Project Management: a World of Opportunities

Managing EINSTEINS

Winning a Numbers Game

WORK AND LEARN IN AN Exotic Locale
Greetings

And Happy New Year! The last few months have been filled with unsettling news and turmoil on several fronts. Our daily lives have been significantly impacted by the pandemic and national politics. Out of this turmoil one thing has become abundantly clear, that we all need to adopt more flexible and open attitudes toward our world and the changes we will undoubtedly continue to face.

Part of that flexibility will come from a practice of continuous learning, especially learning focused on our life transitions. The post COVID-19 world will be different. We are asking, what will be different because of the pandemic and how will people have to adjust?

In our process, we have developed scenarios about what is in store for us in the next two years. For instance, we forecast how technologies will change teaching and learning as the acceptance of online and remote learning has become more common and useful to continuing education students. In addition, we have studied the future of work.

Like many of you, over 90% of DCE’s total workforce are working remotely from home. In some cases, our staff have moved to other areas to care for family members or to find a safer environment. DCE’s experience is common with thousands of other organizations across our region and we need to plan for a post COVID-19 world in which remote work is much more common. This will involve a complex of decisions including those originating from the organization which needs to maintain its productivity and its culture, and by individuals who have new challenges in balancing life and work. DCE has developed a number of programs to help organizations adjust to these changes in work and life.

However, our focus has been a resurgence of our efforts to provide free education to the world though our many Massive Open Online Courses (MOOCs). Our commitment to free or low-cost education, particularly in this time of intense need, has never been stronger. Now we have over 123 courses on Coursera, the largest offeror of MOOCs (coursera.org.) These courses are free to all and include most notably Project Management, Career Success Specialization, and Working Smarter, Not Harder, just to name a few.

We hope you will see DCE as a significant resource as you make the many adjustments in your life and work that we all face. Please remain safe and productive during these troubled times.

Gary W. Matkin, Ph.D.
Dean, Continuing Education
Vice Provost, Career Pathways
The New State of Spas
Instructor Q&A: Emily Wong, ESL
Coming to America – To Study Online
Analyzing the Possibilities
Business-Enabling Skills – The Engine That Drives Innovation
Mastering the Data Economy
A Career With Great Optics
Infographic: Top 7 Programming Languages
Leading a Remote Workforce
Certificate Programs
CareerZOT Talk: Finding a New Career During the COVID-19 Pandemic

HOW TO enroll

Online: ce.uci.edu
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Fax: (949) 824-2090 Download enrollment form at ce.uci.edu/enrollmentform
Mail:
UCI Division of Continuing Education
Student Services Office
PO Box 6050, Irvine, CA 92616-6050
Please allow 7-10 days for your enrollment to be processed.

calendar

SPRING 2021
COURSES BEGIN: MARCH 29
SUMMER 2021
REGISTRATION OPENS: APRIL 22
COURSES BEGIN: JUNE 21

2021
Hiring has been steady and looks to increase significantly, with more companies opting to seek remote workers.

Few careers are as coveted, versatile, and transferable as that of the project manager. It’s no wonder that a Project Management certificate is one of the most highly sought-after education credentials today. UCI Division of Continuing Education’s program has long been considered the gold standard for PM education, preparing professionals for this rewarding and lucrative career since 1994. But lately, you might be asking yourself what the outlook is for PMs during, say, a brutal once-in-a-century pandemic that has shuttered businesses worldwide?

Turns out it’s surprisingly robust, with businesses already preparing for explosive economic growth in a post-COVID world, said Karen Nguyen, advisory committee member and program instructor.

“The hiring outlook for project managers is very positive, definitely picking up, and many companies are already gearing up for a post-pandemic world,” she said. “A lot of the lessons we learned during the downturn will help us perform more effectively moving forward. For one thing, working remotely is a trend that’s here to stay, and that’s a very positive development.”

Difficult situations often result in positive change. In this case, it’s the realization that a remote workforce isn’t just a temporary pandemic necessity — it offers clear benefits, especially for the ever-agile project manager. Free from the confines of office space, they can think globally, be more flexible, and conduct Zoom meetings with clients and co-workers all over the world.

The new work-from-home landscape allows PMs to reinvent themselves and how they manage, to say nothing of eliminating long, draining commutes. A highly successful educator, entrepreneur and international consultant, Nguyen believes there has never been a better time to become a project manager.

Working remotely has nudged project managers into a more creative, agile approach, a shift that is essential to success in today’s environment. “More than ever, project managers have to think more creatively,” she said. “That’s one of the key points I stress to my students. Project managers today have more freedom to stretch themselves.”

Virtual opportunities

When it comes time to launch a job search, the virtual workspace opens a wealth of opportunities that stretch far beyond the local area. Businesses are starting to see the benefits of a remote workforce, even corporate giants that once shunned the idea. In fact, according to a recent survey from Harvard Business School, at least 16 percent of American workers will switch from professional offices to working at home at least two days per week as a result of COVID-19.

“I’ve seen that more companies are advertising that they’re open to remote employees,” Nguyen said. “They understand the value of having an agile, virtual workplace. Even Silicon Valley giants like Facebook and highly sought out employment websites such as Glassdoor and Indeed have dedicated websites to recruit workers for remote positions both domestically and internationally.”

Even during these challenging times, some fields are seeing strong demand for PMs, especially companies in the healthcare, construction, finance, and technology sectors, said UCI DCE’s Career Educator Dakota Serafin.

“The healthcare industry is booming during these times, and while the construction and finance sectors are doing well, they’re looking to increase their hiring quite a bit as 2021 progresses,” Serafin said. “And when we reach the post-pandemic phase, the travel industry will be doing a lot of hiring as well.”
To help professionals from all industries and at all stages of their career with their career search, UCI DCE offers a wide range of free resources online. From video tutorials to handy how-to guides, career seekers can access these tools anytime, anywhere. To view all resources available, visit ce.uci.edu/career.

**A certified success**

The DCE Project Management certificate program covers all principles, theories and practices laid out in the latest edition of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, the industry standard for PMs. After completing the 12-unit program in 6-12 months, students will be qualified to sit for the Project Management Professional® Exam. Recognized worldwide, the PMP® certification sets the standard for excellence in project management.

Taught by experienced professionals, the program is designed for newcomers as well as current managers looking to take their careers to the next level. Each course addresses a different stage or aspect of project management, from launch to execution, with each instructor drawing on their areas of expertise.

Nguyen’s *Presentation Skills* course gives students the opportunity to give presentations, interact in virtual class discussions and gain proficiency in using visual aids to provide maximum impact for their message. She encourages her students to be creative and stretch themselves — key skillsets for success in today’s virtual landscape.

More than ever, she believes that project managers need to promote a positive, upbeat environment for their team to maximize productivity — no surprise for someone who created a successful consulting company called Exploratori Corporation, Inc. in the middle of the pandemic. She and her mentor and fellow instructor Marty Wartenberg have been touring their Happy High-Performance Teams course since summer of 2020. Nguyen believes that a happy team is a successful one, and even small gestures can go a long way to achieving that goal.

“Something as simple as a daily verbal thank you or decorated stocking with a Starbucks gift card inside can show appreciation for team members, recognize accomplishments and help promote a positive, productive virtual workplace,” Nguyen said. “It costs very little but makes a big impact on morale.”

Nguyen stresses that the pandemic has caused a major pendulum shift that opens a world of opportunity for PMs working remotely. The demand for flexibility in where and how people work has created a revolutionary change around the world. Project managers need to embrace and reinvent themselves to think outside the box, she said.

“I strongly urge my students to stop thinking on a national scale and start thinking globally, to stretch themselves and be brave.” She added, “Think strategically and always keep moving forward. And most of all, think creatively!”

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**Learn more about the Project Management certificate program:**

[ce.uci.edu/pm]
Upcoming Free Events:

- **Academically, Vanderbilt; Emotionally, the Local Community College**
  Wednesday, January 27
  11am-12pm (PST)

- **Let’s Learn: Sourcing Quality Virtual Learning Experiences**
  Friday, January 29
  11am-12:30pm (PST)

- **Realistic Project Management in E-Learning**
  Monday, February 1
  11am-12pm (PST)

- **Live-Online LSAT Strategy Workshop**
  Tuesday, February 16,
  6pm-7pm (PST)

- **Live-Online GRE Strategy Workshop**
  Wednesday, February 17,
  6-7pm (PST)
  Thursday, March 25,
  6-7pm (PST)

- **Demystifying the College Artistic Review**
  Wednesday, February 24,
  11am-12pm (PST)

- **Live-Online GM AT Strategy Workshop**
  Wednesday, March 3,
  6-7pm (PST)

- **Wealth That Lasts Information Session**
  Tuesday, March 23
  6-6:45pm (PST)

*Sign up at ce.uci.edu/events*
UCI Division of Continuing Education partners with a number of universities to provide you a “next step” on your educational pathway. We have articulation agreements with the universities listed. These schools accept coursework from select UCI Division of Continuing Education certificate programs as credit toward specific degree programs.

