

Haskayne

# Executive Education

Alberta's leader in  
professional development



**haskayne**  
School of Business



UNIVERSITY OF  
**CALGARY**

# Choose change

When you choose change, you're choosing to unleash your potential. Your potential to lead, grow and make things happen. Big things. The stuff you didn't know was possible. Change isn't easy. Transformation never is. Professional development is an investment of time and money, but at the Haskayne School of Business, we've been preparing leaders to navigate change for over 50 years. It's what we do.

Haskayne Executive Education will prepare you to lead change in yourself, your career and your community. And there's no better place to create change than in Calgary, where entrepreneurial spirit has always been part of our history.

# Choose Haskayne

The Haskayne School of Business was founded at the University of Calgary in 1967 and was one of the first business schools in Canada to be accredited by the Association to Advance Collegiate Schools of Business (AACSB) in 1985. This stamp of quality is held by less than five per cent of the world's schools offering business degree programs.

Haskayne is a top 10 business school<sup>1</sup> and top 5 research university<sup>2</sup>. Haskayne is committed to offering its students an unparalleled learning experience – one where they feel excited about learning, empowered to pursue their passions and inspired to think boldly. You will gain relevant hands-on experience, build your network with Calgary's business community and make lifelong connections with your classmates. The opportunities at Haskayne are endless.

Our instructors have a broad range of business experience combined with academic rigor, providing you with an educational experience that merges theory with practice. You will immediately apply what you learn to your work and achieve sustained success in your career.



1. Maclean's, 2023  
2. ReSearch Infosource Inc, 2022

# Mathison Hall

Haskayne expanded its original home at Scurfield Hall with the opening of Mathison Hall in 2023. Immerse yourself in an elevated learning environment at Mathison Hall through technology enhanced classrooms, syndicate rooms for group work and collaboration, dedicated areas for focused study and ample touchpoints for socialization and connection.



# What is Haskayne Executive Education?

Combining cutting-edge research with real-world applications, Haskayne Executive Education provides short-term programs for leaders across all levels of your organization. Register for our open enrolment courses for today's most in-demand business skills, or work with us to develop a custom program with content tailored to your organization's needs.

Our programs are well-suited to companies of all sizes, and we've welcomed learners from a diverse range of industries including healthcare, not-for-profit, energy and finance. No matter your business, Haskayne Executive Education can help you meet your professional development goals.

## By choosing Haskayne Executive Education, you will:

- Learn from knowledgeable instructors who combine academic research with industry experience
- Take university-developed courses, covering the most in-demand skillsets for organizational leaders
- Enrol in short-term courses that you can complete in a matter of weeks or months, allowing you to continue to work and add real-time value to your company
- Meet like-minded individuals, network, and strengthen relationships with colleagues

## Who is Haskayne Executive Education for?

- **Individuals**  
Professional development courses for senior executives, directors, managers and emerging leaders
- **Organizations**  
Custom programs to help companies inspire and develop their talent
- **Board directors**  
Courses to increase board directors' and executives' governance expertise
- **Real estate professionals**  
Comprehensive courses to prepare learners for their careers in real estate



# Our approach to learning

Depending on the learning outcomes of each program, we may employ a variety of tools to help you better understand course content and allow you to apply what you've learned to your job, bringing immediate value to you and your organization.

## Diagnostic assessment tools

Assessment tools are often incorporated into our programs to evaluate a range of leadership dimensions such as your conflict style, change style and emotional intelligence, accompanied by a debrief session.

## Executive coaching

Executive coaching helps you to gain clarity about your areas of strength and identify skills you'd like to develop further. Guided by leadership diagnostic assessments and individual debriefs, our executive coaches will help you craft a customized development plan that focuses on your leadership goals.

## Action Learning Projects

Several of our programs incorporate Action Learning Projects (ALPs). The ALP process provides an opportunity for learners to apply program content, assess knowledge gained and drive action through critical thinking and effective communication.

ALPs are collaboratively designed with the support of your organization, enabling you to apply program content directly to your workplace projects, providing tangible benefits to both you and your organization.

Here are just some of the results our learners delivered through their Action Learning Projects:

**\$10M**  
IN REVENUE  
*through improved asset utilization*

**20%**  
ANNUAL REVENUE INCREASE  
*by identifying a new opportunity in the sales process*

**\$5M**  
OVER 5 YEARS  
*saved through the development of a new auditing process*

“There are many professional development options out there. A lot of it is fluffy. The courses I took with **Haskayne Executive Education** were concrete and meaningful.”

