a model for defusing hostility and increase your skills in constructively confronting problem behaviour.

COURSE: PDS 236 | 14 Hours | $460
Find this course on page 17.

MANDARIN 1
Learn conversational Mandarin in this course intended for those with little or no background in the language. Cover some culture and business etiquette, and learn practical phrases, as well as a grammatical framework for further study.

COURSE: MAN 101 | 20 Hours | $265 - GST
Find this course on page 27.

MANDARIN 2
In this continuation of Mandarin 1, students further develop their skills in conversational Mandarin. Cover some culture and business etiquette, and learn practical phrases, as well as a grammatical framework for additional study.

COURSE: MAN 102 | 20 Hours | $265 - GST
Find this course on page 27.

MANDARIN 3
Building upon the foundation laid in levels 1 and 2, continue to enhance your conversation skills in Mandarin. Learn more advanced sentence patterns, develop cultural and language comprehension, and get introduced to some basic, practical Chinese characters.

COURSE: MAN 103 | 20 Hours | $265 - GST
Find this course on page 27.

MARKETING PRINCIPLES
Marketing is about planning and implementing a strategic process to develop profitable customer relationships. Learn the scope, objectives, and complexity of marketing, as well as the terminology and activities involved in managing the marketing function. This course will introduce you to the elements of the marketing mix to create an integrated marketing plan.

COURSE: BMC 167 | 40 Hours | $595
Find this course on page 31, 41.

MARKETING: BUSINESS TO CONSUMER
Business-to-consumer (B2C) marketing is concerned with selling products or services directly to consumers. In order to turn shoppers into buyers, B2C marketing professionals need to know who their customers are, what motivates them to buy and how to deliver an offer they cannot resist. Learn how to build and implement creative advertising and direct response campaigns that will capture the attention of buyers. Through case studies and interactive exercises, build your knowledge of specific topics including audience segmentation, media planning, creative concept and message development, coupons and discounts, email campaigns and customer loyalty.

COURSE: BMC 315 | 30 Hours | $495
Find this course on page 31.

MATH FUNDAMENTALS
This is the first of three courses designed to prepare you for university entrance. This course covers the properties of real numbers and number theory, exponents and radicals, algebraic expressions, expanding and factoring polynomials, functions, linear functions, systems of linear equations, and right-angled trigonometry. In terms of polynomial functions, this course will have an emphasis on functions of degree one (linear).

Prerequisite: Math 9

COURSE: UPG 010 | 70 Hours | $495
Find this course on page 7.
MATH 1
This is the second of three courses designed to prepare you for university entrance. The course covers the properties of real numbers, a brief introduction to number theory, exponents and radicals, algebraic expressions, factoring, linear and quadratic equations, inequalities, system of linear equations, polynomials and their properties.
Prerequisite: Math 10-C, Pure Math 10, UPG 010 Math Fundamentals, or equivalent
COURSE: UPG 020 | 70 Hours | $495
Find this course on page 8.

MATH 2
This is the third of three courses designed to prepare students for undergraduate math courses. The course covers: the properties of transformations, operations on functions, polynomial functions, exponential and logarithmic functions, trigonometric functions, trigonometric functions and equations, rational and radical functions and conic sections.
Prerequisite: Math 20-1, Pure Math 20, UPG 020 Math 1, or equivalent
COURSE: UPG 101 | 70 Hours | $495
Find this course on page 8.

MATH 3
This course is designed to prepare students for undergraduate calculus courses. As a Math 31 equivalency, this course covers topics of calculus as well as essential pre-calculus topics, including: review of functions, review of algebra, limits and continuity, differentiation, applications of differentiation, integration, and applications of integration.
Prerequisite: Math 30-1, Pure Math 30, UPG 101 Math 2, or equivalent
COURSE: UPG 031 | 70 Hours | $495
Find this course on page 8.

MEDIATION SKILLS LEVEL I
This course introduces you to the concepts, skills and techniques needed to mediate disputes: determining whether mediation is appropriate, the role of the mediator, guiding the process, managing emotions, and using communication skills as a mediator. Mediation is a practical method for helping people resolve their conflicts and attain mutually satisfactory outcomes. You will mediate simulated disputes involving coworkers, customers, committee members, neighbours, parents/teens and co-parents. Emphasis is on skill development through simulated mediations assisted by trained coaches.
Prerequisite: PDS 001 Foundations of Collaborative Conflict Resolution or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus
COURSE: PDS 006 | 21 Hours | $645
Find this course on page 17.

MEDIATION SKILLS LEVEL II
Building on the mediation process and skills learned in Mediation Skills Level I, this course moves to more challenging, complex and emotionally charged situations. Skills, theory and techniques include framing and tracking issues, probing for and clarifying interests, addressing power dynamics and adapting the mediation process to meet the needs of participants. You will discuss the development of a personal mediating style, legal and ethical issues in the mediation field, and caucusing. Emphasis is on skill development through simulated mediations, with assistance and feedback from trained coaches.
Prerequisite: PDS 001 Foundations of Collaborative Conflict Resolution or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus and PDS 007 Dealing with Anger and PDS 006 Mediation Skills Level I and PDS 185 Negotiation Skills Level I
COURSE: PDS 012 | 35 Hours | $1,015
Find this course on page 17.

“
My CPA focused on the technical side, but I like to look at the big picture, and that’s exactly what I could learn in the Business Intelligence program.”

Lina Zhao, Graduate Certificate in Business Intelligence and Analytics
**METHODOLOGIES AND MEASUREMENT**
Web analytics, social media, web 2.0, mobile technology and other digital channels have opened the data floodgates but what does it all mean? This course will give you a framework for how to set-up, monitor, and measure the results of a digital media strategy or an integrated marketing campaign, digital or traditional, from beginning to end. Learn important skills for research and analysis, and explore a variety of marketing metrics and measurement tools available for measuring your return on marketing investment.

**COURSE: BMC 313 | 20 Hours | $445**
Find this course on page 31, 43.

**MICROSOFT POWERPOINT LEVELS 1 AND 2**
Microsoft PowerPoint allows the information worker to create and manage presentations. Students will learn how to: add and edit text; create templates; add and modify slides layouts and themes; add and modify WordArt, graphics, shapes or illustrations, SmartArt, tables and charts; create and modify slide masters; add, remove and create custom animations; use slide show features; create a presentation from an outline; import slides; insert hyperlinks, media clips and sounds; view and manage markups and comments; add signatures and security; remove hidden data; create self-running presentations and publish to a web server.

**COURSE: ICT 428 | 14 Hours | $625**
Find this course on page 36.

**MICROSOFT Macros and VBA Level 1**
Take full advantage of Microsoft Office suite by automating routine tasks. No matter which application you’re using, there are some tasks you perform dozens of times, such as typing a section of text, running a series of menu commands, or formatting a document in a particular way. This course shows you how to accomplish the same tasks by incorporating them into a macro that you can run with just a few mouse clicks or keystrokes.

**COURSE: ICT 427 | 14 Hours | $625**
Find this course on page 36.

**MICROSOFT Macros and VBA Level 2**
Microsoft Macros and VBA Level 2 continues from Level 1 exploring the advanced features of VBA programming. Students will learn how to write programs that control Microsoft Excel. You will receive dozens of example macros that will provide you with practical, business-oriented tools that you can use right away to improve your productivity.

**COURSE: ICT 428 | 14 Hours | $625**
Find this course on page 36.

**MICROSOFT MACROS AND VBA LEVEL 1**
Microsoft Excel Level 1 has been designed to reinforce workforce skills. Students learn how to apply basic skill sets along with some intermediate to advanced functions to manage and audit numerical reports. Students will learn to create and manipulate charts, work with different types of graphics, and look at various methods of analyzing, organizing, linking and sharing workbooks, learn to use advanced formatting features.

**Prerequisite: ICT 415 Microsoft Excel Level 1**

**COURSE: ICT 415 | 14 Hours | $575**
Find this course on page 36.

**MICROSOFT MACROS AND VBA LEVEL 2**
Microsoft Macros and VBA Level 2 teaches students how to use advanced commands to work with forms, reports, designing tables, and manipulating queries. Students will learn a variety of commands, functions, and database capabilities.

**Prerequisite: ICT 420 Microsoft Access Level 1**

**COURSE: ICT 420 | 14 Hours | $575**
Find this course on page 36.

**MICROSOFT Access Level 1**
Microsoft Access Level 1 has been designed to re-enforce workforce skills. Students learn to create and manage a database, and build tables and forms. Students will work on real-world problems like the ones they will encounter in the workplace ensuring they are ready for real professional challenges.

**COURSE: ICT 421 | 14 Hours | $575**
Find this course on page 36.

**MICROSOFT Access Level 2**
Microsoft Access Level 2 teaches students how to use advanced commands to work with forms, reports, designing tables, and manipulating queries. Students will learn a variety of commands, functions, and database capabilities.

**Prerequisite: ICT 420 Microsoft Access Level 1**

**COURSE: ICT 421 | 14 Hours | $575**
Find this course on page 36.

**MICROSOFT Access Level 3**
Microsoft Access Level 3 teaches students how to use advanced commands to work with forms, reports, designing tables, manipulating queries, as well as using subforms or subreports. Students will learn a variety of commands, functions, and database capabilities.

**Prerequisite: ICT 421 Microsoft Access Level 2**

**COURSE: ICT 422 | 14 Hours | $575**
Find this course on page 36.

**MICROSOFT EXCEL LEVEL 1**
Microsoft Excel Level 1 has been designed to reinforce workforce skills. Students learn how to apply basic skill sets along with some intermediate to advanced functions to manage and audit numerical reports. Students will learn to create and manipulate charts, work with different types of graphics, and look at various methods of analyzing, organizing, linking and sharing workbooks, learn to use advanced formatting features.

**Prerequisite: ICT 415 Microsoft Excel Level 1**

**COURSE: ICT 415 | 14 Hours | $575**
Find this course on page 36.

**MICROSOFT EXCEL LEVEL 2**
Microsoft Excel Level 2 teaches students how to use advanced commands to work with forms, reports, designing tables, and manipulating queries. Students will learn a variety of commands, functions, and database capabilities.