Learn more at [ce.uci.edu/transfer](http://ce.uci.edu/transfer)

<table>
<thead>
<tr>
<th>Certificate</th>
<th>University and Degree Program</th>
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| Clinical Trials: Medical Device and Drug Development | Northeastern University, Master of Science in Regulatory Affairs for Drugs, Biologics, and Medical Devices OR Master of Science in Project Management  
Rutgers School of Health Professions, Master of Science in Clinical Research Management |
| Contract Management | Concord Law School at Purdue University Global, Executive Juris Doctor (EJD) |
| Embedded Systems Engineering | University of Wisconsin-Platteville, Master of Science in Engineering |
| Medical Device Development | Northeastern University, Master of Science in Regulatory Affairs for Drugs, Biologics, and Medical Devices OR Master of Science in Project Management  
Rutgers School of Health Professions, Master of Science in Clinical Research Management  
University of Wisconsin-Platteville, Master of Science in Engineering |
| Organizational Leadership and Communication | University of Wisconsin-Platteville, Master of Science in Organizational Change Leadership |
| Paralegal | Concord Law School at Purdue University Global, Executive Juris Doctor (EJD) |
| Personal Financial Planning | Cal Lutheran-California Institute of Finance, Master in Business Administration |
| Project Management | University of Wisconsin-Platteville, Master of Science in Project Management |
| Regulatory Affairs and Compliance | Northeastern University, Master of Science in Regulatory Affairs for Drugs, Biologics, and Medical Devices OR Master of Science in Project Management  
Rutgers School of Health Professions, Master of Science in Clinical Research Management |
| Systems Engineering | Drexel University, Master of Science in Systems Engineering |
| Supply Chain Management | University of Wisconsin-Platteville, Master of Science in Integrated Supply Chain Management |
The New State of Spas

The wellness movement has grown to a multitrillion-dollar industry, creating a world of career opportunities.

The past 12 months have taught us many lessons. Not the least, and perhaps the greatest, is the importance of maintaining personal wellness in body and mind. Even in relatively placid times, the benefits of meditation, yoga or a refreshing spa day are myriad, promoting physical and emotional health that resonates in our own lives and society as a whole.

Wellness has now grown into a global movement. The challenge for spas lies in the need to deliver real wellness options beyond pure beauty and pampering treatments. A combination of a healing touch with effective business strategies is key to a successful career in this industry, said Carmelina Montelongo, instructor for the DCE Spa and Wellness Management certificate program.

“I would say that the most challenging aspect of any spa management educational program is the fact that professionals in this sector require an essential combination of hard and soft skills,” Carmelina said. “On one hand, spas are traditionally about the healing power of human touch, but then on the other hand, hard skills such as business, management and finance are critical to the success of the spa business.”

Simply put, spa managers need to "create and maintain the magic that makes up a spa, while operating a financially solid business." That's exactly what Carmelina and the Spa and Wellness Management program aim for — advancing the careers of today’s wellness pros and introducing newcomers to the art and business of the industry.

As an experienced spa consultant, she has lent her vision and financial management skills to top luxury boutique spas throughout Mexico. Notably, she was a key player in the planning stages for the Chablé Resort & Spa in Yucatan, served as its Wellness Director, and led the spa to becoming one of the Seven Best Spas in the World in 2018, according to Tatler Spa Guide.

Chablé Resorts is a leading example of the ‘wellness’ approach the industry has adopted. Wellness for Chablé is about making people laugh, helping them to reconnect and a celebration of mind, body and soul.

Carmelina took the time from her latest project in Mexico to share her thoughts on the state of wellness in 2021. Clearly, there’s more to it than just massages and facials.

How would you characterize the growth of the wellness movement?

Wellness is a word that was rarely even spoken 10 years ago. Today the spa and wellness movement forms a $4.5 trillion global industry made up of 11 sectors, growing over five times faster than global GDP. All of these sectors enable consumers to incorporate wellness activities and treatments into their daily lives.
What are the key factors driving this phenomenal growth?
As the world’s population grows older, as well as lonelier, consumers are looking to incorporate more wellness choices into their lives. Simultaneously, the decline in health as well as the environmental crisis has led people to find alternative and healthier lifestyles. The pandemic is another factor. I think that an increased awareness proves that wellness is not static but rather an active process where a person’s choices and actions determine their overall state of health.

What are the biggest trends in the industry?
I would say there’s a growing need to deliver real wellness options beyond pure beauty and pampering treatments. In the past couple of years, a disruptive concept has been introduced by Adria Lake, and I feel very proud to say that our latest spa projects have all incorporated this ‘Wellness Without Walls’ model. The result is more spaces delivering wellness solutions beyond the spa walls, throughout the entire properties. Guests are encouraged to participate in the design of their own regimens and practices.

How has the COVID pandemic affected it?
In just a few months the entire world became more aware of the importance of integrating simple wellness routines into their everyday lives, including daily mindfulness, meditation and yoga practices, among others. We’ve seen increased demand for streaming classes and at-home workouts. And with so much uncertainty, mental wellness has never been more important. In fact, the Global Wellness Institute determined this sector to be a new bubble valued at $121 billion. The pandemic has also raised consciousness on the need for a strong immune system.

What changes can we expect in a post-pandemic world?
It may take long for the global economy to recover, so I think it’s finally time for a paradigm shift in the spa industry. Change is in the air, in my opinion. This is the perfect time for spas to focus more on science-backed treatments, especially those supporting the immune system — ozone therapy and IV infusions are my favorites. Sauna bathing, steam rooms and hot springs have also proved effective in preventing viral infections.

Tell me about the DCE Spa and Wellness program. How does it prepare students to succeed in this space?
The program teaches technical skills on how to effectively manage staff, operations and facilities, while at the same time sharing values and inspiration from top experts in the industry. Combining the hard and soft skills can be a challenge. Trust me, I’ve come across real masters in the industry; however, only a few go beyond this set of skills by truly caring for the wellbeing of guests and their own staff. I am proud to say that our Spa and Wellness Management program addresses all of these needs, and more.

On a personal note, what’s your own wellness philosophy?
For me it’s breathing, getting a good night’s sleep, meditating and setting a daily intention, cooking my own food, even doing some fasting once in a while. I like dancing, being in contact with nature, taking some sun and sharing quality time with my partner, family and friends. If I stick to all of this, there’s no way I cannot be happy. And it’s important to know that if we fail to stick to it, all we have to do is get back on track the next day. Life is more fun when we don’t take it so seriously!

Simply put, spa managers need to “create and maintain the magic that makes up a spa, while operating a financially solid business.”

ce.uci.edu/spa
Q. Why did you decide to become an instructor?
A. I decided to become an ESL instructor after teaching English in Japan for the JET Program. It was there when I first learned what it would be like to work with students whose culture was different from mine. Though I loved the challenge of designing lessons that my students could enjoy, it was the cultural exchange that I loved the most.

Q. Could you tell us about the new online ESL courses DCE is offering, some of which you are teaching?
A. We are offering 8-week intermediate and advanced-level Grammar/Writing and Speaking/Listening courses online. They are asynchronous but will be teacher led with a few virtual sessions. Each week, students will improve their academic and non-academic English skills through engaging lessons and useful feedback from instructors. The best part is the interaction with the instructor and classmates from all over the world!

Q. What type of student will do well in these courses?
A. Students who are responsible, self-motivated, and eager to meet classmates from all over the world will do great!

Q. What advantages does learning ESL online offer to students?
A. Busy people have a chance to be a student again! Our classes are designed so that people who are working can study at their own pace throughout the week. Another plus is that students will improve their computer skills, which will benefit them in their academic and professional lives. Lastly, online classes open the door to more students, especially ones who are too busy to leave their countries to study. This means that we can have an even more diverse class of learners!

Q. What is your message to international students about learning during the pandemic?
A. Dear students, it is indeed difficult to focus and be motivated while studying online but think of this as an opportunity to broaden your communication and learning skills. Online learning is here to stay, and you will not be alone in this process! You will be supported by your teacher and improving with your classmates!

