Caring as a Career

Landing a Dream Job in the Legal Field

Protecting the CYBER WORLD

Analog Skills in a Digital World
Greetings

It is our hope that our Division of Continuing Education (DCE) and our Division of Career Pathways (DCP) community is remaining safe during this troublesome period. We have been able to maintain our programs and services at high levels, despite the circumstances. We are thankful that our students continue to support our programs and benefit from high-quality professional continuing education, even as we adjust to a new reality.

While we are still busy adjusting to the current circumstances, we also are looking carefully at the post COVID-19 future—a future that would become clear over the next two years. Examining our present circumstances gives us some ideas about how COVID and the related economic downturn will play out in the immediate future.

At least three trends are clear.

First, both students and teachers will have a greater appreciation of online instruction, valuing it for not only its convenience, but also for the increasing richness of the experience.

Second, remote work (people working more from home or out of the office) will become much more prevalent than pre-COVID times. This will change the lives and business culture of many millions of workers and organizations. The increase in opportunities to take online courses will be facilitated by the increasing sophistication of home-based technology.

Third, recent research shows that the audience for university continuing education (CE) will be more volatile than ever—partly because their choices of CE programs will proliferate. The economic downturn has caused potential CE students to become either “hesitators” or “accelerators.” Some of those who were considering enrolling in CE, now face an uncertain economic future and are reluctant to start an extensive learning project, especially one that is expensive. They may turn to free online offerings. A second group might view CE as a potential pathway to a brighter future, seeking to insulate themselves from the negative possibilities of the downturn or prepare themselves for a new future. Understanding the motivations of these two groups will help the DCE and DCP serve our community.

A prime example of our pandemic-necessitated services is our renewed emphasis on career services. The DCE and DCP have cooperated to create a new resource repository for those who want to assess their skills and capabilities, identify a career, prepare and execute a job search, and gain valuable preparation for the workplace. You can find this set of resources at ce.uci.edu/career. These are only the first level of career services that will be available to all DCE and DCP students soon.

Please stay safe, wear masks, and continue your education.

Gary W. Matkin
Dean, Continuing Education
Vice Provost, Career Pathways
Creating an Agile Future
Instructor Q&A: Karen Nguyen, Project Management
Lean Six Sigma in the Time of COVID
Mastering the Message
Alumni Spotlight: Davood Shahabi, Iran to Irvine: A Student Success Journey
A Scholarly Reward
Salesforce: A Career Path to Success
Certificate Programs
CareerZOT Talk: ACE Your Next Interview

HOW TO enroll

Online: ce.uci.edu
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Mail:
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Student Services Office
PO Box 6050, Irvine, CA 92616-6050
Please allow 7-10 days for your enrollment to be processed.

calendar

WINTER 2021
COURSES BEGIN: JANUARY 4

SPRING 2021
REGISTRATION OPENS: JANUARY 21
COURSES BEGIN: MARCH 29
The field of nonprofit management can be rewarding as well as challenging. Just ask Brateil Aghasi.

When coronavirus began its merciless assault, the most vulnerable among us were impacted first and hardest. So were those who work so hard to serve them. For the good people at the nonprofit WISEPlace, it posed an especially daunting set of challenges in an already embattled sector.

Dedicated to assisting homeless women in Orange County, WISEPlace has been providing transitional housing, mental health services, addiction recovery and a host of other services for more than 90 years, helping thousands of women get back on their feet.

But the COVID-19 pandemic was something altogether new and terrible to deal with, requiring immediate action in an uncertain environment, said Brateil Aghasi, CEO of WISEPlace and advisory committee member for DCE’s Nonprofit Management Specialized Studies program.

“COVID-19 has brought challenges to an already challenged industry,” she said. “Homelessness doesn’t stop for a pandemic, and either does WISEPlace. At first, I had to quickly set new policies in place to keep my team, the women we serve, and our OC community safe. That’s obviously very challenging when our shelter has communal living spaces, communal showers and an overwhelmingly older population with compromised health.”

Thanks to her experience and leadership, Aghasi and her staff responded quickly with creative solutions and community partnerships. WISEPlace brought in temporary dividers and spread out much of its at-risk population, relocating many to private motels and other types of temporary shelter.

“Most nonprofit shelters have had to reduce occupancy by at least 25% due to physical distancing. For example, you go from two people in a room to one person in a room. It’s a balancing act because our services are needed now more than ever, yet we need more shelter and housing space to keep everyone safe.”

Immediate health and safety practices such as mandatory mask wearing and increased sanitation protocols were implemented, and aggressive scheduling allowed for limited staff contact and proper space to safely distance. Everything changed overnight to protect the staff, volunteers and the women served by WISEPlace.

“It was our duty to help keep OC healthy,” Aghasi said. “The first two months of COVID-19, I worked seven days a week and I don’t think I slept more than four or five hours a night. My team was incredible and really rose to the occasion. And, of course, none of it would have been possible without the community’s support with online fundraisers and donations. It was and continues to be a team effort, and the community support makes it all possible.”

It’s these essential partnerships, guided by skilled leadership, that continue providing much-needed services to our most vulnerable populations — and it wouldn’t be possible without those dedicated individuals seeking a career in nonprofit management.

Protecting the community

Once Aghasi and her team addressed their most urgent needs, they focused on mental health services. Partnerships were created with tele-health providers so prescriptions and counseling were safely accessible. Weekly socialization activities such as art, poetry and music classes were made available via Zoom.

“Our alumni are being affected too, and we started to provide COVID relief to those who lost their jobs, were furloughed and so forth, so they could keep their housing and not fall back into homelessness,” Aghasi said.

It wasn’t the first time Aghasi, and WISEPlace, faced challenges. When she started at WISEPlace nearly two years ago it was struggling and going through some significant changes. During her interview process it was clear that they needed Aghasi’s fundraising prowess as well as her expertise in leading and creating programs.
She had already served in top positions as VP and COO at a handful of organizations dedicated to supporting vulnerable populations through employment, healthcare, and youth-mentoring programs. WISEPlace needed her to provide similar support and direction.

“My job was to unite the entire team — the staff, volunteers and community supporters — behind a new vision of growth and adaptation, and lead us into a stable future,” she said. “The heart of what we do is provide a community of hope and housing where participants are supported with vital wrap-around services on their journey from homelessness to personal stability.”

**A career in public service**
Managing in the nonprofit space can lead to a rewarding career full of opportunities for professionals skilled in organization and relationship-building. The fully online Nonprofit Management Specialized Studies program can help open the door by providing expert instruction in essential fundraising strategies, along with the skills needed in marketing, communications, and strategic planning.

The program is intended for career changers as well as nonprofit staff members and volunteer coordinators who want to advance their skills. Continued growth is critical to a successful career in nonprofit management, Aghasi said, and prospects are bright for well-trained pros. Consider that demand is expected to grow by over 15% through 2029 — and experienced individuals can earn up to $97,000 a year.

“Many people in the Nonprofit Management program are there to challenge themselves and become the best leaders they can be,” Aghasi said. “It’s great to be surrounded by and network with others who have a passion for driving positive change in our community. Those are the types of people you want to surround yourself with and learn from.”

Nonprofits in the 21st century are facing new challenges that must be addressed to continue serving their communities and providing resources that wouldn’t otherwise be available. WISEPlace alone has managed to offer hope and assistance to more than 8,100 homeless women over the years.

“One in every four homeless adults in the U.S. is an unaccompanied woman, but WISEPlace is where they can get the help and support to rebuild their lives,” Aghasi said. “Advancing your nonprofit career is an investment in yourself that you will never regret. Jump in and embrace the opportunity!”

— Brateil Aghasi

**“It’s great to be surrounded by and network with others who have a passion for driving positive change in our community. Those are the types of people you want to surround yourself with and learn from.”**

— Brateil Aghasi

[ce.uci.edu/nonprofit](ce.uci.edu/nonprofit)
Upcoming Free Events:

Live-Online GRE Strategy Workshop
Wednesday, October 28
6-7pm (PDT)

Year One: Getting Your First Clients as an Independent Educational Consultant
Monday, November 2
11am-12pm (PST)

Live-Online LSAT Strategy Workshop
Thursday, November 5
6-7pm (PST)

Preparing for the Surge: The Inevitable Rise of Spas and Wellness Communities
Tuesday, November 10
6-7pm (PST)

Happy High Performance Teams
Wednesday, November 18
12-1pm (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)

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<td>Rutgers School of Health Professions, Master of Science in Clinical Research Management</td>
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Creating an Agile Future

More businesses and industries are embracing this innovative management methodology, born in Silicon Valley.

Agile project management revolutionized the tech industry in the ‘90s, helping to propel titans in software development such as Apple, IBM, and Microsoft, transforming the world in the process. Now it’s doing the same for a wide range of companies such as John Deere, National Public Radio, and even Mission Bell Winery.

This popular and innovative management methodology is more in-demand than ever, a proven tool for navigating an ever-changing business landscape with small, self-managed teams dedicated to finding creative solutions for each project.

The idea is to transition from traditional process-driven culture to a flexible, customer and value-driven approach that increases production, profits, and customer satisfaction. Its growth has created a booming job market for Agile-trained professionals, accelerated by challenges posed by the COVID pandemic, said Lori English Garcia, instructor for the Division of Continuing Education (DCE) Agile Project Management certificate program.

