



UNIVERSITY OF TORONTO  
SCHOOL OF CONTINUING STUDIES

# DIRECT YOUR DREAM

**2018/19  
CALENDAR**  
BUSINESS &  
PROFESSIONAL  
STUDIES

Accelerating advancement by  
shortening learning curves p.4

Professional accreditation  
bridges barriers p.28

Skills development for a  
future-ready workforce p.30





The path to your goals isn't always a straight line. Whatever your destination—a new skill, a promotion, a career change—we've got unmatched course offerings and world-class instructors to help take you there.

## CONTENTS

2

**Message from the Dean:**  
dream it, do it

4

**Career path:**  
your goals are just steps away

6

**Hearts and minds:**  
Amanda Hinsperger finds the course to set her vision up for success

8

**Going the distance:**  
Rafael Lopes makes international connections with online courses

12

**A driving force:**  
Samreen Fatima engineers her licensed entry into the Ontario workforce

14

**Make it count:**  
Gaelan Burke's accounting courses smooth the way to a CPA

16

**Love and learn:**  
mother of three Martha Bátiz' tips for successful learning

18

**Dreams team:**  
our instructors equip professionals with skills to reach their goals

22

**On track:**  
engineer George Crouch gets on board the leadership express

24

**Bursaries and awards:**  
opportunities to fund your learning

26

**Vote of confidence:**  
political staffer Chelios Vuong's amplified ambitions

28

**In good company:**  
partnerships and industry associations

30

**Corporate and organizational training**

31

**Our programs**





# DIRECT

# YOUR DREAM



## Dear Learner,

One's personal development and growth can be a journey into wonderful unknowns, discoveries and possibilities. At the University of Toronto School of Continuing Studies (SCS), we've seen learners like you progress in their careers, write books, change careers, embark on personal growth adventures and start new businesses. We are inspired by your successes and we are committed to offering courses to support your growth.

I am pleased to share some of the highlights from this year's calendar. Every year, we are focused on providing courses that meet the needs of our diverse learners. We do this by constantly renewing our curricula based on feedback from learners and industry trends. This year, we are offering over 40 new courses and over 140 instructor-led online courses, allowing you to tap into current expertise from anywhere around the world. For the first time ever, we are introducing corporate and organizational training, the perfect option for leading businesses wanting to support the growth of their employees. Additionally, our part-time intensive IT boot camp programs support you in mastering a specific discipline within six months. We've also added timely, topical Skill-BUILDER workshops to complement our courses, bringing you up to speed fast and supporting

you to be on the leading edge. Between these new learning formats and our 685 open enrolment courses and 100 certificates, there is something for everyone.

You'll see that we have been listening to your feedback, keeping an eye on what's happening in the workplace and anticipating what's coming so that we can offer you the type of learning experiences you are looking for, when you are looking for them.

On a related note, we recognize your commitment to yourself and your professional growth and because of that, we are introducing **SCS Celebrates**, an event to honour your efforts and to celebrate excellence in continuing education. At this event, we will be recognizing over 700 amazing learners who have completed their certificates alongside 10 exceptional instructors who were nominated by their learners for SCS Excellence in Teaching Awards.

SCS Celebrates brings together our outstanding learners and our leading instructors, very much like the inspiring pages ahead. Dive in and discover it is easier than you think to direct your dreams. ●

**MAUREEN MACDONALD**

Ph.D., MBA, JD, BA

Dean, University of Toronto School of Continuing Studies

Thanks to continuing education,  
your goals are just steps away

# CAREER PATH



## Nadiah Nida

Graduates from U of T with a B.A. in Architecture and Urban Studies and joins one of the top five banks in Canada as an Analyst. Leveraging her strong research background, she learns about risk governance and internal auditing.



Completes her **Risk Management Certificate**, supported by her employer in her quest to learn more from a holistic perspective, including operational, financial and enterprise risk.



Merging her urban planning background with risk management, she secures a new position at Metrolinx, helping oversee the rollout of the largest rapid transit expansion plan in Toronto history.



**DREAM JOB**  
that combines  
her skills and  
interests



## Pawel Buczkwicz

Begins researching pediatric brain tumours and other rare diseases at Sick Kids. Completes a Ph.D. in cancer genetics and molecular pathology at U of T.



Frustrated by how long rare diseases take to diagnose, he looks into ways to reduce inefficiencies in clinical record-keeping. Enrols at SCS in the **Lean Six Sigma certificate** program.



Brings his knowledge to Gene42, a startup working to streamline medical data analytics. Partners with hospitals and government to build the first pan-Canadian rare disease data repository.



**PIONEERS**  
new rare disease  
research



## Cynthia Rivera

Graduates from U of T with a B.A. in International Development and Political Science. To hone her skills in her new job at a Toronto software company, she begins classes in Project Management at SCS.



Sees a job posting for youth trips coordinator at the Toronto headquarters of the non-profit Me to We. An avid international volunteer since high school, she jumps at the opportunity and is hired.



Completes her certificate and writes her Project Management Professional (PMP) exam. With a new designation, she now handles all coordinating and logistics for Me to We's family trips to India, Ecuador and Kenya.



**UPGRADES**  
her credentials



# HEARTS

As the mother-daughter team behind The Yellow Ribbon Company, Tami Baker and **Amanda Hinsperger** make handmade, heirloom-quality quilts, crocheted non-slip booties and a slew of cotton baby accessories.

What started out as a weekend hobby has quickly grown into a demanding business venture over the past year, with craft fairs, custom orders, online sales and social media marketing keeping the pair busy. But with the help of SCS' **Foundations in Entrepreneurial Management** course, Hinsperger feels she can meet the challenges of running a growing business.

"I had an idea for a business, but I wasn't confident that it had legs," says Hinsperger, an operations manager at an insurance services firm. "What I really liked was that the content focused on developing and refining our own business model, rather than reading endless case studies."

Over the six-week course, Hinsperger built a business model canvas that acted as a rough draft of her plan—laying out her value proposition as well as resources, customer segment, shipping logistics, points of sale, and other factors she and Baker needed to take into consideration. As a group, the class provided feedback to help improve one another's ideas.

"One important piece of feedback that resonated was that I should offer modifications for different interests and needs," Hinsperger says. "For example, vegan customers might not want baby booties with leather soles, so I made a version with acrylic yarn and a leather-like synthetic sole."

"The most important takeaway was to listen to your customer base," she says. "Don't assume your idea is best. Listen to feedback; it will make your products better."

For the Yellow Ribbon Company, a particular challenge is that the mostly-online sales model doesn't offer customers a chance to see and feel the products, which makes selling higher-priced items like quilts more difficult. Baker, a lifelong sewer who made many of Hinsperger's and her sister's clothing when they were growing up, had to come up with designs that were scalable and saleable within the parameters of their business model.

"My mom is an expert quilter, and I have to steer her away from more complicated designs," says Hinsperger, who does the crocheting while Baker sews. "Our products have to stay within a certain price point, and we won't sacrifice quality."

After retiring from a career at a medical company, Baker began making baby quilts and clothing for her grandchildren and those of family and friends. "The quality testing has all been done through our kids," says Hinsperger. "We want to make sure that what you're buying will last a really long time." ●

It's about more than a great idea. The Foundations in Entrepreneurial Management course helps set visionaries up for success.

# MINDS



# GOING THE DISTANCE

Upgrade skills and make connections with online courses

For **Rafael Lopes**, relocating from Brazil to Canada opened exciting new career possibilities in the field of human resources.

Having been a manager at Odebrecht, a major Brazilian conglomerate with operations in over 15 countries, he had extensive experience in HR technology and talent management. He had also lived in Michigan for five years as a child, giving him both language and cultural fluency.

After relocating to Toronto in May 2015, Rafael wanted to quickly re-enter the HR field, but he felt he needed to understand the particularities of the Canadian workplace. “That’s what led me to the School of Continuing Studies,” he says. Shortly after his arrival, he enrolled in online courses in **Human Resources Management and Compensation** at SCS. “The instructors were phenomenal at providing guidance and advice to fellow HR professionals, especially those with international backgrounds.” Not only did

the courses fulfill some of the academic requirements of the Certified Human Resources Professional (CHRP) designation, the courses were valuable networking avenues that eventually landed him a job at Scotiabank, where he currently works as HR Reporting and Analytics Manager.

“At U of T, my instructors were open to connecting outside the course work, which isn’t always the case with other schools,” Lopes says. “They were really helpful and knowledgeable in the field.”

Not having many business contacts in Toronto, he learned to leverage his LinkedIn network for connections. “In Latin America, it would be very odd to reach out to a cold contact over LinkedIn and ask to connect over coffee,” he says. “Here, everyone does it. It was a matter of understanding the small differences in the way people network.”

After five months of job searching, he came to realize that Scotiabank, with its strong presence in Latin America, would be

an ideal employer for him. “Through connections with my instructors, I ended up meeting someone at Scotiabank who would become a colleague in the bank’s HR department, as well as a Director who happened to be from Salvador, my hometown in Brazil,” Lopes says.

As an HR professional, Rafael has always been fascinated with how businesses operate and deliver value. “Success is rarely just about a product or service—it’s a question of ‘Do we have the right people? Are we creating the right environment to help them thrive?’” His work in the emerging field of HR reporting and analytics attempts to quantify some of those answers, rather than relying on assumptions.

“My role is to help the bank implement its HR Data Governance program. This will allow us to effectively drive data-driven decision-making through our employee data.” Lopes says. ●

## 4 STEPS TO SUCCESS

An experienced HR manager for a multinational in Brazil, Rafael and his family move to Canada in 2015

Enrols in online courses at SCS to fulfill the requirements of the Certified Human Resources Professional (CHRP) designation

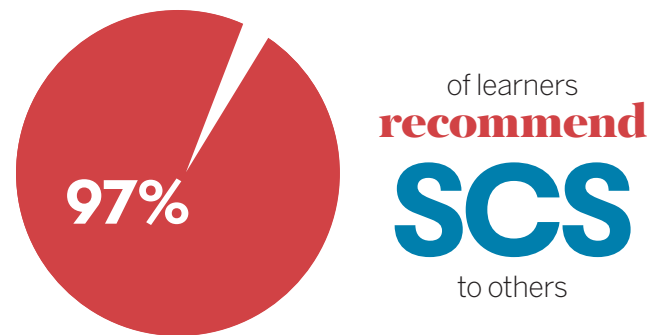
To help with his job search, he leverages LinkedIn connections through his course instructors

Hired at Scotiabank and is now HR Reporting and Analytics Manager



# VITAL STATISTICS

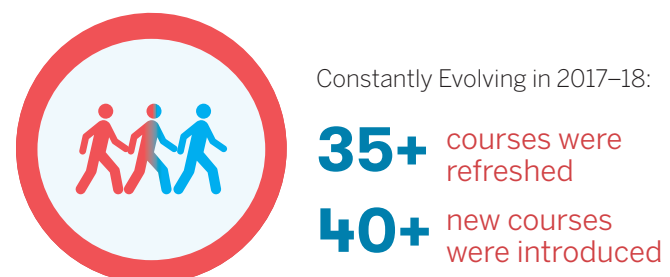
**685** courses  
and  
growing



Environics 2015

**82%** of learners stated  
**“Quality of course content”**  
as the number 1 motivating factor for choosing SCS

Environics 2015



**2,857**  
**SCS Certificates**  
issued in 2016–2017.



courses available online

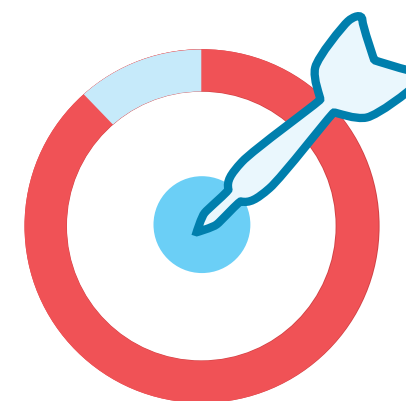
SCS Celebrates, a celebration of  
excellence in continuing education,  
will take place for the first time in  
spring 2018, recognizing almost

**700**  
**learners and our**  
**Excellence in**  
**Teaching Award**  
**winners.**

**scscelebrates**



**100+**  
**certificates**  
**offered at SCS**



of learners enrol at SCS explicitly to  
**enhance their future**  
**career prospects**

Environics 2015



International  
engineers LIEP into  
the workforce with  
licensing courses

# A DRIVING FORCE



## ROADMAP WITH REWARDS

1

Graduates with a Bachelor of Engineering from NED University of Engineering and Technology in Karachi, Pakistan in 2012

2

Moves to Canada in 2015 with her husband and two young children

3

Enrols in SCS' Licensing International Engineers into the Profession (LIEP) program

4

With the help of expert instructors, she passes all four technical exams

5

Next steps: write her Professional Practice Exam (PPE) and receive a P.Eng. (Professional Engineer)

"I would also love to work in the automotive sector—I want to be on the floor. I'd like to do something that isn't a typical office job."

As an internationally educated mechanical engineer, **Samreen Fatima** faced many challenges moving to Canada and entering the workforce. Adjusting to a new language and culture was the first hurdle, but there was also the question of obtaining her P.Eng., a license required by the Government of Canada for any engineering work that serves the public.