Q. What do you find to be most rewarding about being an instructor right now?
A. During this pandemic, I love the fact that I can still meet with my students over Zoom “face-to-face.” We can still joke and laugh as though we are in the same room. Also, though teaching online has been a huge challenge, I am extremely grateful for my colleagues as they never cease to come up with innovative ways to improve our students’ learning experiences. I have improved my teaching because of them.

“...online classes open the door to more students, especially ones who are too busy to leave their countries to study. This means that we can have an even more diverse class of learners!”

ip.ce.uci.edu/OnlineESL
By enrolling in Concurrent Enrollment, you can take advantage of a full catalog of UCI undergraduate and graduate courses without formal admission to the university, based on available space and permission of the course instructor and/or department. Courses carry university credit, may count toward a degree, and are taught by distinguished UCI faculty. Registration in Concurrent Enrollment does not constitute admission to UCI.

Concurrent Enrollment is ideal for you if you are:
- returning to school
- completing degree requirements from another college or university
- a high school student wanting to get a head start on college
- considering applying for admission to UCI
- preparing for graduate or professional school
- lifelong learners

When are Concurrent Enrollment classes offered?
Concurrent Enrollment is offered during the fall, winter, and spring academic quarters.

How many classes can I take?
You may enroll in a maximum of 2 courses not to exceed 8 units per quarter. Students intending to transfer course credit to another college or university should first verify acceptance of the course at that institution.

How do I obtain a UCI catalogue or schedule of classes?
Course descriptions are listed in the UCI General Catalogue, online at catalogue.uci.edu. The schedule of classes can be viewed online at websoc.reg.uci.edu.

ce.uci.edu/concurrent
This DCE alumna left Brazil to study at UCI weeks before the campus closed — and she has no regrets.

When Ana Beatriz Barbosa decided to leave Brazil to study in the U.S., she knew it was more than just a university adventure. Armed with an advertising degree, Ana wanted to focus on digital marketing and project management, explore the region, and have a real on-campus experience. When she heard that UCI offered certificate programs in both subjects, along with internships, it was an easy decision. She had visited San Diego years earlier and fell in love with Southern California.

But just a week after arriving in Irvine, Brazil closed its borders due to COVID-19, and UCI shut down its campus soon after, with all courses shifted online. So, while she was still studying abroad, it was in quarantine, in front of a computer screen.

"I think today, even with the pandemic and not having the campus experience, I made the right choice," Ana said. "Everything that I learned during this time and was able to develop through my studies and internship was very rewarding. Today I find myself more prepared and more secure to take on the new challenges that lie ahead."

Ana’s plans to launch a new life in California haven’t been derailed in the least. She adjusted to the new abnormal along with her DCE instructors, including Marty Wartenberg, one of her favorites. But it was not always easy.

“My final project management class on global leadership was never intended to be online,” Wartenberg said. “We had to do considerable changes to the content and the method and flow of the class materials. We moved away from the lecture model to a much more inclusive and extensive participative mode, a lot of discussion and back-and-forth questioning."

Ana adapted quite well, he added. He fondly remembers her as highly active and engaged with her team. "She was the kind of student instructors love. She didn’t just absorb information, but truly tried to understand."

Ana recently took time to elaborate on her DCE experience during the lock-down of spring and summer 2020 — the challenges as well as the rewards.

**How difficult was it to pivot to an all-remote class schedule?**

Everything that is new can be challenging, and it was frustrating not being able to experience the campus and meet classmates in person. But it's a matter of adapting. It's actually difficult to compare the two experiences. Online is more dynamic, impersonal, and direct. Being in person you get to interact with teachers and classmates, go out after class, and socialize.

**How did you manage to relate and interact with your classmates?**

We scheduled virtual meetings outside of our coursework to chat, study, and entertain ourselves. That made the experience much better. In the end, it's all about the way you deal with a situation. This one, in particular, was one that we couldn't control and had to reinvent ourselves.

**Did your classmates and instructors have any problems adapting?**

It was a new experience for all of us, so there can always be setbacks. That's normal, but all the classes I took online worked out well, everything was always on time. And it’s funny that even online we could see some behavior typical of the ‘real’ world — students who arrive early, those who bring coffee to class.

The way I’m describing it might make it sound like it was super easy, right? But it wasn’t. Being away from home and making these important decisions with so many uncertainties, I sometimes didn’t know if I was doing the right thing or if I should go forward with my plans.
I understand you especially liked your online classes with Marty Wartenberg.

He was so good! I’d joke around that I saw Marty as a grandfather who guided me through this experience and always encouraged me. I think Marty’s classes and his life experience made the courses much more relaxed and interesting. In fact, every day Marty showed us a different flash-mob video from around the world. It was a happy way to start the class and it had everything to do with what we were studying: different cultures, ways of leading, and working environments. It was incredible to be able to hear what he had to teach sitting at my computer.

How did your internship work out?

Through the internship, I was able to understand the work environment in the United States and also develop analysis and research for the medical, water districts, and political sectors. The experience was very rewarding, mainly because I managed to achieve some goals: gaining work experience and developing and applying my skills in digital marketing.

So what’s the final verdict? Was it all worth it?

I thought this international experience would change my life, and today I am sure of it. With the support of everyone from DCE, I managed to have this unique opportunity. All the courses provided the opportunity to learn, understand, and apply everything I experienced in these nine months with UCI. It’s like a new beginning.

“Online is more dynamic, impersonal, and direct. Being in person you get to interact with teachers and classmates, go out after class, and socialize.”

What’s the next step?

I’ve decided to apply for Optional Practical Training (OPT) and stay here in the U.S. Right now, I’m interviewing and applying for jobs. It makes me anxious, but I know I can do it! In my family we have a joke that when we really want something, we say it will snow on Wednesday. That’s because when we went to Bariloche to ski, there was no snow at all, and that was all we wanted. My mother said to us, ‘Calm down, it will snow on Wednesday,’ and it really happened! Now I’m looking forward to my Wednesday.

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—Brateil Aghasi, CEO of WISEPlace, advisor to the Nonprofit Management Specialized Studies program

15.3%

**Projected job growth for fundraisers through 2029**

Source: Economic Modeling Specialists Intl.

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**POST-BACCALAUREATE PROGRAMS**

Visit the program pages to learn about admission requirements, curriculum, and application deadlines.
Managing Einsteins

Leading teams of creative tech professionals requires a different set of skills than managing your typical office.

Here’s a modern-day dilemma for managers in today’s tech-driven world: How do you lead teams of geniuses who are busy changing the way we live and work? Being a leader of extremely bright and ingenious minds requires a quite different set of skills than managing in a typical office environment.

Innovative organizations have created a more imaginative, risk-taking culture that’s necessary for developing advanced products that resonate with customers worldwide. To meet the challenge, management must adjust to a more agile, flexible approach. Effective leadership in these high-tech milieus simply demands more inventive methodologies that nurture creative minds and help shepherd these ideas into reality.

Developing these leaders of tomorrow is essential in order to capitalize on the rampant progress in the tech sector. And UCI Division of Continuing Education aims to help produce the next generation with the new Technology and Team Driven Innovation Certificate Program.

“Building and sustaining technology- and science-based functional groups and project teams is very different than the traditional approach to leadership and team building,” said Marty Wartenberg, an award-winning instructor for the program. “You are dealing with extremely intelligent, ego-driven individuals who are highly committed to achieving great things. My partner at ZB Global and I have written articles that basically talk about ‘Managing Einsteins.’ The traditional books and approaches are not as effective in this unique and special environment.”

Wartenberg’s personal leadership style could serve as a template for the program — a transition from a command-and-control model to adopting the Agile Servant Leadership Model. “The leader’s role is to define the objectives, make sure that everyone knows their part and role and then basically help the team perform by removing any impediments to progress and making sure that the team has everything they need to succeed,” he said.

Leadership in a fast-moving, tech-driven environment demands a more flexible approach, as well as a broad knowledge of technical systems and innovations. Wartenberg and a team of expert instructors lay the foundation for students to gain the background necessary to lead those Einsteins.

Managing creative minds

The foundational concepts of team-driven development can be traced to the methodologies developed by IDEO Design and Innovation in Palo Alto in the ‘90s, later incorporated into the Agile Project Management model that took hold in the tech sector around 2001. The idea was to transition from traditional process-driven culture to a flexible, value-driven approach.