**COURSE: ICT 416 | 14 Hours | $575**
Find this course on page 36.

**MICROSOFT EXCEL LEVEL 3**
Microsoft Excel Level 3 teaches the information worker how to work with different types of documents using a variety of core and intermediate features to create and edit professional-looking spreadsheets for a variety of purposes and situations. Students will look at productivity tools to increase data entry, features to enable collaboration with others, and use various commands to analyze large numerical reports.

**Prerequisite: ICT 416 Microsoft Excel Level 2**

**COURSE: ICT 417 | 14 Hours | $575**
Find this course on page 36.

**MICROSOFT EXCEL LEVEL 4**
Microsoft Excel Level 4 continues from Level 3 exploring the advanced features of Excel. Students will learn how to use advanced commands to work with forms, reports, designing tables, and manipulating queries. Students will learn how to use advanced commands to work with forms, reports, designing tables, and manipulating queries.

**Prerequisite: ICT 417 Microsoft Excel Level 3**

**COURSE: ICT 418 | 14 Hours | $575**
Find this course on page 36.

**MICROSOFT EXCEL LEVEL 5**
Microsoft Excel Level 5 teaches students how to use advanced commands to work with forms, reports, designing tables, and manipulating queries. Students will learn how to use advanced commands to work with forms, reports, designing tables, and manipulating queries.

**Prerequisite: ICT 418 Microsoft Excel Level 4**

**COURSE: ICT 419 | 14 Hours | $575**
Find this course on page 36.
MICROSOFT PROJECT LEVELS 1 AND 2
Explore project management tools with the right blend of usability, power, and flexibility to manage projects more efficiently and effectively. Control project work, schedules, and finances; keep project teams aligned; and be more productive through integration with familiar Microsoft Office system programs, powerful reporting, guided planning, and flexible tools. Discover core tools to manage schedules and resources independently.

COURSE: ICT 582 | 14 Hours | $575
Find this course on page 36, 42.

MICROSOFT SHAREPOINT LEVELS 1 AND 2
Learn to create and format content, manage SharePoint sites, participate in user communities, configure site search results, and integrate with Microsoft Office applications.

COURSE: ICT 674 | 14 Hours | $575
Find this course on page 36.

MICROSOFT SQL SERVER ADMINISTRATION LEVEL 1
Explore the fundamentals of managing and administering SQL servers and databases. Topics include SQL Server installation and configuration, server and data security, backup/restore and server automation.

Prerequisite: ICT 678 Microsoft SQL Server Development Level 1 and ICT 128 Relational Databases Fundamentals

COURSE: ICT 680 | 30 Hours | $975
Find this course on page 18.

MICROSOFT SQL SERVER ADMINISTRATION LEVEL 2
Building on the SQL Server Administration Level 1 course, explore more advanced topics involved in SQL Server administration and management. Topics include server high availability, auditing, performance monitoring and indexing.

Prerequisite: ICT 680 Microsoft SQL Server Administration Level 1 and ICT 678 Microsoft SQL Server Development Level 1 and ICT 128 Relational Databases Fundamentals

COURSE: ICT 681 | 30 Hours | $975
Find this course on page 18.

MICROSOFT SQL SERVER DEVELOPMENT LEVEL 1
This course introduces you to the Transact-SQL (T-SQL) programming language, the foundation for the entire SQL Server platform. Using the SQL Server Management Studio Integrated Development Environment (IDE) you will learn how to create SQL Server objects such as databases, tables and views. In addition, you will learn how to retrieve, store and manipulate data.

COURSE: ICT 678 | 30 Hours | $925
Find this course on page 18.

MICROSOFT SQL SERVER DEVELOPMENT LEVEL 2
This course builds on the basic principles of the Transact-SQL (T-SQL) programming language, allowing you to dive deeper into data and produce critical business information. Topics include how to write stored procedures, functions and triggers as well as producing XML data. In addition, the .NET Common Language Runtime (CLR) is introduced.

Prerequisite: ICT 128 Relational Databases Fundamentals and ICT 678 Microsoft SQL Server Development Level 1

COURSE: ICT 679 | 30 Hours | $925
Find this course on page 18.

MICROSOFT WORD LEVEL 1
This course teaches students intermediate skills that can be combined with basic skills to create more complex documents. Students will learn how to create and format tables, insert and modify pictures or shapes, learn what merging means and different ways of sharing documents with others.

Prerequisite: ICT 412 Microsoft Word Level 1

COURSE: ICT 413 | 14 Hours | $525
Find this course on page 36.

MICROSOFT WORD LEVEL 2
Microsoft Word Level 2 teaches students how to use a variety of intermediate and advanced features to create and format business documents such as online forms, personalized mailings, or cites reference sources. Students will learn about automating tasks using merge features, referencing sources used in a document, organizing information by sorting and outlining, protecting documents, and collaborating on documents with others.

Prerequisite: ICT 413 Microsoft Word Level 2

COURSE: ICT 414 | 14 Hours | $525
Find this course on page 36.

MICROSOFT WORD LEVEL 3
MICROSOFT WORD LEVEL 3 teaches students how to use a variety of intermediate and advanced features to create and format business documents such as online forms, personalized mailings, or cites reference sources. Students will learn about automating tasks using merge features, referencing sources used in a document, organizing information by sorting and outlining, protecting documents, and collaborating on documents with others.

Prerequisite: ICT 413 Microsoft Word Level 2

COURSE: ICT 414 | 14 Hours | $525
Find this course on page 36.

MINDFULNESS MEDITATION
Based on an approach that is thousands of years old, mindfulness meditation is about being fully awake and present in every moment of our lives. Access powerful inner resources to cope with life’s challenges, calm the mind, relax the body, and cultivate insight. Benefits, including improved mood and reduced stress, depend upon establishing a personal routine. Components include: meditation, gentle Hatha yoga, relaxation, group discussion, imagery and breathing techniques. Topics covered include mind/body interdependence, balance in the autonomic nervous system, and effective coping strategies.

COURSE: PIW 101 | 12 Hours | $325 + GST
Find this course on page 32, 37.
**MIXED-USE REAL ESTATE DEVELOPMENT**

The downtowns of Canada’s largest cities include many dynamic mixed-use real estate development projects. Technological advances, traffic congestion, and environmental concerns are some of the many factors that are driving an explosion in mixed-use real estate development planning and development. Gain an overview of the development process that incorporates complimentary residential, commercial, civic and business uses into a single parcel or development concept area. Learn about mixed-use planning policies and development regulations, and; gain a deeper understanding of the development process from start to finish using Calgary as a case example.

**COURSE: CPE 185 | 18 Hours | $589**

Find this course on page 44.

**MODERNIST POETRY: UNRAVELING THE MYSTERY NEW**

Within the first two stanzas of T.S. Eliot’s The Waste Land (1922), there are five different European languages, three references to historical events contributing to WWI, and no less than eight literary allusions, ranging from Christian holy books to medieval poetry to Romantic German opera. However, Eliot gives barely any assistance to his readers for recognizing these references or understanding why he makes them. As a result, Modernist poetry (like Eliot’s) has long been considered some of the most difficult literature in the English language, meant only for the most adept and keen readers. It also contains some of the most brilliant, beautiful, and influential works ever written. This course will help turn you into just such a reader and reveal to you the brilliance and beauty locked within these enigmatic poems. Along the way, you will also learn more about the history and politics of the early 20th century than you thought possible. Authors we will analyze include Thomas Hardy, W.B. Yeats, Langston Hughes, T.S. Eliot, e.e. cummings, and Marianne Moore.

**COURSE: FIF 253 | 16 Hours | $265 + GST**

Find this course on page 30.

**NATIONAL KNOWLEDGE EXAM (NKE) PREPARATION NEW**

The National Knowledge Exam (NKE) is a multiple choice exam of 150 questions designed to assess your knowledge of the CPHR Competency Framework. Successful completion of the exam is a critical step in seeking a Certified Professional in Human Resources (CPHR) designation in Canada. This highly interactive, one day course provides a broad overview of the key components to preparing for and writing the NKE exam. Practice test questions through different activities including instructor feedback and group discussions. Identify how to study for the exam and resources to assist in exam preparation. This course is ideal for students who have met all the requirements and have applied to write the NKE.

**COURSE: BMC 371 | 7 Hours | $295**

Find this course on page 23.

**NATURAL GAS PROCESSING SHORT COURSE**

This five-day short course reviews the physical, chemical, and engineering principles used to understand the processing of natural gas and its by-products. Topics include: physical properties, phase equilibria and vapour liquid equilibrium calculations, water-hydrocarbon systems and natural gas dehydration, natural gas gathering and plant inlet separation, sour natural gas treating/sweetening, dew point control and NGL liquid recovery, acid gas compression and injection, sulphur recovery. Participants include: new engineering graduates and technologists who need to develop an understanding of natural gas processing principles and technology; professionals who have been working in industry but are new to natural gas processing; or professionals who are familiar with natural gas processing, but are unfamiliar with how process simulators can be used to improve plant design and optimize plant profitability.

**COURSE: BUS 143 | 35 Hours | $1,595 + GST**

Find this course on page 19.

**NATUROPATHIC MEDICINE LEVEL 1**

You will be introduced to naturopathic medicine as a holistic and proactive approach to promoting health. Naturopathic medicine is a complete system of health care based on the philosophy of improving health and treating disease by assisting the body’s innate capacity to heal itself. Gain a basic understanding of naturopathic medical practice and human physiology, as well as practical health promotion tips. Topics include: nutrition, detoxification, immune system enhancement, stress mitigation, and healthy aging. The aim of the course is to provide participants with basic knowledge and a proactive attitude toward health care. Course fee includes booklet.

**COURSE: FIF 114 | 20 Hours | $335 + GST**

Find this course on page 30.

**NATUROPATHIC NUTRITION: DETOXIFICATION, IMMUNE SUPPORT AND MORE NEW**

Do you know that sugar can lower your immune system for up to five hours after consuming it? Do you know what foods are best if you have low energy? Poor digestion? Or a sluggish metabolism? Designed for health-seekers who crave applied knowledge in naturopathic theory-based holistic nutrition, this course looks at these topics and more. Learn about dietary approaches that address primary concepts such as detoxification, inflammation, fatigue and immune support, and view demonstrations that focus on recipes and ingredients that improve one’s wellbeing. Course fee includes weekly organic food samples.