In Ontario, P.Eng. candidates must fulfill a set of course requirements, pass intensive exams and have 48 months' proven work experience (12 of them in Canada). Luckily for Fatima, the Professional Engineers of Ontario (PEO) provided financial assistance for the academic component, through SCS' **Licensing International Engineers into the Profession (LIEP)** program. "Being new to Canada, you're not in a financial position to pay full fees, because you can't work," says Fatima, who arrived from Pakistan in 2015 with her husband, also an engineer, and two children.

With help from expert instructors and the LIEP program's flexible, part-time class schedule, Fatima passed all four of her required technical exams: Fluid Machinery, Applied Thermodynamics and Heat Transfer, Engineering Economics and Environmental Control. Her Fluid Machinery instructor, Dr. Hamideh Parizi, guided her through the material covered by the exam and more, offering support and advice along the way. "She taught us everything we had to know, going into the concepts, rather than simply the exam prep," Fatima says. "Anytime we needed help outside class time, she was available by email and text. It was because of her that I passed."

Parizi, who holds a Ph.D. in Mechanical and Industrial Engineering from U of T, is Vice President of Simulent Inc., a U of T spin-off company specializing in

software development and consulting in the field of computational fluid dynamics. Being taught by a female engineer was encouraging for Fatima, who didn't have many role models in Pakistan, especially as a working mother. Of her graduating class of 220 students at NED University of Engineering and Technology in Karachi, only about a dozen were women. "The supports for women are lacking there," she says. "I had a job in my hands as soon as I graduated from engineering school, but I had to quit once I got married and had my son."

"In Canada, the availability of maternity leave and daycare make a huge difference," Fatima says.

Through the LIEP program, Fatima also benefited from networking opportunities, attending job fairs and workshops. "Networking can be a challenge when you're new to Canada—when you're in a different culture, there are many small hurdles that you have to overcome," Fatima says.

As she prepares for her final licensing exam, the **Professional Practice Exam (PPE)**, while interning at an engineering firm, Fatima is confident that she'll find a job she loves.

"I'd like to apply for a job as a research assistant, because I enjoy continuously increasing and enhancing my knowledge," she says. "I would also love to work in the automotive sector—I want to be on the floor. I'd like to do something that isn't

to learn more, visit [learn.utoronto.ca](http://learn.utoronto.ca)



# MAKE IT COUNT

Accounting courses smooth the way to a CPA

For **Gaelan Burke**, a love of accounting was an unexpected development. In a career that has spanned two continents, he found his focus after starting out in human resources and risk management at Martinrea International, one of the world's premier automotive parts manufacturers, headquartered in Vaughan, Ontario.

"I almost came into accounting by accident," says Burke, who got involved in the company's finance side during a stint in Germany, where Martinrea had acquired parts supplier Honsel, expanding its portfolio of production sites to seven countries and 15,000 employees.

"I had been brought in to assist with the transition and the group controller got me involved in process studies. The more I worked with accountants, the more I wanted to learn," he says. "Numbers tell a story, and being able to

translate them is the key to understanding how it all fits together."

Burke became interested in obtaining a Chartered Professional Accountant (CPA) designation, a globally recognized credential that opens doors to financial leadership positions in many industry sectors. "From what I understand, someone who has a CPA has a vastly improved understanding of how things work in an organization," Burke says. "It's not just the numbers—it's also about strategy, audit, taxation, law and IT."

Upon his return to Canada, he began researching accounting courses that would allow him to balance a full-time job and a busy schedule. After exploring several options, he chose SCS for its flexibility and accessibility, traveling to evening classes at either the Mississauga, St. George or Scarborough campuses, depending on what suited his schedule. "Time management was my greatest challenge, and it helped to be able to choose the courses I wanted according to what was most convenient," he says.

Burke has now finished 13 of the 14 required preparatory courses through SCS and will soon move on to the graduate-level **Professional Education Program (PEP)** with the Chartered Professional Accountants of Ontario

(CPAO). Together with the practical experience component, he'll then be eligible to write the **Common Final Examination (CFE)**, the final hurdle before earning the CPA designation and being admitted to membership in the CPAO.

Burke, who graduated with a B.A. in History and Political Science from Acadia University in 2007, says his lack of a degree in finance didn't impede his learning at all, thanks to his prior experience and the School's top-notch teaching expertise. "My instructors were fantastic," he says. "They really took the time to explain things, even outside class. There is a huge wealth of knowledge among them, because they're all practitioners in the field."

"[My instructors] really took the time to explain things, even outside class. There is a huge wealth of knowledge among them."

## PROGRESS WITH PURPOSE

**1** After graduating with a B.A. from Acadia University, begins career as HR specialist at auto parts manufacturer Martinrea.

**2** When Martinrea acquires German parts supplier Honsel, Burke crosses the Atlantic to assist with the transition.

**3** Getting involved with process studies, he develops an interest in accounting.

**4** Back in Canada, he begins courses in Accounting at SCS on the path to obtaining a CPA designation.

**5** Promoted within Martinrea to Treasury Manager.

**6** Next step: Complete graduate-level PEP courses to be eligible to write the CFE.



# LOVE & LEARN



“If you can find any way to make it work, do it.”

When **Martha Bátiz** and her husband moved to Canada from Mexico in 2003, they had two-year-old twin daughters in tow and knew no one in their adoptive country. As they both pursued their respective educations—her as a graduate student at the University of Toronto’s Department of Spanish and Portuguese, him as an engineer working on his P.Eng.—balancing career ambitions and family life became a constant juggling act.

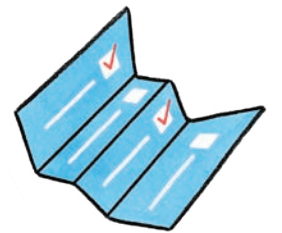
“We had to make a lot of sacrifices,” she says. “But what mattered was to finish our degrees and certifications. The sooner we did, the more we had to gain from our life in Canada.”

Bátiz, an award-winning writer in her native language of Spanish, enrolled in SCS’ **Creative Writing certificate** program as a way of improving her English and reconnecting with her literary side. “I was desperate to meet people with the same passions as me,” she says. To make things work, she and her husband would trade shifts with their daughters, meeting at a subway station for handoffs so that she could rush to evening classes downtown. On weekends, Bátiz pulled all-nighters to get her writing assignments done. “I was running on very little sleep,” she says.

Their team efforts paid off. Bátiz published four books (including a short story collection in English), finished a Ph.D. and became a writing instructor herself, founding SCS’ **Creative Writing in Spanish** course (the first of its kind in Canada), taking only a week off teaching to give birth to her son. She believes her children, now 17 and 8, have a greater appreciation for education after watching Bátiz pursue continuing studies. “It instilled in them a love of learning,” she says.

“My advice is if you can find any way to make it work, do it,” says Bátiz. “Why put yourself last when you’re the force that will drive your family forward?” •

## Tips for taking on the challenge:



Work with your family to set aside uninterrupted “study time”.

Download course materials to your phone or device to study while commuting.

Find a quiet place to work during your lunch hour, or better yet, take a course with a colleague and study together.

Take courses in a mix of formats to determine what works best for you—in-class, online, accelerated or hybrid. Or, explore courses closer to home at UTM or UTSC.

Where possible, integrate work-related projects into your course work and make sure your employer is aware of the great work you are doing.

Education is always a worthwhile investment. However, if course fees are out of your means, apply for a bursary or award (more info on p.24).



# DREAMS



Instructors  
**Kusam Kohli, Armando Benitez, Lynn Shannon**  
and **Carlos Chalico** equip  
professionals with skills  
to succeed today  
(and lead tomorrow)



“What I love most is when students want to share how they’ve applied their knowledge with the class.”

**Kusam Kohli**  
**Lean Six Sigma**

As a young engineer working her first job in electronics manufacturing, Kusam Kohli was intrigued by the new management philosophies sweeping major global firms such as Motorola, GE and Toyota. Lean Six Sigma, as it came to be called, offered a logical solution to complex business problems, simplifying and streamlining to eliminate waste and defects.

“When I moved into leadership roles, I started thinking more about how to standardize processes and align them across the organization,” she says. She obtained her Lean Six Sigma Master Black Belt, and as a Director at CIBC, was instrumental in re-branding the methodology. She now heads the Sensei Group, a consulting firm serving the financial, health care and manufacturing industries.

“A big turning point for me was when I worked in Singapore to apply Lean Six Sigma principles to the police force, court system and financial clients,” she says. “I saw the potential for a vast application across industries.” After four years as an instructor at SCS, she sees learners from increasingly diverse professional backgrounds, from legal services to tech startups, big banks and even emergency medical services.

“What I love most is when students want to share how they’ve applied their knowledge with the class,” she says. “I try to inject a lot of humour and passion, and I focus heavily on experiential learning. I want each student to own their learning journey.”



**Carlos Chalico**  
**Cyber Security**

The past few years have been momentous for the field of cyber security due to an inordinate number of data breaches and threats. With more than 20 years’ experience, instructor Carlos Chalico has supported major organizations around the world in facing information security challenges and believes demand has never been greater for experts who can translate technical concepts into business language.

“Five to 10 years ago, many top executives believed cyber attacks were something out of science fiction,” Chalico says. “The breaches have proven that the threats are real. But to get the resources you need to meet these challenges, professionals in the information security field need to know how to explain the issues from a business perspective.”

Chalico began his career as a privacy, security and IT risk management specialist with Ernst & Young in Mexico City, and now works for their Toronto office. In his classes at SCS, he helps learners identify the right tools, techniques and methods to help make data security issues a priority within large organizations. “Every process within an organization that deals with data is a concern,” he says. “That means every single industry will have challenges with information security and cyber security.”



**Lynn Shannon**  
**Project Management**

In today’s increasingly competitive business world, demand for faster, cheaper and better solutions has never been greater. Project managers not only plan and execute, they motivate teams and drive change. A Project Management Professional (PMP) certification is one of the most in-demand credentials, but breaking into the field can seem overwhelming.

Enter Lynn Shannon, a 25-year veteran of the media, publishing and financial industries. She has cultivated and mentored countless project managers, from new grads to midlife career switchers. “In the first class, I always ask my students: do you make to-do lists?” she says. “And then if you number them in order of priority, you’re a natural project manager.”

While providing a solid grounding in foundational skills, Shannon’s courses also encourage learners to look at the big picture at any organization. “Schedules and budgets are easy, but people skills are critical,” Shannon says. “Working within a corporate culture and motivating people is the greatest challenge.”

Shannon is currently an active mentor and leader with the Project Management Institute (PMI), attending and presenting at conferences around the world. “What’s really rewarding for me is hearing from former students on how they’ve applied their knowledge in real life,” she says.

to learn more, visit [learn.utoronto.ca](https://learn.utoronto.ca)

“There is a real need for analytical talent—those who can see connections and find out what stories the data is telling you.”



**Armando Benitez**  
**Data Science**

In his former career as a high energy physics researcher in Switzerland, Armando Benitez sifted through vast amounts of data collected by sensors in the Large Hadron Collider, the longest particle accelerator in the world. As he and 10,000 other scientists around the world pushed the boundaries of scientific knowledge, they also faced the challenges of what has become a buzzword of the technological age: Big Data.

An instructor in the SCS **Data Science Certificate** program, Benitez brought his insights from the field of physics to the worlds of business and finance, where demand for expertise in data science is soaring. In his role as data architecture consultant for BMO Capital Markets, he builds tools that make day-to-day operations more efficient using machine learning, an application of artificial intelligence that allows computers to interpret data on their own.

“We’re reaching the point that machine learning will impact almost every possible industry,” Benitez says. “There is a real need for analytical talent—those who can see connections and find out what stories the data is telling you.” ●



When the first Eglinton Crosstown trains begin rolling down the tracks in 2021, the largest transit expansion in recent Toronto history will be complete. Promising to move commuters along its 25 east-west stops 60% faster than buses, the transformational project will cost over \$5 billion and involve thousands of tradespeople, engineers, designers and managers.

Over his five years working on the Crosstown with foundation drilling and shoring company Deep Foundations, **George Crouch** made significant contributions to one of the largest infrastructure projects in Canada. Starting as Site Superintendent in the tunnelling phase, Crouch was promoted to Assistant General Superintendent once station construction began.

Crouch, who holds a Bachelor of Engineering Science and a Certificate in Project Management from Western University, found his educational background gave him the technical knowledge he needed, but he wanted to hone his skills in people management, negotiation and conflict management for his new role on such a massive undertaking.

“In my earlier roles, I’d been on one project at a time, and had the opportunity to build long-term relationships with my clients and other subcontractors,” Crouch

says. “In my new role, I was dealing with seven project sites and needed better soft skills to quickly build consensus and find solutions.”

Encouraged by his employer, and with the generous support of Professional Engineers Ontario’s 2016 G. Gordon M. Sterling Award, Crouch turned to continuing education to help round out his skill set, obtaining a **Certificate in Leadership Essentials** at SCS. Through his courses, Crouch gained the tools to confidently navigate his responsibilities and contribute to his organization’s success.

