The Division of Continuing Education (DCE) focuses its programs on the learning pathways that are designed to help students improve in their careers and jobs, keep them updated in their chosen fields, acquire new skills as job requirements change, and enter new careers. Continuing education students are extraordinarily motivated to learn skills and abilities that serve them right away and they hope to see the results of their education quickly. The DCE has been offering its students help with a range of career services and is rapidly increasing these services to serve the students and graduates of the many certificate programs we offer.

Since 2019, the DCE has offered online resources to provide students with the ability to discover learning pathways that will assist them in the planning of their studies to achieve their goals and take steps to gain promotions or new jobs, sometimes even in new careers. These free resources can be discovered at ce.uci.edu/career.

More recently, the DCE has expanded its career services dramatically. Calling on its sister division, the Division of Career Pathways (DCP), we have been able to leverage highly effective technology in the service of students and graduates of our Paralegal, Project Management, Data Science, Esports Management, Human Resources Management, and E-Learning Instructional Design certificate programs.

These technologies include access to Handshake, a portal for students to post their resumes and seek jobs in Orange County and beyond. In addition, we offer services like VMock, an AI-based resume drafting aid, and Big Interview, a program that allows DCE students to practice answering interview questions that are typical in specific fields. These practice interviews can be recorded and sent to reviewers or even potential employers.

These technologies are supplemented by one-on-one counseling of students by our DCE career educators, so the personal touch is clearly a significant feature of our efforts. We will be adding more of our programs to the list in the near future. For more information about our DCE career services contact Dakota Serafin at dsafin@uci.edu.

The DCE is dedicated to the success of our graduates, not only in what and how effectively they learn, but also how they can use the learning to experience measurable returns on the investment in their continued education.

Sincerely

Gary W. Matkin, Ph.D.
Dean, Continuing Education
Vice Provost, Career Pathways
Analytics for a Healthier World

Instructor Q&A: Omid Aslani, Lean Six Sigma

Joining the Fight Against Cyber Attacks

A Professional Paralegal Connection

Crafting a Career in Web Design

Certificate Programs

Five Ways to Embrace Inclusion and Innovation

How to Enroll

Online: ce.uci.edu

Phone: (949) 824-5414 (Press #1)

Mail:
UCI Division of Continuing Education
Student Services Office
510 E Peltason Dr., Irvine, CA 92697

Download enrollment form at ce.uci.edu/enrollmentform.
Please allow 7-10 days for your enrollment to be processed.

Calendar

Spring 2022

Courses Begin: March 28

Summer 2022

Registration Opens: April 21

Courses Begin: June 20
Healthcare analytics is poised to revolutionize quality of care, improve patient outcomes, and streamline operations.

Advanced analytics has created an evolutionary leap in healthcare management, employing tech tools such as artificial intelligence (AI) and machine learning to sift through massive amounts of complex data and produce the clearest, most effective solutions, not only improving the quality of care but also helping to reduce costs.

Healthcare analytics is in the process of streamlining the field on multiple levels, from more accurate diagnoses to better treatments — and it has already played a key role in fast-tracking development of the highly effective COVID vaccines.

The primary goal is to accelerate transformation to more patient-centered care, and that requires delivering complete and secure individual medical records, ideally stored in a single electronic file spanning from birth to death, said Gerhard Pilcher, Healthcare Analytics specialized studies program instructor. It forms an essential basis for interpreting the best decisions without bias.

“Doctors tend to suffer from recency bias in their diagnosis,” he said. “For example, a doctor might see 20 patients in a row who have the flu, and when the next one comes in with similar symptoms, the doctor assumes it’s the same. So, they might miss an early case of Hodgkin’s or another disease. But healthcare analytics uses AI algorithms that can support but not replace providers by considering many more complex possibilities without bias. AI algorithms can also protect against potentially deadly drug interactions. But both use cases require a complete view of a patient’s medical history.”

The healthcare industry has been gradually transitioning to electronic record-keeping, “with emerging standards in how that information is exchanged,” said Pilcher, a noted author and analytics expert. “The best-case scenario is for each patient to have complete control over their own digital records and be able to share them appropriately with providers — even carry them around like a driver’s license.”

Blockchain technology is especially well-suited for supporting this capability, he points out. Instead of visiting each healthcare provider and physically collecting separate medical records, blockchain would allow individuals to collect and keep all records securely in electronic form, giving them ownership of their medical history.

“Blockchain creates a decentralized electronic ledger of sorts,” Pilcher said. “Having all of your lifetime medical history in one digital file would make it much easier to share, especially for patients who aren’t part of a network like Kaiser. It would make it especially easy for pharmacists to instantly see which medications you’re taking, with analytics checking for potentially harmful drug interactions.”

“Career opportunities in this field are growing faster than the qualified candidates available. This creates a great market for people entering or already in the field with lots of choices and good compensation.”

— Gerhard Pilcher, Healthcare Analytics instructor

Saving lives and managing cost

An array of advanced devices are leveraging AI for better patient outcomes — improving quality of care while lowering costs. Robotic-assisted surgery has allowed surgeons to operate with extreme precision for years now, and AI can find minute anomalies in radiological images that human eyes might miss, Pilcher emphasizes.

“AI is being used in genomic modeling for earlier detection of chronic and acute disease. It’s also used in targeted, optimized proton radiation therapy, telemedicine, and triage of patient...”
readmission risk. There is an evolutionary path to improving patient outcomes that goes together with managing cost of delivery."

Analytics allows telemedicine companies such as Teladoc Health and MDLive to deliver effective, quality care to even the most remote regions. With the help of Zoom and other communication tools, physicians can see and talk with patients, even perform virtual exams and come up with preliminary diagnoses.

AI and analytics also can be extremely impactful in large-scale medical studies, processing massive amounts of raw data to enhance the decision-making processes. The goal — and the challenge — is to eliminate or reduce "spurious findings" that result from enormous data sets and a rush to publish studies, Pilcher warned.

