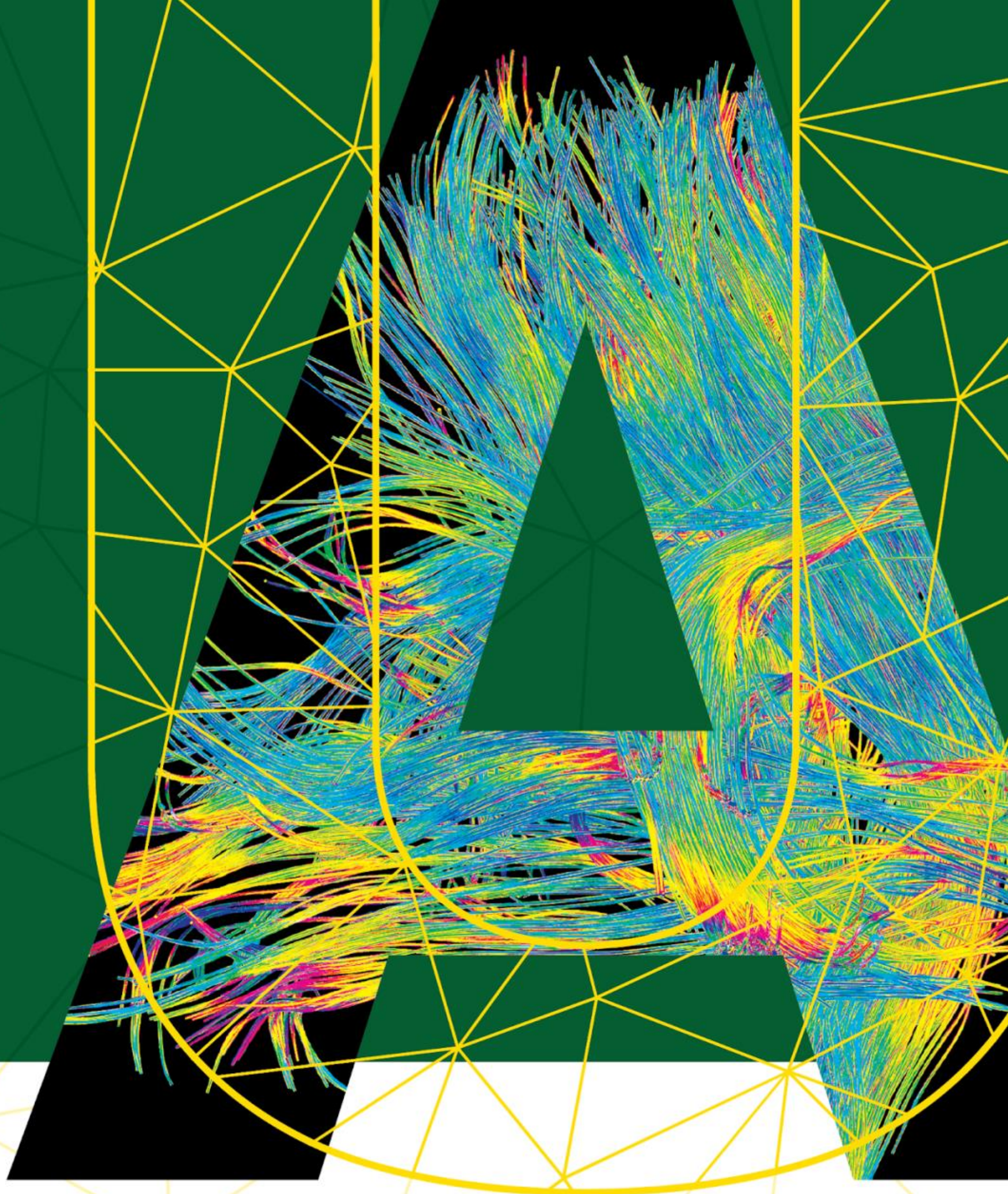
UNIVERSITY OF ALBERTA



EXECUTIVE EDUCATION

We turn knowledge into action, and leaders into catalysts for lasting change.