With weekly evening classes and weekend intensives, the **Leadership Essentials** program gave Crouch the opportunity to put his knowledge into practice. “I found it really helpful to be able to trial-and-error the concepts between classes,” he says. “When I went back to work the next day, I saw the implications of what I was learning in real life.”

For this engineer turned leader, continuing education was just the ticket

“I found it really helpful to be able to trial-and-error the concepts between classes.”



# BURSARIES AND AWARDS

## OPPORTUNITIES TO FUND YOUR LEARNING

### Bursaries

The School of Continuing Studies (SCS) helps expand learners' knowledge and skills, giving them the tools to create positive change in their own lives as well as the lives of others. We know that life is unpredictable, but we believe that with the appropriate training and ongoing skill development, life's twists and turns can be enriching, empowering and career-advancing. We also know that some of our most motivated, engaged learners need financial support to benefit from our dynamic programming.

Thanks to the generosity of our donors, SCS has been proud to offer a bursary program since 2014, to support students experiencing financial challenges. Offering these bursaries would not be possible without the support of our donors, including many of SCS' own staff members.

To find out how you can become a donor and help us empower through education, please contact the Dean's Office: [dean.scs@utoronto.ca](mailto:dean.scs@utoronto.ca).

### Awards

In addition to our bursary program, SCS recognizes extraordinary achievements through our awards program. Established through generous gifts, including several made by our own instructors, these merit-based awards offer talented individuals the opportunity to strengthen their résumés, advance in their careers and be inspired to take on new challenges.

**MARILYNN BOOTH AWARD  
OF EXCELLENCE**  
Established in 2017  
Value: up to six awards of  
\$1,000 annually

This award was established in honour of former Dean Marilyn Booth upon her retirement from SCS. Primary donors to this award include U of T staff, partners and friends of SCS. The Marilyn Booth Award recognizes career-focused learners who have demonstrated academic success, personal commitment and exemplary leadership.

**THE LARRY CHESTER  
EXCELLENCE IN  
LEADERSHIP AWARD**  
Established in 2009  
Value: up to two awards  
of \$1,000 annually

This award was established by instructor Larry Chester and is targeted to learners in the Leadership Essentials Certificate program. It recognizes and rewards learners who are able to demonstrate the impact of knowledge gained from the courses and applied in their workplace.

**THE TIMOTHY FONG &  
ENRICO CHIR AWARD**  
Established in 2016  
Value: \$2,500

This award was established by Timothy Fong, U of T alumnus and long-time instructor at SCS and fellow financial trading professional Enrico Chir. This award is targeted to learners who work in the finance, investment or risk sectors, and who demonstrate academic excellence and notable community engagement.

**THE OGILVIE AWARD  
FOR EXCELLENCE IN  
PROJECT MANAGEMENT**  
Established in 2016  
Value: \$2,500

This award was created by SCS instructor Joseph Ogilvie to recognize and reward learners who have successfully completed a minimum of two courses in any project management certificate program. Learners must submit and present a high-level project plan that demonstrates the application of project management skills in creating demonstrable impact on an organization.



# VOTE OF CONFIDENCE

Certificates in communications, marketing and PR amplified this political staffer's ambitions

As a new grad with a B.Sc. in Biology and Psychology from U of T, **Chelios Vuong** didn't picture himself organizing campaigns for some of Canada's most prominent political leaders. But five years later, he has gone from student volunteer to Senior Parliamentary Advisor, thanks in part to his voracious appetite for continuing education.

Completing 11 courses at SCS over four years, Vuong has obtained **Certificates in Strategic Public Relations, Marketing, Marketing Communications and Business Communications**, all while working full-time for the Liberal Party of Canada. He became interested in Canadian politics when he was walking through campus one day and came across the live broadcast of the inauguration of U.S. President Barack Obama. "I realized that I knew more about U.S. politics than I knew about my own country," he says.

Leveraging a connection with a professor, Vuong became a frontline volunteer in the constituency office of former Ontario premier and Member of Parliament Bob Rae. "Dealing with walk-in constituents and protestors, I developed special listening skills and learned how to de-escalate situations," Vuong says. "I got interested in public relations and how it drives why we do things in the party and in government."

As he took on greater responsibilities within Rae's office, and later at the Liberal Party headquarters, Vuong pursued more courses to improve his communication skills, learning how to write effective marketing and social media copy. "As a science student, I fully appreciate the value," he says. "At work, almost everything I was doing was writing."

Balancing courses with long working hours wasn't easy, but Vuong's drive to learn kept him disciplined with his schedule. "I'd block off time in the evenings and wouldn't leave my office until all my course work was done," he says.

to learn more, visit [learn.utoronto.ca](http://learn.utoronto.ca)



Positive feedback from instructors kept him motivated. Initially a shy public speaker, he came into his own as he pushed himself out of his comfort zone. "I really enjoyed the perspectives of instructors who are working business professionals," he says. "They encouraged me to try different approaches."

As his skill set and confidence grew, Vuong was promoted to Senior Parliamentary Advisor to Arnold Chan, Liberal MP for Scarborough-Agincourt. Vuong's tour of duty in the high-pressure world of House of Commons political staffers was sadly cut short when Chan died of cancer in September 2017.

Vuong is currently planning his next career move, contemplating how to further develop his skills. "I'd like to take a course to help me prepare for the GMAT," he says. "Hearing about how things work in the business world from my instructors really got me interested." •

## COMPLETED COURSES

- 0984** Accounting: The Fundamentals
- 3033** Foundations of Strategic Public Relations
- 3034** Public Relations: Advanced Practices & Case Studies
- 2875** Foundations of Digital Communications Strategy & Social Media
- 0978** Marketing: An Introduction
- 2844** Foundations of Digital Strategy & Marketing Management
- 1349** Public Speaking & Presentation
- 3213** Business Writing
- 3134** Foundations of Advertising
- 1241** Effective Communication & Negotiation
- 1344** Copywriting That Sells

## COMPLETED CERTIFICATES

- Marketing
- Marketing Communications
- Marketing – Advanced
- Strategic Public Relations
- Business Communications

# IN GOOD COMPANY

## Our University of Toronto Collaborators

SCS is an integral part of the University of Toronto, the number one ranked university in Canada. We are proud to partner with several faculties and departments to deliver their continuing education courses and certificate programs. Through our strategic partnerships, our learners benefit from the leading research conducted within the faculties combined with market-driven, industry-leading courses.

Our collaborative programs are expertly designed and taught by instructors who are recognized leaders in their fields. We invite you to explore the courses and certificate programs that are offered in collaboration with the Factor-Inwentash Faculty of Social Work, the Faculty of Applied Science and Engineering, the School of the Environment, the Faculty of Information (iSchool), the Faculty of Medicine and the Office of the Vice President, Research & Innovation.



- **FACTOR-INWENTASH  
FACULTY OF SOCIAL WORK**
- **FACULTY OF APPLIED SCIENCE  
AND ENGINEERING**
- **SCHOOL OF THE ENVIRONMENT**
- **FACULTY OF INFORMATION**
- **FACULTY OF MEDICINE**
- **OFFICE OF THE VICE PRESIDENT,  
RESEARCH & INNOVATION**

## Our Collaborations with Industry Associations

Whether you are working toward a professional designation or certification, or are interested in courses to maintain your designation's continuing education requirements, SCS offers courses and certificates to help you succeed. Through collaborations with associations, we ensure that our courses meet professional standards and are relevant to the needs of industry, employers and the global economy.

### SCS IS PROUD TO PARTNER WITH THE FOLLOWING INDUSTRY ASSOCIATIONS

- Alberta Insurance Council (AIC)
- Association of Administrative Professionals (AAP)
- Association of Business Process Management Professionals (ABPMP)
- Canadian Association of Management Consultants (CMC-Canada)
- Canadian Construction Association (CCA)
- Canadian Institute of Chartered Business Valuators (CICBV)
- Canadian Institute of Management (CIM)
- Canadian Institute of Traffic and Transportation (CITT)
- Canadian Payroll Association (CPA)
- Chartered Professional Accountants of Ontario (CPA Ontario)
- Credit Institute of Canada (CIC)
- Credit Union Institute of Canada (CUIC)
- Global Risk Management Institute (GRMI)
- Human Resources Professionals Association (HRPA)
- International Institute of Business Analysis (IIBA)
- ISACA Toronto Chapter
- Ontario Association of Architects (OAA)
- Ontario Building Envelope Council (OBEC)
- Project Management Association of Canada (PMAC)
- Project Management Institute (PMI)
- Surety Association of Canada (SAC)



**Staff Spotlight**  
**Tommy Cheng**

Cheng is a member of the Enrolment and Learner Services team. He provides information and support to potential and current learners. Cheng says that when he joined SCS he was amazed by how much work goes on behind the scenes, and that after three and a half years with SCS, he's still learning something new every day. He's looking forward to the chance to celebrate our learners and instructors at the first ever SCS Celebrates event in 2018.



**Staff Spotlight**  
**Aubrae Wilson**

Formerly one of SCS' Program Directors, Wilson was responsible for recruiting excellent instructors and leading the creation, development, delivery and refinement of a portfolio of approximately 16 certificates and 64 courses.

Now she is excited to be taking on the role of Associate Director, Contract Training, Partnerships and Business Development to help connect organizations with the training their employees need to work efficiently and effectively.



NEW

# CORPORATE AND ORGANIZATIONAL TRAINING AT SCS

Invest in your team—and make an investment in the success and sustainability of your organization.

Highly skilled workers with well-rounded, up-to-date knowledge can make all the difference to the success of your business. Ensure your team members are reaching their potential with our expert training, offered when and where it works best for you. Through our in person and online open-enrolment courses or specialized onsite training, your team can refine their skills, develop competency and stay current on leading-edge industry standards and practices. Inspire and motivate your team, improve performance and foster collaboration to take your organization's effectiveness to the next level.

SCS, with expertise in over 40 program areas and over 700 expert instructors, is well positioned to assist your organization regardless of industry, professional development need, or the experience level of your team members.

## Featuring current, adaptive and innovative curricula—

developed by professionals, for professionals.

Address the development needs of all team members, regardless of career stage.

High-quality, cost-effective solutions for a range of business sectors and industries.

Meet your organization's training goals while improving individual and team performance.

Available in multiple, flexible formats, providing access to expert instruction regardless of location.

Developed and taught by industry professionals with extensive subject matter expertise and experience teaching diverse adult learners.

Contact us at [scs.business@utoronto.ca](mailto:scs.business@utoronto.ca) for more information



## OUR PROGRAMS

Learn more about our acclaimed programs that are tailored to your career, goals and lifestyle. We are an open-enrolment school welcoming anyone over the age of 18 to take individual courses or certificates. With three campuses located in the GTA (Downtown Toronto, Mississauga and Scarborough) and many courses available online (and hybrid: both in-class and online), learning has never been more convenient. Our course offering is constantly expanding and evolving. For the most up-to-date information, visit us at [learn.utoronto.ca](http://learn.utoronto.ca).

## OUR INSTRUCTORS

Throughout these pages you'll hear from some of our exceptional instructors who support our learners to succeed in a range of disciplines, every single day.

Access detailed course descriptions.  
Go to:  
[learn.utoronto.ca](http://learn.utoronto.ca)

32  
ACCOUNTING

33  
BUSINESS ANALYSIS

34  
BUSINESS COMMUNICATIONS

35  
BUSINESS MANAGEMENT

36  
COMMUNICATIONS AND PUBLIC RELATIONS

37  
ENGINEERING AND APPLIED SCIENCE

38  
ENTREPRENEURSHIP

39  
ENVIRONMENT AND SUSTAINABILITY

40  
FINANCE

41  
HEALTH AND SAFETY

42  
HUMAN RESOURCES

43  
HUMAN SERVICES AND SOCIAL WORK

44  
INFORMATION TECHNOLOGY AND INFORMATION MANAGEMENT

45  
INNOVATION

46  
IT BOOT CAMPS

47  
LANGUAGE LEARNING

48  
LEADERSHIP AND CAREER DEVELOPMENT

49  
LEARNING DESIGN

50  
MARKETING

51  
MEDICINE

52  
PROCESS IMPROVEMENT

53  
PROJECT MANAGEMENT

54  
RISK MANAGEMENT

55  
TEST PREPARATION

56  
TRANSLATION

57  
CREATIVE WRITING

58  
ARTS & SCIENCE

59  
UNIVERSITY LECTURE SERIES

60  
FIND YOUR PERFECT FIT

62  
SEVEN STEPS AHEAD

64  
HELPFUL INFORMATION

66  
INDEX

OVERVIEW

ACCOUNTING

FIND THE NARRATIVE BEHIND THE NUMBERS

Explore and expand your career options in the high-demand and rapidly growing field of accounting. Accounting knowledge and proficiency provide a solid foundation for a career in whichever business industry or sector you choose. Use your accounting abilities to analyze the numbers within your organization, recognize patterns and identify opportunities for business success. Hone your skills now and be prepared for the next step in accounting or business, whether it is your first job in Canada, a promotion with your current employer or an opportunity at a new organization. We offer over 20 accounting courses and six certificate programs that will help you gain new skills, validate your existing knowledge, or support your pursuit of a professional designation, like the CPA or Advanced Certificate in Accounting and Finance (ACAF).