Technology has advanced by light-years since then, and the team-driven leadership model, as reflected in the certificate program, has evolved to keep up with the rampant change.

“The objective of this program is to provide technical managers and managers of technology with the latest approaches to creating and developing new products in a very fast and competitive global environment,” Wartenberg said. “This includes best practices in processes, methods, tools and use of key resources including the people involved. UCI’s program will utilize both traditional and new Agile methods for systems design and agile development.”

The Technology and Team Driven Innovation certificate program, offered entirely online, provides the tools needed to lead successfully in a range of industries — any organization
that offers products or services with a tech-heavy component. Today that covers virtually every sector, but the major focus is on companies that produce hardware and software and systems-type projects, Wartenberg said.

“This includes both commercial and military, aerospace and medical instrumentation, and the technical aspects of healthcare delivery. The program also provides an excellent grounding for new graduates who wish to get a boost in their value to their organizations by being ready for greater organizational challenges.”

A background in team-driven innovation is also a boon for tech professionals who are considering management positions in IT departments in communication, automotive and pharmaceutical organizations. Aside from leadership skills, students will get hands-on experience with a wide range of breakthrough technologies and innovations.

“The range of breakthrough technologies include all of the basic changes that allows for the creation of new businesses,” Wartenberg said. “For example, development of the internet and the smartphone allowed for the creation of apps and new businesses like Uber, Airbnb and others — technologies like nanotechnology, new materials, micro techniques.”

Learning from experience

Recipient of many UCI awards, including Distinguished Instructor, Wartenberg brings a deep and broad background to the program, with experience as a design engineer and chief operating officer for an electronics company in Anaheim. He served as president of a technology firm in New York and, after retirement, started his own tech consulting firm with a wide range of clients in Southern California.

Along the way he honed his expertise in managing leading-edge tech systems at the highest levels. He was eventually hired by UCI to create their Corporate Training program and helped it become the largest such program in the UC system, with clients including Boeing, Northrop Grumman and hundreds of others.

Wartenberg has developed and taught in many UC programs, establishing his management and systems design philosophies which he shares in the Technology and Team Driven Innovation program.

“My favorite lessons are the leadership aspects of project management and the impact of various cultures on the leadership and team-building for successful teams,” he said. “Most of the project management topics can easily be learned from books, but the actual teaching of and explaining how to both lead and manage successful cross-functional, cross-cultural teams is a real challenge and is best done with lots of examples, role plays and actual cases.”

Wartenberg’s overall philosophy can be summed up in a single quote he shares, and lives by, from Mike Cohn, owner of Mountain Goat Software: “A true leader removes boulders and carries water.”

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Winning a numbers game

Among many career options for those with Accounting backgrounds, a career as a forensic accountant can be a stimulating option, especially for those interested in the legal field.

When Ken Rugeti began working in his chosen field, he resisted using the term “forensic accounting” to describe what he did for a living. Although it’s perfectly accurate, he felt that people would be confused, associating the word forensic with crime-scene investigations — dusting for fingerprints, running DNA tests and the like.

But he’s feeling much better about using the title now. To be clear, it’s a specialty that uses accounting expertise to present expert opinions in a wide range of legal matters, from intellectual property infringement to fraud investigation.

“I’ve grown more comfortable referring to myself as a forensic accountant as it is the term my clients, who are often attorneys and judges, use to describe what I do,” said Rugeti, Advisory Committee member for the DCE Applied Accounting certificate program. “A forensic accountant is essentially an expert in accounting. While forensic accountants can and do work on criminal issues, the field involves so much more than that.”

Rugeti consults his Merriam-Webster for the final verdict: “Forensics means ‘belonging to, used in, or suitable to courts. This really captures the essence of forensic accounting.”

CPA certification is a must for this career. Certification requires passing the CPA and ethics exams, along with demonstrating the completion of required education and work experience. The educational requirements are most often satisfied with an undergraduate or graduate degree in accounting, or with degrees in a related field, coupled with completion of additional approved coursework outside of a formal degree program. Rugeti went with the latter option.

“For those like me who had an undergraduate degree in finance, an accounting certificate is a great option short of graduate school to obtain educational credits needed to sit for the exam,” he said. “I had nearly all the credits I needed from USC, so I filled in the gaps by taking some courses at UCI.”

Contrary to a common perception of accounting as a stiff, stationary career, a forensic specialty demonstrates the variety of interesting possibilities for those who have an aptitude for working with numbers. It’s not all about sitting at a desk for long hours balancing books.

While it doesn’t involve “CSI” sleuthing, it can offer a bit of courtroom drama. Rugeti’s work with FTI, a global consulting firm, involves intellectual property infringement, misappropriation of trade secrets, false advertising, fraud investigation — the list goes on and on. Lawsuits and business survival often hang in the balance.

“A traditional accountant may help a business prepare audited financial statements or tax returns, but the forensic accountant may take that information and help a court understand how it all presents evidence that is meaningful to the outcome of a lawsuit.”
Adding it all up

An accounting certificate is an excellent alternative to grad school for those seeking CPA certification, but it can also open doors in a number of other fields that don’t require the designation.

"Absolutely," Rugeti said. "From bookkeeping and tax preparation to data analysis, the Applied Accounting certificate program is an excellent opportunity for professionals who work with financial data to improve their understanding of accounting. Those who already have degrees can develop knowledge and complete coursework with more flexibility than some full- or part-time degree programs offer."

A DCE Applied Accounting certificate can help launch a career as an internal auditor, budget and financial analyst, or any position that benefits from a background in accounting. And for those with an undergraduate degree with the relevant business unit requirements, it will provide the necessary accounting units to sit for the CPA exam.

The DCE offers a companion CPA Review program that’s administered by Becker Professional Education, a leader in test prep for the past 60 years. Led by industry experts, it starts with an in-depth pre-assessment that helps guide a personalized learning path focused on areas where a student needs the most help.

Lectures, real-life simulations, mock exams, and live webinars are all part of the CPA Review. And DCE Applied Accounting students get a $500 discount on the intensive program.

"It’s important to note that requirements to become a CPA in California evolve from time to time," Rugeti said. "Maintaining CPA certification requires career-long continuing education. Traditional and forensic accountants never stop learning and it’s critical to staying current in our ever-changing financial world."

Once an accountant has completed the required education and certification, work experience and continuing education can lead to additional professional certifications in subspecialties like financial forensics (another term for forensic accounting), and business valuation.

"For example, in addition to being a CPA, I am Accredited in Business Valuation (ABV) and Certified in Financial Forensics (CFF)," Rugeti said.

More than balancing books

An accounting certificate from a major university can help open a number of doors, and demand is consistently strong for well-qualified candidates, especially those who establish specialties in the field. For forensic accountants, the career outlook is quite bright, despite the impact of COVID-19.

"The career outlook continues to look very good," Rugeti said. "For forensic accountants, there are two main ways to specialize. One is expertise in a technical area or accounting concept. Think business valuation, commercial damages analysis or fraud investigation. The second would be industry specialization, including areas like healthcare and financial services, among others."

A background in data analytics and information systems is becoming increasingly important for accountants, as global commerce becomes virtually paperless, interconnected financially and in so many other ways, he added.

Now getting back to that courtroom drama, forensic accounting can be quite an interesting and even exciting career option that goes way beyond simple bookkeeping. Just ask Ken Rugeti.

"I’ve worked on somewhere between 600 and 1,000 cases over my career and have so many stories I can share, from having U.S. Marshals enter a court proceeding I testified in due to the criminal allegations against one of the parties, to having an appellate court affirm a trial court’s adoption of my findings in a heavily contested case. I love my work and the satisfaction of helping the legal world correctly assess financial issues."

ce.uci.edu/accounting
The DCE Business Analysis certificate program can advance careers in a wide range of sectors and organizations

Stephanie Cracknell has built a highly successful career as a business analyst. The DCE instructor has lent her knowledge and skillsets to the telecommunications, nonprofit, financial services and corporate real estate industries. It’s one of the hottest careers today, with roughly 15% growth projected over the next 10 years.

But what exactly does a business analyst do? It’s not always clearly defined, and the role often goes by different titles depending on the organization. Turns out it’s not so mysterious after all. In fact, almost everyone adopts the role occasionally in their jobs and even personal life.