"Agile is the hot trend today and growing at a rapid pace," she said. "Agile is actually a mindset and leverages quicker ways of bringing incremental innovations, new products, and services to the market, including the project management skills to oversee the effort. By using Agile, companies can cater to the changing needs of their customers and provide continuous improvement along the way."

The Agile Manifesto lays out the basic principles that guide the philosophy and process. Created in the early days of Agile software development, it mandates a focus on individuals and interactions over processes and tools; working software over comprehensive documentation; customer collaboration over contract negotiation, and responding to change over following a plan.

"With Agile, the main skills you need to have are communication, flexibility, sound judgment under pressure, and problem-solving," Garcia said. "I would say another one of the key skills is providing motivation and recognition to your team throughout the projects."

Agile’s success has been phenomenal in embracing change in an increasingly disruptive climate. In recent years, Agile has branched out from its Silicon Valley origins to non-tech companies that incorporate it into many aspects of their business operations.

"I’ve read about Agile being incorporated into the travel industry, food industry, along with museums and wineries," Garcia said. "I would say it’s mainly useful for software developers and project managers, although with its expansion, we’re seeing management and onsite workers utilizing Agile and its mindset in all these industries as well."

Becoming Agile

Harvard Business Review offered a succinct summation of Agile leadership: Rather than give orders to be carried out, Agile leaders guide teams with questions like "What do you recommend?" and "How could we test that?"

Teams tackle projects with flexible, innovative exercises, most notably Scrum, which emphasizes creativity in solving complex problems. Small teams of usually no more than nine people or so are assigned a project to work on full-time. Scrum teams are self-managed and led by one member who is ultimately responsible for the outcome.

Agile also employs Lean methodology to eliminate wasteful practices, and Extreme Programming (XP) is aimed at increasing customer satisfaction and teamwork. Kanban is a useful scheduling tool that helps determine what products to produce and when.

Mastering the Agile mindset can provide a major career boost for candidates looking to advance in their company or set off on an entirely new path — and the DCE Agile Project Management certificate program is a perfect entry point for aspiring professionals.
The program is designed for anyone looking to expand their Agile skillset to optimize business performance in a range of industries. An Agile Project Management certificate represents the next career step for project and program managers, team members, and those with Project Management Professional certification.

“The Agile Project Management certificate program covers the essential concepts and processes to implement key areas of Agile,” Garcia said. “By taking these courses, students will have the methods and techniques to apply Agile practices for producing high-quality products, solutions, and services for industries they work in. Experienced Agile professionals are in high demand across all industries.”

Demand for Agile is accelerating, attracting a growing number of candidates who want to take their career to the next level, she added. “More and more job openings will continue to be posted. I personally wouldn’t want to be left behind without the certifications and learning required to enter this Agile methodology space.”

**A 21st-century movement**

Although Agile has been around since the ’90s, it’s just now coming into its own, perfectly suited for today’s fast-evolving business world. Sudden challenges such as the pandemic shutdown only accelerate demand for Agile, Garcia said.

“Since the majority of organizations have recently seen revenue decreases, they are looking for ways to streamline their processes and cut costs. The need for organizational speed has never been greater, so it’s imperative they bring their products and services to market at a faster pace, not only to outperform competitors but sometimes as a survival mechanism.”

Companies that had embraced Agile prior to the pandemic are in a much stronger position today, she added, with many releasing products and services at up to twice the rate compared to their competitors.

“I see Agile still in its baby stages. Although it has been around for years, many companies are just now realizing the benefits and bringing the Agile methodology into their organizations. There is still a lot of room for it to grow.”

Popular Agile software tools such as Smartsheet and JIRA are continually being updated and introduced, driving innovation in collaboration, scheduling, and results-tracking, powering the evolution of this relatively nascent movement.

“I personally use Smartsheet quite a bit,” Garcia said. “There are so many advanced technology tools out there; it’s a personal or company preference for selection. Some examples include tools for real-time collaboration, estimating and reporting for development cycles, and management of work. It’ll be fun to see even more technologies come our way.”

**To learn more, visit ce.uci.edu/agile**
Q. Why did you decide to become an instructor?
A. My decision to become an instructor was a natural progression thanks to my mentor, Marty Wartenberg, who is also an instructor for UCI DCE and has been teaching for the past 30 years. I met Marty while taking his Project Risk class back in 2009. He took me under his wing and taught me many aspects of project management, leadership, and teaching. Prior to entering graduate school, I was a guest speaker for various DCE classes and events over the course of eight years. One of my reasons for attending graduate school was to teach. Thanks to the staff and instructors at DCE who happily welcomed me as an instructor shortly after I graduated in 2017.

Q. What's your favorite lesson to teach and why?
A. My favorite lesson to teach is project management coupled with presentation and leadership skills. I like to blend all three disciplines for real-world experiences leveraging high performance team models and emotional intelligence components. Project management becomes more challenging when you are dealing with cultural influences that affect the team's ability to lead and solve complex problems. The opportunity to teach internationally has given me greater insights into project management practices, appreciation for cultural diversity, and mutual respect for team collaboration in a global project environment.

Q. What's unique about your teaching style?
A. I like to aim for three A's when it comes to my style of teaching:

1. Aptitude for learning. In order to help promote newly acquired skills, I customize each course with a series of fun and creative activities starting with a "What's Your Story" theme. The idea is to get students highly engaged and closely connected as a group by sharing impromptu stories about themselves throughout the class duration. This will naturally create a support group, which is especially important as we continue to navigate through the ever-changing pandemic landscape together.

2. Application of learning. Students get specialized individual Zoom conference meetings with me once a week, if they are willing to apply what they have learned in class to their workplace. The idea is to get them to realize their immediate return on investment while equipping and empowering them with the ability to make their own connections through the knowledge gained from DCE. Their success story is shared with their classmates during the "What's Your Story" highlights and lessons learned activities.

3. Attitude for learning. Education is a lifelong learning journey. As long as they continue to learn and share their knowledge, they will continue to grow and make new friendships for years to come.

Q. What do you find most rewarding about being an instructor?
A. As an instructor, I go beyond the textbooks and try to help my students realize their full potential. I like to follow Marty’s inspirational message: "Help people and be a positive influence on everything and everyone around you." There is nothing more rewarding knowing I’ve made an impact on my students, and that I’ve shown them their potential to be part of something special and inspire others. Remember, knowledge is not only what you receive, but also what you give.
By enrolling in Concurrent Enrollment, you can take advantage of over 5,000 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.

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- 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]
EXPANDING YOUR OPTIONS FOR QUALITY ONLINE EDUCATION

Hello from Davis, your sister campus to the north! As the need for quality online education for the modern workforce continues to grow, we’re excited to partner with UCI Continuing Education to bring a few of our high-demand online programs directly to you.

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Learn More:
Jennifer Bague-Sampson
Program Administrator/
Premedical Advisor
premedpb@uci.edu

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POST-BACCALAUREATE PROGRAMS

Visit the program pages to learn about admission requirements, curriculum, and application deadlines.
Landing a Dream Job in the Legal Field

Diona Fu parlayed paralegal and contract management certificates into a promising career in the legal field.

Diona Fu always wanted a career in the legal field, and she began her journey in earnest once she finished her undergraduate work at UC Irvine.

Starting out as a legal assistant and receptionist at a law office, she decided to come back home to UCI and get her paralegal certificate, a move that opened doors for her in so many ways. It was an experience that led to self-discovery as well as invaluable career opportunities.

"I was so familiar with UCI I really didn’t consider any other certificate programs," she said. "I knew about the paralegal program and its excellent reputation. Taking the courses helped me explore my abilities and discover what I really wanted to do with my career, especially my legal writing class. It made me realize I had a real knack for writing and legal research."

Diona’s talent for taking highly technical material and making it clear and understandable was a revelation, an essential skill in the legal profession. And when a guest speaker from videogame giant Blizzard Entertainment came to class, she discovered those talents could translate into a law career writing and analyzing contracts.

“The speaker from Blizzard was telling us how paralegals can specialize in contracts and legal writing, and it seemed like a great career path for me,” she said. “That really put it on my radar. Working for Blizzard seemed like a perfect fit because I was very familiar with the company and the games they design.”

Duly inspired, Diona decided to come back to DCE and get a certificate in contract management to bolster her credentials. "All the while I kept an eye out for job opportunities at Blizzard," she said. "I finally found one, applied for it and got the job a few months ago."

Today Diona’s settled into her dream job at Blizzard and serves on the Board of Directors for the Orange County Paralegal Association (OCPA). She found time to chat with us one late summer day about her ongoing journey and how DCE helped make it happen.

Tell me about your position at Blizzard. What exactly does it entail?

I work in contracts and legal writing, doing everything from service agreements and creative licenses to nondisclosure agreements and research. There’s a lot of overlap between what paralegals and contract specialists do. That was one of the most important things I learned taking the DCE paralegal program.

What were you doing before taking the DCE programs?

I had been working as a file clerk, supporting attorneys and paralegals, later moving into an administrative assistant position, helping with license renewals for domestic and foreign legal entities. It was good experience for when I started working as assistant paralegal and legal writer. They had me translate complex technology research and concepts into laymen’s terms for "extraordinary ability" visa petitions through the U.S. Citizenship and Immigration Service.