**Matt Vermunt**  
Director of Acquisitions and Development, Homespace Society

# Programs for individuals

Our open enrolment programs are designed to develop your leadership abilities and diversify your professional skillset. These programs give you the opportunity to network with other leaders in the business community while learning from by industry-leading subject matter experts who will help you achieve your career goals.

## Some of our most popular open enrolment courses:

### **Communication for the Senior Leader**

Managing your brand, navigating complex political environments, and building relationships are requirements for effective leadership. This program explores the links between leadership and communication, enabling you to connect with your organization effectively, whether in person or through the written word.

### **Effective Decision-Making**

To succeed in a leadership role, you need to make decisions with confidence and clarity. In this program, you will engage in multiple simulations and gain the experience to identify, address and overcome decision-making pitfalls – both individually and in groups. You will hone goal-oriented behaviors, become more adept at handling ongoing demands and learn to make strategic decisions.

### **Emotionally Intelligent Leadership**

In a world of increasing change and volatility, the ability to connect with others with empathy and authenticity has never been more important for a leader. Through this program, you will learn foundational and advanced emotional intelligence concepts and frameworks that you can practice within your own work environment, helping you to build positive habits and skills over time.

### **Financial Feminism Investing Lab (Investor Edition)**

The Financial Feminism Investing Lab is curated in partnership with Movement51 to provide early-stage investors with the capability and confidence to activate their capital to drive innovation and advance the Canadian economy, while improving gender equality. The lab introduces initial investing stages, evaluates the logistics of investment, and explores different investment vehicles to launch your investment journey.

### **Skilled Negotiating**

Building effective negotiating techniques can help you achieve win-win outcomes when navigating complex situations. Learn to analyze your position within a negotiation and apply strategies to handle difficult circumstances. In this program, you can expect to strengthen your negotiating skills and learn how to avoid common pitfalls that can sabotage an effective negotiation.

Visit [haskayneexeced.ca](https://haskayneexeced.ca) for our full open enrolment course offering.

# Featured programs for individuals



## Rozsa Arts Management Program

To support equitable leadership and management practices in the arts sector, the Rozsa Foundation partners with Haskayne Executive Education to educate professionals in the arts sector through the Rozsa Arts Management Program (RAMP). This certificate program connects the arts community with business and leadership acumen, contributing to the sustainable growth of arts organizations.

Delivered over the course of seven months, RAMP takes mid- to senior-level arts professionals through customized, hands-on content, taught by experienced Haskayne faculty and arts and non-profit professionals. The program incorporates sessions aimed at fostering management expertise, reinforcing board governance, and introducing innovative business models. The cohort-based delivery also provides an opportunity for peers to network and learn together.

Following the program, learners present a capstone project to their organization's board to identify a current challenge within their organization or sector, and receive guidance from a faculty mentor to develop it into a business or leadership opportunity. Participants integrate their newfound knowledge into the day-to-day operations of their organization, elevating the impact of their work. The program provides subsidized tuition and the Rozsa Foundation often funds the development of opportunities born out of participants' capstone projects.

"I saw a huge increase in my confidence as an artistic leader, administrator and producer over the course of the program. The **Rozsa Arts Management Program** helped refine my knowledge of arts administration with proven research and learning from industry professionals."

**Ellen Chorley**

Festival Director and Theatre Curator,  
Nextfest Arts Company

## Strategic Leadership Development Program

Haskayne Executive Education's Strategic Leadership Development Program (SLDP) is a comprehensive online program designed to equip participants with the skills they need to thrive as strategic leaders. Over seven months, participants engage with a carefully curated blend of strategic and leadership topics, taught by expert faculty through case studies and virtual group simulations. The program caters to experienced leaders across a wide variety of industries, including those identified for succession and promotion opportunities, those taking on enhanced leadership roles, or those transitioning into positions that require a more strategic outlook.

A critical component of the SLDP experience is the Action Learning Project (ALP). Guided by a faculty mentor, participants identify current organizational or industry-specific challenges and develop actionable strategies to address them. The ALPs serve as catalysts for innovation, enabling participants to integrate their learnings into the day-to-day operations of their organizations and yield tangible outcomes.