“I frequently have people speak to me that are interested in the BA role and want to know how they can transition into the career,” said Cracknell, assistant Vice President, Business Analysis, at CIT Bank. “We speak about what they do in their current or past jobs and projects that they have worked on at home or school, and we can always find transferrable skills. Have they managed any home improvement projects or are they a recent graduate that has submitted a Capstone project? You use your critical thinking and analytical skills more often than you realize.”

Planning a new kitchen is a good example, she said. It involves a great deal of research, planning and weighing options, deciding which designs are possible, who can perform the work, and what the best choices are for cabinets, counter tops and appliances.

“We take this research and find the best solution for our budget and timeline,” Cracknell adds. “We tend to manage the project to ensure that the work stays on track and on budget, while weighing the associated risks around the work.”

A normal day in the life of a business analyst means making sense out of chaos, providing clarity to situations and using their training, powers of negotiation and resourcefulness to come up with a plan or solution. Business analysts are key due to the strategic roles they play in a project ensuring that the final solution meets business objectives and adds to the bottom line.

As a liaison between the business and solution providers on a given project, these skilled professionals can ensure that requirements are addressed before a solution is designed and implemented. It’s an essential role that has evolved dramatically along with technology, broadening the BA’s role and creating a new world of opportunities.

A bright outlook for 2021

Even in the age of COVID, business analysts are in greater demand than ever, and the remote-worker model has leveled the playing field considerably, Cracknell said.

“The increase in remote working opportunities will make it easier to find a role that really meets your skillset without being tied to a geographical location. Going forward, we’re going to see changes in how businesses operate to survive and thrive that we have never seen before, and business analysts are uniquely positioned to help lead that transformation.”

She points to healthcare and financial services as two sectors especially in need of BAs. Both have seen unprecedented change to the way they operate, due to the pandemic and other factors. And with cybercrime escalating sharply amid the panic and confusion, cybersecurity is another hot sector in transition.

“"The courses at UCI can really be used by most individuals, but are especially valuable for senior-level executives, entrepreneurs, IT professionals, QA and development teams, and data analysts.""

—Stephanie Cracknell, Instructor
The role has evolved quite a lot over the past couple of decades, Cracknell said. When she first became a business analyst 18 years ago, the position wasn’t as well understood or defined. It took about five more years for it to catch on, perhaps fueled by significant advances in analytics and digital tools.

“Technology has had an impact on organizations, so it is only natural that this will affect the BA role as well, with an increase in areas that BAs can specialize in, such as mobile internet, Internet of Things, cloud technology, and artificial intelligence,” she said. "Specialization is becoming quite common in these areas. This has offered challenges and opportunities in equal measure."

Data analytics has emerged as an increasingly valuable skillset for BAs, progressing from an outside niche to being a specialization within the profession. Fueled by sophisticated digital tools, it now touches all areas of an organization and allows them to target their clients with unprecedented precision.

“The business analyst uses this data to drive business decisions, taking insights from the data to identify problems and define solutions, and deliver data-driven recommendations,” Cracknell said. "It is an exciting time for the business analyst right now as the role evolves based on individual interest and areas of expertise."

Clearly, the role of the business analyst is expanding and pivoting to meet the needs of a global economy in transition. BAs are taking leading roles in strategic planning, process re-engineering and UX, to name a few areas.

Despite the current challenges, there’s never been a better time to enter this field, and the DCE Business Analysis certificate program provides a solid foundation that can advance career prospects in a number of ways.

A versatile skillset

Designed to be completed in as few as six months, the online program’s four courses provide a well-rounded background to launch a career as BA, gain new skills in a current role, and even obtain the credits needed to sit for the International Institute of Business Analysis (IIBA) and Project Management Institute (PMI) certification exams.

Approved as an official IIBA Academic Program, and endorsed by the PMI, the program isn’t just for those seeking to become business analysts — it can benefit those working in a wide range of jobs, industries and organizations, Cracknell said. Just about anyone can benefit from this essential skillset.

“Business analysis is performed by many individuals in an organization regardless of their title, however they may lack the experience or rigor needed to do the work effectively,” she added. "The courses at UCI can really be used by most individuals, but are especially valuable for senior-level executives, entrepreneurs, IT professionals, QA and development teams, and data analysts. This list is by no means exhaustive."

Cracknell knows from experience. She has discovered coworkers from many departments within her organization, from customer service to security, that have all the innate skills needed to be an effective business analyst. "All they needed was some training, mentoring and encouragement to do so."

Business analysts can play an essential role in IT. Acquiring the skills you need to embark upon this career path can provide students with numerous career opportunities.”

ce.uci.edu/ba
Business-Enabling

The Engine that Drives

Old-fashioned business skills in demand for 2021—and the UCI courses that can help you capitalize.

Finding your way in today’s new digital economy can be challenging, whether you’re taking initial steps on your career path or considering a transition into a more promising field. The global marketplace is becoming more interconnected and disruptive by the day, it seems. But it’s not necessary to become an IT genius or Silicon Valley entrepreneur to write your ticket to success.

While it might be tempting to dive into some intense tech-heavy training, old-fashioned business skills might well be your best option. Our increasingly high-tech infrastructure requires well-trained professionals who can simply make the business side hum along seamlessly.

A background in, for example, human resources or project management or business administration is much in demand, especially in our most interconnected cities, according to the special report, “The New Foundational Skills of the Digital Economy: Developing the Professionals of the Future,” an in-depth jobs report from Burning Glass Technologies that identifies 14 skill groups that are most in-demand — including four within the Business Enabler category.

“Cities across the globe are enhancing their digital infrastructure, and this has implications for workers across [several] career areas,” the report states. “Digital Building Blocks require understanding of the specialized methods, programs, tools and frameworks that are most valuable and transferable in a digital world, and Business Enablers play a synthesizing, integrative role in the workplace and allow other skills to be put to work in practical solutions.”

The Business-Higher Education Forum commissioned Burning Glass, a leading job-market analytics firm, to identify the most requested skills by analyzing more than 150 million U.S. job postings. The study revealed Business Enabler skills were requested in nearly 30% of postings in Smart Cities such as Los Angeles, New York and San Francisco.

Gaining a strong background in these skills can give candidates an edge in today’s competitive job market. And there has been a surge in people going online to learn new skills during the COVID pandemic. Recent data from LinkedIn shows a 1,100% increase overall in such searches — and 1,378% among younger Gen-Z job seekers.

With the economy poised to come roaring back post-pandemic, 2021 is a great time to prepare to capitalize with leading-edge expert training. Here’s a selection of courses that address each of Burning Glass’ four leading Business Enabler categories.

**Business Process**

Eminently transferable, the skillsets in this essential category are addressed in *Introduction to Business Process Optimization*. Expert instructors provide students with the components laid out in the Business Process Optimization Framework, along with the methodologies and tools that make up its core elements. It’s a foundational course in the Business Administration certificate program, designed to give students the skillsets most valued across a range of industries: finance, HR, marketing communications and business analysis.

A required course in the popular Human Resources Management program, *Leading Successful Organizational*
Illuminating the Path to Success for Students Seeking Business-Enabling Skills

**Change** focuses on the strategies for planning and implementing change in any field. This course provides the background for navigating changing business systems and culture in today’s volatile digital economy. And **Accounting Information Systems** connects the interaction and roles between accountants and information technology in business for students seeking an Applied Accounting certificate.

**Communicating Data**

Raw data is just white noise if you can't interpret it and communicate what it all means. That's where **Effective Data Preparation** comes in, a core course in the Predictive Analytics certificate program. This intensive hands-on course takes a deep dive into the elements that form the basis for data mining, giving students the skills necessary to extract data, understand their significance to the organization, and produce a dataset relevant for building predictive models that increase productivity.

Part of the Business Analysis program, **Solutions Evaluation and Testing** focuses on data analysis to validate the performance and value already in place at a company, using best practices outlined by the International Institute of Business Analysis™ (IIBA®) A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) and the Project Management Institute (PMI®) Guide to Business Analysis — industry standards for the BA field.

**Digital Design**

Online learning is more prevalent now than ever, and the *Introduction to Designing and Developing E-Learning Courses* forms a solid foundation for online instructional design. Students learn the fundamentals of developing programs, lessons and courses, with the goal of creating their own mock-up of an e-learning module.

Part of the Web Design program, **Introduction to UX for Web Design** provides the fundamentals of web design techniques, processes, and design technologies used in leading design companies and technology start-ups. Learn to create visually appealing websites and improve user experience. The *Introduction to Web Programming with HTML5, CSS3, JavaScript, and React* teaches intermediate level knowledge and skills for web development, along with an introduction to basic programming concepts and the three web development languages: HTML, CSS, and JavaScript. Furthermore, students in this course will learn how to apply these languages to create web-based applications.