Tell me about your experience getting those certificates. Would you recommend this path to potential paralegal students?

I certainly would recommend DCE to anyone interested in a career in the legal field. The instructors are all seasoned pros, very savvy and experienced, with a lot of connections throughout the community. They offer so many valuable networking opportunities. One of my instructors, Kai Williamson, really stood out and helped me a lot when I was getting started. Kai let me know about an open position that
turned out to be my first paralegal job. DCE instructors like Kai are so connected and helpful. They’ll even let students know about job opportunities before they’re posted on Indeed and other platforms.

**Any plans to continue your education and maybe become a lawyer?**

I thought about it early on, but the expense and time it takes to go to law school wasn’t appealing. I still might go someday, but I really don’t think about it much. Right now, I’m very happy continuing my work with Blizzard.

**Tell me about your work with OCPA. I understand you were a UCI Student Liaison for the organization.**

Yes, that’s how I got involved. Then after I got my certificate an instructor prodded me to run for Board of Directors. So, I did and I was elected! I learned that OCPA is a great way to network and get involved in the local paralegal community. We do a lot of volunteer work, like last summer we met up at Orange County beaches for a big clean-up event. I also do pro bono work at a law clinic that helps people with minor offenses clear their records so they can apply for a job, things like misdemeanors from years back. And I love doing volunteer work for SoCal Bulldog Rescue, helping place rescued bulldogs in good homes.

**Any final words of advice for anyone considering getting a paralegal certificate?**

One thing I would strongly recommend is to speak up in class, get involved and reach out to your instructors. They’re so connected in the legal field and can offer so many valuable networking resources. Getting the knowledge and skills to succeed as a paralegal is important, but it’s just as important to network and build your connections.

• ce.uci.edu/legal
Businesses looking to do more with less are turning to this proven system of process excellence more than ever.

Doing more with less has become a theme of our transformed, COVID-impacted world, whether it’s finding ways to maximize backyard staycations or grocery hauls that can stretch for weeks. When it comes to meeting the myriad challenges facing the business world, amplifying limited resources can be especially impactful — and an essential lifeline.

That’s where Lean Six Sigma comes in, a highly effective system of process and product excellence that was a gold standard even in the Before Times. Now it’s more critical than ever, and isn’t it fitting in today’s world that managing “downtime” is a key feature of how it all comes together?

“Yes, arguably, Lean Six Sigma is needed more than ever as an option for organizations struggling during this pandemic,” said Scott Thor, instructor for DCE’s Lean Six Sigma programs. “In many cases the organizations that are struggling can do little to increase revenue, but they have greater control over costs, and that is where Lean Six Sigma really shines.”

In a nutshell, the first step is identifying key processes that are most critical to achieving the core goals of the business. “Generally, there are fewer than 10 to 15 of these key processes in a typical organization,” Thor said. “Once they’ve been determined, the next step is mapping them out from start to finish from a high level to provide a visual perspective on what happens and who does what in the process.”

That lays the foundation for concrete action, working as a team to streamline the key processes and eliminate waste that’s bogging them down and keeping them from functioning at maximum efficiency. That’s when a Lean tool called DOWNTIME comes into play — an acronym to help identify typical areas of waste.

- Defects
- Overproduction
- Waiting
- Not using people well
- Transportation
- Inventory
- Motion
- Excess Processing

None of these waste types has any value, and by reducing or eliminating them a business can significantly reduce the time and cost it takes to run everyday operations. “A streamlined process is simply one with minimal DOWNTIME,” Thor said.

There’s much more to Lean Six Sigma, of course, and the benefits can reach far and wide throughout an organization. While most might think of it as simply a cold, scientific method of amplifying efficiency, turns out it also helps create a more contented and even joyful workplace culture, Thor added.

“Another key benefit is that Lean Six Sigma provides a mechanism to create greater joy in the work employees do each day. Gallup reports that only around 30% of American workers are engaged in their work. In other words, only three out of 10 workers look forward to going to work most days. This obviously has negative effects on an organization’s performance.”

Waste and inefficiency can create problems in the workplace, which is a key reason for worker disengagement. And disengagement is simply bad for business.

“Who wants to work in an organization that’s wasteful and littered with problems? Lean Six Sigma helps to reduce problems and increase more smiling employees, which leads to more smiling customers and a more engaging workplace.”
Earn your belt

Lean Six Sigma is actually a combination of two science-based methods: Lean, which originated at Motorola, maximizes productivity by identifying and eliminating sources of waste that don’t add value to a company; Six Sigma, a product of Toyota, is a proven system to improve measurable results in an organization.

Having complementary objectives, they eventually coupled to become the gold standard in product and process excellence — as well as career advancement. Students of Lean Six Sigma can earn Green and Black Belts, to designate their level of training and expertise. Each belt empowers professionals to take organizations to the next level by maximizing performance and accomplishing targeted goals such as improving customer service or increasing shareholder value.

“The key difference between the belts is in the career aspirations of the student,” Thor said. “For most, a green belt certification is more than enough to apply process-improvement techniques to any career. Generally, a green belt student is focused on moving into management, getting promoted to a leadership position.”

Once a green belt is earned, students have the option of working toward a black belt and making process improvement their full-time career. “These students usually complete a green belt project and find the experience inspiring, so they decide to work on process-improvement projects full-time,” Thor said.

The gold standard

The Lean Six Sigma programs provide Green and Black Belt training that launches candidates on the fast track to master this dynamic skillset, much in demand by today’s organizations who turn to Lean Six Sigma training to ensure their competitive edge, improve services, and build the skill base needed to sustain continued performance improvement.

The program is intended for anyone who wants to help create positive change in their organization and advance their career, Thor said, including current professionals, recent grads and career changers. Demand for well-trained candidates spans virtually all industries, with more than 2.3 million job openings in 2019. And median annual salary ranges from $100K up to $234K for highly experienced pros.

“A couple of key industries with high demand now are IT and healthcare,” Thor said. “Technology is an increasing element to organizational success, and while it makes work easier, it often comes with a lot of complexity, which leads to problems. The same can be said for healthcare where more people than ever have access to services, but the number of healthcare professionals hasn’t kept pace.”

Especially in the healthcare industry, when you’re trying to help more people without the ability to add more doctors, nurses and other service providers, Lean Six Sigma can be an essential tool for doing more with less. “Not to mention produce fewer medical mistakes that can cost lives.”

● Learn More: ce.uci.edu/sixsigma

“The program is intended for anyone who wants to help create positive change in their organization and advance their career, including current professionals, recent grads and career changers.”

—Scott Thor
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—Lara Silver, Sr. Manager, Regional Market Development Thermo Fisher Scientific

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<table>
<thead>
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<th>Annual Job Openings (2020)</th>
<th>Median Salary (Highly Experienced Workers Can Earn Up To $120K)</th>
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Source: Economic Modeling Specialists Intl.
Cybersecurity threats are proliferating in the age of COVID, increasing demand for highly trained professionals.

There’s no question that the digital revolution created a world of new conveniences, many of them downright essential during our collective pandemic disruption. Where would we be without the ability to work and learn from home? How many more trips to pick up necessities would we risk without Amazon or DoorDash?

But with all the advantages come equal and opposite threats posed by increasingly sophisticated scams and cyberattacks, creating unprecedented security risks on a personal and even national level, said Marc Fruchtbaum, Defensive Cyber Operations specialist for IronNet Cybersecurity and Captain in the Maryland Defense Force Cyber Defense Unit.

“Cybersecurity attacks have exponentially increased over the last decade, and they’ve accelerated even more due to the implementation of large-scale working from home,” he said. “Scammers and hackers have definitely taken advantage of the COVID pandemic to spread scams and malware across the Web. As a ‘threat hunter,’ I have examined many new domains which contain malicious downloads to exploit a user or deploy ransomware to the user’s system.”

When employees use corporate computers within a corporate network, the system has a much higher level of protection from external threats, he pointed out. However, the risk increases significantly when employees are working on a series of home networks. So when the lockdown hit, businesses were forced to take immediate action.

“Companies that didn’t have robust work-from-home technologies already in place had to implement Virtual Private Network (VPN) technologies and lock-down systems,” Fruchtbaum said. “Suddenly, IT and Information Security teams had to expand protection to include home networks locally, regionally, nationally, and potentially worldwide.”

Such a sudden and large-scale effort led to some inevitable cracks. For instance, home workers using personal accessories like flash drives might well expose potentially compromising files to hackers, leading to an escalation in “phishing” attacks targeting workers with ransomware and other malware.

**An escalating threat**

“Vishing” scams also have been booming, where bad actors identify themselves as a member of the company IT team or vendor to obtain credentials and access the system or proprietary data.

The more serious, large-scale threats target high-profile organizations and individuals with increasingly advanced and disruptive attacks that can impact our entire economy.

“Advanced Persistent Threats (APTs) are the greatest concern as these groups generally are highly organized and frequently orchestrated and supported by foreign governments,” Fruchtbaum said. “APTs are highly sophisticated, select their targets with care, and utilize creative methods to gain access to their target. These attacks greatly harm our economy, especially when targeting intellectual property.”

Cyber espionage is indeed a major threat, with foreign organizations infiltrating American companies, stealing sensitive intellectual properties, and creating knock-off products at far less cost, bypassing lengthy and expensive research and development efforts.