"The pressure to publish results coupled with much greater volumes of data have contributed to a crisis in research findings that cannot be independently replicated. The larger the factors considered, the more likely there are to be spurious findings. If not rigorously tested, these spurious findings are frequently reported as real findings only to the overturned later."

He points to wildly conflicting conclusions reached by cherry-picking data. "How many times has it been reported that red wine is good for you, and then another study says red wine is bad for you? Same with coffee, eggs, and butter to name a few. The key is to bring rigorous and independent validation into the research realm."

**Charting healthcare's future**

This fast-evolving field is poised for continued growth, opening a world of opportunities for qualified candidates. And the Healthcare Analytics program can put professionals on a fast track to success. It provides a perfect entry point for a range of healthcare and IT professionals looking to master the research and analytic skills needed to collect, organize, and interpret data to make the most effective decisions in the increasingly complex healthcare industry.

Students gain a strong background in health informatics and advanced analytics, along with the latest science on precision medicine and disease prevention based on genetic profiles. Instructors also address security and privacy issues, along with population health management and data governance.

A range of career opportunities are available for healthcare executives and administrators, physicians, and consultants — really, anyone in the medical or data analytics fields. More than 400,000 job openings are available, with a 19% growth projected for these occupations through 2029. Median annual salary is in the $100,000 range, with experienced analysts earning more than $130,000 (Emsi Burning Glass – economicmodeling.com)

"Career opportunities in this field are growing faster than the qualified candidates available," Pilcher said. "This creates a great market for people entering or already in the field, with lots of choices and good compensation, whether you start from a background of data analytics or with experience in the healthcare industry. There's a unique career path for each person."

● Learn more: ce.uci.edu/healthcareanalytics
Upcoming Free Events

- Live-Online ACT/SAT Strategy Workshop  
  Tuesday, January 25  
  6-7pm (PST)

- Let’s Learn: Commercial Contracting Demystified  
  Wednesday, January 26  
  12-1pm (PST)

- Are Non-Profit Events A Thing of The Past? How Event Fundraising Has Changed  
  Wednesday, February 2  
  11am-12pm (PST)

- It might be a course. What if it is a job aid instead?  
  Wednesday, February 9  
  11am-12pm (PST)

- ESL Lesson: Improving Your English  
  Friday, February 11  
  4-5pm (PST)

- Live-Online LSAT Strategy Workshop  
  Tuesday, February 15  
  6-7pm (PST)

- Live-Online GRE Strategy Workshop  
  Tuesday, February 22  
  6-7pm (PST)

- Live-Online ACT/SAT Strategy Workshop  
  Tuesday, March 1  
  6-7pm (PST)

- Live-Online GMAT Strategy Workshop  
  Wednesday, March 9  
  6-7pm (PST)

- TEFL Workshop: Tips for English Teachers  
  Friday, March 11  
  4-5pm (PST)

* View all events 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

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<td>Contract Management</td>
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<tr>
<td>Paralegal</td>
<td>Concord Law School at Purdue University Global, Executive Juris Doctor (EJD) Excelsior College, Master of Science in Criminal Justice</td>
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<td>Personal Financial Planning</td>
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<td>Project Management</td>
<td>Excelsior College, Master of Business Administration, Master of Science in Management, Master of Science in Human Resource Management, Master of Science in Organizational Leadership</td>
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<tr>
<td>Systems Engineering</td>
<td>Drexel University, Master of Science in Systems Engineering</td>
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The changing role of the HR professional means a greater focus on business strategy and health management.

Human resource departments have long played a critical role in the business world by managing the living, breathing capital that makes up the soul and character of an organization. They will continue to do so during these challenging times. However, shifting cultural norms, new technologies and a stubborn global pandemic have made it more pivotal than ever before.

Workplace culture and employee options have changed considerably over the past two years. Remote work and flexible schedules offer a new set of challenges, including attracting and retaining top talent. Many workers have reevaluated their roles and careers, leading to the so-called "Great Resignation."

To keep pace, "HR professionals have had to adjust quickly on multiple fronts, leading to new strategies that are here to stay," said Kristy Miller, instructor for the Human Resources Management certificate program and regional HR director for Lennar, the nation’s largest homebuilder company located in Irvine.

“The biggest lesson that we’ve learned is that we can affect change very quickly. We were forced to shift the way we work in such a rapid way that it is now expected that we work this way moving forward. Twenty years ago, human resources was more static and structured with defined, siloed roles. Now we must be more flexible, improvise, adapt, create more processes, and invent new roles. A good example is COVID management.

HR positions require a more strategic approach throughout an organization, with HR becoming more involved in day-to-day business operations. Miller added, “We need to be more business-aware. Leaders in human resources need to be strategic and gain greater knowledge of what’s going on with every vertical in the organization, including sales, operations, finance and how they interact with one another.”

Flexible and supportive
With remote and hybrid work here to stay, a flexible mindset is essential for HR departments in today’s global community. Long gone are the days of a full-time office staff working five days a week onsite. That means top talent is no longer confined to their local area when it comes to career options, creating a much more competitive recruiting environment.

HR professionals need to be more agile in order to accommodate various types of workers; full-time, part-time, gig workers and independent contractors brought in to handle specialized tasks for short or long-term assignments. And that’s to say nothing of managing shifting pandemic logistics.

"I would say flexibility is the number-one consideration for success in human resources today, followed by the need to foster a positive and inclusive culture," Miller said. “Company culture must be supportive, inclusive and altruistic for all employees. New technologies like Zoom can be so isolating, it creates a greater need for more human, soft skills like communication and interpersonal skills.”

All of these changes have elevated HR to an art as well as a science, she added. Her own experience reflects...
the shifting role of HR professionals and the many hats they need to wear in order to adapt to an ever-shifting landscape.