2025

EXECUTIVE EDUCATION

Mission: *Executive Education bridges insight with impact by delivering practical, results-oriented programs that empower individuals and organizations. Through customized learning experiences led by expert instructors, we cultivate the leadership potential within each participant—fostering personal growth, professional development, and organizational success. Our mission is to turn knowledge into action, and leaders into catalysts for lasting change.*

Vision: *EE will be the premier catalyst for transformative learning, where we support individuals and organizations as they cultivate environments of growth, adaptability, empowerment, innovation, and resiliency.*

Values:

- **Practicality** – We emphasize actionable insights and real-world application of knowledge to support lifelong learning and drive success.
- **Innovation** – We drive forward-thinking solutions that align education with the evolving needs of business.
- **Empowerment** – We equip leaders with the tools, skills, and confidence to make impactful decisions. The EE team will support and uplift one and all to achieve success while protecting individuality.
- **Collaboration** – We connect individuals, organizations, and business functions to drive mutual success. The EE team will welcome diversity of thought and ensure an environment without judgement.
- **Growth** – We prioritize continuous learning, professional development, and personal advancement for our team, clients, and community. EE prepares leaders to navigate and champion change with confidence and agility.
- **Impact** – We focus on outcomes that contribute to long-term success for both individuals and businesses. EE connects education with real-world application to create meaningful results.
- **Excellence** – We strive for the highest standards in education, leadership, and business practices. EE is committed to developing authentic, visionary and effective leaders.

INTRODUCTION

Founded in 1908, the University of Alberta is one of Canada's top teaching and research universities, with an international reputation for educational excellence. The Alberta School of Business has been a prominent feature of the University of Alberta since 1916, displaying leadership in teaching, research, and external engagement. Our student and participant base consists of both individual learners in our open enrollment programs, as well as organizational clients, that we work with to develop custom learning solutions for their teams.

Based in Edmonton, Alberta, our north campus provides premium-level facilities for in-class learning, break-out sessions, and team-based simulations. We also can run programs remotely at an off-site custom location to allow for more focused learning. Online learning is also available within our University Learning Management System; eClass, and through a variety of delivery platforms such as Zoom. We strive to understand our learners' needs and provide intentional instructional design and delivery, all with the goal of providing a memorable learning experience.

Our Executive & Professional Programs are customized, industry-specific learning opportunities that align strategic goals with present resources. We work directly with our clients to determine the learning outcomes that will ensure future success and deliver content in meaningful ways to meet their learner's needs.

Program delivery options can include hybrid delivery, which consists of online and in-person Modules, both of which include direct instructor-to-participant contact. Additional time outside of course dates may be required to ensure the success of the participants within the Program. These additional hours may include, but not be limited to, reviewing resources, tools and information prior to class time, completing assessments, and participating in discussion forums. These additional hours of individual work serve to optimize the learning objectives and outcomes as defined in the Program.

The hybrid delivery method provides opportunities to streamline delivery while increasing accessibility for the participants and the UA academic team. The hybrid method also provides opportunities to integrate on-demand (asynchronous) pre-recorded webinars which can be completed outside of 'class time' and in alignment with participants' schedules. These asynchronous components are offered to enhance the uptake and utilization of knowledge and skills as delivered in the Program and contain various media applications to optimize engagement and learner experience.

OUR APPROACH

Our methodological approach is uniquely developed, designed and refined, based on research, industry best practices, our collective Alberta School of Business experience, and the evolving needs of our clients. We create learning and development opportunities with the participants as the focus. This andragogical approach supports kinesthetic learning and enhances the motivation to excel via meaningful knowledge and skills transfer.

STEP ONE // Our program advisors spend time with our clients to truly listen and understand what they actually need. It should be noted that what they need can often be different from what they want. Questions such as the type of business problem the client is trying to solve, or whether training is for organizational growth versus personal growth, play a formative role at this stage. Once we achieve clarity on the outstanding needs in partnership with our client, we collaboratively work on creating learning outcomes to meet those needs. This forms the basis of our curriculum development.