Today’s connected culture is bringing cybersecurity issues much closer to home, fueled by our increasing reliance on the cloud for storing data and the ubiquitous Internet of Things invading our personal lives in a number of ways.

“Companies are embracing cloud computing, and mom wants her refrigerator to read her Twitter feed aloud,” Fruchtbaum said. “The world of Internet of Things is exploding. Just a few years ago, security DVRs and cameras, routers, and smart fridges were routinely all hacked. Security researchers now cringe at the idea of making random devices internet-connected.”
Companies and government organizations are investing heavily to counter these cybersecurity threats, creating a burgeoning need for skilled cybersecurity professionals. Demand has surged in recent years, with more than 112,000 open positions as of 2019 and growth projected at 25% over the next nine years. Highly trained pros can earn up to $156K a year.¹

"As I tell high school students whom I mentor, college students and anyone looking to change careers — cybersecurity is recession-proof and currently suffers a negative unemployment rate," said Fruchtbaum, instructor for the Division of Continuing Education Cyber Security certificate program. "There aren’t enough people in the workforce to fill open positions, and these numbers are projected to rise exponentially in the coming years."

Mounting a cyber defense

The Cyber Security certificate program prepares candidates for a career in this exciting and essential field, with a curriculum focused on developing a comprehensive understanding of the principles for designing, engineering, and managing secure information system environments — for today and the future.

Led by experienced instructors, the program addresses a spectrum of issues, from security architecture to disaster-recovery planning. Courses incorporate the most current academic and technical research, helping prepare candidates to sit for the Certified Information Systems Security Professional (CISSP) exam.

"UCI’s Cyber Security certificate program is an outstanding and comprehensive program for individuals starting or transitioning to cybersecurity, or just looking to enhance their general knowledge," Fruchtbaum said. "Students gain an understanding of cyber concepts, secure architecture, network security, various operating systems, and database technologies, even an introduction to computer forensics."

Taking the curriculum a step further, UCI has implemented virtual environments where students gain hands-on experience with the concepts they learn in the courses, he added. "It’s not enough to simply introduce a student to a methodology or tool. We want them to get their hands dirty and use the tool!"

More than ever, the U.S. is relying on university-trained professionals to keep pace with other countries, many of which develop highly-skilled cyber experts through mandatory military service. Although the U.S. has a strong cyber defense, talent from leading-edge programs is needed to keep pace in the public and private sectors. (The Department of Defense, in fact, has employed Fruchtbaum to provide training in Offensive Cyber Operations.)

"My friends and colleagues often joke about the many LinkedIn messages they receive from recruiters attempting to fill open positions," he said. "The field simply needs more people to study, develop innovative solutions, and advocate to combat endless future threats. To that end, many universities have implemented cyber programs — and UCI is a stellar example of an exemplified program."

To learn more, visit ce.uci.edu/cyber.

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¹ Source: Emsi-economicmodeling.com
Learning to communicate clearly, and master today’s digital tools, can be the key to a successful career.

Navigating a successful career in any field requires a few essential qualities that can set a candidate apart from the pack. A solid educational background provides a strong foundation. Proficiency with the latest technology is a big plus. And an internship in one’s chosen field can provide invaluable real-world experience and even lead to a full-time position.

But none of this really matters without the one skillset that makes it all come together: the ability to communicate effectively, said Diane Spiegel, an author, noted corporate trainer, executive coach and instructor for DCE’s Strategic Communication Management specialized studies program. And in today’s lightning-fast, tech-driven world, it’s more important than ever.

“The world is moving and changing at accelerated speeds, the technologies frequently change, we have a record five generations in the workplace with more cultural and ethnic diversity than ever before,” she said. “These changes demand we heighten our awareness of our communication and how effective we are in connecting with others who may not be working in the same office, state or even country.”

Modern digital communication is all about speed — people expect that you will be responding instantly and that you are always tuned in, regardless of distance. Although this can provide some clear advantages, it often leads to poor messaging and misunderstandings, Siegel added.

“So much time is devoted to staying connected, yet we often create more communication problems because fast communication can also be subjected to emotional interpretation.”

Getting the message across

With so many ways to communicate today, are we doing a more effective job of connecting with one another? Spiegel asks her students this question, and it consistently elicits the same response. "The answer is always no! The feedback focuses on our inability to combine our humanity and our electronic communication skills."

In organizational communication, this often leads to incomplete messaging and lack of context or nuance. A simple request or comment can be turned wildly ambiguous or misconstrued altogether through ham-fisted communication.

“Here’s a commonplace text from a boss to his employee at 4:55 on a Friday,” Spiegel said. “Need to see you first thing Monday.’ How does an employee read that? Am I in trouble? Am I getting fired? The employee spends the weekend worrying."

If the boss had added just a few more words, the meaning would have been clear: "Need to see you first thing Monday, you’re the expert on the Smith file."
It's a simple example of what can go wrong in business communication, whether in one-to-one interactions or on a much larger scale. In her 25 years being a thought leader, innovator and instructor, Spiegel has identified four of the most common communication errors made by professionals.

- Not getting to the point and not being clear about the action requested. What is the ask? When do you want this action or info by?
- Providing too much detail.
- Copying too many people — just include those that need to have the information.
- Not including your intent when it is appropriate. For example: “As the intent of this proposal is to obtain the client’s business, please review with their perspective in mind.”

“When we dissect communication it really comes down to the sender and the receiver,” Spiegel said. “Am I aware of my words, tone and meaning as I send forward? Will my message be heard the way I intended it by my receiver? What is being said, how it’s being shared, and the communications purpose needs to be customized and tailored to the receiver.”

A strategy for success

The DCE Strategic Communication Management program is designed to equip professionals with the skillset necessary to become proficient with modern communication tools. Intended for anyone from CEOs to entry-level employees, it takes a deep dive into the principles of developing and executing organizational communication strategies, enhancing critical thinking, and examining the role of storytelling, research, digital strategy and more.

“The focus of the program is to heighten students’ awareness of workplace communication and add new interpersonal skills, with the end result of becoming a more competent communicator overall,” Spiegel said.

In her course, Communication in a Diverse and Changing Workplace, Spiegel focuses on a wide range of topics, from behavioral patterns and conflict resolution to team building, leadership, constructive criticism and feedback. To master these skills, Spiegel believes it’s important to understand today’s multicultural and multigenerational workplace.

One size of communication never fits all, so for key messages “multi-approaches” should be utilized.

“By considering someone’s generational affiliation, their communication preferences and other key cultural factors, I will have greater success at effective communication,” she added. “Our abilities to not only communicate but to have a flexible and agile mindset are important supports to a career.”

With organizational-wide communication, it’s important to consider who is in the enterprise, what is the structure, and what are the best ways to share and transmit messages and information. Always meet people “where they are” and use different approaches to ensure the message is received as intended.

“It’s never one and done,” Spiegel said. “We have to say things in a learning environment three times — we try to do so in a variety of ways — and I believe the same principle applies to organizational-wide communications. We are bombarded with info, and if we can’t sort it all out we can miss hearing something that is important.”

“So much time is devoted to staying connected, yet we often create more communication problems because fast communication can also be subjected to emotional interpretation.”

So learn to listen closely, communicate precisely, and convey key concepts in ways that directly target your audience, whether it’s a coworker, your team, or an entire organization or market. It could be a golden ticket to success.

After all, you could have the innovative genius of a Steve Jobs, but if you can’t effectively articulate your ideas, nobody will listen.

- ce.uci.edu/stratcomm
Iran to Irvine: A Student Success

Davood Shahabi had a dream to study and work in the U.S. — and UCI helped make it happen.

After getting his MBA at University of Technology Malaysia, DCE alumnus Davood Shahabi landed a lucrative position in his native Iran, but his ultimate goal was to further his business education in America. Coming to the U.S. to study and work was his dream, one that eventually came true after considerable persistence.

Davood was looking for an intensive program that wouldn’t keep him away from work for too long. So after considering all options, he chose UCI — and you might say he never left. After coming to UCI in 2014, he promptly completed two certificate programs, ACP International Business Operations & Management (IBOM) and ACP Project Management, followed by a life-changing internship. He was a star student, acing 11 additional courses and serving as teaching assistant for a custom-designed program abroad.

"I wanted to refresh my education in the U.S. in a world-class system, but I couldn’t spend a lot of time doing so," he said. "While I was looking for a program that was about six to nine months long, I discovered UCI located in a beautiful, safe business district of Orange County. I did my research and it seemed to be a perfect situation to gain first-class skills in business and operational management."

With a little help from UCI, Davood got his visa after four attempts and nearly two years of waiting. And after Optional Practical Training (OPT) at CalOptima health insurance agency, he received an offer for full-time employment from Kindred Healthcare, a national healthcare provider. It finally led to a green card and status as a permanent U.S. resident.

"Without UCI’s assistance, I could not have achieved my dreams," he said. "A gentleman in charge of student admissions was very supportive and was always there to answer my questions."

Today Davood lives in St. Louis, working as senior research analyst at Kindred, in charge of data analytics for more than 140 hospitals. He also lends his expertise on the Advisory Committee for a DCE public health program that is currently in development.

Somehow Davood found time to sit down with us one quarantined afternoon to elaborate on his remarkable journey.