"I’ve developed processes, people and leader skills, and continue to transform those processes with the changing times," she said. "I’ve developed a team remotely and managed the team in a virtual setting for nearly 21 months. In addition, I’ve managed the increased administrative burden of spreadsheets for COVID exposure and testing."

Because of COVID concerns, HR has incorporated health resources into its expanded role, responsible for implementing CDC guidelines in managing exposure risks, cleaning protocols and staggered onsite schedules. Miller’s company even brought in a Chief Medical Officer to help set COVID protocols.

With so much uncertainty in the world, a supportive culture includes a greater focus on helping employees maintain mental and emotional health. Miller notes that there has been an increase in requests for short-term leaves of absence, not only for self-care but to tend to family members.

"More and more people are needing to devote time away from work to address these circumstances. As an HR professional we need to rely more on our Employee Assistance Program (EAP) benefits to be more of a partner for our employees. Examples are bringing in EAP professionals to offer seminars on mental health, parenting and mindfulness."

Supporting employees’ mental and emotional health creates a happier, more focused, and productive workforce. It’s essential to raise awareness of these issues and eliminate any stigma attached to them.

"It is mostly preventative," Miller said. "It will help to bring awareness to underlying issues that an employee might be having. This allows them to recognize it earlier before it becomes a more serious problem."

**A real-world education**

Highly regarded by regional employers for its real-world focus, the Human Resources Management certificate program covers the most current practices and functions in the field. Students are provided all the knowledge and skills required to succeed as an HR professional in a wide range of businesses and organizations.

Led by expert instructors, the curriculum strives to give students the hands-on experience needed to jump into this evolving and much in-demand role, equipped with the most up-to-date knowledge on new technologies, staffing, employee relations and more.

"The certificate program is relevant to current themes," Miller said. "The program coursework that we professionals in the field bring provides real-world examples and topics you don’t get in traditional theory-based curriculum. It allows students to set their finger on the pulse of the industry they are pursuing."

Human resources is one of the most coveted roles in virtually any industry, with nearly 600,000 job openings cited in the most recent Emr survey, and 10% growth projected through 2029. Median salary is around $60,000 with seasoned pros earning over $100,000.*

"I see so much opportunity for those that are experienced HR professionals and new career HR professionals," Miller said. "As HR evolves into more a strategic business partnership role, companies are going to rely on it more and more. This will create more opportunities in just about every industry."

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*Source: Emr Burning Glass · economicmodeling.com
Q. Why did you decide to become an instructor?
A. My career journey offered me the opportunity to learn a great deal about Lean Six Sigma, including process simplification, business transformation, and digital workflow automation. I’ve always loved sharing my knowledge and growing my team’s skills. For me, there’s something very gratifying to see the positive impact I can have in another person’s life - it gives me a purpose. About 10 years ago, I brought several UCI MBA students into my company to solve some of the top strategic challenges we were facing. I coached them on various methods and approaches. The consistent feedback I got from these talented individuals was how satisfied they were with their growth in a short amount of time. From there, some of these students spoke with UCI leadership and asked if I could bring my knowledge, experience, and love for teaching to UCI. And the rest is history.

Q. What’s unique about your teaching style?
A. I consider myself a student of life and continue to pick up new skills and ways to pass that knowledge on in a simple way to others. Additionally, I enjoy making the classes fun and relevant by sharing my 25 years of global work experience. When I first started teaching the course, we used a huge textbook. As I audited other classes, I found them more focused on memorization vs. comprehension. Frankly, that’s not how I learn, nor what I’ve experienced in the industry. I am a visual learner and learn through applied knowledge and stories. So, I changed the textbook, added more real-life examples, and created more hands-on experience/projects. Ultimately, I want my students to walk away with tangible skills to hit the ground running vs. just learning theory. Connecting the dots from theory to practice and making sense of complex concepts via real-life examples is my unique teaching style.

Q. What do you find most rewarding about being an instructor?
A. This is simple: Having an impact on people’s lives and enabling them to be better versions of themselves. I love seeing incremental improvement toward achieving their career objectives. It’s a great feeling to stay in touch with my former students and see them move up and improve their quality of life.

Q. What advice would you give to anyone interested in pursuing a career using the Lean Six Sigma process?
A. Disruption has reached new heights due to the pandemic. Customers demand frictionless experiences while their digital buying options have increased. Executives are looking for ways to drive down costs and improve productivity through digital business transformation while delighting their customers and employees. Achieving such a high bar requires combining process optimization skills with automation knowledge. Lean Six Sigma is one of the key skills and traits that one needs to support corporate executives with their survival and growth plans. It’s that simple!
By enrolling in **Concurrent Enrollment**, you can take advantage of a full catalog of UCI undergraduate and graduate courses without formal admission to the university, based on available space and permission of the course instructor and/or department. Courses carry university credit, may count toward a degree, and are taught by distinguished UCI faculty. Registration in Concurrent Enrollment does not constitute admission to UCI.

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

**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](ce.uci.edu/concurrent)
There’s a severe shortage of cyber specialists to fight a growing threat of attacks, making for abundant opportunities.

While the Information Age has created a new world of digital communication and commerce conveniences, there’s clearly a price to be paid. Call it the dark side of the digital revolution. As our world grows more dependent on a global cyber infrastructure, sophisticated cyberattacks have grown into an increasingly urgent danger, not only to individuals and businesses but also to national security.

Anyone paying attention to the news has heard of major data breaches and ransomware hacks launched by criminal hackers and global adversaries alike. It’s a situation that’s been exacerbated by a lack of early action to combat the threat, as well as a critical shortage of well-trained cybersecurity experts.

The impact has increased exponentially over the last five years, but the U.S. has begun taking long-overdue steps to meet the challenge, said Jeb Bowdoin, Cyber Security instructor.