**PURTI AWAL**  
Purti believes in elevating the learning process by applying technical knowledge and judgment within real-world situations to solve problems, provide recommendations and meet stakeholder needs.

Certificates that align with your career

Accounting 1  
Accounting 2  
Accounting 3  
**NEW** Advanced Proficiency in Accounting & Finance  
Internal Auditing  
Management Accounting Fundamentals

Select courses in this program are recognized by these associations

Chartered Professional Accountants of Ontario (CPA Ontario)  
Canadian Institute of Management (CIM)

Top 10

Accounting has been identified as one of Canada's 10 most in-demand jobs for 2018<sup>1</sup>

Career Opportunities

- Chartered Professional Accountant (CPA)
- Accounting Assistant
- Accounting Manager
- Accounting Technician
- Accounts payable
- Accounts receivable
- Cost Accountant
- Payroll
- Payroll Manager
- Project Accountant
- Financial Auditor
- Investment professional
- Retail Manager
- Office Manager
- Small business owner

What You'll Learn

- Develop and hone core technical competencies required to obtain an entry- to mid-level accounting position
- Define and validate your professional competence in ethical behaviour, communication, leadership, problem-solving and decision-making
- Fulfill CPA preparatory or ACAF requirements while earning a University of Toronto School of Continuing Studies Certificate

<sup>1</sup> <https://www.randstad.ca/best-jobs/top-15-jobs/#business-analyst>

OVERVIEW

BUSINESS ANALYSIS

IMPACTFUL INSIGHTS FOR DECISIVE ACTION

Businesses today need people who can accurately analyze needs and problems while working collaboratively to create solutions that add business value. Invest your time in the Business Analysis program to help you thrive in today's competitive environment. Learn how to guide organizational change by working with project teams and stakeholders with confidence. Hone your strategic and analytical skills to help model business opportunities and become a key team player. Whether you are launching your career, expanding your skills or moving up the employment ladder, this program is sure to bolster your qualifications. Complete our courses to meet the professional development requirements for the ECBA®, CCBA® and CBAP® certifications, awarded by the International Institute of Business Analysis (IIBA).



**FARHAD KHURSHID**  
I use various learning techniques in my Business Analysis classes such as providing real life examples, in-class exercises and guest lectures to help learners connect the dots and have a holistic learning experience.

Certificates that align with your career

Business Analysis

Select courses in this program are recognized by these associations

International Institute of Business Analysis (IIBA)  
Project Management Institute (PMI)

Career Opportunities

- Being a top-notch Business Analyst (BA) is a great stepping stone to the Product Owner and Product Manager role
- Analysts from other fields aiming to transition to a business analysis role
- BAs wanting to broaden their knowledge base for enhanced career options

What You'll Learn

- Sharpen your critical thinking skills
- Learn how to identify and define solutions that maximize the value delivered by an organization
- Learn how to communicate business analysis tools, skills and knowledge to key stakeholders
- Balance technical and people skills to define and scope business problems

Top 5

industries BA Professionals work in:  
39% Information Technology, 33% Finance/ Insurance, 16% Government and Public Sector, 14% Business/Professional Consulting, 11% Health Care and Social Services.<sup>1</sup>

<sup>1</sup> IIBA 2017 Salary Survey: <http://balens.iiba.org/?q=content/2017-salary-survey-summary>



OVERVIEW

BUSINESS COMMUNICATIONS

BE HEARD. BE UNDERSTOOD. BE INFLUENTIAL.

Great communicators have the ability to express their ideas clearly and persuasively, to comfortably connect with others and, by extension, to lead. Aimed at managers and other early career professionals, the Business Communications program is designed to help you convey your ideas, pitches, presentations and directives with clarity and absolute confidence. This program zeroes in on written and verbal communication skills. Notice an immediate impact on your business plans, proposals, reports, web content and correspondence and develop greater ease when addressing an audience. Be clear, be convincing and be heard.



**RYAN LOUIS**  
I love fostering a fun and engaging learning environment that challenges learners to expand their skill sets through relevant tasks while gaining insights from each others' experiences.

**Certificates that align with your career**

Business Communications

**Select courses in this program are recognized by these associations**

Canadian Institute of Traffic and Transportation (CITT)  
Project Management Institute (PMI)  
Canadian Institute of Management (CIM)

**4% growth**  
in job postings across Canada requesting Communication, Leadership and Project Management skills between 2016–2017.<sup>1</sup>

- Career Opportunities**
- IT
  - Finance
  - Health care
  - Not-for-profit
  - Education
  - Government
  - Legal
  - Sales and marketing
  - PR
  - Mining
  - Small business and entrepreneurship

- What You'll Learn**
- Learn to write effective business documents for internal and external audiences and stakeholders
  - Develop the tools to deliver persuasive professional presentations, pitches and speeches
  - Practice the use of concise and plain language to get your message across to any audience
  - Achieve your professional goals through strategic negotiation and persuasion

1 Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.

OVERVIEW

BUSINESS MANAGEMENT

BUILD BUSINESS SUCCESS

In today's global economy, it takes a combination of experience and education to stand out from the competition and truly excel. If you aspire to a supervisory or management position or are currently a manager and want to refine your skills, our Business Management courses and programs will help you build a toolkit of essential skills while complementing your experience. Start by boosting your knowledge in fundamental accounting and move on to build and refine your proficiency in other critical business areas including: human resources, marketing, strategy and business process. Strengthen your management capacity, wherever your career goals may take you.



**VANESSA MAGGISANO**  
The law affects every aspect of doing business in Canada. Business Law is a very practical course that will help you feel more empowered to make decisions in your business life.

**Certificates that align with your career**

**NEW** Advanced Proficiency in Accounting & Finance  
Business Communications  
Business Management  
International Trade  
Life Science Enterprise  
Operation & Supply Chain Management

**Select courses in this program are recognized by these associations**

Chartered Professional Accountants of Ontario (CPA Ontario)  
Canadian Institute of Traffic and Transportation (CITT)  
Canadian Institute of Management (CIM)

- Career Opportunities**
- Supervisory or management positions across a wide range of industries
  - Small business owner or entrepreneur

**70%**  
of new jobs created by 2020 are expected to be in highly skilled occupations or management.<sup>1</sup>

- What You'll Learn**
- Learn how to apply business process, project management and strategic mapping concepts to improve

- efficiency and throughput at any company
- Acquire the skills and knowledge to develop and implement a strategic plan
- Develop skills to perform an enterprise assessment, and identify areas for potential improvement
- Grasp the basics of marketing and learn how to develop and implement an effective marketing plan
- Explore how you can apply relevant human resources tools to assess HR management challenges

1 Government of Canada <http://occupations.esdc.gc.ca/sppc-cops/c.4nt.2nt@-eng.jsp?cid=39>

OVERVIEW

# COMMUNICATIONS AND PUBLIC RELATIONS

## MANAGE THE MESSAGE

The message, and how it is delivered, will always matter. It is up to communications and public relations professionals to make sure the message is accurate, managed effectively and reaches the right audiences at the right time. Communications and PR specialists strategize, plan, create and execute communications, media and stakeholder engagement plans. Through these courses, you will learn how to boost brand stories, promote events, better frame and manage issues, and handle crises. Understand how organizations and governments use communications to thrive operationally, drive opportunities, reinforce stakeholder relationships and connect with audiences across a number of platforms, from digital to social to traditional.



**AYESHA KHAN**  
Working in the corporate world, I honed my skills on how to present to executives, lead meetings and simplify messages. My commitment to teach is so others can benefit and succeed.

### Certificates that align with your career

Content Marketing  
Digital Strategy and Communications Management  
Multimedia Storytelling and Content Marketing  
Strategic Public Relations  
Web Writing and Social Media Communications

#1  
in Canada

The public relations job market in Ontario has been growing, with 50.27% of Canada's PR job opportunities located here in 2017, up 2.23% from the previous year.<sup>1</sup>

### Career Opportunities

- Communications Consultant
- Communications Coordinator
- Content Writer
- Corporate Communications Specialist
- Public Affairs Manager
- Public Relations Coordinator
- Public Relations
- Publicist
- PR Analyst
- PR Associate
- Social Media Engagement Specialist

### What You'll Learn

- Create public relations plans and initiatives that apply fundamentals of research, strategy, tactics and evaluation to organization needs
- Evaluate the value, impact and outcomes of PR programs
- Identify and manage key issues and crises
- Maximize PR impact through the utilization of new platforms, technologies and channels
- Integrate digital, social and mobile platforms with traditional PR vehicles

<sup>1</sup> Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.

OVERVIEW

# ENGINEERING AND APPLIED SCIENCE

## INVENT. BUILD. SUSTAIN.

Offered in collaboration with the University of Toronto Faculty of Applied Science and Engineering, choose from a line-up of outstanding programs that promote exceptional learning opportunities for practicing engineers. Reinforce your professional engineering skills with leading-edge instruction in Building Science, Energy Management, Facilities Management and Physical Asset Management. These courses are designed to help you give your organization a strategic and globally competitive advantage. Upgrade your skills, enhance your qualifications and keep yourself on the frontlines of excellence.



**MARCIA O'CONNOR**  
Facilities Management is a growing profession. I've had the opportunity to inspire professionals that want to learn more about facilities management to be the best they can be in the industry.

### Certificates that align with your career

Building Science  
Energy Management  
Facilities Management  
Licensing International Engineers into the Profession Program – Civil Engineering  
Licensing International Engineers into the Profession Program – Electrical Engineering  
Licensing International Engineers into the Profession Program – Mechanical Engineering  
Physical Asset Management

If you're an engineer from outside of Canada, participate in our **Licensing International Engineers Into the Profession (LIEP)** program led by experienced industry professionals.

Select courses in this program are recognized by these associations

Project Management Institute (PMI)

### Career Opportunities

- Building design
- Construction
- Facilities management
- Managerial positions in plant engineering, reliability and maintenance, and energy management

10%  
growth

in Architectural, Engineering and related services job postings across Canada between 2016–2017.<sup>1</sup>

### What You'll Learn

- Acquire and apply fundamental tools of strategic planning, financial and project management, operations and maintenance, and accommodation planning
- Understand legal and regulatory issues that affect the built environment
- Prepare to write the Building Science Specialist of Ontario (BSSO) designation examinations
- Refresh knowledge in select areas of engineering; prepare to write P. Eng. exams

<sup>1</sup> Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.



# ENTREPRENEURSHIP

KICK START YOUR ENTREPRENEURIAL JOURNEY

Even the most brilliant business idea remains just that—an idea—without a solid plan to bring it to life and sustain it. Take your service, product or technology concept to the next level with our Entrepreneurship program. Whether you’ve already launched your startup, but need help with customer acquisition, marketing strategy or financing, or are preparing to unveil a brand new product, we offer courses and workshops in Entrepreneurship, Innovation and Business Management that will help you establish, grow and maintain a sustainable business.

Developed in collaboration with a team at MaRS, one of the world’s largest innovation hubs, our courses will help you validate your concept, build a sustainable and scalable business model, engage your target market, create a dynamic work environment and secure funding. You’ll work alongside active entrepreneurs while gaining the tools, tactics, formal plans and strategies to help your ideas soar.



**JOSEPH WILSON**  
Strong companies no longer compete by having better products but by hunting for innovative business models. Entrepreneurs rely on their creativity, resilience and experience to scale these models to make an impact.

## Certificates that align with your career

Entrepreneurship  
Business Innovation  
Business Management

“This course is probably the best and most relevant one that I’ve ever taken.”

— Learner, SCS Course Evaluation

### Career Opportunities

- Take your new business idea from concept to execution, while reducing startup risk
- Strengthen your current early stage company and hone your management skills and business acumen

### What You’ll Learn

- Validate your business concept, identify your target market and build a sustainable business model
- Develop an understanding of how sales and marketing relate to your target demographic
- How to build a well resourced team.
- Create realistic business, marketing and financing plans

#1

Toronto-Waterloo is home to the highest number of active startups in Canada as of 2017.<sup>1</sup>

<sup>1</sup> Startup Genome. (n.d.). Number of active start-ups in select Canadian cities as of 2017. In Statista—The Statistics Portal. Retrieved March 8, 2018, from <https://www.statista.com/statistics/761224/number-of-canadian-startups-in-top-5-cities/>

# ENVIRONMENTS AND SUSTAINABILITY

MANAGE SUSTAINABLE ENVIRONMENTS THROUGH TECHNOLOGY

Our swiftly changing environment demands that organizations and governments have access to accurate, up-to-date environmental information and predictions. Offered in collaboration with the University of Toronto’s School of the Environment, these programs and courses will provide you with the skills required to use current, innovative technology to collect and analyze crucial environmental data for your organization. These applied professional courses were previously offered as a part of the University of Toronto School of the Environment’s Professional Development online courses.



**MICHAEL GOVOROV**  
The courses I teach provide learners with broad exposure to Geographic Information Systems (GIS), remote sensing theory and techniques, in addition to popular GIS and image analysis software skills.