You’ve adjusted so quickly and seamlessly to the U.S. Where did you live before coming here?
I lived in Tehran and Kuala Lumpur, Malaysia. California is such an international society where you can find whatever you want and need — a variety of restaurants, supermarkets, and communities available for all nationalities. Friendly residents and exciting activities never allowed me to feel like a newcomer. I had such a strong desire to explore opportunities here, and my internship advisors and lecturers were very supportive of me.

Tell me about your experience taking the two Accelerated Certificate Programs and your internship.
After taking the IBOM program, I had a chance to continue my education, so after talking with my UCI advisor, I took ACP Project Management, which is a skill that can be applied to virtually any industry. Then I participated in a three-month internship and worked at a venture capital company. It was a great opportunity to learn about professional work environments in the U.S. and get a taste of the financial markets here.

I understand your OPT at CalOptima really opened some doors for you. How did it lead to your position at Kindred Healthcare?
After my internship, I worked at CalOptima in a contract position for six months. I learned the nomenclatures of the healthcare industry, patient data, databases, query writing as well as organizational behavior. I built up my resume and
applied for a permanent position. Immediately after that job, in 2015, I received an offer letter from Kindred. It resulted in the green card process and U.S. residency.

I was amazed to learn that you’ve taken 11 IT courses in data science and AI over the past few years.

Yes, after finishing my UCI courses and starting my career, I decided to take online courses to gain skills in data science and advanced analytics, which are very much in demand. I utilize data analytics as a tool for decision-making for Kindred in business and operation management processes. And fortunately, my employer has a policy to support employees by helping to pay for continuing education.

Would you recommend this path for others hoping to build a career in the U.S.?

I’ve highly recommended taking online courses from UCI to my friends and colleagues. It’s an excellent way to refresh your skills and knowledge. The courses are designed to enable students to excel, fees are reasonable, and many employers reimburse the fees. The time required, for me, was less than 10 hours per week — about one or two hours a night.

I've highly recommended taking online courses from UCI to my friends and colleagues. It’s an excellent way to refresh your skills and knowledge.” — Davood Shahabi

Please tell me about your role on DCE’s advisory board for an in-development public health program. It’s certainly a relevant and essential subject.

After the global challenge of the COVID-19 pandemic, specific skill sets relevant to public health will be more important than ever in a range of professions. For instance, a person with a background in law may need to know about public health to be able to develop legal documents to support health policies of an academic institution. Another example can be a data scientist who may need to know about public health to develop advanced analytic tools for an epidemiologic report.

Have you found time for leisure activities between studies and work?

Yes, I love road trips in the U.S., seeing nature and all the beautiful states. So far, I’ve visited almost 30 states from New York to California to Washington state. Another hobby is hiking and kayaking, especially in the Midwest. And I like coding challenges to solve problems. Sometimes I do that too.

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A Scholarly Reward

Richard Rieth wanted to be a paralegal – a DCE scholarship helped make it happen.

After working in the legal field for 16 years, Richard Rieth made the life-changing decision to get his paralegal certificate from UCI and take his law career to the next level. But he can't really take credit for pulling the trigger – it was his wife’s idea.

Linda had recently lost her job due to a merger and wanted to transition to the legal field, so they decided to enroll together. It turned out to be a successful and rewarding experience for both, an adventure partially funded by a new DCE scholarship program.

"In truth it was my wife’s idea," Richard said. "It seemed like it would be more fun to do it together, so we both signed up. I was employed and wanted to take the program to enhance my knowledge and skill set. There is always more knowledge to gain, and I thought that the program would add ‘arrows to my quiver’ as it were and be useful to my career now and in the future.”

Taking the DCE Paralegal program together was a once-in-a-lifetime experience, made easier with financial assistance that helped pay expenses and pave the way to getting their certificates faster.

As a displaced worker due to a company merger, Linda was eligible for an academic grant under the Workforce Innovation and Opportunity Act, so the WIOA paid for her courses. Then Richard got an email from the Division of Continuing Education telling him about the scholarship program, and he promptly applied.

The process, he said, was surprisingly easy and straightforward. He soon received the award and happily invested it in his future.

"It was really very simple," he said. "I filled out an application, answered a few questions online and sent a letter of recommendation from a colleague who knew my work. Apart from the letter I actually did the rest on my phone!"
A financial lifeline

Created to assist students who want to advance their careers or personal goals, the Scholarship Program offers a limited number of awards of up to $1,500 to offset course fees.

"The DCE scholarship was a huge benefit," Richard said. "I used the money to pay for my Tech Practicum course in the Winter Quarter 2020 and it paid for the course in its entirety. Every bit helps when it comes to meeting expenses, and the program was worth every penny."

So far, the experience is everything Richard was hoping for. He's already completed his required courses and has just one elective left to go — a great opportunity to pick a subject of personal interest, he said.

Advancing to a new career

Now that the finish line is in sight, Richard and Linda are looking forward to taking their careers to the next level. She was hired by the law firm where she interned as part of the program, but that position was put on hold when the pandemic hit. Richard plans to put his certificate to good use after also being laid off due to COVID-19.

After working mostly in medical malpractice and liability defense, he'd like to branch out into something new, a field that will keep him interested and engaged for the long run. "I'm especially interested in intellectual property and entertainment law," he said. "I haven't had experience in these areas, but I believe with this certification new doors can be opened. The information taught in the program applies to all areas of the paralegal profession. All the skills and knowledge you take with you can make you a valuable asset to any law office or organization."

Like any high-level university certificate program, the paralegal program is clearly time-consuming and intellectually demanding. It became a bit more challenging for the couple when the pandemic hit and converted their onsite classes to online only.

Classroom interaction was Richard's favorite aspect of the program, the give-and-take of exchanging ideas, so having Linda by his side at home as a “study buddy” was a huge benefit.

"It was great to have her as a sounding board," he said. "We each did our own separate work, but it helped a great deal to talk over difficult concepts and get a different point of view."

The couple was surprised that their instructors never had a couple attend their classes together, although they all agreed it was a great idea. "We're both carrying a 4.0 grade-point average for the program," he said. "So it obviously works."

Learn more about the DCE scholarship program at ce.uci.edu/scholarship.
Esports Management Certificate Program

The Esports Management Certificate Program prepares students to turn a passion for gaming into a viable career. According to a market report by Newzoo, 2020 total global esports revenues are $1.1B, an increase of 10.6% over 2019.

Traditional athletic apparel companies such as Nike, Adidas, and Under Armour are expected to compete for team jersey rights in the coming years and major telecom companies are acquiring gamer centric programming providers. Also, innovations in video streaming capabilities have arrived just in time for gaming platforms and titles to capitalize on the value of their media rights. As business opportunities flourish, the industry will create demand for professionals with the right mix of training, passion, and knowledge.

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ce.uci.edu/esports
Clinical research professionals have the potential to deliver cutting-edge technology and treatment that contributes to the future of health care delivery and improved patient outcomes. The clinical research industry relies on professionals who are highly trained to navigate the complex world of medical product development to ensure safe and effective treatments reach patients.

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*The completion of the full UCI DCE certificate with a grade of “B” or higher is required for transfer credits.
Salesforce: A career path to success

A new course trains the next generation of sales pros to excel in the business world.

Even in times of economic uncertainty, pursuing a career as a skilled sales professional is a safe bet for a secure future — and prospects are especially bright for university-trained candidates with a business background. When training is offered in Salesforce, a dominant force in Customer Relationship Management (CRM) software, opportunities multiply exponentially.

A cornerstone of sales strategy in a wide range of industries from healthcare to manufacturing, Salesforce offers not only the most ubiquitous and versatile tech platform for sales professionals, it also nurtures its talent pool through the innovative Trailmix system, a program that marks steady advancement by awarding a series of “badges” along the way.

"Salesforce is a juggernaut," said Bryan Munoz, instructor for DCE’s Salesforce Business Administration Specialist course and a certified Salesforce administrator. "It’s a beautiful product because you can work as a developer coding the back end, work as an implementation specialist, or just be a pro-user — whatever your goal might be, our course gets you started. Salesforce also touches all industries and offers a robust app marketplace for add-ons. Opportunities are bountiful and there’s not a lot of overlap for competition."

Consider that 4.2 million new jobs will be created within the Salesforce ecosystem by 2024, according to projections by the International Data Corp., driven by the growing global embrace of cloud computing, big data and artificial intelligence, all tools optimized by Salesforce professionals.

Hitting the trail

While earlier versions of CRM tools were little more than fancy Rolodexes, the Salesforce platform can access client data from multiple sources, manage every channel with a single view, send targeted and personalized messages, all while saving time by automating redundant tasks. It’s also highly customizable with a series of easy drag-and-drop apps.

Other advanced CRM platforms such as Oracle and G2 are similar in some regards, and offer many attractive features, but there are a handful of factors that put Salesforce squarely in front of the pack, Munoz said.

“Salesforce is dominant in the business world, an industry standard. And there are three main areas that set it apart from other CRM platforms.”

- **App Marketplace**
  Salesforce has a wide inventory of add-ons that allow you to make it as robust a tool as needed. Most of the apps are free but premium apps can be purchased to optimize capability.

  “This gives the organization a huge advantage in being able to customize Salesforce into exactly what they need. Other CRM systems are doing a great job in updating their library of add-ons, but Salesforce is the industry standard, like Apple.”