**COURSE: HUM 551 | 12 Hours | $275 + GST**

Find this course on page 30.
NATUROPATHIC NUTRITION: HEALTHY AGING, HORMONAL BALANCE AND MORE NEW
Do you know that yellow and green vegetables can decrease your facial wrinkling? Can you control heartburn by how you eat, not what you eat? Which dietary factors slow aging and have been linked to living longer? Answer these questions and more in this course designed for health-seekers who crave applied knowledge in naturopathic theory-based holistic nutrition. Learn about dietary approaches that address primary concepts such as hormonal imbalance, pain and chronic inflammation, digestive health and vitality, and view demonstrations that focus on recipes and ingredients that improve one’s wellbeing. Course fee includes weekly organic food samples.

COURSE: HUM 552 | 12 Hours | $275 + GST
Find this course on page 30.

NEGOTIATION SKILLS LEVEL I
Learn to prepare for negotiations, assess your alternatives, build a climate of collaboration, get beyond stubborn positioning and develop agreements that work for both sides. Negotiation skills are essential in daily interactions with others. Traditional approaches to negotiation promote competitive tactics, often resulting in unsatisfactory outcomes. Collaborative or interest-based negotiation aims for agreements that respond to the interests of both parties. Emphasis is on simulated negotiations assisted by trained coaches.

Prerequisite: PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus or PDS 001 Foundations of Collaborative Conflict Resolution

COURSE: PDS 185 | 21 Hours | $645
Find this course on page 17.

OCCUPATIONAL HYGIENE: THE BASICS
Discover the science behind occupational illness and disease. The number of people affected by occupational related disease continues to increase. This course illuminates the science and art of occupational hygiene and covers its past, present and likely future. Topics include: toxicology, occupational health and safety standards, airborne hazards, indoor air quality, ventilation systems, skin diseases, industrial noise, radiation, lasers, thermal stress, and protective equipment.

Prerequisite: BMC 104 Health and Safety Management Systems: The Basics

COURSE: BMC 197 | 40 Hours | $630
Find this course on page 21, 35, 47.

OIL SANDS: OVERVIEW, ENVIRONMENTAL IMPACTS, AND REGULATIONS
With respect to Alberta’s oil sands, should Canada be forced to choose between economic development and a sustainable environment? This course is designed for anyone interested in the environmental management, public relations, and health and safety job categories in the oil and gas industry. Through this course, develop the skill set required to understand, review, analyze, and evaluate environmental data and information related to the oil sands industry.

COURSE: BMC 298 | 30 Hours | $550
Find this course on page 21, 47.

OPERATIONAL RISK MANAGEMENT
Operational risk is real. Managing risk reduces operational losses. Every member of an organization has a role or responsibility with respect to risk. Improperly managed operational risks result in losses when an organization has failed or inadequate internal processes, people, and systems or from external events. The implementation of a risk framework and process will allow an organization to undertake the assessment of operational risks while providing the structure to identify, assess, treat and monitor risks. The course introduces the concept of operational risk management and demonstrates how to apply the ISO 31000-2018-Guideline. You will learn how to define the keys steps involved in risk assessment, treatment, monitoring, reporting and communication.

COURSE: BMC 368 | 40 Hours | $595
Find this course on page 35, 45.

ORGANIZATIONAL LEARNING
To what extent does business success depend on an organization’s capacity to learn? What makes organizational learning relevant in today’s economy? How does it differ from quality improvement, restructuring, and other attempts to build organizational effectiveness? This course will help you: enable learning in your workplace, assess the organization’s learning capacity, and recommend ways to create a strategic learning culture.

COURSE: ADL 124 | 30 Hours | $525
Find this course on page 9.
PARENT EFFECTIVENESS TRAINING: A NEURO-DEVELOPMENTAL APPROACH
What age should children ‘listen’ to their caregivers? Is it possible to get teens talking? Can a preschooler do chores? Parenting is a job that requires ongoing professional development on children’s capabilities and the latest neural-biological research to understand why and when children do what they do. Parent Effectiveness Training (PET), is an evidence-based parent program presented within the framework of brain development information to enable parents of ages 2 - 25, to learn skills to enhance their parent-child relationship. Upon completion of the course, ongoing online parenting coaching is available.

COURSE: PIW 138 | 12 Hours | $255 + GST
Find this course on page 37.

PART TIME ESL PLACEMENT TEST
Standard Evening Placement Test - Free. New students must write the placement test before registering for a course. Location: Main Campus. Test Format is multiple choice, with listening and grammar sections. The listening test starts at 6:05 pm. Registration will be available immediately after the test. Students can register that evening or contact the office the next day. Please note that course sections are filled on a first-come, first-served basis. Daytime testing is available for those students who wish to write the exam at a later date. There is a $25 fee for day time testing. For more information: 403-220-3301.

COURSE: ENL 1000 | 3 Hours | Free
Find this course on page 19.

PERFORMANCE MANAGEMENT
Helping employees attain optimal performance is essential if organizations are to remain competitive in today’s marketplace. Gain knowledge and skills in understanding the underpinnings and dynamics of employee performance, and learn how to use a foundational framework to partner with employees for success. Learn approaches to prepare for and conduct performance reviews, and become more comfortable with performance and career dialogue.

COURSE: BMC 353 | 20 Hours | $495
Find this course on page 23.

PERFORMANCE MEASURES FOR ORGANIZATIONS
Understand the critical components of a high performance organization. Topics include: balanced scorecard, performance measures, competency design and development and types of performance management systems: competency-based, results-based, multi-rater (360). In this course you will be able to demonstrate your knowledge of both theory and practical application of performance measures.

COURSE: BMC 150 | 20 Hours | $495
Find this course on page 23.

PERMACULTURE: THEORY AND PRACTICE NEW
Permaculture is an ethics-based holistic design approach that addresses the modern issue of global sustainability. This course examines the foundations of permaculture while offering insights into the tools and techniques that permaculture designers use to analyze their surroundings. Topics include: the history of permaculture, local and global sustainability changes, permaculture ethics and principles, design elements, site analysis and local permaculture initiatives. This course includes a guided field trip with cycling (optional) involved on a Saturday (weather permitting). This course will appeal to anyone who is curious about how to design sustainable landscapes, improve gardening yields, decrease their reliance on non-renewable resources, intentionally connect with their community, or for anyone who simply wants to learn more about this exciting movement!

COURSE: LAN 118 | 20 Hours | $295
Find this course on page 25, 47, 50.

PERSONNEL SECURITY
How do you ensure a secure and safe environment for employees and contractors in the workplace? Learn the security risks faced by organizations when dealing with personnel issues and what can be done to mitigate those risks. Topics include: screening for employees and contractors, the legal issues that need to be considered, workplace security best practices, travel security, and contingency plans for executive protection, workplace violence, other threats common to the workplace, special events, and international operations.

COURSE: BMC 127 | 20 Hours | $445
Find this course on page 45.

PHILOSOPHY OF MONEY
Philosophers might seem like the very last people to ask about money, since they are usually so bad at making it. But even Adam Smith himself, author of Wealth of Nations and father of capitalism, was a philosopher before he was an economist and had some surprising things to say about money and wealth. Smith was no outlier. Since at least Aristotle, philosophers have had interesting and provocative things to say about money. In this class, you will look at a few of them and discuss issues such as money and the nature of value, the ethics of wealth and charity, and money’s relationship to happiness. This will involve covering why Aristotle thought banking was evil, why Adam Smith thought ambition was a curse, and what a Nobel Prize winning economist has to say about how much it costs to be happy.

COURSE: FIF 620 | 6 Hours | $75 + GST
Find this course on page 36.

PHOTOGRAPHY I — DIGITAL
Focus on Digital SLR cameras — cameras that are fully adjustable with the ability to change lenses. Topics include: composition, exposure control, automatic versus manual operation, aperture, shutter speed, white balance, using flash and available light, and evaluating the final pictures. Please bring a Digital SLR or mirror-less camera and manual to first class.

COURSE: PHO 101 | 12 Hours | $195
Find this course on page 38, 50.
PHOTOGRAPHY IN THE GARDEN
Many interesting and exciting subjects for photographs are as close as your own back yard. Whether you have an SLR digital camera loaded with special features or a simple point-and-shoot camera, you can learn how to take great photographs in your garden using lighting and other techniques. Additional topics include: macro photography, composition, and how shooting from different angles can create dynamic images. This course includes a field trip. General knowledge of your camera would be helpful but not necessary, photography basics will be covered in the first class.

COURSE: PHO 111 | 15 Hours | $240
Find this course on page 38, 50.

PHYSICAL SECURITY PLANNING
Systems and procedures for building and facilities security are covered. Topics include: keying, card access technologies and intrusion alarm systems, lighting, barriers, monitoring systems, closed circuit television, alarms, and suppression systems for fire control. Within a context of security planning, topics include: design, building and facilities surveys, threat assessment, risk analysis and strategies for reducing identified risk.

COURSE: BMC 250 | 40 Hours | $595
Find this course on page 45.

PHYSICS 1
This is the first of two courses designed to prepare you for university entrance. The course provides an introduction to the motion and energy of objects and waves. Specific units include kinematics, dynamics, circular motion, work/energy, oscillatory motion, and mechanical waves.

Prerequisite: Science 10
COURSE: UPG 130 | 39 Hours | $475
Find this course on page 8.

PHYSICS 2
This is the second of two courses designed to prepare you for university entrance. This course builds on the knowledge and experience gained from previous science courses. Specific units include: momentum and impulses, forces and fields, electromagnetic radiation, and atomic physics.

Prerequisite: Physics 20, UPG 130
Physics 1, or equivalent
COURSE: UPG 230 | 39 Hours | $475
Find this course on page 8.

PORTRAIT PHOTOGRAPHY NEW
Become more comfortable using your digital SLR camera for portraits. Learn how to use the quality of light and your camera’s basic operations for better results. Discuss exposure control, aperture, shutter speed, using the flash and available light. Please bring a Digital SLR or a mirror-less camera and your manual to first class. Formerly PHO 121 Portrait Photography

COURSE: PHO 128 | 12 Hours | $195
Find this course on page 38.

PORTUGUESE 2 (BRAZILIAN)
In this conversationally oriented course, learn grammar, reading, conversation, and useful phrases.

Prerequisite: POR 101 Portuguese 1 or equivalent
COURSE: POR 102 | 20 Hours | $265
Find this course on page 27.