“The risk is extreme, and I don’t think saying that is hyperbole, especially in light of recent geopolitical driven attacks like the Solar Winds supply chain, Colonial Pipeline ransomware, and Microsoft Exchange attacks, to name just a few,” Bowdoin said. “Relations with our principal geopolitical adversaries are not good and don’t seem to be improving.”

Each of our foreign adversaries has invested heavily in significant cyber capabilities that they have used in headline-grabbing attacks, he added. “Add the activities of criminal organizations in the U.S. and around the world, and it is clear the threat is extreme.”

International treaties and agreements addressing cybercrime have been in place for years, but these can have a limited reach. Finding the perpetrators can be difficult, and even when the bad actors can be tracked down, it’s challenging to bring them to justice when the attack comes from outside the U.S.

“Hence, we use economic sanctions and have been enhancing our offensive cyber capabilities to strike back when there is no other recourse,” added Bowdoin. “But the talent shortage is pretty severe, especially given the importance of cybersecurity in our increasingly cyber-dependent nation and the world at large.”

**Build don’t buy**

Consider that there was an estimated shortage of 377,000 cybersecurity specialists in the U.S. in 2020, according to a Cybersecurity Workforce Study. But steps are being taken to address the shortage by recruiting and training current employees to move into this space. It’s a strategy launched by labor market analytics firm EMSI Burning Glass called “Build Don’t Buy: A Skills-Based Strategy for Solving the Cybersecurity Talent Shortage.”

“The certificate program gives students an excellent grounding in cybersecurity fundamentals while also exposing them to information that will help them decide the area of specialty for which they may be best suited.”

—Jeb Bowdoin, Cyber Security instructor

To fill the need, companies would recruit internally from their IT departments and other areas, “including non-technical ones, to find enough candidates,” Bowdoin said. “Employees with the needed aptitude and motivation will have opportunities to change their career paths to cybersecurity. After transitioning, workers would need some on-the-job training while they also support real cybersecurity operations.”

It can be an attractive opportunity for current professionals to pivot to this fulfilling and consequential career, with the potential for a substantial bump in salary. Newly minted cybersecurity specialists can expect a median annual
salary of $103,000, with highly experienced pros earning $160,000 or more in 2019, according to EMSI Burning Glass. And cybersecurity positions are projected to grow about 30% percent from 2020 to 2030. With an abundance of open positions, cybersecurity offers a clear career path for current employees looking to switch careers, as well as first-time graduates. And the UCI Cyber Security certificate program can be a perfect entry point.

Fighting the cyberwar
The program can lead to opportunities in virtually any industry — most notably healthcare, government, finance, and eCommerce. Students learn to diagnose, manage, and resolve all manner of complex cyber-threats while gaining a strong background in business continuity planning in the event of a major disaster or breach. Moreover, the curriculum prepares candidates to potentially obtain Certified Information Systems Security Professional (CISSP) certification.

Professionals from an array of industries might find their skills highly transferable, even though they aren’t of a technical nature. It’s also worth noting, Bowdoin said, that cybersecurity has been attracting a growing number of women in a traditionally male-dominated field.

“It’s easy to see how some other professions map to these categories and worker interest,” he added. “For instance, somebody working in law enforcement might focus on the ‘investigate’ category, which includes the specialties of cyber investigation and digital forensics. Workers interested in cybersecurity careers should look at the National Initiative for Cyber Education’s (NICE) Learner Resources web page for information on required skills for various specialties.”

The stakes are high, and steps are being taken at the highest government levels to fight cyberattacks. The Biden administration launched stringent security guidelines to help protect national and economic security. And the Cybersecurity and Infrastructure Security Agency (CISA) recently issued a binding directive for federal agencies “to drive urgent and prioritized remediation of vulnerabilities that are being actively exploited by adversaries.”

To be sure, cyber warfare is seen as a major threat on many fronts, one that requires intense preparation and vigilance, not to mention thousands more cybersecurity specialists. CISA notes that there were over 18,000 vulnerabilities identified in 2020 alone.

“As a Service Academy graduate, naval officer, and Department of Defense contractor for 20-plus years, my perspective is certainly colored by my military background,” Bowdoin said. “People working on the front lines of cybersecurity are fighting a mostly unseen cyber war that is being waged 24/7 all over the world. Criminals, nation-states, and plain old hacktivists are toiling away to get unauthorized access to proprietary systems — national security systems, banks, and even your home security system.”

Learn more: ce.uci.edu/cyber
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- ce.uci.edu/ba

Business analysts are currently in high demand – and job opportunities are expected to grow by 13.6%* through 2029

*Source: Emsi Burning Glass economicmodeling.com

“I would absolutely recommend the UCI program because I know the instructors are people who are business analysts in the field or they’ve been doing it for decades and the experience they have is more than just handing someone a template. It’s giving them some positive feedback, some constructive criticism – tools that can help them learn the business analyst process.”

- KEVIN WATSON
PROGRAM GRADUATE
Post-Baccalaureate Premedical Program

Two-year program designed for people who are interested in applying to health profession programs and are in need of science prerequisites and guidance. This program is particularly suited to people who are career-changers and non-science undergraduates. It gives students the necessary academic preparation and competitive advantage that can help them get accepted into medical school or other desired allied health program.

Post-Baccalaureate Program in Psychological Science

Designed for anyone with a bachelor’s degree (in any discipline) with an interest in pursuing a graduate degree and/or career advancement in psychology. This certificate program provides the opportunity to acquire foundational knowledge, research experience, and/or internship experience needed to make your graduate school application more competitive.
Why did you choose the Accelerated Project Management certificate program?