**Project Management**

**Project Execution** lays a foundation for this much in-demand skillset, essential in a wide range of industries and positions. Part of the highly popular Project Management program, it focuses on effective execution taking an agile approach that adjusts to shifts and changes that would otherwise derail complex projects. Students learn to identify risks and leverage plans using tools such as the Earned Value Management and Trend analysis, employing principles found in A Guide to the Project Management Body of Knowledge (PMBOK® Guide).

**Esports Project Management: Live Events** puts students on the front lines of the booming competitive esports field. Providing an outstanding networking experience, this course covers all the essential elements involved in building and managing live esports events, taught by professionals in this emerging sport. And current or aspiring project managers can benefit greatly by taking **Lean Six Sigma Philosophy and Project Selection**, a foundation for earning a Lean Six Sigma Green Belt.

For a full listing of programs, visit [ce.uci.edu/areas](http://ce.uci.edu/areas)
Analytics leader Alteryx has teamed with UCI to stage the first-ever Data Challenge competition.

The digital economy has transformed global business in ways we couldn’t have imagined even ten years ago, creating an ascendant new sector along the way — the data economy. Think of it as a worldwide digital ecosystem signaling a wave of new opportunities for students who can master the applications of data science and analytics.

After all, raw data is the backbone of the all-encompassing web that has transformed our world in nearly every aspect. Knowledge is power, as they say, and the ability to mine, understand and utilize the trillions of data bits that make the world go-round is the engine that powers it all.

It’s no surprise that data science and related disciplines are among the hottest skill sets in virtually any industry you can think of — and DCE offers related certificate programs that can put students on the fast-track to career success.

"With so many industries moving to either tap into their data or automate processes, the concepts taught in our DCE programs are highly relevant to the needs of various industries in terms of staying agile in the digital space," said Hasan Hboubati, instructor for the DCE Data Science certificate program and team lead for Alteryx, a process automation leader that has teamed with UCI for the first Alteryx + UCI Data Challenge.

"The Data Challenge is a nine-week competition that provides an opportunity for students to work on real-world data analytics projects," he added. "Participants were asked to pose business questions with the industries of finance or education, then propose a solution based on the analysis of the available data sets. There were three teams of two students, each assigned coaches from Alteryx who are practicing data scientists and data engineers."

The idea, he says, is to create a hands-on learning experience and provide valuable professional connections in the data science and analytics fields. Alteryx coaches, including Hboubati, are extremely supportive and open to mentoring team members long after the competition is over. It’s hoped that the Challenge will become a recurring and expanded event in the coming years.

It’s all part of Alteryx for Good, an outreach program that delivers the benefits of breakthrough data analytics capabilities into schools, universities, and nonprofit organizations.

"Alteryx for Good empowers students to succeed in the data economy," Hboubati said. "The program allows students to gain data skills needed to succeed in their careers. With our technology, you get hands-on with data science and analytics already used at thousands of companies globally, such as Coca-Cola, Best Buy, Ford, and Adidas."

Leading professors engage students with the latest technological developments, providing mentoring and assistance along the way. New graduates and those currently unemployed are provided free resources to "skill up and jump back into their career stronger and smarter than before," Hboubati added.

The Alteryx + UCI Challenge is the latest addition to DCE’s robust endeavor to develop the next generation of leading data science professionals, offering an opportunity for students to solve real-world issues and apply all they have learned using Alteryx analytic tools.
Transforming data analytics

Enabling people and organizations to accelerate digital transformation in inventive ways, Alteryx is on a mission to make advanced analytics accessible to anyone who works in an analyst role, with no programming skills required.

"None whatsoever," Hboubati said. "Analysts can create models with drag-and-drop tools, easily combining every data source with hundreds of ready-to-use automation building blocks, breezing through all the routine data prep to spend time discovering actionable insights through built-in predictive, prescriptive, and location analytics."

Partnering with UCI and the Division of Continuing Education was a natural fit for Alteryx, forming an alliance that underlines the essential nature of these disciplines and promotes the career opportunities of a data science background. Long an incubator for top talent in the IT sector, DCE offers leading-edge programs that address the most in-demand skillsets.

The DCE Data Science certificate program is continually evolving, addressing the latest developments and technologies available. Taught by highly experienced professionals, the courses touch on data engineering, data mining, and machine learning, as well as SQL and Python.

"Since it was launched in 2013, Data Science is consistently one of our most popular programs and has undergone many iterations to address changes in the field," Hboubati said.

The Data Analytics for Business certificate program is designed specifically for participants working in marketing, sales, operations — any business role that can benefit from an analytics background. And the Machine and Deep Learning program, previously branched off from Predictive Analytics, targets the ascendant artificial intelligence field.

These certificate programs are intended for students of all backgrounds and experience who are looking to update their skills, develop new skills, advance in their industries, or even transition into completely new industries.

“Our portfolio contains courses at the beginner, intermediate, and advanced levels," Hboubati added. "Although most of our students tend to be working professionals, we are seeing changes in our demographics."

A license to learn

The Alteryx + UCI Challenge is the latest addition to DCE’s robust endeavor to develop the next generation of leading data science professionals, offering an opportunity for students to solve real-world issues and apply all they have learned using Alteryx analytic tools. To increase incentive, teams can win small prizes, and competitors are eligible to qualify for valuable skills badges for demonstrating their knowledge.

The skills badges align directly with the Alteryx Getting Started Learning Pathway that students can complete independently. As part of the Challenge, UCI works with Alteryx to validate the work that students submit and confirm that it demonstrates knowledge of the skills presented in the pathway. Students have to complete several assignments and a final project to qualify, so earning the badge signifies hard work on the student’s part.

Perhaps best of all, the Challenge competitors, along with all active students currently enrolled in an educational institution, receive a free Alteryx Designer educational license for use in their studies, valid for one year, Hboubati said.

“The Alteryx for Good program provides active students with free full-year educational licenses which allow them to perform data engineering and data science work, including connecting to data sources, blending data, creating predictive and machine-learning models. The idea is to help elevate learning with industry-recognized data preparation, data modeling, and data science — and it’s all a lot easier to access and use than you ever thought possible."

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Programs for High School Students

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Higher Education 101
Year-Round Online
This webinar series helps students learn about admissions, programs, career planning, and more, to get tips for making their application competitive and preparing for academic success.
A career with great optics

Mastering optical technology can lead to a lucrative career in a number of fields — and a DCE certificate can open the door.

It’s one of the hottest tech sectors you might never have heard of, essential in practically every industry in the world, from automotive to entertainment, medical to communications. Optomechanical devices might sound dry, but they’re at the heart of an increasing number of consumer and business products — and demand for optical engineers is soaring.

Opportunity abounds in a wide range of fields that depend on optical systems. And it’s only going to keep growing, even in places you might not have suspected, said Keith Kasunic, instructor for the DCE Optical Engineering and Optical Instrument Design certificate programs.

“Since graduating with my PhD more than 20 years ago, the demand for well-trained optical engineers has kept increasing at a stunning rate,” he added. “Companies that no one anticipated would have a need for optical engineers — Apple being just one example — are major employers at this point, with projects ranging from smartphone cameras to autonomous vehicles to small satellites for climate monitoring from space.”

An industry consultant as well as a textbook author, Kasunic teaches a core introductory course that forms the basis for both the Engineering and Instrument Design programs. They’ve become incubators of sorts for top talent in this growing tech field.

Together they address the growing demand for skilled professionals who can conceptualize, design and manufacture optical components and systems that form the basis of today’s advanced and ubiquitous optics-based technology. In fact, it’s difficult to find a sector that doesn’t rely on these systems, from military defense to clean energy and beyond.

“The introductory course I teach centers on the five basic optical instruments that all optical engineers need to be familiar with: cameras, telescopes, microscopes, interferometers and spectrometers,” Kasunic said. “This course is UCI’s opportunity to show new students how interesting and full of opportunities this field is, and to encourage them to explore further.”

The instructor took time out to expand on the DCE Optics programs, the wide range of career prospects and his own background in the field.

How does your introductory course prepare students to succeed in the certificate program and in their careers?

The “Geometrical and Physical Optics” course is the ‘Introduction to Optics’ prerequisite course that all students are required to take for both the Optical Engineering and Optical Instrument Design certificates. Additional courses within the certificate then build and expand on these initial concepts. I also teach two of these: Optical Systems Engineering and Optomechanical Systems Engineering. For all of my courses, the most important career preparation the students receive is how to ‘think optics,’ to the point where they can simplify complex problems and come up with solutions in a timely, cost-effective manner.