PROCUREMENT AND CONTRACT MANAGEMENT
Explore the project procurement processes, from the initial procurement decision, through the solicitation process, to contract award, administration, and closure. Examine the interaction of these processes and how they overlap with the other areas of project management. Learn effective strategies to successfully manage key partners and vendors, and acquire the tools and techniques to manage each contract life cycle.

COURSE: BMC 301 | 15 Hours | $585
Find this course on page 42.

PROGRAM STRATEGY FOR BI PROJECTS
This course will focus on the value of Business Intelligence (BI) Programs and how their success is defined in an organization. A BI program consists of multiple projects that are planned and defined based on the long term goals of the company. In order to be successful, it is important to avoid the problems that commonly plague BI programs and projects. This course will help students identify common pitfalls and help give students the tools to properly plan a project or program and limit the consequences when problems occur.

COURSE: ICT 773 | 30 Hours | $975
Find this course on page 11, 42.

PROJECT MANAGEMENT PROFESSIONAL (PMP)® EXAM PREPARATION
Prepare for the Project Management Professional (PMP) exam to complete the PMP certification. This highly interactive course uses different activities to practise test questions, providing opportunities to apply project management concepts, terms, methods and best practices that will help you build the confidence needed to satisfy the PMP exam requirements.

COURSE: BMC 308 | 40 Hours | $745
Find this course on page 42.

PROJECT MANAGEMENT: HR AND COMMUNICATION
Examine strategies to organize project teams as well as to communicate effectively with all project stakeholders. Focus on the development of human resource and communication planning for project success.

COURSE: BMC 302 | 15 Hours | $585
Find this course on page 42.
**PROJECT MANAGEMENT: LEVEL I**
This course provides a general overview of all the fundamental project management processes and knowledge areas as documented in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) — Sixth Edition. These knowledge areas and processes are: Project Scope Management, Schedule Management, Project Cost Management, Risk Management, Quality Management, Project Resource Management, Project Communications Management, Project Procurement Management, and Project Stakeholder Management.

**COURSE:** BMC 299 | 40 Hours | $745
Find this course on page 16, 35, 41, 42.

**PROJECT MANAGEMENT: LEVEL II**
This advanced course adhering to A Guide to the Project Management Body of Knowledge (PMBOK® Guide) — Sixth Edition will enhance the planning and measurement skills learned in the basic course. The same knowledge areas are covered in more detail; however, in this level, the objective is the development of project control skills.

**Prerequisite:** BMC 299 Project Management: Level I

**COURSE:** BMC 266 | 40 Hours | $745
Find this course on page 42.

**PROJECT QUALITY MANAGEMENT**
Discover the concepts and fundamentals of quality management, their purpose, importance and value to the success of a project. Focus on quality planning, costs, requirements, and reporting metrics; highlighting the benefits of Quality Management to the overall effectiveness and efficiency of a project.

**COURSE:** BMC 300 | 15 Hours | $585
Find this course on page 42.

**PRONUNCIATION**
If you have moderate pronunciation difficulties, this course provides you with a detailed and systematic study of the sounds and patterns of Canadian English. The focus is not only on effective speech production and auditory discrimination, but also on improved oral presentation techniques.

**Prerequisite:** ENL 310 ESL 3 or Placement Test

**COURSE:** ENL 415 | 30 Hours | $325
Find this course on page 20.

**PUBLIC RELATIONS**
Organizations, including corporations, government and not-for-profit, understand the important role of strategic communications in their success. This course is for you if you: are a beginning practitioner responsible for communications, work in conjunction with the communications team within your organization, or want to better understand the valuable contributions communications can make to organizations and the community. What is public relations and its various elements? What is its strategic role and how does it fit within a broader communications context, including marketing and advertising, research, and future trends? This course relies on class participation and practical application of learning.

**COURSE:** BMC 119 | 40 Hours | $595
Find this course on page 43.

**PYTHON LEVEL 2: PYTHON FOR DATA ANALYSIS**
Take your Python programming skills to the next level by learning to develop Python code for data analysis. Python is used to shape data for analysis, apply techniques to analyze statistics, and use data to make informed business decisions.

**Prerequisite:** ICT 781 Python Level 1

**COURSE:** ICT 782 | 30 Hours | $825
Find this course on page 46.

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“I was really impressed with the quality of the course instructors. They were some of the top voices in the Calgary real estate landscape.”

Mike Davis, Graduate Certificate in Real Estate Development
REAL ESTATE DEVELOPMENT AND FINANCE
Finance is possibly the most critical aspect of a development project. This course provides the fundamental building blocks for economic feasibility analysis. Learn to conduct a net present value analysis for a development concept of your choosing. Gain an understanding of the economic principles that drive real estate development decisions, financing options, and many aspects of the development process itself.
COURSE: CPE 118 | 18 Hours | $589
Find this course on page 44.

REAL ESTATE PHOTOGRAPHY NEW
This course will benefit realtors and anyone interested in real estate photography. Topics include: the capabilities of digital SLR cameras, automatic versus manual photography, the concept of the exposure triangle (ISO, exposure, shutter speed), learning light temperature and white balance function, using external sources of light, wide angle lenses and photo distortion, staging, and composing photos. Formerly: PHO 120 - Real Estate Photography.
COURSE: PHO 129 | 6 Hours | $120
Find this course on page 38.

REAL ESTATE DEVELOPMENT AND THE PLANNING PROCESS
Real estate development projects can live or die by the way in which the development approval process is handled. This course explains how that process works and offers insight into what it takes to get your project approved. Topics include: subdivision, development, and land use applications; subdivision and development appeals; city council hearings; working with the community and the civic administration.
COURSE: CPE 118 | 18 Hours | $589
Find this course on page 44.

REAL ESTATE LAW
This course examines the legal issues involved in the acquisition, development, management and disposition of real estate. Topics include: offers, purchase and sale agreements, organization of the ownership entity, financing, mortgages, construction, taxation, and leasing.
COURSE: CPE 111 | 18 Hours | $589
Find this course on page 44.

REAL ESTATE MARKETING
Marketing is essential to the success of any real estate development project. Review the role that marketing plays at each step in the development process. Gain an understanding of changing real estate markets and learn how to: utilize market research data, develop and manage a marketing program, create unique project identities, and undertake an effective advertising and communications program.
COURSE: CPE 112 | 18 Hours | $589
Find this course on page 44.

RELATIONAL DATABASES FUNDAMENTALS
This course introduces students to the principles behind designing a well-formed relational database management system (RDBMS) that optimizes the storage and retrieval of data. In addition, students will learn how to utilize the SQL language for creating, manipulating and securing the various database objects that are used in a RDBMS.
COURSE: ICT 128 | 30 Hours | $825
Find this course on page 11, 12, 46.

RECRUITMENT AND SELECTION
In the battle for talent, the recruitment and selection function takes on increased organizational significance. This course offers a comprehensive overview of recruitment and selection methods, tools, and resources. Topics include: internal and external recruitment, conventional and e-recruitment methods, interview methods and techniques, use of psychometric tools, referencing, employment contracts and a successful launch.
COURSE: BMC 178 | 30 Hours | $525
Find this course on page 23.

REGULATIONS, ROLES, AND RESPONSIBILITIES FOR HSE PROFESSIONALS
Gain valuable insight into regulatory and ethical aspects of managing an occupational health and safety program. Explore common concepts in provincial and federal occupational health and safety law, including due diligence and the internal responsibility system. Discuss ethical perspectives around individual rights and employer responsibilities such as worker benefits, WCB premiums, employer obligations, and work refusal provisions. Learn strategies to reduce risk, increase compliance, and ensure that your organization is meeting its legal requirements.
Prerequisite: BMC 104 Health and Safety Management Systems: The Basics
COURSE: BMC 262 | 30 Hours | $550
Find this course on page 21, 47.

RENEWABLE ENERGY TECHNOLOGIES
There is a growing consensus among energy stakeholders that renewable energy technologies are beneficial to the environment and society as a whole. This course reviews the practical applications and examples of decentralized renewable energy sources and technologies such as low impact hydro, ocean, wind, solar power and heat, earth energy and geo-exchange, as well as biomass and biogas utilization. Energy efficiency and the effective use of fossil fuels through combined heat and power application are reviewed. Environmental managers, energy consultants, engineers, regulators, and the average consumer will benefit from this course. You will learn: barriers and incentives to implementing RET in Canada, how to financially evaluate and compare technologies, and practical methods to reduce in-home energy consumption.
COURSE: BMC 262 | 30 Hours | $550
Find this course on page 21, 47.

REQUIREMENTS ANALYSIS AND DESIGN
This course introduces the International Institute of Business Analysis Body of Knowledge (BABOK) area requirements analysis and design definition.
COURSE: ICT 762 | 30 Hours | $825
Find this course on page 10.
RESOLVING CONFLICT ON THE FRONT LINE: DEMONSTRATING LEADERSHIP AT WORK

All members of organizations are expected and often required to handle workplace conflicts effectively, yet this can be a challenging task. This course will give you knowledge and skills for assessing workplace conflict, determining whether a collaborative process or a more formal intervention process is needed and choosing the best intervention approach. You will practise analyzing workplace conflicts, and using a collaborative process to intervene as a third party. You will learn to demonstrate leadership in addressing conflict in ways that move all people involved towards mutually agreeable solutions.

Prerequisite: PDS 001 Foundations of Collaborative Conflict Resolution or PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus and PDS 185 Negotiation Skills Level I

COURSE: PDS 009 | 21 Hours | $645
Find this course on page 17.

RISK ASSESSMENT AND TREATMENT

Risk assessment processes help organizations to identify non-speculative and speculative risks, and make decisions regarding whether risk treatment is needed. Gain a broad understanding of assessment and treatment techniques that can help an organization to prepare for, and effectively deal with, potential hazards or insurable risks. Understand a number of risk control techniques and their application to situations involving accidental loss to property, personnel, environment and income. Discuss emerging risks in social media, regulations, supply chain management, crime and cyberspace. It is recommended that students complete BMC 327 Risk Management Principles and Practices prior to enrolling in this course. Formerly BMC 158 Risk Control

COURSE: BMC 326 | 40 Hours | $625
Find this course on page 41.

RISK FINANCING

Gain a broad overview of risk financing as one of numerous risk treatment options. Techniques for estimating hazard-related losses and transferring hazard loss through the use of insurance are examined. This course focuses on alternative financing techniques for hazard risk including insurance, self-insurance, retrospective rating, captive insurance, and contractual risk transfer. Methods for transferring financial and hazard risk to capital markets are explored in detail.