I selected this program to learn the foundations of the PMBOK® Guide, which is the global standard for project management. While most of the project management programs offered by various organizations only explain the information covered in the guide through textbooks, this program allowed us to use the knowledge through virtual projects. For example, I created project management plans with our team and received feedback from experienced professors. This was perfect for me as I was looking for practical management knowledge. The classes were also conducted remotely so I was able to learn safely from Japan during the pandemic. This was a new and wonderful experience. Having participated in the program, I was able to satisfy the education requirements to sit for and pass the Project Management Professional (PMP®) exam.

What did you enjoy most about your experience in the program?

I enjoyed the group work, which was required every day. Our team consisted of five people from different nationalities and careers. We all participated remotely, so we used technology platforms like Slack and Google Meet to share ideas. All the ideas from the members were great and witty. I am still connected to the friends I made in this program and am grateful to them.

What was your favorite topic in the program, and why?

I liked the mock projects the most. We worked on a project to launch a restaurant in LA and had to create management plans such as the budget, schedule, and risk. I really enjoyed being able to expand my knowledge as a manager through this practical project and use my knowledge of the PMBOK® Guide, which helped me pass the PMP® exam.

What impact did earning your Accelerated Project Management certificate have on your career?

I am currently assisting my wife’s animation background studio as a project manager. Our latest work is the anime background concept art for a show which will be released soon on Netflix.

Japanese animation studios are facing challenges with quality, complexity, and distribution due to an increase in digitalization. By completing this program I've been able to improve the efficiency of studio operations and recognize new problems as they arise. When I run a studio, I can expect a variety of risks, big and small. Before I got this certificate, I didn't do a proper risk analysis and dealt with problems as they arose. Now, using my knowledge, I can regularly list each risk, conduct qualitative and quantitative analysis, and calculate the impact on the studio. Furthermore, I have adapted strategies to avoid, transfer, mitigate, and accept the risks, and am also working on setting up a reserve fund for the risks that cannot be avoided.

This three-month program is open to all students.

ce.uci.edu/pmglobal
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Meet with a UCI representative and learn how our programs can help you meet your personal and professional goals.

- **January 15**
  - Etudiant Masters
  - Paris

- **January 18**
  - The Student World
  - India

- **January 27**
  - UCI DCE Virtual Open House

- **February 12**
  - Blueberry Fair
  - Sweden

- **February 16**
  - The Student World
  - Europe

- **March 10**
  - The Student World
  - Asia

- **March 10**
  - The Student World
  - Brazil

- **April 27**
  - The Student World
  - Latin America

- **May 18**
  - The Student World
  - Global MBA Fair

For details, visit ip.ce.uci.edu/findus

ce.uci.edu/international
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Advance your education and shine brighter with STAR

Attending a U.S. university can be the experience of a lifetime for adventurous international students. Exposure to different cultures and customs can be a priceless component to a world-class education. Exploring new communities, brushing up on English and participating in activities with peers can lead to lifelong friends as well as networking opportunities.

But there are significant challenges, as well, starting with an unfamiliar and complicated university admissions process that can be one of the biggest obstacles to academic success, said Megan Moriarty, Program Coordinator, Success Through Academics and Research.

"Generally, the students in our program come from countries where heavy reliance is put on grades and proficiency test scores," she said. "Universities in the U.S. review students in a more qualitative, holistic manner, which can be daunting. In many of the countries we serve, students are mandated to take a university entrance exam. The results of this exam, along with their GPAs, often dictate which universities and majors students are eligible for."

While a strong GPA is certainly a baseline for admission to top American schools, a variety of other factors are considered such as academic difficulty of prior courses and involvement in activities, as well as internships and even work experience. Personality traits such as leadership and persistence also can factor in.

"International students often find it difficult to understand the weight given to some of these more subjective factors," Moriarty said. "They're looking for the guaranteed numbers, activities, or essays that will get them into their dream school, but that guarantee most often does not exist, despite the overall better chance at higher education that all students have here."

That's where UCI DCE's Success Through Academics and Research (STAR) program comes in, offering a wide range of courses and resources to help undergraduate and graduate students acclimate and excel in American universities. STAR guides them through the admissions process to make the best choices for their education while offering comprehensive support to enrich students' lives and experiences during their studies with us.

Moriarty recently took the time to speak with us about the challenges facing international students at UCI and elsewhere, and the trove of supportive resources offered by the STAR program.

**What common problems do students face dealing with such an unfamiliar admissions process?**

Students, regardless of their backgrounds, can question denials, especially when they have been top students in their schools. While U.S. schools share the factors they look at to be transparent to applicants, the holistic review approach can create some ambiguity and confusion for students who are looking for concrete reasons.

That's why in STAR, we educate students from the start about these different expectations and how they can best move forward in the application process.

**How does STAR help prepare students for their university and graduate school applications?**

One of the most essential aspects of our program is our ACTS-based (Authentic, Comprehensive, Targeted, Strategic) approach when assisting our students with their university and graduate school applications. Our courses offer individualized counseling on how students can choose the most appropriate schools, make the best choice of major and share authentic, compelling narratives of their experiences in their own voices to shine most effectively on their applications.
Tell us about some of the academic benefits offered by the program.

One key benefit is that we offer a wide range of course options and customize study plans for our students to help them meet their goals. STAR students who have demonstrated their English proficiency and academic readiness have the opportunity to concurrently enroll in approved UCI credit-bearing courses, study alongside matriculated UCI students, and potentially apply their units to their future degree programs. Our graduate-level students can also meet their desired graduate programs’ prerequisites by finding qualifying courses through DCE’s Accelerated Certificate Programs which includes participation in the Internship Experience.

Additionally, STAR offers academic research classes that focus on research principles and acculturation courses that practice skills such as communication etiquette for in-person and electronic communication, time management and classroom engagement and participation.

Is there a focus on strengthening English proficiency and accultimating to everyday life in America?