The program also fosters a collaborative learning environment through cohort-based delivery, where interactive sessions and group discussions provide an opportunity to network, exchange insights and best practices, and learn from peers. One-on-one coaching sessions provide personalized guidance, building confidence and driving new leadership approaches.

"If you are the type of person who wants to excel within your organization and have the drive to move up the corporate ladder, the **Strategic Leadership Development Program** is for you. If you find that you need a push to get out of your shell, this course is also for you."

**Harminder Bhavra**

Enterprise Resource Manager, CEDA

# Programs for organizations

Haskayne Executive Education offers customized learning solutions to meet the unique needs of your organization. No matter your industry or the size of your company, we will create an effective professional development program to help your talent gain valuable skills to foster continuous growth and meet your organizational goals. Our team will work with subject matter experts within your organization to design a program that will have a meaningful impact on productivity and individual achievement.

A customized program offers the benefit of disrupting siloed thinking and provides new tools that are specific to the needs of your business. Using modern learning techniques, our custom programs use contextualized, hands-on workshops and coaching.

We have developed custom programs that incorporate many different subject areas, including:

- LEADERSHIP SKILLS
- STRATEGIC THINKING
- INNOVATION AND ENTREPRENEURIAL THINKING
- BOARD AND PRIVATE EQUITY GOVERNANCE
- FINANCE AND ACCOUNTING
- OPERATIONAL LEADERSHIP
- INFORMATION TECHNOLOGY SYSTEMS
- COACHING AND MENTORING
- PERSONAL COMMUNICATIONS
- MARKETING AND SALES
- PRESENTATION SKILLS

“Right from our first meeting, we knew Haskayne was the right choice for Spartan to partner with in the creation of our **Emerging Leaders’ Program**. They took the time to fully understand what we were looking for in a leadership program and over the course of the last several years, have become resident experts in understanding Spartan from a business and cultural perspective. They get us!”

**Susan Poynter**

Vice President, Human Resources,  
Spartan Controls

## Case study: Spartan Controls

Since 2018, Spartan Controls, Western Canada’s leading automation process technology, solutions, and service provider, has partnered with Haskayne Executive Education to design and deliver an Emerging Leaders’ Program that focuses on leadership development intertwined with strong business acumen to provide significant return on investment for the organization. The program is structured around existing internal leadership frameworks and competencies. Modules built over 9 months include experiences around strategic thinking, coaching and mentoring, creating value and innovation, financial literacy and decision-making, leading through change and building better teams.

The program includes a significant Action Learning Project component, which has been spearheaded by an internal innovation council and senior sponsorship. Action Learning Projects allow Spartan’s employees to work on projects that will have meaningful impact on the organization.

Inclusion of peer coaching through learning teams has been successful in building accountability and developing a culture of learning. Additional work delivered to more seasoned managers and directors was delivered in a “bootcamp” format to immerse them into the tools and frameworks being delivered in the larger program.

With the COVID-19 pandemic and the shift to online learning, Haskayne also developed programming to support Spartan Controls’ managers, providing tangible tools to support customers through this volatile and uncertain period while fostering innovation and effective teamwork.

# Programs for board directors

Haskayne Executive Education offers programs that help board directors practice good corporate governance and explore new ways to foster trust and agreement among their peers.

## Directors Education Program

The Directors Education Program (DEP) is the gold standard for directors' education in Canada and is a necessary step toward receiving accreditation as a certified corporate director from the Institute of Corporate Directors (ICD). As a director, you face a long list of boardroom responsibilities, from company strategy and compensation solutions to complying with laws and ethical standards. This program helps you overcome these challenges and build the necessary skills to be an effective leader. The DEP is delivered in four three-day modules by leading governance experts. Participants in the DEP will benefit from the collective knowledge of national and local academics, and an expanded network of professional peers.



INSTITUTE OF CORPORATE DIRECTORS  
THINK BEYOND THE BOARDROOM.

INSTITUT DES ADMINISTRATEURS DE SOCIÉTÉS  
PENSER AU-DELÀ DE LA SALLE DU CONSEIL.