COURSE: BMC 182 | 40 Hours | $625
Find this course on page 41.

RISK MANAGEMENT PRINCIPLES AND PRACTICES

Develop an enterprise-wide perspective of risk by applying risk management concepts to four major categories: hazard (insurable), operational, financial, and strategic. This course broadens our understanding of risk management from its traditional focus on accidental losses to include all risks an organization may face. Learn about global risk management standards such as ISO 31000 and the COSO ERM Integrated Framework, and discuss various risk identification and analysis techniques in detail. Apply rudimentary analytical tools to assess financial risk in areas of financial leverage, liquidity risk, and capital investment risk. Risk oversight, monitoring, and assurance are discussed from the perspective of governance and internal control. This course relies heavily on insurance based content consistent with risk assessment and management principles. Formerly BMC 100 Risk Assessment

COURSE: BMC 327 | 40 Hours | $625
Find this course on page 41.

ROMAN LAW AND EARLY CHRISTIANITY NEW

Christianity slowly emerged and began to spread during the latter part of the Roman Empire. Early followers of this new, monotheistic faith were met with much brutality and hardship for their beliefs. How did the Roman legal system react towards early Christianity? Was there a law against Christianity? Who persecuted Christians? What options did Christians have if brought to trial? To answer these questions we will analyse primary sources to discover how the legal system worked in recorded trials. Topics include origins of the Roman-Christian-Jewish communities in the Roman world, relations between the three communities, Roman law, and persecutors and prosecutors.

COURSE: HUM 407 | 20 Hours | $195 + GST
Find this course on page 30.

RUSSIAN 1

In this conversationally oriented course learn useful phrases, basic grammar, and how to read the Russian alphabet.

COURSE: RUS 101 | 25 Hours | $295 + GST
Find this course on page 27.

RUSSIAN 2

Building on Russian 1, continue to develop your conversational skills and expand your vocabulary.

Prerequisite: RUS 101 Russian 1

COURSE: RUS 102 | 25 Hours | $325 + GST
Find this course on page 27.

SCIENCE WRITING

This course is intended for scientists, science communicators, journalists and freelancers who write science news and stories for the general public. Topics include: writing skills, planning and structuring your work, finding and evaluating science stories, the roles of the Internet, interviewing, controversy and ethics in science writing, fact checking and understanding statistics. Learn through study, practice, peer and instructor feedback, and assignments.

COURSE: WRI 260 | 30 Hours | $595
Find this course on page 51.
SCULPTING IN STONE
This course offers the unique opportunity to create your own sculpture under guidance of an instructor. This outdoor workshop at the Fish Creek Environmental Learning Centre in Calgary is a unique opportunity for those interested in sculpture to discover the hidden beauty of stone and to learn how its natural structure, pattern, and rhythm can help shape their own creations. Learn important steps in the process of sculpture, including the use of specific power and hand tools. Basic tools and stones of different shapes and sizes will be provided.

COURSE: ART 121 | 30 Hours | $650
Find this course on page 10, 50.

SIGN LANGUAGE 101
Signing Naturally is a highly acclaimed program that is recognized as the finest and most effective teaching system in North America. Study American Sign Language and better understand the deaf community and its culture. Learn to introduce yourself, exchange personal information and talk about your surroundings.

COURSE: ASL 101 | 36 Hours | $375
Find this course on page 25.

SIGN LANGUAGE 102
A continuation of Level 101 designed for personal interest or for those wishing to work toward a career in interpretation with the deaf or hard of hearing. Learn to talk about your family, tell about activities, give directions and describe others. Individual participation and group interaction with the instructor will be encouraged.

Prerequisite: ASL 101 Sign Language 101
COURSE: ASL 102 | 36 Hours | $375
Find this course on page 25.

SIGN LANGUAGE 103
A continuation of Level 102 designed for personal interest or for those wishing to work toward a career in interpretation with the deaf or hard of hearing. Learn to make requests, talk about family and occupations, attribute qualities to others and talk about routines.

Prerequisite: ASL 102 Sign Language 102
COURSE: ASL 103 | 36 Hours | $375
Find this course on page 25.

SIGN LANGUAGE 202
A continuation of Level 201 building on vocabulary and grammar introduced in previous lessons. Students are encouraged to talk about people in a more abstract way and to talk about the environment removed from the classroom. Students also learn to narrate events that occurred in the past, as opposed to telling what is happening currently.

Prerequisite: ASL 201 Sign Language 201
COURSE: ASL 202 | 36 Hours | $395
Find this course on page 25.

SKETCHING INTERIORS
Learn fundamentals of perspective drawing by focusing on drawing interiors and the objects they contain. Basic one and two-point perspective are covered, as well as techniques for establishing proportion, simplifying and representing various forms, and locating objects in space.

COURSE: INT 114 | 20 Hours | $295
Find this course on page 24, 50.

SOCIAL MEDIA ESSENTIALS
What’s the buzz about social media? Explore the potential of social networking tools such as Facebook, Twitter, LinkedIn, wikis, blogs, podcasts and more. Learn how social media can be leveraged as an alternative and companion to traditional forms of advertising and communication. Develop an integrated social media strategy and formulate a plan that will reach and engage your audience.

COURSE: BMC 312 | 15 Hours | $425
Find this course on page 31, 43.

SOCIAL MEDIA STRATEGIES
With the advent of new social media and digital communication tools, companies feel compelled to ‘get in the game’ but do they have a game plan? Most successful leaders are prepared to capitalize on new media with sound business strategies, policies and resources in place. Develop an organizational strategic plan that addresses implications of social media on organizational culture and business practices. Learn how to assess potential risks and implement measures early to maximize success.

COURSE: BMC 314 | 15 Hours | $425
Find this course on page 31, 44.

SECURITY LAW
This overview of the Canadian legal system emphasizes the legal matters of interest to security personnel. Topics include: the Canadian court system; criminal law and evidence; contract, company and real property law, including the protection of technology and information; labour law and collective bargaining; and laws regulating the security industry.

COURSE: BMC 236 | 40 Hours | $595
Find this course on page 45.

SHIFTING FROM POSITIONS TO INTERESTS
This course is designed to help you reach positive outcomes through a deeper exploration of positions, interests and intentions. Whether in the context of negotiation, mediation or interpersonal conflict, people adopt positions and offer solutions to meet their underlying interests. Working towards interest-based resolutions requires skill in clarifying and understanding the wants, needs, concerns and fears that support the opposing positions. You will enhance skills aimed at eliciting underlying interests, illuminating blocks, facilitating processes, establishing positive outcomes and generating a wider range of choices.

Prerequisite: PDS 006 Mediation Skills Level I or PDS 185 Negotiation Skills Level I and PDS 002 Foundations of Collaborative Conflict Resolution: Workplace Focus or PDS 001 Foundations of Collaborative Conflict Resolution
COURSE: PDS 208 | 21 Hours | $645
Find this course on page 17.
Testing is a critical phase of any project implementation; when implemented well, it is the foundation of ensuring quality in an overall solution evaluation. This course will provide a hands-on approach to testing which will include how to identify test strategies, develop your test plan, define proper test cases, analyze test coverage, execute testing, perform defect tracking, and testing best practices. Real examples will be presented and students will develop a set of tools to help assess and make decisions regarding solution evaluation and testing.

**COURSE:** ICT 764 | 30 Hours | $825
*Find this course on page 10.*

**SPANISH 1**
With little or no experience in Spanish, you are welcome in our interactive classes that focus on speaking the language. Saying basic phrases, pronouncing words correctly, asking questions and telling time are covered. There will be an introduction to articles, adjectives, pronouns and verbs in the present tense.

**COURSE:** SPA 101 | 30 Hours | $295 - GST
*Find this course on page 27.*

**SPANISH 2**
You should be comfortable saying basic phrases and forming simple sentences in the present tense. Expand your knowledge of grammar and vocabulary, and learn more about the culture of the Spanish-speaking countries.

**Prerequisite:** SPA 101 Spanish 1

**COURSE:** SPA 102 | 30 Hours | $325
*Find this course on page 27.*

**SPANISH 3**
Reinforce your knowledge of the basic grammatical structures and learn how to talk about past events. Continue to build vocabulary and improve your listening and speaking skills.

**Prerequisite:** SPA 102 Spanish 2

**COURSE:** SPA 103 | 30 Hours | $325
*Find this course on page 27.*

**SPANISH 4**
Learn how to talk about the past events using both the preterit and the imperfect past tenses. Practice your conversational and writing skills while gaining more insight into the cultural aspects of the Spanish-speaking world. This class is taught mainly in Spanish.

**Prerequisite:** SPA 103 Spanish 3

**COURSE:** SPA 104 | 30 Hours | $345
*Find this course on page 27.*

**SPANISH 5**
The focus of this course is the present subjunctive mood and the accompanying grammatical structures. Continue to build vocabulary and practice your speaking and writing skills. This class is taught mainly in Spanish.

**Prerequisite:** SPA 104 Spanish 4

**COURSE:** SPA 105 | 30 Hours | $345
*Find this course on page 27.*

**SPANISH 6**
Express yourself in the present, past, and future tenses by reinforcing your existing knowledge of Spanish and learning more advanced grammatical structures. This class is taught in Spanish.

**Prerequisite:** SPA 105 Spanish 5

**COURSE:** SPA 106 | 30 Hours | $365
*Find this course on page 27.*

**SPANISH 7**
In the final level of formal language training, fine points of grammar are highlighted as students continue to build vocabulary and improve their speaking and writing skills. This class is taught in Spanish.

**Prerequisite:** SPA 106 Spanish 6

**COURSE:** SPA 907 | 30 Hours | $365
*Find this course on page 27.*

**SPANISH 8**
Este nivel refuerza y expande el conocimiento de estructuras gramaticales básicas como: uso del presente del indicativo y progresivo; formas pronominales del O.D. y del O.I.; construcciones reflexivas; uso de los verbos ser y estar; adjetivos y pronombres posesivos; uso del pretérito e imperfecto y comparación de los mismos; usos de por y para; y cómo usar los pronombres relativos.