There is a strong focus on both areas. STAR provides a series of courses to help students hone academic skills in reading, writing, research methods and citation, as well as classroom and professional presentations. Our instructors have extensive ESL experience, and they are familiar with the common issues that international students need to know to succeed in their studies in the U.S. Besides the fact that most schools require a certain level of English proficiency demonstrated through an exam, we have noticed that students who develop academic communication in English are more confident and better prepared to succeed in classes and campus life.

What are some of the cultural challenges STAR students face?

Students that come here expect to encounter some culture shock, but it’s often a surprise how deep the differences can run. It’s natural for students to cope by congregating within their cultural communities, but students who take refuge in their cultural standards struggle the most. On the other hand, students who approach us from the outset with questions, involve themselves in activities, and attend classes and advising appointments regularly tend to progress well through the program.

Are there activities that allow international students to engage with the UCI community?

Outside of the classroom, there are multiple opportunities for STAR students to join in activities and conversation through opportunities offered by the DCE Student Life and Activities Office. Those activities support skills and opportunities that are useful for our students and help them construct a sense of belongingness within the DCE and larger community, especially since many STAR students are far from their families and friends.

Does STAR assist its students with personal issues?

DCE has a team of international student support staff who are there from the beginning to help students talk through various issues, including some that are not academic. Recently, a couple of our advising staff lent a hand in repairing a student’s bike, and when the student needed additional help, I steered the student towards some free and low-cost repair places in the community. As a whole, STAR and supporting teams in DCE want the students to know we care about their progress on multiple levels.

ip.ce.uci.edu/star
A professional paralegal connection

The DCE Paralegal program gives students real-world experience crafting resumes and interviewing with recruiters.

Gracie Doran had dreamed of working in the legal field since she was a child. A stroke survivor paralyzed at the age of 10 due to a rare genetic condition, she endured a long recovery process that opened her eyes to the discrimination endured by people who are physically challenged. It inspired Gracie to devote her life to law and advocacy for others facing similar adversity.

After her recovery she became a spokesperson for her cause, but she never lost sight of her goal. She graduated college early and chose DCE’s Paralegal certificate program to help launch her career — a move that paid off before she finished her final course.

“I want to lend my voice to my community, and I’m lucky my stroke did not cognitively affect me,” Gracie said. “So, I became a motivational speaker when I was 11 and have had the opportunity to speak all around the country, and even have been invited to speak at the White House. When I decided that I wanted to get my paralegal certification I enrolled at UCI and absolutely fell in love with the profession.”

As part of the course, she crafted a strong legal resume and interviewed with Melanie Kent, Talent Director and Assistant VP for Robert Half Talent Solutions, a recruiter for the legal employment division.

Kent was so impressed with Gracie’s knowledge and dedication, she placed her in temp assignments as a legal assistant at Loveless Law Firm, Pacific Dental Services and Glaser Weil LLP.

Gracie plans to continue building up an impressive resume by temping while she works on her masters from Saint Mary’s College of California.

“A real-world education

Another student in the course, Noah Ameen Motabar, also got Kent’s attention with his drive and previous experience as a legal intern with the San Bernardino County District Attorney’s Office. His goal is to eventually become an attorney and specialize in immigration law, so Kent placed him at Fragomen, Del Rey, Bernsen & Loewy LLP as a Business Immigration Paralegal.

“The Paralegal certificate program prepared me to launch my paralegal career by providing me with legal knowledge in a variety of areas including torts, contracts and legal ethics,” Noah said. “I also found valuable networking opportunities with legal recruiters, which allowed me to hit the ground running immediately after I had completed my certificate.”

With his DCE certificate and growing body of experience, Noah is well on his way to realizing his ultimate goal. He was recently elected to the Orange County Paralegal Association Board of Directors and has submitted applications to Stanford, UCLA, UCI, and USC Gould School of Law.
Noah credits the Legal Career Skills course for giving him a better understanding of the paralegal job market and earning potential of the profession. "Additionally, the interview event at the end of the course not only led directly to a paralegal position, it also familiarized me with the interview process in the legal field."

Gracie and Noah aren’t the only DCE students that Kent has placed in paralegal positions. The Robert Half recruiter said that several other graduates had landed jobs in law offices through the Legal Career Skills process — a priceless opportunity to get a taste of what real recruiters are looking for.

Kent has found that DCE paralegal students in general are well-prepared to jump into a professional role, with a foundation of principles, practices and knowledge that includes career coaching and help with job searches.

"Gracie did a great job in the interview process," Kent said. "I could tell she was very smart, a quick learner, very eager and responsive. And I was impressed with her personal journey. Noah came across as really smart, plus he had experience with his law internship, which is always a big plus with recruiters."

**Getting a foot in the door**

Earning a paralegal certificate from a world-class university like UCI can certainly be a keystone to launching a career in the legal field. Taught by practicing attorneys and paralegals, the DCE certificate program gives students a strong academic background and offers a wealth of networking and mentoring opportunities.

But to jumpstart your journey and set yourself apart from other candidates, Kent said it’s essential to gain as much experience as possible. And it doesn’t have to be with a top law firm — any experience, really, is far better than nothing.

"It’s not enough just to have a certificate," she added. "To stand out from the crowd, it helps a lot if you have any type of law experience. So don’t be afraid of entry-level jobs or performing menial tasks. Just volunteering with a nonprofit to file documents means a lot to recruiters when they’re interviewing for positions."

A resume carefully tailored for each position you apply for is another key to landing a coveted position. It’s important to list specific skills and experience that relate directly to each opening being targeted instead of a one-size-fits-all approach.

"A very general resume used for every job application isn’t going to cut it," Kent said. "Mirror your resume to match the job listing as closely as possible. Be sure to learn as much as possible about the firm or company, and the position you’re aiming for. That will give you your best shot at landing an interview."

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Crafting a career in web design

Web designers are in great demand — and a UCI DCE certificate gives students all the tools they need to succeed.

To say the world revolves around personal devices, apps and platforms wouldn’t be a wild overstatement in today’s global community. We rely on web connectivity for everything from remote work and education to everyday tasks, a trend turbocharged by pandemic lockdowns.