- **Familiarity**
  The sheer volume of companies, employees and individuals who have worked with Salesforce in some capacity is a huge asset. It’s similar to working with Microsoft Office as opposed to OpenOffice, Munoz said.

  “People know the shortcuts, they’ve gone through training and many have even become experts in the workflow rules, analytics and dashboards. I try to teach my students that Salesforce is a conceptual product. If you can understand and use Salesforce from a conceptual standpoint, you can jump into an organization and adapt to it quickly.”

- **Innovation**
  To introduce innovations like Salesforce Lightning, product upgrades are provided on a regular schedule. The pace is not too fast, not too slow, Munoz said. "It might not be bleeding-edge, but do you really want to trust the success of your customers on something that is so new that no one knows how established it will be?"
Earning your badges

DCE's new Salesforce Business Administration course gets students up and running along the Trailmix path, covering the essentials from building a user interface to creating reports and dashboards, even advanced process automation. Students also have the opportunity to earn a coveted Salesforce Business Administration Specialist Superbadge.

"What sets the new course apart is its focus on the operations side of business and how it applies in the different functions of various organizations," Munoz said. "You get to understand the bare bones of Salesforce, how it works, how you deploy it into an organization, and how you customize it to what you need. The course provides a comprehensive scope of Salesforce, presenting it as an anatomical structure."

As companies transition their operations online, there is an imminent need for understanding CRM and Salesforce — an increasingly essential tool powered by globalization and digitization.

"This is a must-have skill as we grow our careers or transition to new ones," Munoz said.

Salesforce pros expand their skills and advance their careers as they move through various modules, challenges and projects. Each Gold, Silver and Bronze badge earned along the way represents proficiency in specific areas such as marketing, data analytics and security, and the Superbadge represents real-world, pro-level proficiency.

As you progress and accumulate badges and points, Salesforce pros can progress from a Scout (zero badges) all the way up to Ranger (100 badges). It's a novel way to provide a roadmap to success, motivate candidates to move forward with their training and help prepare for Salesforce certification in roles such as marketer, consultant and administrator.

"The Salesforce Business Administration course is great for new graduates, career changers or seasoned professionals," Munoz said. "Anyone who wants to either start their career in Salesforce, work with an organization that uses Salesforce, or is transitioning to an organization that uses it widely across their operations."

● Learn more: ce.uci.edu/salesforce

“Salesforce is a juggernaut. It’s a beautiful product... whatever your goal might be, our course gets you started. Opportunities are bountiful and there’s not a lot of overlap for competition.”

– Bryan Munoz, Instructor
Salesforce Business Administration Specialist course
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PROGRAM BENEFITS
>> Improve your everyday, workplace, and academic English
>> Focus on real communication with authentic use of English through engaging lessons
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ONLINE COURSES STARTING IN WINTER 2021
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ce.uci.edu/esl
Creativity, communication and critical thinking are among the non-tech skills most coveted in today’s high-tech economy.

Looking to capitalize in today’s digital economy? It may sound counterintuitive, but your best bet might be developing old-fashioned analog skills. In a world increasingly dominated by digital tech on every level, from commerce to entertainment, low-tech human expertise is more essential than ever to make it all work.

After all, even artificial intelligence needs people to program it. So it shouldn’t be too surprising that demand for human skills is highest in our most wired and connected cities — dubbed “Smart 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.

“The new digital economy does not just revolve around digital skills,” it states. “Human Skills remain vitally important.” In Smart Cities such as L.A., New York and San Francisco, the study found they were requested in 60% of job openings compared to 47% nationwide. “The difference is driven in large part by significantly greater demand for creativity and analytical skills.”

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 five key Foundational Skills in the Human Skills category that were required in at least 50% of all job openings.

Gaining a strong background in any of these areas can give candidates an edge in today’s volatile and competitive job market. And despite current challenges, there has been a huge surge in people going online to learn new skills. Recent data from LinkedIn shows a 1,100% increase overall — and 1,378% among younger Gen-Z job seekers.

The new year can be the ideal time to prepare for the next career step with a continuing education certificate from University of California, Irvine. With that in mind, let’s examine some courses that address each of Burning Glass’ five leading Human Skills categories.

**Communication**

Effective communication is essential when dealing with growing workplace diversity among generations, genders and cultures — especially when everyone’s connected via remote Zoom meetings and emails. **Communication in a Diverse & Changing Workplace**, part of the HR Management certificate program, provides the background needed for management professionals to succeed in today’s environment.

Developing new products and bringing them to market is crucial in today’s competitive marketplace, and **Leading Development Teams** focuses on the tools required to lead high-performing product development teams. Looking to launch a career in sales? Even in a slumping economy there’s steady demand, and **Professional Sales Readiness**, part of a new specialized studies program, provides the expert instruction needed to become a top sales pro.

**Creativity**

Blending digital proficiency with old-fashioned creative skills is key to moving forward with a career in digital marketing. That’s the focus of **Integrated Marketing Communications**, a course that covers the fundamentals of building a brand and developing content that supports consistent messaging strategies across a number of platforms.

**Design Technologies** gives students hands-on experience with the latest tech tools in Web Design, including Photoshop...
and Illustrator, with the goal of creating an online portfolio. For those pursuing a path in online instruction, Principles of E-Learning Instructional Design provides an introduction to this booming field and explores the latest theories on creating effective e-learning models. And the Sport Management program offers Sport Marketing and Communication for those looking to jump into the exciting world of pro or amateur athletics.

○ Critical Thinking

Conflict is inevitable in organizations, and developing practical skills to manage this conflict, strengthen relationships, and build trust can be achieved through the Conflict Resolution course, part of the Organizational Leadership & Communication certificate.

With natural disasters increasingly fueled by climate change, Principles of Emergency Management has taken on a new and amplified urgency. A core course in the Emergency Management and Disaster Recovery specialized studies program, it dives into the basics of planning and executing emergency measures for private and public organizations.

Looking into a tech career? With interactivity migrating to a wide range of devices, from refrigerators to smart watches, Designing and Integrating IoT Devices can help launch a career in the burgeoning Internet of Things field. And Healthcare Analytics lays the foundation for the Healthcare Analytics Specialized Studies, providing a strong background in health informatics and data analytics that gives students the tools needed to streamline 21st century healthcare, improve patient outcomes and reduce costs.

○ Analytical

Adapting to change and maximizing efficiency are more crucial than ever, and the Lean Six Sigma Toolkit course provides an outstanding introduction to this trending skillset, considered a gold standard in the corporate world. The course can help pave the way to a Lean Six Sigma Green Belt Specialized Studies.

The Cyber Security program’s Host and OS Security course focuses on the security aspects of Windows, Linux, and macOS technology as it applies to the home and mobile user configuration and it helps prepare students to sit for the Certified Information Systems Security Professional (CISSP) exam. Anyone pursuing a career in data science can get a head start on a certificate with Data Visualization. And Introduction to Data Analytics & Value Creation informs an important skillset on the way to a career in data analyses.

○ Collaboration

Developed in the early days of the tech industry, the Agile Project Management methodology has become an increasingly integral element in operational efficiency, much in demand across a range of industries. The Agile Development course surveys basic Agile principles aimed at streamlining processes, stimulating innovation, and navigating an increasingly disruptive global business landscape.

On a similar note, Project Planning — part of the Project Management certificate — provides the basic tools necessary for team leadership and collaborative success. For those looking to launch a career as a business analyst, Business Analysis Planning and Project Management prepares students to combine these two essential roles to align business strategy with effective team leadership. And the Meeting & Event Management program promotes one of the most human of all skills with its Entertainment Arts in Events course.

To truly thrive in the new economy, one needs not only digital competencies but also good old-fashioned human skills. Those that continue to develop and hone these soft skills will be in a better position to achieve career success. UCI Division of Continuing Education offers a wide range of programs and courses expertly designed for working professionals. Practical, 100% online, and no formal admission is required.

○ Visit ce.uci.edu to learn more.
Highly successful businesses have shown that strategic business decisions need to be driven by data analyses. The ability to gather information from data is an in-demand skill that is valuable in any industry.

The Data Analytics for Business certificate program is a comprehensive program designed for working adults within a wide range of professional backgrounds to develop the skills they need to succeed in this exciting, high-growth field. Students will learn how to better understand organizational data and business processes in ways that drive results.

**PROGRAM BENEFITS:**
- Develop actionable plans from existing corporate data and initiatives to evaluate the effectiveness of current strategies
- Create and explain data visualizations to support data understanding
- Explain the differences between descriptive, predictive, and prescriptive analytics and how each fits into the data analytics workflow
- Create decision plans to optimize business processes, mitigate risks, and guide decision making
- Communicate model and analytics results to all levels of management

**100% ONLINE, INSTRUCTOR-LED**

- **6 COURSES**
- **7-18 MONTHS**
- **$4,850***

**COURSES OFFERED THIS WINTER**
- Introduction to Data Analytics & Value Creation
- Introduction to Python Programming
- Introduction to SQL Programming
- Practical Math & Statistics for Data Science

*Estimated program tuition includes courses, candidacy fees, and textbooks/materials.