**Prerequisite:** SPA 907 Spanish 7

**COURSE:** SPA 908 | 30 Hours | $365
*Find this course on page 27.*

**SPANISH 9**
Este nivel trata fundamentalmente el uso del subjuntivo en sus tiempos pasados destacando cuáles son sus diferencias; el uso de algunas preposiciones; la voz pasiva y algunas expresiones idiomáticas.

**Prerequisite:** SPA 909 Spanish 9

**COURSE:** SPA 910 | 30 Hours | $365
*Find this course on page 27.*

**SPANISH CONVERSATION 1**
Build your speaking and listening skills in this beginner Spanish conversational class. Develop conversational strategies, improve listening comprehension, reinforce grammar skills, and build vocabulary and common expressions in class and small-group discussions.

**Prerequisite:** SPA 104 Spanish 4

**COURSE:** SPA 410 | 30 Hours | $345
*Find this course on page 27.*

**SPANISH CONVERSATION 2**
Continue to improve your speaking and listening skills in this high-intermediate conversational class. Master conversational strategies, build vocabulary, and review grammar while discussing various cultural topics, current world issues, and readings from Spanish literature.

**Prerequisite:** SPA 907 Spanish 7

**COURSE:** SPA 430 | 30 Hours | $375
*Find this course on page 27.*
STAKEHOLDER ENGAGEMENT
Stakeholder engagement is the involvement of a person, group or organization in a decision-making process. This is becoming increasingly important for organizations as their decisions can potentially impact key stakeholders. Stakeholder engagement is critical to the successful implementation of decisions and vital in the building of ongoing dialogue and relationships.
COURSE: BMC 357 | 20 Hours | $445
Find this course on page 16, 21, 44.

STARTING A NEW BUSINESS
Gain the knowledge, skills and tools needed to start a business. Learn the fundamental components of a complete business model. Key activities in the course will be identifying resources and supports for starting a business including research techniques to validate markets for new business ideas. Identify entrepreneurial risks and explore tactics to mitigate those risks. Apply the concepts learned by developing and presenting a compelling and persuasive business plan proposal.
COURSE: BMC 370 | 20 Hours | $495
Find this course on page 41.

STRATEGIC PLANNING
Learn the concepts and processes of strategic planning, and understand why it is essential for the success of your organization. Discover how to set strategic objectives and action plans in order to realize your mission. Experience a planning session firsthand from defining the vision to identifying the activities needed to meet stated outcomes.
COURSE: BMC 161 | 40 Hours | $625
Find this course on page 35, 41.

STRATEGIC WRITING FOR PUBLIC RELATIONS AND MARKETING
Learn the information necessary to achieve public relations writing success, including how to write and format documents such as news releases, advisories, media kits, backgrounder, and fact sheets through study, practice, peer and instructor feedback, and assignments. Continue with practice in marketing and advertising writing which may include: advertisements for print, radio, or television, proposals; sales; direct mail; fund raising and more. We will discuss the latest methods used in the industry such as engaging audiences through the web, social media, and blogs.
Prerequisite: WRI 130 Professional Writing Basics or BMC 113 Business Writing Basics or WRI 150 Writing in the Workplace
COURSE: WRI 230 | 30 Hours | $595
Find this course on page 31, 44, 51.

STRESS AND FATIGUE MANAGEMENT
Research tells us that fatigue is four times more likely to cause workplace impairment than drugs or alcohol, and that stress impacts overall worker well-being and work performance. Numerous strategies exist to help organizations mitigate these hazards and improve workplace environments. Gain an understanding of the science and workplace factors influencing stress and fatigue. Also, learn practical strategies to recognize and assess stress and fatigue risks in an organization, and more importantly, learn how to implement current best practices to effectively manage these hazards.
COURSE: BMC 350 | 30 Hours | $550
Find this course on page 32, 35.

SUSTAINABILITY: WHAT IS IT AND WHY IS IT IMPORTANT?
How big is your ecological footprint? How quickly are we as humans exhausting the world’s natural resources? What can we do to stop it or at least slow it down? This introductory course explores the impact of human activity on the planet and ways to ensure a sustainable future for everyone. Learn what you can do to help the environment, the people and the economy, locally to globally, to ensure a future. Explore different perspectives including social responsibility, environmental protection, and economic practice to discover how all the components are interconnected. Investigate new ways to create sustainable development and explore solutions to ensure our future.
COURSE: BMC 364 | 40 Hours | $649
Find this course on page 41, 47.

TEACHING ONLINE
To be an effective online instructor, you must be comfortable with the learning technology and familiar with the relevant instructional methods and approaches needed to ensure learner success. Examine practical guidelines for teaching, strategies to support active learning, assessment, and evaluation of discussion-board participation. Engage in hands-on work to plan basic components of your own online lesson or course.
COURSE: ADL 136 | 30 Hours | $525
Find this course on page 9.
TEACHING PRACTICUM (20/30 HOURS) — ESL
These practicum courses provide you with an opportunity to observe an experienced ESL teacher in a classroom setting and complete paper-based recordings of 20/30 hours of observations. You will apply the knowledge and skills learned during the program in a supervised practice setting. You will teach 10/20 hours of lessons that you have planned. You will receive feedback in the form of recommendations from your supervising teacher. All practicum observations and practice teaching will take place at the University of Calgary.
Prerequisite: TSL Level 1 Certificate courses

COURSE: TSL 109 | 20 Hours | $800
COURSE: TSL 118 | 30 Hours | $1,200
Find these courses on page 48.

TEACHING READING, WRITING AND GRAMMAR — ESL NEW
Explore both theoretical and practical aspects of specific skills in learning a second language. Review what is known about the reading and writing process including communicating well to be heard and understood, and reading and writing for specific purposes. Next review what is known about teaching grammar in a second language while concentrating on pedagogical techniques. Cover critical and innovative approaches to grammar and learn specific strategies for teaching grammar in a second language. Finally, cover systematic and principled procedures for teaching vocabulary.
Prerequisite: TSL 108 Linguistic Structures and TSL 120 TSL Fundamentals

COURSE: TSL 131 | 30 Hours | $575
Find this course on page 48.

TEACHING SPEAKING AND LISTENING — ESL NEW
Become aware of current classroom techniques that promote listening and speaking. Be introduced to the method of second language learning through group discussion, modelling, games and activities. Discover how sounds are produced in a variety of languages and practical teaching techniques to use to correct common problems with pronunciation in a second language. Gain familiarity with the international phonetic alphabet.
Prerequisite: TSL 108 Linguistic Structures or TSL 127 TSL Fundamentals - IHL

COURSE: TSL 134 | 30 Hours | $575
Find this course on page 48.

TEACHING READING, WRITING AND GRAMMAR — IHL NEW
Explore both theoretical and practical aspects of skills in learning a second language. Review what is known about the reading and writing process including communicating to be heard and understood, and reading and writing for specific purposes. Review what is known about teaching grammar in a second language while concentrating on pedagogical techniques. Cover innovative approaches to grammar and learn strategies for teaching grammar in a second language, and systematic procedures for teaching vocabulary.
Prerequisite: TSL 108 Linguistic Structures and TSL 120 TSL Fundamentals

COURSE: TSL 133 | 30 Hours | $575
Find this course on page 48.

TEACHING SPEAKING AND LISTENING — IHL NEW
Become aware of current classroom techniques that promote listening and speaking. Be introduced to the method of second language learning through group discussion, modelling, games and activities. Discover how sounds are produced in a variety of languages and practical teaching techniques to use to correct common problems with pronunciation in a second language. Gain familiarity with the international phonetic alphabet.
Prerequisite: TSL 108 Linguistic Structures or TSL 127 TSL Fundamentals - IHL

COURSE: TSL 134 | 30 Hours | $575
Find this course on page 48.

TECHNOCREEP: THE SURRENDER OF PRIVACY AND THE CAPITALIZATION OF INTIMACY
Technology continues to move in new and very creepy ways. You’ll learn ways in which you can minimize your digital footprint and become ‘info stingy’. While it’s almost impossible to erase all your digital tracks (and you’ll learn why you probably wouldn’t want to), there are certainly things you (and your family) should be doing right now to avoid problems in the future. You’ll get a glimpse into the scary world of ‘biohacking’ where people are using biological tools like DNA synthesizers to cook up whole new life forms. As just one example, a young man who was annoyed by his parents for smoking in the house created a customized houseplant that removes cigarette smoke odour from the air. We’ll also look at some technologies that are ‘just around the corner’ and that may have profound impact on the way we are born (think ‘designer babies’), live our lives, and even take that final step, through a concept called ‘blockchain death’. This course requires no technical background and is suitable for everyone who is prepared to be a little bit creeped out. There is also enough new information for those who have taken the course previously and want to repeat it.

COURSE: FIF 612 | 6 Hours | $75 + GST
Find this course on page 37.

TECHNICAL WRITING AND DOCUMENTATION
Learn to effectively apply relevant concepts and tools to help you make sense of various writing tasks. Develop your ability to analyze written information and use structure to reinforce its meaning and make the message clear. Produce writing samples based on documents including reports, policies and procedures, proposals, summaries, manuals, and user guides. Learn through study, practice, peer and instructor feedback, and assignments.
Prerequisite: BMC 113 Business Writing Basics or WRI 150 Writing in the Workplace or WRI 130 Professional Writing Basics or WRI 120 Copy Editing and Proofreading or WRI 110 Writing Well

COURSE: WRI 215 | 30 Hours | $595
Find this course on page 51.
THE BRITISH MONARCHY FROM 1066 NEW

The British monarchy has proven to be one of the most resilient institutions in the world but its role in British life has changed considerably since 1066. We will look at the individuals featured in its development from the struggle for authority to absolute monarchy and finally to constitutional monarchy. The cooperation and/or treachery within and between the royal houses of England and Scotland, and subsequently Great Britain, provide a unique narrative that reflects both national and global events through nine centuries of British life. Topics to be covered include: the Norman kings, the Plantagenets and Angevins, the Houses of Lancaster and York, the Tudors, Stuarts, Hanoverians, Saxe-Coburg-Gothas, and Windsors. We will examine the famous and infamous royal men and women through the lenses of historical account, literature, archeology, films and documentaries.

COURSE: FIF 251 | 20 Hours | $315 + GST
Find this course on page 30.