## Certificates that align with your career

NEW Geographic Information Systems (GIS) for Environmental Management  
NEW Advanced Study in GIS for Environmental Management

33%

In 2017, 32.56% of all Environmental Science job postings across Canada highlight Geographic Information System as an in-demand skill.<sup>1</sup>

### Career Opportunities

- GIS Analyst
- GIS Researcher
- GIS Programmer
- Spatial Database Specialist
- Information Technology Specialist
- Planning Forester
- Forester
- Forestry Technical Specialist

### What You’ll Learn

- Remote sensing concepts, methods and systems
- Spatial analysis models and techniques for environmental management
- Data modelling and mapping environmental conditions and trends
- Internet and mobile based technologies for problem identification and generating solutions
- GIS tools to store, edit and display spatial data and satellite images

<sup>1</sup> Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.

OVERVIEW

FINANCE

INVEST IN YOURSELF AND YOUR FUTURE

The fast-paced and competitive world of finance demands sharp minds and serious credentials. Establish yourself as a contender in the industry with a program that will enable you to strengthen your financial analysis skill set; expand your knowledge of trading, asset valuation and forecasting; and help you become a more confident and incisive decision-maker. Accelerate your career opportunities in a global market and open doors to positions in finance, trading, investment and portfolio management.



**TIMOTHY FONG**  
Timothy Fong is an award-winning instructor and a Managing Director at Canada’s banking regulator (OSFI). In 2013, he received the Queen Diamond Jubilee Medal for his significant contributions to Canada.

Certificates that align with your career

Financial Analysis & Investment Management  
Financial Trading & Option Strategies  
International Trade

Select courses in this program are recognized by these associations

Chartered Professional Accountants of Ontario (CPA Ontario)  
Canadian Institute of Chartered Business Valuators (CICBV)  
Canadian Payroll Association (CPA)

Career Opportunities

- Financial trading
- Day Trader
- Various positions in finance and banks, investment management, portfolio management, insurance, investment funds

What You’ll Learn

- Develop expertise in trading and asset valuation
- Increase your skills in the discipline and practice of financial analysis
- Apply improved analytic skills to investment and portfolio management
- Make more accurate forecasts and informed trading decisions
- Prepare for disruptive innovation

19k

In 2017 there were over 19K Financial Management, Analyst and Investment jobs across Canada.<sup>1</sup>

1 Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017

OVERVIEW

HEALTH AND SAFETY

PROTECT YOUR WORKPLACE, EMPOWER YOUR EMPLOYEES

Every organization is required to create a safe and healthy environment for its team members. Organizations who embrace a culture of health and safety create a productive, positive atmosphere to help their team members excel. Take advantage of the demand for occupational health and safety skills as workplaces strive to meet increasingly rigorous standards. Through the courses in this program, you’ll learn from experienced HR professionals and safety practitioners as they educate you on best practices and share real-world experiences. You will also gain key insights and learn proper procedures to implement measures and effectively manage health and safety related issues. Whether you are new to this field, an established HR professional or seeking first-aid skills, these courses will support you to expand your capabilities.



**PETER STURM**  
This course is for people who are looking for a learning experience that is exciting and challenging, offers immediate results and makes a real difference at work.

Certificates that align with your career

Occupational Health & Safety

Courses approved by the Canadian Red Cross

3446 SFA (Standard First Aid) and CPR-C  
3447 CPR-HCP (Healthcare Provider Level)

Select courses in this program are recognized by these associations

Human Resources Professionals Association (HRPA)

16% growth

in Occupational Health and Safety job postings across Canada between 2016–2017.<sup>2</sup>

Career Opportunities

- Training and Development Specialist
- Health and Safety Officer
- Health and Safety Manager
- Health and Safety Coordinator
- Health and Safety Administrator
- Safety Technician
- Trainer and Auditor

What You’ll Learn

- Deepen your knowledge of occupational health and safety practices and processes in Canada, especially Ontario
- Get to know the managerial issues surrounding occupational health and safety
- Understand the costs and causes of workplace accidents.
- Become familiar with accident prevention strategies and systems
- Apply advanced occupational health and safety principles to management issues

1 Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.



OVERVIEW

HUMAN  
RESOURCES

PEOPLE PERSON? PERFECT.

Tasked with locating, recruiting, retaining and motivating the best talent, human resource professionals are vital to an organization’s sustained success. These programs give both aspiring and established HR personnel the competencies required to advance workplace performance standards. Eager to add to your HR skill set? Choose from one of our many focused courses and deepen your knowledge of topics including training and development, recruitment and selection, compensation, and occupational health and safety. The program also features the courses necessary for those seeking CHRP and CHRL designations. Learn the professional skills you need to be successful in this strategic and thriving field.



THOMAS HOLMES  
Continuing Education is a character marker. It tells the world that you are part of it, in sync with its evolution, its solutions and responsible for your place within it.

Certificates that align with your career

Human Resources  
Human Resources Management Essentials

6% growth

in Human Resources job postings across Canada between 2016–2017.<sup>1</sup>

What You’ll Learn

- Develop a comprehensive understanding of the human resources field
- Recruit the right people to your organization and help them maximize their performance
- Use financial and HR planning systems, processes and goals for successful HR management
- Gain a broad overview of HR management fundamentals
- Obtain strategies your organization can deploy to maximize its return on investment in human capital

Career Opportunities

- HR Administrator
- Recruitment and selection
- HR Generalist
- HR Manager
- Compensation and Benefits Manager
- Training and Development Specialist
- Employment, Recruitment and Placement Specialists
- Human Resources Information System (HRIS) Analyst

Select courses in this program are recognized by these associations

Human Resources Professionals Association (HRPA)

1 Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.

OVERVIEW

HUMAN SERVICES  
AND SOCIAL WORK

BUILD CARING COMMUNITIES

Delivered in partnership with the University of Toronto’s Factor-Inwentash Faculty of Social Work, Human Services and Social Work courses address the ongoing challenges and complex issues that people in the helping professions contend with daily. If you are currently working in social work, human services, health care, or education, our courses will help you to grow in your profession by expanding your skill set in areas ranging from applications of mindfulness to leadership in human service organizations to clinical hypnosis. Our instructors are thought leaders and experts in their fields, delivering innovative research-based content that will ensure you are equipped with the skills you need to help your clients.



SHELLEY MCMAIN  
I am a clinician, educator and researcher committed to improving treatments for people with severe emotional dysregulation. My training integrates wisdom from Dialectical Behaviour Therapy (DBT) and mindfulness into clinical practice.

Certificates that align with your career

Applied Mindfulness-Based Chronic Pain Management (MBCPM™) Facilitation  
Applied Specialization in Mindfulness Meditation  
Clinical Hypnosis for Clients & Groups  
Foundations of Applied Mindfulness Meditation  
Human Services Management & Leadership  
NEW Mindfulness Informed End of Life Care

59% growth

in Social Work job postings across Canada between 2013–2017.<sup>1</sup>

Career Opportunities

- Obtain relevant training and professional development for careers in social work, counselling, therapy, health care, education and human services

What You’ll Learn

- Engage in the intellectual, interpersonal and technical skill development

needed to manage the day-to-day operations of a human service organization

- Learn to use clinical hypnosis to eliminate fears, blocks and self-defeating damaging patterns and behaviours
- Explore the history and practices of mindfulness and mindfulness meditation
- Elevate your knowledge of mindfulness meditation through specializing in a variety of concentrations

Check out our Arts & Science, Creative Writing and Mindfulness Meditation course calendar for more stories about our Mindfulness program and course listings.

1 Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.

OVERVIEW

# INFORMATION TECHNOLOGY AND INFORMATION MANAGEMENT

THRIVE IN THE AGE OF CLOUD AND BIG DATA

Artificial intelligence and machine learning are revolutionizing the workplace, big data is omnipresent across all industries and privacy and security are fast becoming a top priority for organizations. With this kind of rapid change comes a host of opportunities, and there has never been a more exciting time to pursue a career in IT and Information Management. Position yourself for success in key organizational areas, from artificial intelligence, enterprise architecture, cloud computing, enterprise data analytics and data science, to cyber security, machine learning, strategic management of enterprise IT and user experience design. Learn from frontline professionals in this rapidly evolving sector to help organizations lead in managing and analyzing data, accelerate their competitive advantage and protect vital resources. Enhance your career prospects and secure your future in this emerging area.



**AMALIA BARTHEL**  
Being an expert in my chosen subject matter areas didn't happen overnight. I bring that journey and passion with me in the classroom and I learn from my learners by listening.

### Certificates that align with your career

**NEW** Artificial Intelligence  
Cloud Computing  
Cyber Security Management  
Data Science Fundamentals  
Enterprise Architecture  
Management of Enterprise  
Data Analytics  
Mobile Business Technologies  
& Applications  
**NEW** Privacy Management in the  
Digital Enterprise  
Records & Information Management  
Strategic Management of Enterprise IT  
**NEW** User Experience Design

Select courses in this program are recognized by these associations

ISACA Toronto Chapter

### Career Opportunities

- IT Manager
- Business strategy & analytics
- Research & Information Managers
- Data Scientist
- Enterprise Architect
- Cloud System Manager

84k

new ICT jobs are expected to be created in Canada by 2019.<sup>1</sup>

### What You'll Learn

- AI and machine learning methodologies
- Understand cloud computing service models, explore development tools and get a market overview of cloud providers

- Recognize and manage cyber risks; design a cyber security program that works
- Apply concepts of effective IT governance and enterprise IT management
- Explore Canadian and international best practices and standards, tools and techniques for storing, retrieving and managing records and information
- Understand critical privacy, access and governance issues
- Manage a Big Data/ predictive analytics initiative
- Learn principles, practices and methodologies of user experience design

<sup>1</sup> <http://www.digcompass.ca/labour-market-outlook-2015-2019/2-0canada/>

OVERVIEW

# INNOVATION

CREATE SOCIAL, ORGANIZATIONAL AND GLOBAL CHANGE

Staying relevant in today's global marketplace requires organizations to evolve, continually developing new strategies, business processes, products and services. Help your organization remain a top competitor by learning how to ignite, inspire and sustain innovation. Through our courses, you'll gain an understanding of the innovation lifecycle—from identifying and assessing ideas through to implementation and process creation. In our hands-on, interactive courses, you'll have the opportunity to work on your own innovation project, receiving expert guidance and feedback before engaging your stakeholders. You'll also learn how to foster a culture of innovation, involve team members and gain organizational support for your initiatives. Develop a valuable peer network and learn from your fellow students and their experiences while contributing your own expertise.



**FERHAN BULCA**  
Ideas are a dime a dozen. Successful innovation is great strategy and even better execution. My Business Innovation course takes learners through the full cycle of bringing great ideas to market.

### Certificates that align with your career

Business Analysis  
Business Innovation  
Business Management

### Career Opportunities

- Business Development Manager
- Innovation Consultant
- Product innovation
- Product Manager
- Research and Innovation Officer

\$1.26b

Canadian government to invest \$1.26 billion in innovation over the next five years.<sup>1</sup>

### What You'll Learn

- Assess innovation opportunities and apply frameworks and processes within your organization
- Make informed decisions about research and development (R&D) and innovation
- Use customized metrics and key performance indicators (KPIs) to evaluate your initiative
- Get hands-on experience in identifying, planning and executing your own innovation project

<sup>1</sup> <https://www.canada.ca/en/innovation-science-economic-development/programs/strategic-innovation-fund.html>



OVERVIEW

IT BOOT CAMPS

BECOME PART OF THE DIGITAL REVOLUTION

Technology has transformed virtually every area of human activity—and you can gain the in-demand skills for web development, data analytics, or cybersecurity at UofT SCS Boot Camps. Program benefits include a part-time schedule with evening and weekend classes; dynamic, hands-on curricula that cover the most market-driven skills; engaging classroom learning environment, allowing for wide-ranging support; extensive career services including résumé and social media profile support, portfolio reviews, technical interviews, 1:1 coaching and more.

These programs are presented in partnership with Trilogy Education Services.



ANDREW MACPHERSON  
I use my years of experience to give learners a holistic understanding of the industry and a good head start in the workplace.

Courses that align with your career

U of T SCS Coding Boot Camp  
U of T SCS Data Analytics Boot Camp  
COMING SOON U of T SCS Cybersecurity Boot Camp

27k

In 2017 there were over 27K software development jobs across Canada.<sup>1</sup>

Access detailed course descriptions. Go to: [bootcamp.learn.utoronto.ca](http://bootcamp.learn.utoronto.ca).

Career Opportunities

- Full/Back-End/ Front-End Web Developer
- Technical Project Manager
- Application Development Manager
- Web Designer/ Producer
- Test/QA Engineer
- Technical Business Analyst and SEO Specialist
- Data Scientist
- Business Intelligence Analyst
- Cybersecurity Analyst
- Network or System Security Administrator
- Digital Forensics Examiner

What You'll Learn

Coding

- Build front-end websites
- Create full-stack, single-page web applications
- Generate dynamic content using MySQL, MongoDB and Firebase

Data

- Employ statistical analysis to model, predict and forecast trends
- Utilize real-world data sources to showcase social, financial and political phenomena
- Create Python-based scripts to process large datasets

Cybersecurity

- Understand cybersecurity threats, actors and methods
- Successfully design and configure digital networks using Cisco IOS
- Perform administrative and security tasks

<sup>1</sup> Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.