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[ce.uci.edu/dataanalytics](ce.uci.edu/dataanalytics)
Earn Your Systems Engineering Certificate

86,007
ANNUAL JOB OPENINGS
(2019)

7.1%
PROJECTED GROWTH
(2019 - 2029)

*Learn More Today!* ce.uci.edu/systemseng

Systems Engineers utilize a combination of product development and service delivery fundamentals including program and project management techniques and keen business skills.

The program benefits program managers, project managers, and those in technical and non-technical disciplines who are involved in any aspect of the development and deployment of products or services. This includes development, design, operations, manufacturing, testing, implementation, procurement, cost, scheduling, training and support.

**PROGRAM BENEFITS**

- Optimize product development and service deployments
- Tailor the general systems engineering approach to specific markets like IoT, automotive and others
- Improve your organization's operational efficiency
- Reduce project and program risks while keeping on schedule and under budget
- Write and manage effective requirements specifications
- Prepare for industry certification

**Transfer Systems Engineering Courses to Drexel University**

Drexel University's online Master of Science Systems Engineering degree is ranked #7 in the nation by U.S. News & World Report, under the Industrial Engineering category. Additionally, it is one of only seven programs in the world certified by the International Council on Systems Engineering (INCOSE).

Students who complete the Systems Engineering Certificate Program may receive academic credit and transfer all six courses into the M.S. Systems Engineering degree at Drexel University. A grade of “B” or higher is required for transfer credit.
Meeting & Event Management
Become a highly skilled event professional. Gain an advantage in the areas of financial and administrative management, marketing, and the tools necessary for organizing meetings, tradeshows, events, and more.

- ce.uci.edu/mem

Reach New Career Heights as a CPA
Start or advance your career, while satisfying education requirements for the CPA exam.

**Accounting Certificate Program**
- Online courses
- Adding select accounting courses to your bachelor’s degree may be all it takes to qualify to sit for the CPA exam
- Taught by practicing CPA professionals

- ce.uci.edu/accounting

E-Learning Instructional Design Certificate
Advance your career in a growing industry with this 100% online certificate that delivers the knowledge and skills required to design effective e-learning instruction that aligns with today’s varied business needs.

- ce.uci.edu/eid

Sport Management
Prepare for a career in the sports and athletics industry with a collaborative online learning experience that challenges students to understand and design solutions in marketing, finance, and venue management.

- ce.uci.edu/sportmanagement

Start Your Path to a CFP®
Become a more skilled advisor and increase your potential for higher income.

**Personal Financial Planning Certificate Program**
- Part-time (online)
- Accelerated option (select weekends online)

- ce.uci.edu/pfp

Channel Your Inner Entrepreneur
Develop the necessary skills to move through the creativity and innovation process and take new ideas to the commercial marketplace with the Innovation & Product Development Specialized Studies program. Earn your certificate online in just six months!

- ce.uci.edu/ipd
Medical Device Development
Emerging disruptive technologies, ever-changing regulations, and increased competition create many challenges for the medical product industry. This program fulfills a recognized need for comprehensive professional learning in the successful research, conceptualization, development and manufacturing of medical devices.

[ce.uci.edu/mdd]

Internet of Things (IoT): Applications and Opportunities
In 2020, there are already an estimated 50 billion devices connected to the internet. This program focuses on ambient computing and the technology behind device development and human interaction.

[ce.uci.edu/iot]

Database Management
Maintaining databases at the highest reliability and performance possible has become a priority in any data-based organization. Gain the expertise needed to efficiently build, manage, and maintain database systems that house enterprise data.

[ce.uci.edu/dbm]

Web Design
Learn the latest technologies and platforms to create interactive and responsive websites and apps. Gain the tools, techniques, and skills to launch your career in web design. Upon completing this program, students will have a completed website that can serve as part of a professional portfolio.

[ce.uci.edu/webdesign]

Meeting & Event Planner Certificate
This program provides professionals with the necessary knowledge and skills to organize professional events, from meetings and trade shows to weddings and virtual conferences. Training in financial and legal safeguards, marketing and business practices all help to shape an effective event planner and will be covered in this certificate whether for events with ten or thousands of attendees.

[ip.ce.uci.edu/meeting]

Intensive ESL
Prepare for university-level study, career advancement, or your personal goals in our accredited Intensive English program. Experience a program trusted for more than 40 years with dedicated, highly-trained teachers in this engaging and interactive course offered every quarter.

[ip.ce.uci.edu/intensiveESL]
UC Irvine Boot Camp Benefits

University-Backed Curricula
Learn the skills employers are looking for through proven, market-driven curricula designed to help you be competitive in these high-demand industries.

Part-time Schedule
Keep your job while you study through a flexible, part-time online schedule. Want to launch your career sooner? Our coding boot camp provides a 12-week, full-time option.

Hands-on Experience
Collaborate with peers on complex projects to add to your portfolio. Apply your skills to real-world scenarios to showcase your knowledge to potential employers.

Professional Development
In addition to gaining access to employer partners, you'll also receive coaching, portfolio and resume reviews, technical interview training, and more job support.

Six Programs, One Life-Changing Experience.
UC Irvine Boot Camps are designed to prepare you with in-demand technical skills for today's digital economy. Gain expert online instruction, engage in dynamic projects, receive 1:1 support and build a compelling portfolio to jump-start or accelerate your career — all while learning from the comfort of your home.

Coding | 12 or 24 weeks
Challenge yourself through a rigorous curriculum covering a full stack, from HTML/CSS and JavaScript to MySQL and jQuery

Data | 24 weeks
Cover a broad array of technologies needed to analyze and solve complex data problems like Excel, Python, SQL Databases, and more

Cybersecurity | 24 weeks
Take a multidisciplinary approach to attain proficiency in IT, networking, and modern information security and learn skills applicable to certifications

UX/UI | 24 weeks
Learn both the theory and tools used by modern designers, employing user-centered design and creative tools to build compelling designs and experiences

Digital Marketing | 18 weeks
Get hands-on training in marketing strategy, campaign development, digital advertising, and modern tools in site analytics and reporting

Technology Project Management | 18 weeks
Develop technical fluency so you can credibly lead technology projects in any industry by learning how software is developed and maintained

The numbers don't lie.
Computer and information technology professionals are in-demand, with job opportunities expected to grow by 11%* through 2029 — much faster than the average for all occupations.


Trilogy's workplace-relevant boot camps help our students make significant personal life transitions to well-paying jobs and meaningful careers.

— Gary W. Matkin, Ph.D. Dean, Division of Continuing Education

All programs are currently accepting applications — learn more today! bootcamp.ce.uci.edu

UC Irvine Boot Camps are offered in collaboration with Trilogy Education Services, a 2U, Inc. brand.
To thrive in today’s rapidly changing business environment, you must have the most up-to-date knowledge and skill set. These programs can help you stay ahead of the curve and boost your performance within your organization.

programs

- Business Administration Certificate Program
- Business Analysis Certificate Program
- Contract Management Certificate Program
- Digital Marketing & Communications Certificate Program
- E-Learning Instructional Design Certificate Program
- Esports Management Certificate Program
- Human Resources Management Certificate Program
- Innovation & Product Development Specialized Studies Program
- International Tourism & Hotel Management Certificate Program
- Interpretation Certificate Program
- Lean Six Sigma Black Belt Certificate Program
- Lean Six Sigma Green Belt Specialized Studies Program
- Meeting & Event Management Specialized Studies Program
- Nonprofit Management Specialized Studies Program
- Professional Sales Specialized Studies Program
- Project Management Certificate Program
- Real Estate Licensure Certificate Program
- Spa and Wellness Management Certificate Program
- Sport Management Specialized Studies Program
- Strategic Communication Management Specialized Studies Program
- Supply Chain Management Certificate Program

ce.uci.edu/bm
programs in:

Education

Be an **educational leader** by helping your students succeed. These programs provide proven instruction that incorporates the best and latest practices in student learning, content development and administration.

programs

- Clear Induction Administrative Services Credential
- Gifted & Talented Education (GATE) Specialized Studies Program
- Independent Educational Consultant Certificate Program
- Montessori Teacher Education Program
- Preliminary Administrative Services Credential
- Reading Certificate Program
- Teaching English as a Foreign Language (TEFL) Certificate Program
- Teaching English to Speakers of Other Languages (TESOL) Certificate Program

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Become a **technical leader** by learning the most innovative engineering techniques and methodologies. Enhance your problem-solving skills in a wide variety of engineering disciplines with these programs.

**programs**

- Device Software Engineering Specialized Studies Program
- Embedded Systems Engineering Certificate Program
- Internet of Things (IoT): Applications and Opportunities Specialized Studies Program
- Optical Engineering Certificate Program
- Optical Instrument Design Certificate Program
- Systems Engineering Certificate Program

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Meet environmental regulatory challenges and the increasing need for sustainable and green initiatives. Learn the practical applications and business aspects of facilities management. Develop emergency management plans to effectively respond to natural and technology-related disasters. Ensure your organization is in compliance by sharpening your environmental, facilities and emergency management skills.

programs

- Emergency Management and Disaster Recovery Specialized Studies Program
- Environmental Management Certificate Program
- Facilities Management Certificate Program
- NATO Crisis Management and Disaster Response (CMDR) Specialization

UCI campus programs

- Water-Energy Nexus Certificate Program

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- CFP® Review
- CPA Review
- Personal Financial Planning Certificate Program
- Wealth That Lasts

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Stay current in the rapidly changing healthcare industry by acquiring critical skills that help reduce errors and boost productivity. Advance your career with knowledge that maximizes value and minimizes waste within any healthcare organization.

programs

- Healthcare Analytics Specialized Studies Program

UCI campus programs

- Pharmacy Technician Program

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From English language instruction, to university preparation and high-quality certificates and internships, our **practical, real-world experiences** help students advance their resume and global competence.