STEP TWO // Our program advisor designs a “storyboard” that describes possible learning solutions in response to our client’s needs. This storyboard could include possible teaching topics, learning objectives or experiential learning activities (e.g. simulations, action learning projects, case studies, etc.). The storyboard is a helpful visual representation of what the program could look like.

We also collectively explore the practical logistics related to the program. These considerations could include the budget available to support the program, how many days they would like the program to run, how many participants they would like to attend the program, and any additional logistical considerations we need to be aware of (i.e. If they prefer a four-day program, do they need it to be four, single days of instruction versus one, consecutive four-day period?). During this ‘Design and Build’ aspect, the program advisor works to match the practical logistics and preferences of the client with the program “storyboard” that has been developed. Depending on the needs of the client, there could be multiple iterations of this step until a strong alignment between the program storyboard and client objectives is achieved.

STEP THREE // The program advisor takes the results of Step Two (now a concrete vision and outline of the Program) and confirms a roster of instructors, who are deemed to be a good fit with the client and are also best able to deliver the needed material. Depending on the scale and length of the program, an academic director might be assigned to provide overarching academic leadership as well as continuous instructional design assistance and delivery support to the client.

STEP FOUR // Based on outcomes achieved to this point, the program advisor confirms the exact program and instructor roster with the client at a detailed level. This includes sharing elements such as instructor bios, planned activity-based learning (e.g. case studies, simulations, action learning projects) and the final contract pricing.

STEP FIVE // After achieving consensus with the client in Step Four, we implement the Program as outlined. The program advisor and instructors are actively engaged in a first-person evaluation of the Program while it is being delivered. Our standard evaluation process follows *Kirkpatrick’s Four Levels of Evaluation*. Where possible, we strive to incorporate feedback and make improvements on a real-time basis. For multi-cohort programs, we organize a formal evaluation and feedback process between cohorts to improve future offerings. We also work collaboratively with our clients to deliver and pre-program evaluations to establish a benchmark for comparison in the efforts of supporting return-on-investment endeavours and internal commitments for our clients.

PROGRAM OUTCOMES

Examples of (some of the) learning outcomes collaboratively created with the AB School of Business and our corporate clients include:

- Understanding how all team members including managers and leaders contribute to effective leadership in their organization through influence, empowerment, trust, and accountability.
- Using enhanced knowledge of emotional intelligence to be more emotionally effective in the workplace, and to positively influence and lead teams.
- Understanding how personal journeys shape current beliefs and understandings of teamwork, motivation, delegation, and accountability.
- Developing awareness of core values, behavioral styles, and purpose to create effective teams.
- Exploring fundamental concepts of leading, including research supported best practices within engaging and motivating staff, creating a culture of accountability, and supporting individual staff and team members to achieve results.
- Identifying aspects for engaging, involving and focusing on people, influencing others, setting limits, building trust, and establishing boundaries.
- Understanding how leadership, engagement, and communication can elevate the team and the organization.
- Demonstrating a practical approach to working with team members, including key aspects of coaching, feedback, and performance management.
- Exploring the relationships within corporate strategy, financial position, business analysis, and resources for long-term growth and sustainability.
- Understanding financial statements.
- Applying tools and techniques to integrate vision, mission and values into corporate strategy, strategic planning, and financial sustainability.
- Understanding how corporate success benefits from a collective understanding of how to lead through the lens of the organization.
- Examining how trust is developed within teams and across the organization.
- Enhancing employee engagement and satisfaction by applying effective team-building practices.
- Identifying decision-making processes and the impacts of bias, influence, and escalation.
- Applying skills to productively engage in difficult conversations and enhance teamwork.
- Identifying methods to create collaborative environments to foster innovation and achieve results.
- Recognizing how equity, diversity, and inclusion impact teamwork and communication.