## Enhancing Private Equity Governance

Researchers at the Haskayne School of Business developed Canada's first course specifically designed to meet the governance needs of early-stage start-ups. This unique program brings together entrepreneurs and high-potential ventures with seasoned advisors who have governance and entrepreneurial experience. This pairing ensures a mutually beneficial learning experience and long-term relationships that can support the ultimate success of start-ups.

## Custom programs for board directors

Looking to train your board? Work with us to build a custom program to suit your board's unique needs.



**"The Private Equity Governance Program provides an excellent foundation for private equity governance. I have personally experienced strong and effective governance in the private equity/venture capital arena, as well as the absence of good governance, which has often been a contributing reason for business failure and investor loss. There are many distinctive differences between public company governance and private equity governance, and I am hopeful that other directors enrol in future offerings to broaden their skills in this area."**

**Gary Bentham**  
BTM Advisory



# Programs for real estate professionals

Haskayne Executive Education offers courses designed and taught by industry-leading real estate experts that will provide you with industry-recognized credentials and skills that you can immediately apply to your real estate career. Through our partnerships with the Westman Centre for Real Estate Studies and the Real Estate Development Institute (REDI), Haskayne's real estate programming allows students to learn from Canada's most prominent real estate experts.

## Real Estate Development Leadership certificate

The Real Estate Development Leadership (REDL) certificate provides a suite of courses focused on the development process for residential, commercial and industrial properties. Facilitated by industry experts, their local perspective on real estate development provides you with a realistic and practical understanding of the complexities of real estate development in Alberta and beyond. Some of the courses offered cover topics such as real estate law, financing, marketing and sales strategies, as well as emerging topics like PropTech and private equity.

Learners can complete individual courses of interest or combine them to earn the REDL certificate, a 126-hour program comprised of 5 core courses and 2 electives. Most participants aim to complete the program in one to two years, but the option for a fast-tracked program is available.

## Real Estate Council of Alberta pre-licensing courses

These preparatory courses provide you with a foundation to not only pass your Real Estate Council of Alberta (RECA) license exam, but also set you up to thrive in your real estate career from the get-go. Haskayne's RECA pre-licensing courses provide learners with rigorous, in-depth, quality course content and allow you to make valuable connections within the real estate industry. These courses include real-life case studies taught by local real estate experts, which allows you to gain valuable insight into current market conditions and set you up for your future career prospects.



### REDI Canada

The Real Estate Development Institute of Canada (REDI Canada), Canada's leader in real estate development education, delivers educational programs for private and public sectors, organizations, and industry professionals.



### Westman Centre for Real Estate Studies

The Westman Centre for Real Estate Studies focuses on developing the next generation of leaders for Calgary's entrepreneurial real estate industry through teaching, research and community engagement activities. Their robust curriculum is taught by outstanding instructors who strive to provide a well-rounded real estate education.



## Next steps

If you're ready to take the next step towards developing your business and leadership skills, we're here to support you. We can help you with everything from program registration to flexible payment schemes to suit your specific needs.

Visit [haskayneexced.ca](https://haskayneexced.ca) to get started.

## Apply for a grant to lower your tuition cost

Haskayne Executive Education programs are eligible for the Canada-Alberta Job Grant, which can cover up to two-thirds of program costs for eligible employees and businesses.

For the most up-to-date information and eligibility criteria, get in touch with [exced@haskayne.ucalgary.ca](mailto:exced@haskayne.ucalgary.ca).

## Registering a group?

Get a preferred rate when three or more people from your organization enrol.

“Through **Haskayne Executive Education**, I learned how to broach subjects in different ways with other members of my leadership team. I now feel more confident in my place at the table and my ability to influence our workforce and identify where we need change.”

**Megan Bengoechea**  
HR & IT Manager, IPC Canada Ltd.

## A few organizations we've worked with:

- ALBERTA HEALTH SERVICES
- CALFRAC
- CALGARY POLICE SERVICES
- CALGARY STAMPEDE
- CENOVUS ENERGY
- THE CITY OF CALGARY
- ENBRIDGE
- ENMAX
- FLINT CORP.
- HOPEWELL RESIDENTIAL
- JAYMAN HOMES
- NUTRIEN
- SAIT POLYTECHNIC
- SHAW COMMUNICATIONS
- SMART TECHNOLOGIES
- SPARTAN CONTROLS
- VECOVA
- WINSPORT

# Register today

[haskayneexeced.ca](http://haskayneexeced.ca)

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School of Business

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