OVERVIEW

LANGUAGE LEARNING

FLUENT IN POSSIBILITY

Speaking another language opens a world of possibility. Language fluency can enhance travel, broaden career horizons and connect you to cultures and opportunities that may otherwise be inaccessible. Engage in lively sessions to help improve your understanding of key elements of the language (pronunciation, intonation, usage, vocabulary) while actively learning to use it in the proper business, social and cultural context. The program will improve your core skills of speaking, listening, reading and writing, and bolster your confidence to apply those talents in the real world, wherever that may be.



MARTIN RAMÍREZ  
What they learn, they apply. I have seen time and time again, after each course, how learners see a substantial difference in their ability to express concepts in Spanish.

Certificates that align with your career

Arabic, Modern Standard  
Chinese – Cantonese  
Chinese – Mandarin  
Dutch  
Farsi  
French, Conversational  
French, Practical  
German  
Italian  
Japanese  
Korean  
Latin  
Portuguese, Brazilian  
Russian  
Spanish  
Translation – see p. 56

Check out our Arts & Science, Creative Writing and Mindfulness Meditation course calendar for more stories about our Language Learning program.

Career Opportunities

- Facilitate foreign travel
- Improve overall cognitive function and executive decision-making by learning new languages
- Build goodwill with colleagues and clients abroad
- Contribute to your understanding of the complexities of foreign markets and global cultures

What You'll Learn

- Benefit from a structured learning approach designed for adults
- Understand sentences and frequently used expressions related to areas of most

- immediate relevance, like work, school, travel, personal information, local geography and employment
- Develop a good grasp of pronunciation, intonation and rhythm
  - Develop a current, real-world vocabulary
  - Learn to adhere to an appropriate level of formality and politeness
  - Grasp the socio-cultural etiquette and protocol of the culture

42%

Job postings requiring a second language rose 42% between 2016 and 17 in Canada. SCS offers courses in 20 different languages.<sup>1</sup>

<sup>1</sup> Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.

OVERVIEW

# LEADERSHIP AND CAREER DEVELOPMENT

CHART YOUR COURSE. INSPIRE SUCCESS.

Dynamic leaders will always be in demand. The ability to develop a clear vision for the future, build and motivate teams, and drive strategy is what sets apart true leaders in successful organizations, and mere managers in those that stagnate. If you want to become a leader, you need to understand the principles and apply the practices of effective leadership. Refine your critical thinking, develop strategic skills and hone your ability to define and execute organizational plans. Learn from proven leaders how to build impactful teams and manage challenging relationships, while sharpening your negotiation and conflict management skills. Our class sizes are small, hands-on and interactive so that you complete the certificate with the skills you need to guide your organization. Accept the challenge to realize your own potential, and ask yourself: who is better to lead than you?



**WILLIAM SMALLEY**  
William Smalley consults on strategy, business development and negotiation and is the author of *Intelligent Selling*. He has appeared on CBC News as a negotiation consultant.

## Certificates that align with your career

Leadership Essentials  
Non-Profit Leadership for Impact  
Strategic Leadership Advanced

28%

of management level positions highlight Leadership as an in-demand skill.<sup>1</sup>

### Career Opportunities

- Accelerate your career as a leader or manager
- Enter a mid- to senior-level leadership role across a wide range of industries
- Contribute to your organization's holistic leadership development strategy

### What You'll Learn

- Define the role of the leader in achieving success
- Engage others in creating shared purpose and mission
- Address core leadership competencies including effective negotiation, conflict management skills, building highly effective teams and mindfulness practices
- Build and lead teams for top performance

<sup>1</sup> Source: Burning Glass Technologies. <http://www.burning-glass.com>, 2017.

OVERVIEW

# LEARNING DESIGN

DESIGN EFFECTIVE AND SUSTAINABLE LEARNING EXPERIENCES

In today's fast-paced marketplace, organizations require Learning Design (L&D) resources that meet the needs of a global workforce. Learn how to apply instructional design principles and best practices to create sustainable training, on budget and on time. Whether you are new to the industry, are currently managing L&D teams, or are exploring consulting, our courses will provide the foundational elements to grow your career. Through the program, you'll delve into adult learning theory, the learning design life cycle, oversight of L&D projects and evaluation.



**LINA PERRONE**  
Instructional design is more than a process. I encourage learners to think critically about design relative to their experience, and to the dynamic interplay of people and contexts design can influence.

## Certificates that align with your career

NEW Learning Design  
User Experience Design

### Career Opportunities

- Learning and Development Manager
- Learning and Development Consultant
- Instructional Technologist
- Training Specialist
- Learning and Development Specialist
- eLearning Developer/Designer

### What You'll Learn

- Explore ways to meet your organization's or your client's learning development needs while addressing diverse learning preferences
- Develop the foundational knowledge required to design, implement and evaluate learning and development training, eLearning and other programs
- Examine key business and management concepts needed to run successful Learning and Development projects and teams within an organization or consulting practice

46%

Ontario leads Canada's 2017 job market with 46% of the country's Learning Design job opportunities.<sup>1</sup>

<sup>1</sup> Burning Glass Technologies. <http://www.burning-glass.com>, 2017.



OVERVIEW

MARKETING

DEFINE. DESIGN. DELIVER.

Conquer new markets by exploring exciting opportunities in a diverse, growing and ever-changing discipline. Choose from a vast range of exciting courses and certificates that explore marketing essentials such as audience research and behaviour analysis, pricing, distribution, creative strategy formulation, brand development and management, media campaign development, traditional and digital advertising, e-commerce, search engine marketing, social media, promotion and online copy writing. Examine and immerse yourself in key concepts, techniques and tools needed to create winning marketing strategies to help you and your business succeed. Engage with seasoned instructors who are leaders in their industry and who share their best practices and market success factors. Learn how to be bold in an industry of bold thinkers, to recognize new opportunities, to capture hearts and minds and to deliver business results.



**MICHAEL SEATON**  
I am passionate and focused on unlocking the insights and opportunities learners can apply directly to their business success in the ever-evolving world of digital marketing and digital transformation.

Certificates that align with your career

- Advertising
- Brand Management
- Digital Marketing Management
- Digital Strategy and Communications Management
- E-Commerce and Online Business Management
- Marketing
- Marketing, Advanced
- Marketing Research
- Multimedia Storytelling and Content Marketing
- Web Writing and Social Media Communications

19k

In 2017 there were over 19k Marketing jobs across Canada.<sup>1</sup>

Select courses in this program are recognized by these associations

Canadian Institute of Traffic and Transportation (CITT)  
Global Risk Management Institute (GRMI)

Career Opportunities

- Account Manager
- Brand Manager
- Content Marketing Manager
- Digital Marketer
- E-commerce Specialist
- Marketing Strategist
- Marketing Manager
- Marketing Specialist
- Online Marketing Manager
- Product Manager
- Product Marketing Manager
- SEO Specialist
- Social Media Marketer

What You'll Learn

- Develop successful product and service strategies
- Create compelling, creative campaigns
- Tell powerful product and brand stories
- Learn quantitative and qualitative research principles to understand your target audiences
- Embrace new digital and social media techniques and tools to measure and respond to online consumer behaviour

OVERVIEW

MEDICINE

CREATE A HEALTHIER WORLD

Offered in collaboration with the University of Toronto Faculty of Medicine and taught by U of T faculty members, these challenging online courses are designed for learners who are applying to health-science schools and professions. Each course provides you with a thorough introduction to an important discipline within medicine. From the basics of human physiology to the intricacies of medical microbiology, these courses will complement your university-level scientific knowledge.

Prepare yourself for the next phase of your education or career, become a more well-rounded health practitioner or simply satisfy your scientific curiosity with expert instruction from the university that is on the cutting edge of global health research and discovery.



**STAVROULA ANDREOPOULOS**  
Success. It is with this teaching philosophy that I try to create a positive classroom environment that in turn allows and encourages learners to become independent and effective learners.

Courses that align with your career aspirations

- 2159 Basic Human Physiology
- 2472 Biochemistry with a Medical Perspective
- 3170 Fate of Drugs in the Body: Fundamentals of Pharmacokinetics
- 3031 Introduction to Medical Microbiology
- 2900 Pharmacology Principles & Clinical Applications
- 3128 Principles of Immunology

2.38m

The size of employment in the health care and social assistance industry in 2017 in Canada.<sup>1</sup>

Career Opportunities

- Pharmacist
- Physiotherapist
- Occupational Therapist
- Registered Massage Therapist
- Physician
- Nurse

What You'll Learn

- Skills and knowledge to fulfill entrance requirements for some professional health science programs (please verify entry requirements to your specific program pre-registration)
- A university-level understanding of a variety of medical topics
- A grasp of key material to prepare for or expand a career in health-sciences

1 Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.

1 Source: Statistics Canada <http://www.statcan.gc.ca/tables-tableaux/sum-som/101/cst01/econ40-eng.htm>

OVERVIEW

PROCESS  
IMPROVEMENT

DRIVE BUSINESS TRANSFORMATION

More than ever before, businesses face the challenge of speeding up product and service delivery and lowering costs, while simultaneously innovating new products and services and adopting new ways to serve customers. The only way to achieve such a range of outcomes is to rethink the organization and how it operates from an end-to-end process perspective. Our process improvement courses will help you develop the practical knowledge and skills to undertake improvements with confidence. Business Analysis defines requirements for technology and other solutions to address gaps. Lean Six Sigma addresses quality and how to facilitate improvements by identifying gaps using statistical methods and lean thinking. Business Process Management is about the design of processes that meet customer needs and strategic objectives while managing their implementation and ongoing improvement. These are in-demand skills that are highly transferable. These certificates can also prepare you for highly desirable professional designations, positioning you for success.



**TOM BARKER**  
After careers in applied research and management consulting, Tom enjoys teaching the inquiring minds and interesting people he encounters in SCS courses, who all thrive in a learning-by-doing environment.

Certificates that align with your career

Business Analysis  
Business Process Management  
Advanced Business Process Management  
Lean Six Sigma

Career Opportunities

- Business Analyst
- Process Improvement Specialist
- Business Process Consultant
- Process Analyst or Architect
- Business Process Engineer
- Business Systems Analyst

What You'll Learn

- Define problems, analyze underlying causes and gaps and build support for improvement
- Work collaboratively with stakeholders to make credible conclusions and recommendations
- Select and use the most appropriate techniques and approaches to get the job done in a wide variety of situations

17%  
growth

in jobs requesting Lean Six Sigma or Business Process skills between 2016–2017.<sup>1</sup>

Select courses in this program are recognized by these associations

Association of Business Process Management Professionals (ABPMP)  
International Institute of Business Analysis (IIBA)  
Project Management Institute (PMI)

<sup>1</sup> Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.

OVERVIEW

PROJECT  
MANAGEMENT

PLAN. IMPLEMENT. SUCCEED.

Whatever your industry, project management is arguably one of the most valuable skills you can bring to an organization today. The Project Management program will expand your capacity to strategize, implement and execute plans with efficiency, deliver outcomes that offer value and make you a vital contributor to your organization's competitiveness and growth. Successful project management combines strategic insight, innovative planning and prioritization, strong communications and the ability to motivate team members. These are highly transferable skills and can create opportunities around the globe. Whether you are new to project management, ready to take your abilities to the next level or eager to unlock your agile project management skill set, develop these essential job-ready skills now, and lay the foundation for career success to last a lifetime.



**RON CALDWELL**  
By creating an interactive environment conducive to learning, my learners are able to apply their newly transferable knowledge and project management skill set.

Certificates that align with your career

Project Management  
Advanced Project Management  
International Project Management  
COMING SOON Agile Project Management

Career Opportunities

- Project Coordinator
- Project Manager
- Senior Project Manager
- Program or Portfolio Manager
- Scrum Master
- Product Owner

What You'll Learn

- Develop the skills and knowledge to manage real-life projects in multiple industry sectors using traditional and/or agile practices
- Learn how organizations use projects to implement strategy and change
- Apply the most effective tools and techniques to achieve project objectives

Top 3

In 2017, over 68k jobs in Canada highlight project management as one of the top 3 in-demand skills.<sup>1</sup>

Select courses in this program are recognized by these associations

Project Management Institute (PMI)  
Project Management Association of Canada (PMAC)  
Canadian Construction Association (CCA)

<sup>1</sup> Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.



OVERVIEW

RISK  
MANAGEMENT

MANAGE RISK. REAP THE REWARDS.

The capacity to effectively manage risk is integral to the success of any organization. Leading organizations in virtually every field, including manufacturing, marketing, finance, health care and insurance, strongly benefit from informed risk management strategies. By gaining knowledge or pursuing a credential in this field, you can position yourself as a vital organizational player, with the ability to offer key insights to make critical strategic decisions. Our courses are designed to give you the skills to identify, analyze, assess, strategize, develop plans and take measures to reduce risk. By completing one of our industry recognized and certified certificate programs, you will be qualified to pursue a career as a risk analyst, risk manager and a variety of other rewarding positions in the risk field.



**DEBORAH TRACOGNA**  
Deborah Tracogna, CIP, CRM-E is the Risk and Insurance Manager for the City of Brampton ensuring the effectiveness of their risk programs. She was named as one of Canada’s Leading Risk Managers for 2017.