What types of students take these courses? Where are they typically at in their careers?

Course enrollment typically has three types of students. A large number are already working in industry — entry level and mid-career — and have found that they’re interested in optics. They see the many career opportunities available. Other students are currently undergraduate or graduate
students in mechanical engineering, electrical engineering, or physics, but don’t have the courses available at their universities, so they take the UCI courses to differentiate themselves in the job market. Finally, I also have students who are in mid-to-late career stages, managing optics projects despite no formal training in the field. They don’t need a certificate but will take a couple of UCI courses to get up to speed on the terminology and learn the right questions to ask to keep their projects on track.

You characterized the demand for optics professionals as “stunning.” What companies are most in need right now?

Traditional employers in the optical infrastructure — Newport Research in Irvine is an example — along with biomedical, aerospace, semiconductor manufacturing, and consumer products such as cameras. All of them have strong demand. UCI students come from all of these companies and many others, with an emphasis on the industrial optics centers in Southern California, the Bay Area, Boston and international locations, as well.

Can you give us some background on your own career and accomplishments?

I actually started out as an optomechanical engineer, at a time when there wasn’t yet such a category. So, I was really a mechanical engineer, working on lasers and telescopes. After a number of years of hands-on experience, I decided I also wanted to earn my graduate degree in optical engineering, so I returned to school at the University of Arizona. Since then, I have worked mostly in industry and as a consultant, although teaching keeps me active in academia as well. I’ve also managed to find time to write three optical-engineering textbooks, and I’m currently working on a fourth.

What drove you to teach these DCE courses?

Two things drive me to teach — the first is simply knowing that there are students who are interested in the material. The second is the intellectual challenge of solving the puzzle of how to teach a course in a way that keeps students interested and teaches them problem-solving skills that are useful in industry.

Are there any significant success stories or anecdotes about your students that you can share?

There are quite a few, actually. Many of our students have used their certificate to obtain employment. Some have gone on to graduate school at University of Arizona’s College of Optical Sciences in Tucson. One student recently told me about an interview for a job promotion, which he received based on his optics coursework at UCI. Another was a late-career project manager who took two of my courses, and then got in touch afterwards telling me how useful the courses were. So, all in all, a UCI Optics certificate has proven to be very useful to many students over the years.

ce.uci.edu/optics
DCE Corporate Education teamed with Remote Year to offer an international experience for its Global Leadership program.

Call it the ultimate working vacation, a way to travel the world, explore different cultures and not lose a day on the job. After all, if we must work remotely, it might as well be in an exotic locale like Mexico City, Kyoto, Cape Town or Valencia, Spain, with all amenities booked and provided. Or why not make it all the above and keep the trip going for months?

Remote Year has been making it happen for workforces worldwide for years and their renewed mission is to be the most trusted platform for remote working and learning globally. Soon, the Remote Year experience and Global Leadership Specialized Studies program will be available for UCI DCE corporate enterprise partners. It’s a concept that trades in home offices for international live-and-work adventures, providing private accommodations and all travel arrangements, with full access to remote work facilities, often for cohorts of employees from the same company.

Participants, called Remotes, join a community of like-minded professionals and travel for one, four or 12 months, spending each month in a different city. Aside from working and living in the most inspirational places around the globe, they have plenty of opportunities to sightsee and explore diverse cultures, providing a unique global perspective, life-changing experiences, relationships, memories, and growth.

“Remote Year is an end-to-end hospitality platform,” said Sam Pessin, co-founder and CEO of Remote Year. “Our Remotes are working while they travel, so we make it as seamless as possible by organizing things every step of the way throughout the experience so they can focus on their work, their global experience, and their community. We curate incredible experiences that are included in each program, and provide a menu of additional and optional experiences for our Remotes in each city, as well.”

The program — which operates in 12 cities in Latin America, Europe, Africa and Asia — had been paused due to pandemic travel restrictions. When relaunched this spring, it will take steps to ensure strict global health and safety protocols will be in place and that there are more flexible program options.

“We have programs that focus on specific countries or regions, and other programs that go to all four regions,” Pessin said. “We have tons of couples that join Remote Year together, and in fact we charge less for couples that share a bedroom throughout the experience. We don’t yet support families with children but intend to in the near future.”

Global leadership training

With business becoming more globalized, embracing today’s multicultural, multigenerational and geographically-dispersed workforce is more essential than ever. Remote Year aims to provide business leaders with the international perspective needed to succeed, working abroad surrounded by coworkers and other diverse, driven professionals from all over the world.

It’s a great way for companies to enable their employees to have a once-in-a-lifetime experience that enhances their development as future leaders, Pessin said.

“Remote Year provides a way for companies to use a remote workforce to their advantage. We believe there’s a huge opportunity for Remote Year to be a low-cost, high-value partner for companies that are now partially or fully remote.”

By teaming with DCE Corporate Education and Global Partnerships, Remote Year allows participants to work and learn abroad while developing the leadership skills most in-demand today. The Global Leadership program features four flexible, interactive core courses: Leading Across Cultures, Leading Strategy, Leading Innovation, and Leading Self, offered in formats ranging from one to four months.

Corporate partners can opt for the full program, target individual courses, or customize the program to best suit
their organization’s needs and goals. Remote Year also facilitates customized corporate retreats.

“We are proud to bring this unique opportunity to Remote Year’s professionals,” said Lindsay Doherty, Associate Director, Corporate Engagement and Partnerships. “Traveler-learners will find the coursework in the Global Leadership Specialized Studies program ideal for developing the skills they will need to lead in a global environment. The curriculum will also be a great complement as they embark on a hands-on cultural and community experience with their professional companions from all over the world.”

Remotes aren’t the only ones reaping the rewards of this partnership; corporate clients see the program as a platform to develop and retain a core of future leaders, providing a powerful international experience while growing a worldwide professional network.

Offering Remote Year through DCE is the next step in its growth and evolution, Pessin said.

“Many enterprise clients have asked if we could layer on a real curriculum to further structure the development and learning,” he added. “That’s where UCI and our Global Leadership Specialized Studies program come in. We are excited to offer this incredible leadership development opportunity together to companies all around the world.”

A trip of a lifetime
Remote Year aims to make the experience as hassle-free as possible — all the details, reservations and logistics are taken care of beforehand, and fully equipped workspaces are available 24/7 in each city. Remotes just hop on a plane, land in their destination city, and are met at the airport by a team that provides transportation to a private residence, then back to the airport when it’s time to leave.

The idea is to live like a local and get immersed in the native culture, whether it’s a one-month trip, a four-month tour, or a year-long adventure throughout any of the Remote Year cities.

Side trips can be arranged through a one-stop marketplace that offers several local adventures. Remotes also have the opportunity to participate in community initiatives intended to make a positive impact. And traveling staff and local teams are always on call to provide services, whether it’s tending to apartment issues or finding the best local place to eat.

“Remote Year has always provided experiential learning to developing professionals and leaders,” Pessin said. “By partnering with UCI DCE, we are incredibly excited to offer a real leadership curriculum and a certificate to complement our global experience. We believe that professionals and their companies will be really interested in participating in our program.”

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“Our Remotes are working while they travel, so we make it as seamless as possible by organizing things every step of the way…”

— Sam Pessin, co-founder and CEO of Remote Year
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Top 7 Programming Languages

1. **Python**

**OVERVIEW:** Python is an open-source and versatile language popular among new programmers. It is concise, easy to read, and useful for various industry needs, including web development, data analytics, and software development.

**CAREERS:** Software Developer, Python Developer, Quality Assurance Engineer, Engineer, Cloud Computing, GIS Analyst, Data Scientist, and Machine Learning.

2. **SQL**

**OVERVIEW:** SQL (Structured Query Language) is used to extract and organize data within a relational database management system. SQL can perform tasks such as inserting new data in a database, modifying, updating, or retrieving data.

**CAREERS:** Business Analyst, Software Engineer, SQL Developer, Data Analyst, Database Administrator, SQL Engineer, and SQL Server Database Developer.

3. **Java**

**OVERVIEW:** The Java programming language lies at the core of many large-scale business applications. Java is useful for programming a wide variety of portable electronics, from smartphones to embedded systems, in a rapidly expanding number of consumer products.