There isn’t much we can’t do these days with just a single smartphone. And with emerging technology like augmented reality and the looming “metaverse,” we’re on the precipice of a quantum leap in interactivity, making the role of the web designer more essential than ever.

Web designers do nothing less than create the portals that let us access this vast digital universe — the intersection of design, marketing, and technology that makes it all work. And they’re very much in demand, indispensable for any organization that needs web representation, said Carol Greenberg, Web Design instructor.

“Companies are having a tough time finding qualified web designers to fill their open roles,” she said. “They’re responsible for designing a company’s entire presence on the web, coding the website, and bringing it to life while creating the user experience (UX), screen designs, and navigation. To become a successful web designer means wearing a lot of hats, including graphic design and marketing.”

Web design involves many elements, but the first step is simply defining the problem that the site is supposed to solve. For instance, the website may be intended to encourage customers to download an app. Once that’s accomplished, the next step is to “wireframe” a solution by creating greyscale mockups of what the site will look like.

“This phase establishes the site navigation and screen layouts,” Greenberg said. “Once wireframes have been approved, the web designer will develop full-color mockups of the website that include the content that goes in it.” From there, it’s a collaborative effort, the web designer working closely with web developers and internal stakeholders in marketing and engineering to make sure that the message is not only on brand but also that the web developers can deliver on the specifications.

“A portal to the digital world

A career in web design isn’t one-size-fits-all. Once the basic skills and principles are mastered, a web designer can branch out into a number of specialized fields, such as multimedia, social media, game design, app development, and web content development, a field that focuses on a company’s messaging and branding.

“Another specialization is UX designer, a role that focuses more on cognitive psychology — understanding how people perceive and direct their attention when it comes to navigating through a website or an app,” Greenberg said.

An essential element of modern web design, UX theory is based in human behavior and perception, a set of Gestalt principles of design as well as human factors that date back decades before the computer age. The theory is the same; advanced technology simply offers a new palette of tools to work with.

“Human factors are based on extensive research on how people see and interact with the world,” Greenberg said. “It’s a user-centric approach that was devised for designing

“The program provides a multi-faceted approach to web development, with an emphasis on user experience design that employs ‘design thinking’ to create innovative solutions.”

–Carol Greenberg, Web Design instructor
hardware. Once software came along, these principles are used for designing a successful website or app."

Greenberg’s experience in UX dates back to the earliest days of the internet. After an initial stint at NBC, she found that companies were clamoring to stake out their own presence on the Web 1.0, leading her to find success designing screens for software applications.

“That’s where my interest in user experience design was born,” said Greenberg. “I found it fascinating understanding how the brain processes information related to how a person interacts with a software application or a website.”

**Designing the future**

The Web Design certificate program is structured to give participants a solid background in basic theory, learning how to design the look, layout and organization of websites, followed by hands-on projects using the latest software. Intended for beginners as well as experienced professionals, the program is a perfect fit for graphic designers, multimedia designers, marketing professionals — anyone who wants to create a robust portfolio and enter this booming field.

“The program provides a multi-faceted approach to web development, with an emphasis on user experience design that employs ‘design thinking’ to create innovative solutions,” said Greenberg. “The outlook for web designers and user experience designers is very bright.”

The Web Design certificate can open the door to this wide-ranging career by giving participants an opportunity to get hands-experience creating their own websites and mockups, finishing with a professional portfolio they can use as a calling card to potential employers.

“It’s absolutely essential to develop a good portfolio that shows off a person’s best work, and that’s a big part of the program,” Greenberg said. “Students need to show an example of websites they’ve designed, of course, but it’s also important to show the process they followed. They need to demonstrate that they understand the UX process.”

For aspiring web designers, it’s advisable to get extra training in bootcamps such as the UX/UI and coding camps offered intermittently by UCI, she added. “And when you start your job search, it pays to look for positions at large organizations, where there are more specialized roles, as well as opportunities to learn and be mentored.”

Greenberg, instructor for the Intro to UX for Web Design course, continues to share her expertise with new generations of web designers, combining the latest tech with timeless design principles. “These new web designers are a smart group of individuals who have many more tools to learn with than I did starting out,” she said. “The Web Design certificate prepares up-and-coming web designers for the real world.”

- Learn more: ce.uci.edu/webdesign

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Annual Instructor and Advisory Committee Member Appreciation Breakfast - December 9, 2021

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Allison Walter, English as a Second Language Program
Kai Williamson, Paralegal Certificate Program

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Five ways to embrace inclusion and innovation

Business leaders offer strategies for advancing an innovative and inclusive workplace in today’s new normal.

There’s a new outlook among U.S. workers, a dramatic career reevaluation in the wake of pandemic lockdowns. Whether largely in response to an existential reckoning, additional unemployment support or simply a growing disconnect with business as usual, Americans are looking for a major reset in their careers. And with a glut of job opportunities opening up, companies must adapt or pay the price.

Call it the Great Resignation. Consider that 41% of the global workforce are likely to leave their current employers, according to the 2021 Microsoft Work Trend Index, with 46% planning a major pivot or career transition. The report also found that business leaders were mostly considered “out of touch,” and that top talent can find employment anywhere in the world, thanks to remote work arrangements — a situation that’s here to stay.

To succeed and remain competitive in this new normal, it’s essential for an organization to offer an inclusive and safe environment for their workers. A panel of three expert professionals addressed this topic and offered the following strategies in the recent DCE webinar, Leadership Strategies: Fostering Culture Through Inclusion and Innovation.

**Adopt a humble leadership style**

Humble leadership or servant leadership helps people feel purposeful, motivated and energized so they can comfortably bring their best selves to work, said Allie Fleder, co-founder and COO at SimplyWise, an app that digitizes financial documents. She learned a valuable lesson early on working with Frank Oz, co-creator of the Muppets, about a very public fight he had while directing Marlon Brando on a movie set.