Certificates that align  
with your career

Enterprise Risk Management  
Risk Management

Career  
Opportunities

- Risk Analyst
- Risk Manager
- Manager, fraud risk and change solutions
- Relationship Manager

What You’ll Learn

- Understand the nature, purpose and steps involved in risk management
- Know how to assess and treat risk
- Analyze and treat exposures to accidental and business losses
- Apply the techniques professionals use to offset negative consequences of risk events
- Understand how risk-financing decisions are made

8%  
growth

in job postings across  
Canada requesting  
Risk Management or  
Assessment skills  
between 2016–2017.<sup>1</sup>

Select courses in this program  
are recognized by these  
associations

Global Risk Management Institute (GRMI)  
Alberta Insurance Council (AIC)  
Surety Association (SAC)

“I really appreciate  
the flexibility  
of the webinars.”

—Learner, SCS Course Evaluation

<sup>1</sup> Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.

OVERVIEW

TEST  
PREPARATION

READY. SET. KNOW.

Certification and qualifying exams occupy their own special place on the stress-inducing scale. Aspiring professionals across a range of disciplines have to successfully pass these exams as another step towards fulfilling their career ambitions. Whether you are working toward a professional designation or getting ready to become licensed, our test preparation courses can improve your prospects for future employment. Our experienced instructors will help you understand the best preparation strategies and techniques required to be test-ready for these industry benchmarks. Prepare to be test-ready and pass the first time.



**RYAN GOLDSMAN**  
After a decade in the industry, U of T has given me the opportunity to “pay it forward” by helping others attain the same level of success.

Test Preparation  
Courses

- 1526 Passing the CFA® Exam: Level I
- 1766 Passing the CFA® Exam: Level II
- 2064 Passing the CFA® Exam: Level III
- 2301 GMAT Test Preparation
- 2336 Passing the FRM® Exam: Part 1
- 2337 Passing the FRM® Exam: Part 2
- 2347 HVAC
- 2352 Roof Systems
- 2495 Building Envelope Materials
- 2496 Wall & Window Systems
- 2645 Passing the CFA® Level I December Exam – Accelerated
- 2681 Passing the Canadian Securities Course® Exam
- 3149 Professional Practice Examination (PPE) Preparation Course: LIEP
- 3368 Passing the CIP Certification Exam
- 3371 Case Writing for CPA Courses and Exams
- 3525 Passing the PMP® Exam
- 3526 Prepare for the PMP® Exam Online Courses in the LIEP Certificates (civil, electrical, mechanical)

“The instructor  
provides us with  
resources and cares  
about our success.”

—Learner, SCS Course Evaluation

<sup>1</sup> Stat collected by SCS

OVERVIEW

TRANSLATION

FLUENT IN THE ART OF CAREER

In an increasingly globalized world, effective communication between cultures is essential. As we broaden our horizons for business, trade and tourism, the need for qualified translators is increasing. Your ability to communicate clearly in several languages could be the essential link to help businesses, organizations and governments reach key audiences. Through this program, learn to analyze and translate with accuracy and integrity and use your skills in commercial, technical, literary or promotional fields. Our highly qualified instructors will help you understand and apply different styles of translation such as free, idiomatic, functional and literal so that you’re prepared to meet whatever translation challenges come your way.

These courses are designed for learners who are confidently bilingual with native or near-native ability in written English and the second language aligned with the certificate.



CLÉMENCE LANDRÉ

To succeed in this competitive industry, learners need to stand out by creating texts that do not sound like translations. I give them the tools to make this happen.

Certificates that align with your career

Translation

Career Opportunities

- Freelance translation
- Translation as a supplementary skill for managers, customer service, etc

What You’ll Learn

- Formalize your translation skills in French, Chinese, Japanese, Korean, Portuguese or Spanish
- Gain a thorough understanding of the theory and practice of translation
- Master the stylistic differences between the two languages
- Learn to analyze and translate with accuracy and integrity

47%

Ontario leads Canada’s 2017 job market with 46.92% of the country’s Translator job opportunities.<sup>1</sup>

Check out our Arts & Science, Creative Writing and Mindfulness Meditation course calendar for more stories about our Translation program.

“The instructor helps us achieve our goals.”

—Learner, SCS Course Evaluation

<sup>1</sup> Source: Burning Glass Technologies. <http://www.burning-glass.com>. 2017.

OVERVIEW

CREATIVE WRITING

BRING YOUR WORDS TO LIFE

Good writing can spark joy, fear, empathy, curiosity and imagination. Excellent writing can change the world. Learn the essentials of excellent writing and put them into practice as part of one of the largest Creative Writing programs in Canada. Our courses are taught by an impressive line-up of literary talent from a broad range of genres. Class sizes are small to ensure you receive the individual attention you need to help your writing thrive. Tell your tale, share your verse, find your voice and become a better writer. Your story begins right here.



AYELET TSABARI

I want learners to leave my Creative Writing class with an enlarged sense of themselves as writers, a broader understanding of the intricacies of craft, and the confidence to tell their stories.

Certificates that align with your career

Creative Writing  
Multimedia Journalism

Career Opportunities

- Published Author
- Freelance Writer
- Editor
- Multimedia Journalist

What You’ll Learn

- An understanding of literary techniques in the genre of your choice
- Learn from some of the top writers in Canada
- Apply your ability to develop a manuscript of 20,000 to 25,000 words
- Find support in a large, thriving writing community

80+

More than 80 published learners and instructors.<sup>1</sup>

Students who enroll in the program will be eligible for the following awards

The Penguin Random House of Canada Student Award for Fiction  
The Janice Colbert Poetry Award  
The Marina Nemat Award

Check out our Arts & Science, Creative Writing and Mindfulness Meditation course calendar for more stories about our Creative Writing program and course listings.

“This course succeeded in bringing out all that I hoped and more.”

—Learner, SCS Course Evaluation

<sup>1</sup> Stat collected by SCS



OVERVIEW

ARTS  
AND SCIENCE

FEED YOUR MIND, EXERCISE YOUR BRAIN

A vast world of interests awaits those with an appetite to learn. Packed with a broad line-up of fascinating topics, Arts & Sciences courses are designed to exercise, intrigue and satisfy your curious mind. Structured to prompt vibrant discussion, these courses will appeal to the intellectually inquisitive at any stage of life. Enrol for the simple love of learning or to get acquainted with a subject that could help launch your career. Reignite passion for a forgotten favourite subject, indulge an intellectual escape, or treat the historical, cultural and artistic programs as a primer for travels to come. SCS constantly develops new courses to keep learning lively. What feeds your curiosity?



**SHELDON JOSEPH**  
Nothing is more “edutaining” than learning about what makes you, you. My interactive and accessible courses explore the most complex structure in the known universe: the amazing human brain.

Alan Toff Annual Lecture

Alan Toff’s courses on visual art were favourites at SCS for more than 30 years, and the Renaissance man behind them has won the admiration of art lovers and artists alike with his keen eye for detail and broad scope of knowledge. Alan retired from teaching, but his legacy lives on—thanks to a \$50,000 donation from an anonymous donor—in the Alan Toff Annual Art Lecture, part of the University Lecture Series. Each event features a well-known artist, collector, gallery owner or critic exploring various aspects of visual art, past and present.

Check out our Arts & Science, Creative Writing and Mindfulness Meditation Course Calendar for more stories about our Arts & Science program and course listings.

“Excellent instructor. Knows how to present and discuss complex philosophical concepts to a class where participants’ knowledge varies.”

—SCS Course Evaluation Survey

What You’ll Learn

- Return to an early interest, or discover a new one. Enjoy learning for its own sake with experts who love to teach
- Understand more about where our cultures came from and where they are heading
- Discover the world of contemporary and historic art, architecture, design, literature and philosophy
- Learn more about yourself—your body, your brain, your personality—with courses in health and psychology

OVERVIEW

UNIVERSITY  
LECTURE SERIES

LEARN FOR THE LOVE OF IT

A perennial favourite, the University Lecture Series is guaranteed to pique your interest with an expansive list of hour-long talks. This series features a line-up of scholars and leading thinkers weighing in on subjects across the intellectual spectrum, including history, politics, geography, art, science, architecture, literature, media and more. Every week offers another illuminating talk that will inform your perspective and challenge your assumptions. Develop a greater appreciation for topics that spark your curiosity. Dive even deeper into them. Provocative, critical and insightful, this series welcomes learners of all ages.



**ADAM CHAPNICK**  
Informed conversations about world affairs make us better citizens. My University Lecture Series aims to support that process. Please join me for discussions about Canada and its place in the international community.

What You’ll Learn

- Hear leading scholars and thinkers offer fresh perspectives and ideas on a wide range of subjects
- Discover an interest in topics that are new to you
- Challenge your own opinions by listening to a controversial point of view
- Get a better sense of current events.
- Understand the relevance today of history, politics, geography, art, science, architecture, literature, media and more

Check out our Arts & Science, Creative Writing and Mindfulness Meditation course calendar for more stories about our University Lecture Series and course listings.

“Every week offers another illuminating talk that will inform your perspective and perhaps challenge your assumptions.”

—SCS Course Evaluation Survey

Schedule

Downtown	Markham	Oakville
Oct 3 2018 to Dec 5 2018 Wed 12:30pm – 1:30pm	Oct 4 2018 to Dec 6 2018 Thu 12:30pm – 1:30pm	Sept 10 2018 to Nov 19 2018 Mon 12:00pm – 1pm
Feb 6 2019 to Apr 10 2019 Wed 12:30pm – 1:30pm	Feb 7 2019 to Apr 11 2019 Thu 12:30pm – 1:30pm	Feb 4 2019 to Apr 15 2019 Mon 12:00pm – 1pm

# FIND YOUR PERFECT **FIT**

COURSES DESIGNED WITH YOUR SCHEDULE IN MIND

## Learning Unlimited

### Study from Anywhere

Let us tag along on your adventures! With over 140 online and hybrid (a combination of online and in-class) SCS courses to choose from, you can learn from home or take your course on the road and study from anywhere!

## Learn Faster, Excel Sooner

### Accelerate Your Timeline

**Deadlines looming? Pick up the pace of your studies with our accelerated courses.** We bring together exceptional instructors and challenging curriculum in an intensive format to provide the knowledge and guidance you need to upgrade your skills on a timeline that works for you. Popular with working professionals and those with busy schedules, accelerated courses are available in our in-class and hybrid (combining the best of online and in-class) formats.



**CLAUDE BOIRON**  
Learners say they enjoy the relaxed Commercial Real Estate Investing class environment where I share real-world experiences, resulting in rapid acquisition of knowledge that can be applied immediately to owned properties and real estate deals.

### Courses à la carte

**Did you know you don't have to commit to completing an entire certificate to learn with us?** While some of our courses are designed to complement one another as part of a certificate, all of them can be taken individually to suit your learning needs. If, after taking one course, you decide you would like to pursue one of the SCS certificates that course belongs to, you simply need to complete the remaining required courses for the certificate within that certificate's completion deadline.

## Short, Sweet, Specific

### Build Your Skills in Record Time

Taking place and featuring new topics every semester, the SCS Skill-Builder Series offers one- or two-day courses that span a variety of thought-provoking topics in a dynamic, hands-on workshop setting. Make the most of your valuable time with this à la carte menu of bite-sized, information-packed courses designed to deliver specific skills you need to expand your personal and professional horizons.

## Suit Your Schedule



**KRISTIN BLAKELY**  
My courses are instructive and collaborative, blending lecture, discussion and opportunities for self-reflection and collegial networking. A notable leadership takeaway is the development of one's own personal board of directors.



# SEVEN STEPS AHEAD

## Comparative Education Service (CES)

Strengthen your immigration application. Find meaningful employment. Further your education.