THE GREAT MELT: GEOPOLITICS OF THE CHANGING ARCTIC

The arctic faces transformation of epic proportions. It is a forbidding and formidable region that remains a location of beauty, wonder and mystery. Its extreme climates and geographical expanse have made it off limits to all except its northern indigenous population for much of its history. Did you know that some believe that the arctic may contain up to 13 per cent of the worlds undiscovered oil and 30 per cent of its undiscovered natural gas? Learn about at least four major transformational processes that are recasting the entire world. These include climate change, resource development, new technologies, and new geopolitical forces. Any one of these forces by itself would alter the arctic, but all four taken together mean that the arctic is now becoming very different from what it was. You will examine each of the four individually and then consider how they interact to produce the overall transformation that is now occurring.

COURSE: FIF 621 | 6 Hours | $75 + GST
Find this course on page 37.

THE VIETNAM WAR: GENERALS AND GENERATIONS, 1954-1975 NEW

The Vietnam War shaped a generation of young Americans and Vietnamese alike, as the decades long conflict shook Cold War ideologies and domestic politic structures to their foundations, all while the fight for civil rights raged on. But many questions still remain to this day. Why did America fight in Vietnam? What did the North Vietnamese want? Why and how did the war end? How did the war influence a generation of young people in North America? We will examine the historical context of the war in Vietnam, the American involvement in Southeast Asia, and the impact of the war on the American home front. In addition to lectures and discussion, we will examine war footage from Vietnam and the Civil Rights Movement in America.

COURSE: FIF 643 | 6 Hours | $75 + GST
Find this course on page 37.

TOEFL TEST PREPARATION

For students with a high level competence, this demanding course further prepares students for the internationally recognized Test of English as a Foreign Language. Focus on perfecting your reading, writing, speaking, listening and test taking skills. Be prepared to be challenged.

Prerequisite: ENL 310 ESL 3 or Placement Test

COURSE: ENL 430 | 60 Hours | $500
Find this course on page 20.

TRAIN THE TRAINER 1

Throughout this workshop, explore the key skills and techniques that result in successful face-to-face training. Learn how to establish a positive learning environment, use a variety of training techniques, and ensure that individual and group needs are met. Demonstrate your new skills through practice presentations. Be prepared for an active and engaging experience. This workshop is intended for workplace trainers and adult and continuing education instructors.

COURSE: ADL 139 | 20 Hours | $525
Find this course on page 9.

TREE CARE

Is it a mystery to you? Plant a tree and nature will take care of the rest? Sometimes it works but in our gardens and communities trees need special care. Trees need to be protected. Topics include: identifying and managing tree stresses, insects, and disease, tree planting and establishment, tree care and maintenance, pruning, and city bylaws and policies.

COURSE: LAN 116 | 6 Hours | $95
Find this course on page 25, 50.

TSL FUNDAMENTALS

Be introduced to the field of learning and teaching a second language. Become familiar with the terminology used generally in the realm of second language teaching and specifically in the TSL Certificate program. Then focus on principles of classroom management and lesson planning. This will include concepts such as increasing student interaction in the classroom, using effective teacher language and logical staging of various lesson types.

COURSE: TSL 120 | 40 Hours | $675
Find this course on page 48.

TSL METHODOLOGY NEW

Familiarize yourself with second language teaching methodology in the last two centuries. First, an historical overview of the different approaches including grammar translation, the Direct and Series methods, audio-lingualism and so forth will be examined. Then, learn more about using newer methods such as Communicative Language Teaching (CLT), Task-Based Learning (TBL), and the Lexical Approach.

Prerequisite: TSL 129 Teaching Skills and Systems 2 - IHL or TSL 128 Teaching Skills and Systems 1 - IHL or TSL 127 TSL Fundamentals - IHL or TSL 122 Teaching Skills and Systems 2 - ESL or TSL 121 Teaching Skills and Systems 1 - ESL or TSL 120 TSL Fundamentals or TSL 108 Linguistic Structures

COURSE: TSL 223 | 30 Hours | $575
Find this course on page 48.
UNDERSTANDING AND PREPARING FOR RETIREMENT
Explore retirement within the context of both traditional and current models, as well as change and transition, and the implications on planning a successful retirement. Explore 15 factors in key life areas to help better understand your preparedness for retirement planning. If you are retired or near retirement, and are looking to reinvent your future years, this course will provide the information necessary to assess current and future plans towards making retirement a reality. This course is not a financial planning course. Note: An optional online assessment tool will be available to measure individual preparedness for retirement factors but it is not required for the course. Please bring a cheque for $53.95 to the first class if you wish to purchase.

COURSE: PIW 125 | 12 Hours | $275 • GST
Find this course on page 37.

USER EXPERIENCE DESIGN
Explore the elements needed to design effective user environments and enhance user satisfaction by improving the usability, ease of use, and visual appeal of the interaction between a user and a digital product. Discover how a great product experience starts with User Experience Design (UX) followed by User Interface Design (UI).

COURSE: ICT 564 | 30 Hours | $825
Find this course on page 18.

VIOLENCE IN THE WORKPLACE
Increasing crime rates, the proliferation of drugs at work, corporate downsizing and the increasing concern about corporate liability have all caused a heightened concern about violence in the workplace. Learn what tools are needed to implement a prevention program in organizations and to provide for an effective response to a workplace violence incident.

COURSE: BMC 251 | 15 Hours | $395
Find this course on page 45.

VIRTUAL CLASSROOM STRATEGIES NEW
Learn how to design and facilitate live online learning events such as online classes and virtual meetings. Examine synchronous learning tools and their use in creating interactive and collaborative experiences for learners in a virtual classroom. Develop skills and strategies that will help you improve your success and confidence as a facilitator of live online events. This practical course will be delivered fully online in weekly synchronous (live) sessions via Adobe Connect with supporting resources in the asynchronous environment (Desire2Learn). As the final course project, you will create and deliver a synchronous event utilizing the tools and techniques mastered in the course.

COURSE: ADL 115 | 30 Hours | $525
Find this course on page 9.

VISUAL ANALYTICS
This foundational course focuses on the design and implementation of interactive computer visualization techniques for the analysis, comprehension, and explanation of large collections of abstract information. The application of principles from perception, information visualization, interaction and visual analytics will be covered. Practical skills for using tools for cleaning up data, creating interactive visualizations, conducting exploratory analysis and deriving insights from large datasets will be emphasized.

COURSE: ICT 774 | 30 Hours | $975
Find this course on page 11, 12.

WAR AND RECONCILIATION IN FORESTS: BARK BEETLES IN WESTERN NORTH AMERICA NEW
Mountain pine beetles and other bark beetles have killed an unprecedented number of mature trees in western North America in recent decades. How do they do that? Can trees defend themselves? What are the consequences for forests, water, fire and carbon? What will happen in the future with climate change? We will explore these questions as well as what can be done to limit the effects of bark beetles.

COURSE: FIF 641 | 6 Hours | $75 • GST
Find this course on page 37.

WATER MANAGEMENT FOR THE 21ST CENTURY
Water is fundamental to life, and its proper management is essential to a sustainable environment. If your work involves water management - whether it be in agriculture, community development, or industry - or if you have a strong concern for our environment, you will benefit from this course. Explore the variety, demand and supply of this limited resource as well as wastewater re-use and recycling. Discuss stakeholder rights and responsibilities, technical and regulatory approaches to management and conflict resolution, and current issues on climate change, oil and gas development and the transfer and selling of fresh water.

COURSE: BMC 258 | 30 Hours | $550
Find this course on page 21, 47.

WRITING A NOVEL: FIRST DRAFT
Writing a novel is a challenging and exciting journey. Through practical experience, learn to write fiction uncritically for quantity, write to a deadline, meet daily word-count goals and sketch an entire story arch. Topics covered include character and scene development, dialogue, narration, and plot creation. Your goal is to have a 50,000-word first draft of a novel by the end of the course. This course is suitable for all genres.

Prerequisite: WRI 140 Creative Writing Exploration

COURSE: WRI 460 | 30 Hours | $595
Find this course on page 51.

WRITING CREATIVE NON-FICTION
Creative non-fiction is a genre that is committed to the close observation and recording of a world. The story is important, as it contains the poetry, the drama of everyday life, and its substance. Examine models of writing in memoir, travel and nature writing, and the personal essay.

Prerequisite: WRI 140 Creative Writing Exploration

COURSE: WRI 430 | 30 Hours | $595
Find this course on page 51.
There’s such a good cross section of courses to choose from. They are all so relevant, and I like that you can pick and choose the ones that best meet your needs.”

Lisa Harriman, Graduate Certificate in Professional Management
For the most complete and up-to-date information visit the Student Resources and the Student Welcome Guide at conted.ucalgary.ca/info.

Age Requirement
You must be at least 18 years of age to enrol in a Continuing Education course or certificate program unless otherwise specified, as in the case of academic preparation for undergraduates or a program designed specifically for youth.

GST
The Goods and Services Tax is additional when applicable.

Student Accessibility Services
If you require accessibility services, please register as soon as possible with the UCalgary Student Accessibility Services (SAS) office, who will work collaboratively with you to create a supportive learning experience. Please also advise Continuing Education.

SAS Office: ucalgary.ca/access
Continuing Education: 403.220.2866

Your Privacy
Continuing Education is committed to protecting the privacy of its students. Personal information is collected under the authority of the Post-secondary Learning Act. You will be asked to provide contact information when you register with Continuing Education or request information about Continuing Education courses and programs. You will be sent a UCID number and password. You can access your personal information through the My ContEd Student Portal using the assigned UCID number and password. The personal information you submit will form part of your student record and will be used to respond to your inquiries, to send you information about your application for admission to a course or program, to send you information about the courses and programs in which you are registered, and to prepare aggregate statistical data. On your student profile, you will have the ability to opt in to receive information about courses and programs offered by Continuing Education.

Registration Receipt and Course Location
Receipts include the location of the course, applicable notes and transaction details. Receipts are automatically emailed to registrants and mailed only upon request. The location of your course can also be found in the My ContEd Student Portal by clicking on My Course Schedule.

Course Cancellation
If a course is cancelled for any reason all registrants will receive a full refund, or you may choose to transfer without charge to another course. Depending on the tuition of the course you transfer into, you may have to pay any difference in tuition.

Income Tax Receipts (T2202A)
T2202A income tax receipts for eligible non-credit courses are available for download through the My ContEd portal in February. For more information, go to conted.ucalgary.ca/info. UCalgary Employee Tuition Support is considered a non-taxable benefit for employees of the University of Calgary. Employees should NOT request a T2202A for courses paid via tuition support.