- Applying skills to productively engage in negotiations, enhance teamwork, and mobilize support.
- Analyzing current work environment(s) to identify issues, opportunities, challenges, and change tolerance.
- Creating, designing, developing, and implementing enhancements and effective processes across the company to enable systematic change.
- Understanding how change and systems transformation can be utilized to achieve results.
- Identifying key techniques and tools for effective change management.
- Applying systems thinking, analysis, and design to implement change.
- Demonstrating techniques to build an environment for innovation.

UNIVERSITY of ALBERTA LEARNING MAPS

The University of Alberta offers various options for adult learning, continuing education, and professional development. Executive Education works collaboratively cross-functionally and across campus to ensure the needs of learners are met. We can create customized learning maps for our clients to optimize return on investment for training dollars and create innovative pathways for learners to ladder education within for-credit and non-credit programs. This can include micro-credentials as currently under development.

Examples of cross-functional options include:

- Occupational Health & Safety
- Business Analysis
- Supply Chain Management
- Information Access & Privacy Protection
- Blockchain
- Social Media
- Artificial Intelligence
- Machine Learning

EVALUATION & ENHANCEMENT

From our first conversation to our post-program follow-up, we are constantly looking for “What is working well?” and “What can be done better?” To address these questions, we use various forms of evaluation to ensure our client’s needs are being met.

Traditionally, the UA uses *Kirkpatrick’s Four Levels of Evaluation* as an evaluation framework. Depending on the nature of the engagement, we adapt the framework and focus on specific levels of evaluation. We begin with a level 1 evaluation for most of our programs. Should new needs be identified, or a new learning path desired, our delivery framework has built-in flexibility that will allow us to adapt the learning solution for evolving needs.

Level 1: Reactions

This level measures how participants respond to the learning sessions. It involves session evaluations where participants provide feedback on aspects like the relevance of topics, effectiveness of materials, and overall satisfaction with the session. Additionally, instructor interviews are conducted to gauge the level of engagement, relevance, and participant understanding, as well as suggestions for improvements in future sessions.

Level 2: Learning

Learning evaluations are conducted before and after the session to measure the extent of knowledge gained. Pre-evaluations (such as 360° assessments) help establish a baseline of knowledge and skills, while post-evaluations, conducted three to six months later, assess the program's impact on learner development. Session evaluations are also administered at the conclusion of the program to gauge the participant's perception of their learning, including changes in behavior and knowledge.

Level 3: Transfer

This level evaluates whether learning has been applied in the workplace. While the organization typically leads this evaluation, the School of Business assists in the planning phase. Methods include participant surveys to check if they are applying their learning, supervisor interviews (conducted three to six months post-program), 360° assessments to track behavior change, and focus groups to gather feedback on learning transfer.

Level 4: Results

The final level assesses the overall success of the program in achieving business outcomes. Metrics include changes in employee turnover (linked to employee engagement), employee satisfaction surveys, and customer satisfaction levels, both internal and external, reflecting the impact of training on organizational performance.

This comprehensive evaluation model ensures that the program's outcomes are aligned with both participant growth and organizational success.

TERMS & CONDITIONS

CONFIDENTIALITY

All content, materials, frameworks, pricing, and sample work created will be considered strictly confidential.

INTELLECTUAL PROPERTY & COST OF OWNERSHIP

Under our normal protocol for customized training, the Alberta School of Business will contribute intellectual capital that may have been developed in advance of or for different applications than the proposed training or other documents and programs, in the form of notes, presentations, instruments and other materials. The publisher or individual author holds the ownership of this intellectual capital from the Alberta School of Business. It is further acknowledged that the Alberta School of Business may develop specific materials to be used in the training programs or other learning and development services. While individuals hold ownership of these materials, they commit that this material may include proprietary or sensitive client information and warrant that such proprietary or sensitive material will not be used for any other purpose or client. All frameworks and content included in this proposal would remain the property of the Alberta School of Business and its instructors.

EE TEAM

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We appreciate your consideration of the Alberta School of Business, and we look forward to continuing our conversation about the right learning solution for you and your team.