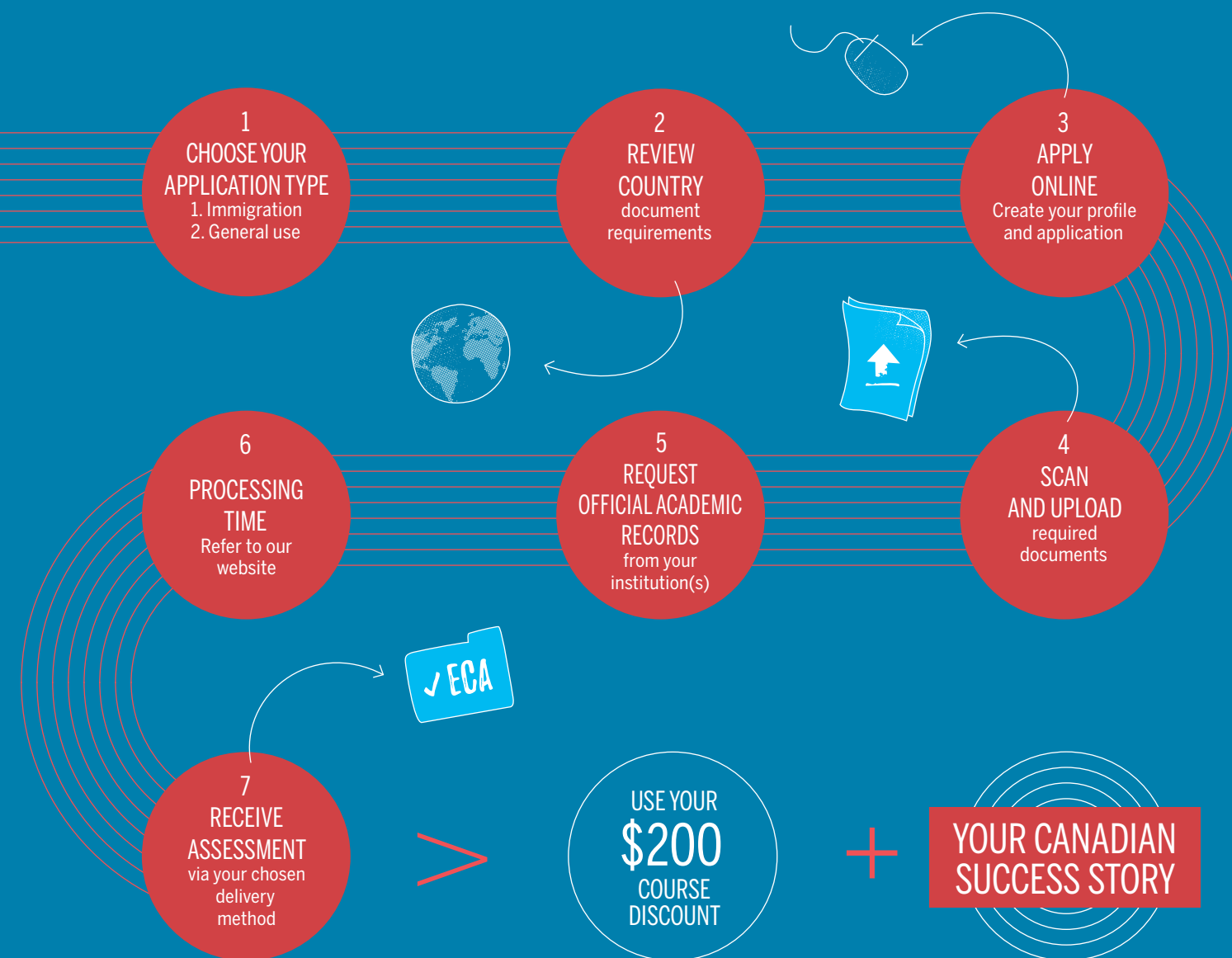
A credential assessment report from CES can help you achieve your potential in Canada.

CES is designated by Immigration, Refugees and Citizenship Canada (IRCC, formerly CIC), as a provider of credential evaluation services for immigration. Our assessments are valued by academic, professional and government institutions across the country.

### YOUR COMPETITIVE EDGE

We offer our clients a \$200 tuition discount towards one of the hundreds of courses available at SCS—your gateway to enhanced networking, job market recognition and career fulfillment.

Let us partake in your journey to professional success.



# HELPFUL INFORMATION

## ENSURE A SMOOTH JOURNEY

### Registration

#### Registration Eligibility

Any adult 18 years of age or older, regardless of educational background, may register into any course or certificate program offered by SCS. Some courses may have prerequisites—please consult course descriptions for details.

#### How to Register

##### Online

Visit our website at **learn.utoronto.ca**, click Register Online and select your course. When you are ready to check out, click Add to Cart and you will be prompted to create your profile and provide payment.

##### Telephone

Call us at **416.978.2400** to speak with an Enrolment Services Representative.

##### In Person

Visit our Learner Services desk on the first floor at 158 St. George Street, located on the west side of St. George Street, just south of Bloor Street West.

##### Mail

Complete the Registration Form available online and send it with payment to Enrolment Services, School of Continuing Studies, 158 St. George Street Toronto, ON M5S 2V8.

#### Fees and Payment

Course tuition fees are listed on our website below each course description.

The fees do not include textbooks or additional materials unless so indicated. Some courses are subject to HST.

Payment is accepted by Visa, MasterCard, or American Express. Money orders or certified cheques made payable to the University of Toronto in Canadian funds are also accepted if registering in person or by mail. Payment is due upon registration; seat reservations are not possible.

#### Registration Deadlines

We receive and process most registrations on a first-come, first-served basis. Some courses may impose a registration deadline, which will be documented in the course description.

#### Waitlist Option

If your course section is full, you may place your name on a waitlist. We will contact you by email or telephone if a space becomes available.

### Changes

#### Withdrawals and Transfers

Withdrawals and transfers are permitted, provided we receive the request before the applicable deadline. To request a withdrawal or transfer, complete the applicable online form.

For complete information about conditions and deadlines, go to the online Help Centre and enter the keyword **transfer** or **withdraw** in the search box.

#### Refund Payments

If your original course fee was paid by credit card, the refund will be returned to the same credit card account. If your original course fee was paid by money order or certified cheque, the refund will be processed in the form of a University of Toronto cheque made payable to the original payer.

#### Course Alterations and Cancellations

Although every effort is made to adhere to published course details, courses, dates, times or instructors are subject to change without notice. Course cancellations may also be necessary, with decisions to cancel due to insufficient enrolment made prior to the course starting date.

If a course is altered or cancelled, you may choose to withdraw for a full refund or transfer to another section or another course if space permits. If you transfer to a course with a higher fee, you are responsible for paying the difference.

### Grades

Where applicable, final grades will be available to learners within four to six weeks of course completion.

Upon their release, you will receive an email notification that final grades may now be viewed online.

### Certificates

#### Certificate Candidates

To declare your candidacy in a certificate program, complete the Declaration of Certificate Candidacy form found online.

#### Advanced Standing

Advanced standing may be granted to certificate candidates whose prior experience or formal learning demonstrate that course material has been covered. Check individual certificate descriptions for guidance on advanced standing. To apply for advanced standing, fill out the Prior Learning Assessment Application form found online.

### Accessibility Services

SCS provides accommodation for learners with disabilities. If you require accommodation, please contact us at **416.978.2400** or email us at **learn@utoronto.ca** well in advance to the start of your course.

Accommodations may include, but are not limited to:

- Alternative test and examination accommodation
- Note-taking services
- Accessible classrooms
- Alternative formats for printed materials
- Sign language interpreters
- Adaptive equipment and assistive devices

### Policies & Guidelines

#### University of Toronto Policies

SCS complies with a wide range of University of Toronto policies designed to enhance learning and respect for the individual, including policies prohibiting sexual harassment or discrimination on the basis of sex, race, gender, religion or social origin. SCS also complies with academic policies that ensure academic quality and protects the teaching and learning relationship.

#### School of Continuing Studies Guidelines

Guidelines governing a wide range of administration and activities of SCS are available for viewing in our Help Centre.

For more information on policies, visit our online Help Centre. If you have any questions or require clarification, enter your question in the Submit Request field located on the bottom of the Help Centre home page and an Enrolment Services Representative will respond to you.

### Support

#### Contact Us

There are a number of ways to find information about SCS:

Website:  
**learn.utoronto.ca**

Help Centre:  
**For answers to all of your frequently asked questions, please visit our online Help Centre.**

Telephone:  
**416.978.2400**

Fax:  
**416.978.6666**

**Live Chat:**  
available on our website Monday to Friday.

**Business Hours:**  
Mon to Thur 8:30am to 6:30pm  
Fri 8:30am to 5:00pm (Sept to June)  
Fri 8:30am to 4:30pm (Jul to Aug)



# INDEX

<b>A</b>	<b>C</b>	<b>G</b>	<b>M</b>	<b>R</b>
Accounting 1 ..... 32	Canadian Construction Association (CCA)..... 53	Geographic Information Systems (GIS) for Environmental Management ..... 39	Management Accounting Fundamentals ..... 32	Records & Information Management..... 44
Accounting 2 ..... 32	Canadian Institute of Chartered Business Valuators (CICBV) ..... 40	German ..... 47	Management of Enterprise Data Analytics ..... 44	Risk Management..... 54
Accounting 3 ..... 32	Canadian Institute of Management (CIM) ..... 32,34,35	Global Risk Management Institute (GRMI) ... 47,50,54	Marketing ..... 50	Roof Systems ..... 55
Advanced Business Process Management ..... 52	Canadian Institute of Traffic and Transportation (CITT) ..... 34,35,50	GMAT Test Preparation ..... 55	Marketing, Advanced ..... 50	Russian ..... 47
Advanced Proficiency in Accounting & Finance ..... 32,35	Canadian Payroll Association (CPA) ..... 40	<b>H</b>	Marketing Research..... 50	<b>S</b>
Advanced Project Management ..... 53	Case Writing for CPA Courses and Exams ..... 55	Human Resources ..... 42	Mindfulness Informed End of Life Care ..... 43	SFA (Standard First Aid) and CPR-C ..... 41
Advanced Study in GIS for Environmental Management ..... 39	Chartered Professional Accountants of Ontario (CPA Ontario) ..... 32,35,40	Human Resources Management Essentials ..... 42	Mobile Business Technologies & Applications ..... 44	Spanish ..... 47
Advertising ..... 50	Chinese – Cantonese ..... 47	Human Resources Professionals Association (HRPA) ..... 41,42	Multimedia Journalism ..... 57	Strategic Leadership Advanced ..... 48
Agile Project Management Certificate ..... 53	Chinese – Mandarin..... 47	Human Services Management & Leadership ..... 43	Multimedia Storytelling and Content Marketing ..... 36,50	Strategic Management of Enterprise IT ..... 44
Alberta Insurance Council (AIC) ..... 54	Clinical Hypnosis for Clients & Groups ..... 43	HVAC ..... 55		Strategic Public Relations ..... 36
Applied Mindfulness-Based Chronic Pain Management (MBCPM™) Facilitation ..... 43	Cloud Computing ..... 44	<b>I</b>		Surety Association (SAC) ..... 54
Applied Specialization in Mindfulness Meditation ..... 43	Content Marketing ..... 36	Internal Auditing ..... 32	<b>N</b>	
Arabic, Modern Standard ..... 47	Courses in the LIEP Certificates (civil, electrical, mechanical) ..... 55	International Institute of Business Analysis (IIBA) ..... 33,52	Non-Profit Leadership for Impact ..... 48	
Artificial Intelligence ..... 44	CPR-HCP (Healthcare Provider Level) ..... 41	International Project Management ..... 53	<b>O</b>	
Association of Business Process Management Professionals (ABPMP) ..... 52	Creative Writing ..... 57	International Trade ..... 35,40	Occupational Health & Safety ..... 41	
<b>B</b>	Cyber Security Management ..... 44	Introduction to Medical Microbiology ..... 51	Operation & Supply Chain Management ..... 35	
Basic Human Physiology ..... 51	<b>D</b>	ISACA Toronto Chapter ..... 44		
Biochemistry with a Medical Perspective ..... 51	Data Science Fundamentals ..... 44	Italian ..... 47	<b>P</b>	
Brand Management..... 50	Digital Marketing Management..... 50	<b>J</b>	Passing the Canadian Securities Course® Exam ... 55	
Building Envelope Materials ..... 55	Digital Strategy and Communications Management ..... 36,50	Japanese ..... 47	Passing the CFA® Exam: Level I ..... 55	
Building Science ..... 37	Dutch ..... 47	<b>K</b>	Passing the CFA® Exam: Level II..... 55	
Business Analysis .....33,45,52	<b>E</b>	Korean..... 47	Passing the CFA® Exam: Level III ..... 55	
Business Communications ..... 34,35	E-Commerce and Online Business Management ..... 50	<b>L</b>	Passing the CFA® Level I December Exam – Accelerated ..... 55	
Business Innovation ..... 38,45	Energy Management ..... 37	Latin ..... 47	Passing the CIP Certification Exam..... 55	
Business Management .....35,38,45	Enterprise Architecture ..... 44	Leadership Essentials..... 48	Passing the FRM® Exam: Part 1 ..... 55	
Business Process Management ..... 52	Enterprise Risk Management..... 54	Lean Six Sigma ..... 52	Passing the FRM® Exam: Part 2..... 55	
	Entrepreneurship ..... 38	Learning Design ..... 49	Passing the PMP® Exam ..... 55	
	<b>F</b>	Licensing International Engineers into the Profession Program – Civil Engineering ..... 37	Pharmacology Principles & Clinical Applications ..... 51	
	Facilities Management ..... 37	Licensing International Engineers into the Profession Program – Electrical Engineering ..... 37	Physical Asset Management ..... 37	
	Farsi ..... 47	Licensing International Engineers into the Profession Program – Mechanical Engineering..... 37	Portuguese, Brazilian ..... 47	
	Fate of Drugs in the Body: Fundamentals of Pharmacokinetics ..... 51	Life Science Enterprise ..... 35	Prepare for the PMP® Exam Online ..... 55	
	Financial Analysis & Investment Management..... 40		Principles of Immunology..... 51	
	Financial Trading & Option Strategies ..... 40		Privacy Management in the Digital Enterprise ..... 44	
	Foundations of Applied Mindfulness Meditation ... 43		Professional Practice Examination (PPE) Preparation Course: LIEP ..... 55	
	French, Conversational ..... 47		Project Management ..... 53	
	French, Practical ..... 47		Project Management Association of Canada (PMAC)..... 53	
			Project Management Institute (PMI) ..... 33,34,37,52,53	
				<b>W</b>
				Wall & Window Systems..... 55
				Web Writing and Social Media Communications ..... 36,50