In his earlier days, “Oz felt like he wanted to control over his sets with an iron fist,” Fleder said. “Here’s what needs to happen and here’s how we’re going to execute it as a team from A to Z.’ He said it was only with the wisdom of age that made him learn his lesson the hard way. That kind of approach destroyed his relationships.”

Being a successful director, or team leader in any endeavor, is about creating an atmosphere in which it is safe for people to act, react and innovate in the moment.

**Create a psychologically safe workplace**

Fostering an environment where people can simply “be themselves without fear of judgment or fear of retribution” is essential for an inclusive workplace, said Jennifer McCusker, Chief People Officer of Duly Health and Care. “You can have a very diverse company and still not be inclusive,” she said. “So, unless you have this culture where people feel psychologically and mentally safe to be themselves, show up as who they are, you’re going to have a hard time creating a place that fosters innovation and gets all the best ideas out.”

Psychological safety at work starts with leadership but it certainly doesn’t end there — it needs to be articulated throughout an organization. “It needs to be an ongoing commitment of the entire team,” Fleder added. “One weak link can destroy that psychological safety with just one snarky comment.”


Encourage debate and conflict

Supporting psychological safety in the workplace doesn’t mean discouraging debate and conflicting points of view. Employees need to feel safe to speak up, voice different opinions, have open debate and constructive dialogue to nurture an innovative culture, McCusker said.

“It’s good to debate and to have some dissent because innovation sometimes comes from those conversations. A pretty famous rapper named Nipsey Hussle, who passed away far too young, had a quote that said, ‘If you look around at your circle and you’re not inspired, then you do not have a circle, you have a cage,’ and I think that’s amazing. That’s a high bar, to feel inspired by the people that you have surrounded yourself with.”

Urge employees to share feelings

An inclusive workplace is one where everyone feels free to share their feelings openly, said Rob Curtis, CEO and co-founder of Daylight, a banking platform designed for the LGBT+ community by the LGBT+ community. While working at a London finance company he was given a personality profile that opened his eyes to the power of shared feelings.

“The profiles they gave us were very challenging 360-degree psychometrics,” he said. “Then we had to draw a picture of what’s in our heart and mind and explain to our team the results of the profile and the meaning of the picture.”

The results were quite profound and helped advance a much more open and comfortable workplace. Since then, Curtis has made it a habit to have open conversations about feelings with his teams — how they feel about the product, work performance, the business and more.

“It’s really surprising when you watch the light switch go on, and folks are like, ‘Holy crap, I can say something, and people aren’t going to judge me.’”

Embrace failure as an engine of innovation

In the U.S., entrepreneurs can launch a series of failed start-up ventures before hitting on the one idea that proves a hit — and maybe even changes the world. Although some cultures consider failure something shameful, Fleder said, it can be a valuable learning opportunity. And leaders who penalize employees for falling short are stifling innovation by fostering a negative, intimidating environment.

“If we’re not failing enough we’re not moving or innovating fast enough,” Curtis said. “I’m of the view that if we don’t fail at 80% of the things that we try we aren’t trying hard enough. When you empower folks you allow them to make mistakes. You ask, ‘How can we?’ rather than ‘Will you?’”

Leadership can set an example by sharing failed ventures of their own, he added. For instance, during the interview process Curtis will urge candidates to share “the juiciest mistake that they’ve made.” Then he’ll share something juicy of his own. “When team leaders share their own experiences, it frees team members to try new things. It’s fun to sit around talking about the times we failed in business.”

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Leadership Strategies: Fostering Culture Through Inclusion and Innovation
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**Trade Adjustment Assistance (TAA)**
The TAA is a program of the United States Department of Labor that provides a variety of reemployment services and benefits to workers who have lost their jobs or suffered a reduction of hours and wages as a result of increased imports or shifts in production outside the United States.

**US Veterans Education Benefits**
Many UCI DCE programs are approved for Veterans Education Benefits to help assist veterans in making a smooth transition from military life to that of a student.

**AmeriCorps Service**
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**Scholarship Program**
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**Discounts**
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[link to program]

Real Estate
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[link to program]

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[link to program]

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[link to program]
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Water-Energy Nexus Certificate
Let’s move past the topic of COVID. And let’s move to a better mental state. Whether you realize it or not, you’re coming out of a time of isolation, and potential mental hardship. The reality is that you might be wondering if you are still good at your job, if you can reach your full potential, and perform like you did in the past.

Do not allow yourself to look back. Instead, change your present.

The concept of mindfulness is trending and is now essential to the fabric of our business culture. But what does mindfulness mean to you, and does it help you face the daily grind?

Mindfulness means to be fully present in the moment. It is a solution that can be enhanced through practice, to help you refocus more intently on your physical and emotional state, and overall well-being.

Here are a few tips to connect your mind with your professional goals and ambitions.

1. Set an intention and goal at the beginning of every day to gain focus. Perhaps, consider writing it down so that you can look at it throughout the day.
2. Learn how to be present. Don’t think about “what ifs” and consequences.
3. Make your work meaningful and purposeful because your peers and leaders trust you.
4. Take a meditation break if you can. It can be difficult to shut down your thoughts, but in a matter of three minutes you can reflect on your emotions and return to work recharged and re-energized.
5. Make a to-do list and tackle each task one at a time.
6. Develop a mindset for growth. Upward mobility should be part of how you develop strategies and execute with confidence.
7. And finally, take your lunch and enjoy a few minutes of personal time.
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!

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SCHOLARSHIP PROGRAM

UCI DCE offers a limited number of scholarships, each covering tuition up to $1,500 that can be applied toward enrollment in one or more courses.*

Applications will be accepted from February 14 to April 21, 2022.

*Some restrictions apply. See website for eligibility and further details.