Transportation and Parking
The main and downtown campus are easily accessible by LRT and Calgary Transit bus routes. Visit calgarytransit.com or call 403.262.1000 for route assistance.

Pricing Main Campus
Temporary parking passes are available on the Main Campus for Continuing Education students. The passes can be purchased at the time of registration by phone or in person.

The passes are available prior to the start of each term. When purchasing, please indicate the term for which you require parking. Passes will be valid for lot #32 after 3:30 pm Monday to Friday and all day on Saturdays and Sundays. Passes will be sold on a first-come, first-served basis and quantities are limited. Space is not guaranteed for pass holders. Refunds will be issued only in the event your class is cancelled and pass is returned.

Parking Downtown Campus
There is a covered pay parking lot attached to the University of Calgary Downtown Campus and many pay surface and underground lots in the downtown area. See conted.ucalgary.ca/parking

Refund, Withdrawal, and Transfer Policy
Note: ‘course’ denotes any Continuing Education offering (course, seminar, workshop, etc.)

Any exceptions to the refund, withdrawal and transfer policies outlined below are stated on the Confirmation of Registration you receive by email after enrolling in your course.

If a refund or transfer is approved, reimbursement will be made via the original payment method. Reimbursements by cheque may take two weeks or more to process.

Refund and Withdrawal Policy
A $25 withdrawal fee will be applied to all approved refunds, as per the following rules.

- For a refund to be issued, notice of withdrawal from a course must be received ten calendar days or more prior to the start date of the course. The withdrawal fee will be deducted from the refund for the course fee.
- If notice of a student’s withdrawal from a course is received less than ten calendar days prior to the start date of the course, a refund will not be issued.
CERTIFICATES, GRADES AND GRADUATION

Admission Requirements
To register for a UCalgary Continuing Education course, you must be 18 years of age or older, unless otherwise specified, as in the case of academic preparation for undergraduates or a program designed specifically for youth.

A minimum of a senior high school diploma and relevant workplace experience is recommended for most certificate programs; however, we encourage you to discuss your situation and needs with a Continuing Education student advisor.

Certificate Admission Process
A student who is applying for admission to a UCalgary Continuing Education certificate program must complete the online application form and pay a non-refundable fee. The form can be found at conted.ucalgary.ca/info. Admission to the program will lock in the certificate requirements leading to your graduation.

Prior to admission, an applicant whose primary language is not English must demonstrate English language proficiency. For details go to conted.ucalgary.ca/info. See English Language Proficiency.

Prerequisite and Proficiency
We recommend students complete core courses before taking other courses in a certificate program.

Prerequisite: Course that must be completed prior to registering in a course.

Proficiency: Level of skill or knowledge that is recommended prior to registering in a course.

Attendance and Performance
You are strongly urged to attend all sessions. Some courses and seminars have specific attendance requirements. Please refer to the course outline for details.

Graduation Requirements for all Certificate Programs
It is the student’s responsibility to ensure that all requirements for graduation are fulfilled in a timely fashion. To assist students in this, advisors are available to meet with students, or discuss via phone or email, to review their status and determine outstanding requirements. When all requirements are fulfilled, it is the student’s responsibility to apply to graduate. For details visit conted.ucalgary.ca/graduation.

Transcripts
For information about official transcripts from Continuing Education please call 403.220.4705. The fee is $10 (GST exempt) per official transcript, and includes a student copy. VISA, MasterCard or American Express must be used if ordering by phone. For the online transcript request go to conted.ucalgary.ca/info. See Forms.

Prior Learning Assessments
Each Continuing Education Certificate Program has specific policies regarding the award of advanced standing credits or seminar credits for prior learning. For more information please refer to specific programs at conted.ucalgary.ca/certificates or call 403.220.2866.

Funding and Scholarships
Awards are given to deserving students not only for their academic achievement, but also for community involvement. Award sponsors include corporate and private donors.

To apply, you must meet eligibility criteria and submission deadlines. We encourage you to review the following list and apply for all funding and scholarships that you may be eligible for:

- Canada - Alberta Job Grant
- Continuing Education Endowment Award (Adult Learning, Visual Design, Writing Certificates)
- Dick Martin Scholarship Award (Health, Safety, and Environment Certificate)
- Esmail and Safana Bharwani Award Funded by: Esmail Safana Farzana Fayaz Bharwani Foundation (Adult and Community Education, Adult Learning specializing in Adult and Community Education, Professional Management and Marketing Management Certificates)
- Chartered Professionals in Human Resources of Alberta Award (Human Resource Management Certificate)
- Kay A. Pringle Memorial Scholarships (some Management Certificates)
- Palpa and Lila Nair Scholarship (Environmental Management, and Health, Safety and Environment)

Detailed information is at conted.ucalgary.ca/funding.
# Course Registration

**By Mail**
University of Calgary
Continuing Education
2500 University Drive NW
Calgary, AB, T2N 1N4

**By Fax**
403.284.5702

**By Phone**
403.220.2866
1.866.220.4992 (Toll free outside of Calgary and North America)

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### 1. Course Title

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Are any of these courses to be used as a credit toward a certificate program?  
Yes ☐  No ☐

If yes, please name the certificate program: ____________

**Note:** In order for credit to be applied to a certificate, you must be registered in the certificate program. For the certificate admission form visit [conted.ucalgary.ca](http://conted.ucalgary.ca) and click info for Students. See Forms and Applications.

### Personal Information

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<th>Surname</th>
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<th>Given Name</th>
<th>Second Given Name</th>
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### Payment

- Main Campus Parking Pass  
  - Yes ☐  No ☐  
  - Quantity ____________________

$91 per pass including GST (subject to change). For details, see page 117.

Payment Method: Please note that when paying for a course that indicates +GST, tax must be added.

- Fee Enclosed (Cheques payable to University of Calgary Continuing Education) ☐
- Purchase Order # ____________________

We accept Visa, Master Card and American Express.

For your security, please do not document your credit card information on this form. Instead, please call 403.220.2866 (or 1.866.220.4992 toll-free in North America) weekdays, 8:30 am - 4:30 pm, to provide the name and number on the card. **Please note: Your registration cannot be finalized until you have provided your credit card information. (Reminder: Online registration using a credit card is secure and available 24 hours a day, every day.)**

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*Age Requirement: 18 years of age or older, unless otherwise specified. Must provide date of birth to process registration.

**Confirmation of your registration will be sent by email or mail, upon request.**

Your Privacy: This information is collected under the authority of the Post-Secondary Learning Act. It is required to register you in a course and to create your student profile. If you have any questions about the collection or use of this information, please call 403.220.2866.
Frequently Called Numbers

<table>
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<tr>
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<tbody>
<tr>
<td>Bookstore</td>
<td>403.220.5937</td>
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<tr>
<td>Campus Security (Main)</td>
<td>403.220.5333</td>
</tr>
<tr>
<td>Campus Security (Downtown)</td>
<td>403.473.2614</td>
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<tr>
<td>ContEd Student Services</td>
<td>403.220.2866</td>
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<tr>
<td>Health and Recreation Centre</td>
<td>403.220.7749</td>
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<tr>
<td>Main Switchboard</td>
<td>403.220.5110</td>
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<tr>
<td>Parking Services</td>
<td>403.220.6771</td>
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<tr>
<td>Safewalk: Main</td>
<td>403.220.5333</td>
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<tr>
<td>Service Stop (Degree credit)</td>
<td>403.210.7625</td>
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<td>Taylor Family Digital Library</td>
<td>403.220.8895</td>
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Main Campus

PARKING

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Calgary Parking Authority: 403.537.7000
Impark: 403.299.7275
Vinci Park: 403.296.1820

CALGARY TRANSIT STATIONS

Southbound: 7 Avenue between 8 Street and 7 Street
SW Northbound: 7 Avenue at the corner of 7 Street and 7 Avenue for Calgary Transit routes and schedules, call 403.262.1000, or visit calgarytransit.com
CONTINUING EDUCATION
TRAVEL PROGRAM
Where in the world will you go next?

Tanzania and the Serengeti Plains with Dr. Wayne Lynch
India: The Wonders of the Past and Present with Dr. Valery Efimenko
Odyssey Through Ancient Greece with Scott Norris, MA
Ireland: A Cultural and Culinary Tour with John Gilchrist
New York City: Journey through Art History with Marina Fischer, MA
Italy: An Archaeological and Historical Tour of Campania with Dr. Bill Glanzman
France’s Greatest Treasure: A Literary Tour of History and Wine with Dr. Terri Baker
Vancouver Island Kayak Adventure: Sea Otters and Rainforest with Dr. Wayne Lynch
Experience Canada’s North at Kluane Lake, Yukon with Dr. Michael Moloney
Croatia and Slovenia: Ancient Cities of Eastern Europe with Marina Fischer, MA
Canada North: Explore Inuit Arts and Culture of Nunavut with Kyra Vladykov Fisher
Costa Rica and Panama: A Caribbean Adventure with Nick Martin
Three Himalayan Kingdoms: Bhutan, Nepal, Sikkim with Optional Extension to India with Dr. Valery Efimenko
“Live” Like a Local, Eat Like a Local in Taipei and Hong Kong with Shirley Ho
A Whale of a Time In Mexico’s Baja California Peninsula with Dr. Wayne Lynch

Make lifelong international connections.

Intensive Immersion Courses and Programs
Our English Language Program is a full-time program for international students and landed immigrants. Students are immersed in English instruction and Canadian culture for 13 weeks or an intensive four-week program. For more information visit us online at ucalgary.ca/esl.

University Undergraduate English Preparation
Prepare yourself to thrive in the Canadian university environment. The Academic Communications Certificate (ACC) helps advanced English learners acquire essential skills and critical knowledge for success in an academic setting. For more information visit us at ucalgary.ca/esl.

Homestay Families
Open your home to an international student attending the English Language Program and make lifelong international connections. Find out more at ucalgary.ca/esl/host or email homestay@ucalgary.ca.

403.220.3301 • esl@ucalgary.ca • ucalgary.ca/esl
Looking to pivot your career and join Calgary’s tech talent?

Continuing Education is at the front line of professional development in business intelligence, analytics, computer technology and software development.

Reinvent yourself for the digital economy. Visit conted.ucalgary.ca/tech.