**Programs**

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  - Business English
  - Conversation & Culture
  - Intensive ESL
  - Online ESL Courses

- **Certificate Programs, Internship, & OPT**
  - Business Administration
  - Business of Esports
  - Creativity & Product Development
  - Data Analytics for Business
  - Data Science
  - Digital Marketing & Communications
  - Global Human Resources Management
  - Innovation Management & Entrepreneurship
  - International Business Operations & Management
  - International Finance
  - International Tourism & Hotel Management
  - Meeting & Event Planner
  - Project Management
  - Strategic Communication Management
  - Teaching English as a Foreign Language (TEFL)
  - Internship Experience
  - Optional Practical Training (OPT)

- **Success Through Academics and Research Programs**
  - Undergraduate Success Through Academics and Research (STAR)
  - Graduate Success Through Academics and Research (STAR)

- **Experience UCI Programs**
  - Academic Study Abroad Program (ASAP)
  - Experience University Research (EUR)

- **Custom Designed Programs**

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Gain a **solid grounding** in all the essential areas of the law with this set of programs. From an ABA-approved paralegal program, to courses in public policy making, you will develop the knowledge and skills needed to function in any legal setting.

**programs**

- High School Summer Institute in Law
- Paralegal Certificate Program
- Public Policy Making Academy

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Explore your **leadership potential** and gain a valuable credential with our leadership programs. Learn how to combine business expertise and people skills to drive your company forward.

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**programs**

- Business Essentials for Leaders Specialization
- Global Leadership Specialized Studies Program
- Leadership & Management Short Courses
- Organizational Leadership & Communication Certificate Program

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Learn how to **navigate** the dynamic and highly complex medical device and biotechnology industries with these programs. Build a comprehensive understanding of these rapidly growing fields from research and development, to manufacturing operations and management.

**programs**

- Clinical Trials: Medical Device & Drug Development Certificate Program
- Medical Device Development Certificate Program
- Regulatory Affairs and Compliance Certificate Program

**UCI campus programs**

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- Comparative Effectiveness Research and Evidence Based Medicine Certificate Program
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- Post-Baccalaureate Program in Pharmaceutical Sciences

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Master the latest trends in programming, web development, information security, data science, and more.

programs
- Agile Project Management Certificate Program
- Blockchain Technologies Specialized Studies Program
- Business Intelligence & Data Warehousing Specialized Studies Program
- Computer Programming Courses
- Cyber Security Certificate Program
- Data Analytics for Business Certificate Program
- Data Science Certificate Program
- Database Management Certificate Program
- Full Stack Web Development Certificate Program
- Java Programming Certificate Program
- Machine and Deep Learning Specialized Studies Program
- Mobile Application Development Certificate Program
- Predictive Analytics Certificate Program
- Python for Data Science, Web and Core Programming Specialized Studies Program
- Search Engine Optimization (SEO) Specialized Studies Program
- Web Design Certificate Program
Today’s employers recognize the value of ongoing professional career development. UCI Division of Continuing Education’s certificate and specialized studies programs – focused programs that balance theory and practice with an emphasis on real-world experience – are well-received by employers and can be a significant factor in hiring and promotion.

Certificate programs offer an in-depth body of knowledge to ensure you gain mastery of a particular topic. Specialized Studies feature shorter, more concentrated curricula for those short on time. Both are distinctive achievements that can help prepare you for career advancement or transition.

Benefits of Continuing Education

- **Expand job opportunities**
  Earning a certificate or taking continuing education courses can help position you for higher responsibilities or promotion.

- **Keep pace with work trends**
  Continuing education is a great way to stay abreast of developments and best practices in your field.

- **Enhance confidence**
  A continuing education certificate can help boost your self-image and confidence at work, and in other aspects of your life.

  - **Achieve job satisfaction**
    Employees who actively develop new skills and knowledge tend to experience higher job satisfaction than those who do not.

  - **Learn to learn**
    Explore a field unrelated to your job that interests you — for personal development or simply for fun.
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Business Analysis Certificate Program
Contract Management Certificate Program
Digital Marketing & Communications Certificate Program
E-Learning Instructional Design Certificate Program
Esports Management Certificate Program
Human Resources Management Certificate Program
Innovation & Product Development Specialized Studies Program
International Tourism & Hotel Management Certificate Program
Interpretation Certificate Program
Lean Six Sigma Black Belt Certificate Program
Lean Six Sigma Green Belt Specialized Studies Program
Meeting & Event Management Specialized Studies Program
Nonprofit Management Specialized Studies Program
Professional Sales Specialized Studies Program
Project Management Certificate Program
Real Estate Licensure Certificate Program
Spa and Wellness Management Certificate Program
Supply Chain Management Certificate Program

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Gifted & Talented Education (GATE) Specialized Studies Program
Independent Educational Consultant Certificate Program
Montessori Teacher Education Program
Preliminary Administrative Services Credential
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Internet of Things (IoT): Applications and Opportunities Specialized Studies Program
Optical Engineering Certificate Program
Optical Instrument Design Certificate Program
Systems Engineering Certificate Program

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Business Intelligence & Data Warehousing Specialized Studies Program
Computer Programming Courses
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Data Analytics for Business Certificate Program
Data Science Certificate Program
Database Management Certificate Program
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Machine and Deep Learning Specialized Studies Program
Mobile Application Development Certificate Program
Predictive Analytics Certificate Program
Python for Data Science, Web and Core Programming Specialized Studies Program
Search Engine Optimization (SEO) Specialized Studies Program
Web Design Certificate Program

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Cyber Security Boot Camp
Data Analytics Boot Camp
Digital Marketing Boot Camp
Technology Project Management Boot Camp
UX/UI Boot Camp

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Pharmacy Technician Program
Post-Baccalaureate Premedical Program
Post-Baccalaureate Program in Pharmaceutical Sciences
Post-Baccalaureate Program in Psychological Science
Water-Energy Nexus Certificate Program
ACE YOUR NEXT INTERVIEW.

When it comes to delivering a brilliant job interview, there are certain things that you must do to stand out from other interview candidates.

Remember, you are on an interview with everyone in the company, from the receptionist to the CEO. The impression you make is important from the beginning to the end of the interview process, job negotiation, and potential job offer.

Here are some tips to ensure that your process is seamless.

- **Do Your Research.**
  It is impressive when you walk into an interview and know the ins and outs of the company. This type of detailed research proves your interest in acquiring the job. Review the organization’s web and social media sites. Read the executive bios. And research their industry so that you are familiar with the current trends and innovations.

- **Visit Glassdoor.**
  Read the company’s Glassdoor profile to see if you can find sample interview questions that you can prepare for. Make sure that you understand the questions and develop your answers and thoughts in a presentation that lasts no more than 30 minutes.

- **Ask Questions.**
  Prepare a detailed list of questions that you can pose to the interviewer. This will help the interview to be conversational and will show your true interest in the position.

- **Clean Up Your Social Media.**
  Many HR Directors now turn to social media to learn about you. Ensure that you scrub your social profiles so that you can represent the best version of yourself, personally and professionally.

- **Make an Impression.**
  First impressions are everything. Do your best to create a connection with everyone that you meet, including the receptionist, to show that you can fit into the corporate culture.

- **Your Body Language Says It All.**
  Your body language speaks volumes about your interest in the position. Make eye contact, smile, sit up straight, and lean in to actively listen and respond.

- **Respond With a Thank You Letter or Email.**
  If you follow these tips, you will appear to be the candidate with the most experience and enthusiasm.

According to Ayn Rand, American writer and philosopher,

“The question isn’t who’s going to let me; it’s who’s going to stop me.”

*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!

Led by world-class UCI researchers, professors and community experts, the 45+ classes offered each semester typically meet once a week for 2-5 weeks. Members choose from a variety of subject areas including literature, history, science, the arts and more. And with no homework or tests, you experience an educational environment where you learn just for learning’s sake.

Join the OLLI at UCI family today and connect with vibrant, intellectually curious adults like you!

Call 949.451.1403 or visit ce.uci.edu/olli to learn more about OLLI at UCI and easy steps to becoming a member!
WINTER 2021
COURSES BEGIN: JANUARY 4

SPRING 2021
REGISTRATION OPENS: JANUARY 21
COURSES BEGIN: MARCH 29

“Mindfulness is a way of befriending ourselves and our experience.”
Jon Kabat-Zinn, PhD,
Creator of Mindfulness-Based Stress Reduction

Join us for the following programs:

- Mindfulness Classes (Live Online)
  - Mindfulness-Based Stress Reduction
  - Mindfulness-Based Relapse Prevention
  - Mindful Self-Compassion
  - Nature Meditation
  - Reflective Writing Series
  - Teen Programs

- Livestream Mindful Meditations (FREE)

- Yoga Therapy
  - One on One Appointments
  - Classes

- Tai Chi

Learn more at ssihi.uci.edu