**CAREERS:** Programmer, IT Manager, Software Developer, and Full Stack Web Developer.

4. **JavaScript**

**OVERVIEW:** The JavaScript programming language allows users to create engaging, interactive, and dynamic web pages. Many of the popular sites you are already using rely on JavaScript to run their web pages.

**CAREERS:** Front-End Web Development, Full-Stack Web Development, and Information Security Software Developers.

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**Tech Job Postings in the U.S.**

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<tr>
<th>Occupation</th>
<th>Employment (in the U.S.)</th>
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<tbody>
<tr>
<td>Computer Science</td>
<td>132,737</td>
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<tr>
<td>Database Administrator</td>
<td>114,241</td>
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<tr>
<td>Software Engineer</td>
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<td>Computer Programmer</td>
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<td>Analyst</td>
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<td>Machine Learning</td>
<td>28,504</td>
</tr>
<tr>
<td>Full Stack Web Development</td>
<td>10,731</td>
</tr>
</tbody>
</table>

**SOURCES:**
5. **C++**

**OVERVIEW:** C++ programming language is intended to develop operating systems, browsers, and game development.

**CAREERS:** Junior Programmer, Software Developer, Database Developer, Software Engineer, Game Programmer, and Quality Analyst.

6. **PHP**

**OVERVIEW:** PHP (Hypertext Preprocessor) is an open-source server-side scripting language used for web development. For instance, PHP can be used to develop static websites, dynamic websites, or web applications.

**CAREERS:** PHP Developer, Web Developer, Full Stack Developer, Front End Developer, PHP Programmer, and Software Architect.

7. **R**

**OVERVIEW:** R Programming is an open-source scripting language for statistical data manipulation and analysis. Often used by analysts, researchers, and business sectors in banking, finance, and e-commerce.

**CAREERS:** R Programmer, Data Analyst, Data Architect, Data Scientist, Database Administrator, and Business Intelligence Engineer.

---

**Median Pay Tech Careers in the U.S.**

- Computer and Information Research Scientist: $122,840
- Software Developer: $107,510
- Database Administrator: $93,750
- Computer Programmer: $86,550
- Operations Research Analyst: $84,810
- Web Developer: $73,760

---

Start your tech career today!

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Managing and training in a virtual environment offers challenges as well as opportunities.

With much of the world on lockdown, global business has abruptly retreated from the boardroom to the living room, or den, or wherever we can find space at home to set up a desk and laptop — hopefully a spot with good lighting and a nicely curated background for Zoom meetings.

Nobody could have predicted this new normal way back in, what was it, early March 2020? Working from home is an entirely new lifestyle for a large majority of workers, posing a new set of challenges, especially for team leaders who value face-to-face interactions.

But with a bit of expert guidance, disruption can lead to opportunities for an improved team dynamic and greater productivity. The first step is to make sure everyone is connected in the most efficient and effective way possible, said Bob Fuhs, a longtime leadership consultant, instructor and coach who teaches the DCE Foundations of Leadership course.

"You are going to need the right technology to enable you to connect and collaborate," Fuhs said. "I have used Zoom even before the pandemic and I find it to be simple to use and with features I need like the ability to record meetings, in case I forget something, share files and use breakout rooms for smaller group discussions."

It helps to stick to one method of personal communication, so the entire team won’t be distracted by toggling between emails, texts and phone calls. Fuhs suggests using a platform like Slack for quick messages that replace short conversations around the office.
“Slack also lets you create ‘channels’ that allow you to keep conversations separated by topic, and you can even make phone calls from within the app.”

Managing conflict
Teamwork might seem challenging in a virtual environment, but it can also present a perfect opportunity to work on improving relationships and collaboration. For instance, problems that might have been more easily overlooked in the office can be brought to light and corrected with the right tools.

“We are all stressed and tired, so it becomes more challenging to give each other the benefit of the doubt and to extend some grace,” Fuhs said. “That’s where a tool like the Strength Deployment Inventory can be so helpful. It’s a powerful assessment that helps teams collaborate better by revealing each person’s unique motivations and how those motives impact their behaviors. It helps us to see the ‘why’ behind behaviors we appreciate, and behind those we may find hard to understand.”

The SDI can reveal interpersonal aspects that trigger conflict and how we tend to respond to it. “For many people this is the biggest ‘aha’ moment, when they realize that the way they respond to conflict might be very different than the way their boss or colleagues do,” Fuhs said.

Conflict generally arises from one of two things: We either feel a threat to our values or we get annoyed when we see behavior we don’t understand, he added. When conflict arises in a team setting, it offers an opportunity to better understand what matters most to others.

“For example, I value a work environment where people are valued and their needs are taken into account. If I feel that someone is disregarding the needs and feelings of someone else, that will trigger conflict for me. For someone else, achieving results and getting things done might be paramount, so they might perceive my desire to listen to everyone as an impediment, or letting my feelings get in the way.”

Boosting online productivity
Dealing with distractions at home might seem like a major obstacle to productivity, but effective leaders can maintain solid output if they know what motivates their staff to achieve excellence, then tap into that motivation.

“Simply put, productivity is a product of two things: motivation and resources,” Fuhs said.

Again, this is where an assessment tool like the SDI can be helpful because it reveals the core motives that lay beneath the surface behavior. It helps people develop “Relationship Intelligence” — the ability to adjust your approach to make interactions more productive.

But if your expectations exceed your resources, there will be considerable burn out, he added. Make sure your team has what they need to get the job done, including proper technology, adequate time and time management, and training in key job skills.

Taking inventory
Developed by Dr. Elias Porter at the University of Chicago, the Strength Deployment Inventory differs from other personality assessment tools because it’s also based on a theory of relationships that’s built on sound science and measurement. It provides insights that can make relationships more productive and satisfying, Fuhs said.

Here’s how it works: After a series of psychometric questions, the team member receives a report full of information about core motives, top strengths, and how they are motivated in conflict and in which areas they tend to overdo strengths.

“Research reveals that harmonious teams outperform teams with similar technical skill, so it is vitally important that leaders develop relational skills...”

—Bob Fuhs, instructor, DCE Foundations of Leadership course
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[Link to Lean Six Sigma information]

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[Link to Professional Sales information]

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[Link to Real Estate information]

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[Link to Optics Programs information]

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[Link to Data Science information]

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[Link to Cyber Security information]
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Water-Energy Nexus Certificate Program
FINDING A New Career During the COVID-19 Pandemic.

You might have been considering a career change, or perhaps you’re now challenged to do it right now because of furloughs and layoffs due to the pandemic. In any regard, this situation has caused all of us to re-evaluate our priorities.

In September, 3.8 million people surveyed by the Labor Department said they had permanently lost their jobs, up from 3.4 million the prior month. And 30% of Americans have had to change careers due to COVID-19 related layoffs.

However, there might be an upside here. According to industry news, 63% of workers who lost jobs because of the outbreak have changed their industry and 4% have changed their field or overall career path, according to a Harris Poll survey for USA TODAY.

In crisis there is an opportunity. And control and empowerment can come from trying something new. Hiring is happening, but personal positioning is everything.

Consider these steps.

1. **Communicate Your Transferable Skills.**
   When developing your application package make sure that you illustrate how you are capable of developing strategies and tactics that can impact the bottom line. Communicate that you’re a team player, that you can make decisions, and react quickly.

2. **Identify Employers that are Seeking Your Skill Set.**
   Hiring is a large investment right now for businesses, and of course, HR managers are looking for a great corporate fit. Tailor your message accordingly to the position requirements.

3. **Understand that a Pay Reduction Might be in Your Future.**
   The traditional corporate package, along with benefits, might not carry the same industry standard right now. Manage your expectations and weigh your options against what might be in store for your current job under the financial constraints of the pandemic.

4. **Invest in Continuing Education.**
   The completion of a certificate program is a huge accomplishment to add to your resume. And courses can be completed quickly online. The benefits are immediate, which means you can apply what you learn today on the job tomorrow.

5. **Rely on Your References.**
   Develop a comprehensive list of references, who of course know you well. Request letters of recommendations, however, vet the job description and have your references tailor their letter to the requirements of the job and how your qualifications meet those criteria.

*Read more at ce.uci.edu/careerzot*
The Osher Lifelong Learning Institute at UCI Division of Continuing Education (OLLI at UCI) is a community of learning explorers who seek to engage our minds and enrich our lives through education. We are a member-led organization with a mission to provide the most meaningful learning experience possible – because we are passionate and active knowledge seekers just like you!

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