



Indian and Northern
Affairs Canada

Affaires indiennes
et du Nord Canada

Guide to Management Training Courses Guide de Gestion à la Formation 1987 / 1988

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Transfer Payments Management
Gestion des Transferts de Paiement

Canada

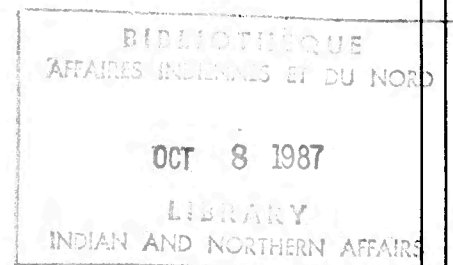


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INTRODUCTION

The Transfer Payments Management Directorate has prepared the Guide to Indian/Inuit Management Development to assist Indian and Inuit leaders to compare and to choose management training programs.

Descriptions of the management and administrative programs contained in this guide are listed according to region and institution. For each program, the address and phone number as well as a the name of a contact person is provided along with specific information about program duration, location, admittance requirements and the language of instruction. Individuals who wish to participate in a management program should confirm the information provided in this guide with the institute concerned.

The Guide to Indian/Inuit Management Training is updated annually. Institutions and organizations that have training programs designed for Indians and Inuit or who wish to update course information should contact:

Director
Transfer Payments Management Directorate
Indian and Northern Affairs Canada
Room 1741 - Les Terrasses de la Chaudière
OTTAWA, Ontario
K1A 0H4

Telephone: (819) 994-4344

INTRODUCTION

Afin de permettre aux dirigeants Indiens et Inuit de comparer et de choisir des cours de gestion, la Direction de la gestion des transferts de paiement a conçu le Guide to Indian/Inuit Management Development (Guide de perfectionnement en gestion des Indiens et des Inuit).

Les descriptions de cours y sont données par région et par établissement. Chaque cours est accompagné du nom, de l'adresse et du numéro de téléphone d'une personne à contacter ainsi que d'une description générale rédigée dans la langue d'enseignement; on y indique la durée du cours, l'adresse de l'établissement, les exigences particulières d'admission et la langue d'enseignement. Les personnes qui désirent participer à un programme de formation en gestion doivent le confirmer auprès de l'établissement les renseignements offerts dans le guide.

Le guide de perfectionnement en gestion des Indiens et des Inuit est mis à jour chaque année. Tous les organismes et établissements qui dispensent des programmes de formation conçus pour les Indiens et les Inuit ou qui désirent faire inscrire un programme ou une mise à jour sont priés de communiquer avec:

Directeur
Direction de la gestion des transferts de paiement
Affaires indiennes et du Nord Canada
Pièce 1741
Les Terrasses de la Chaudière
Ottawa (Ontario)
K1A 0H4

Téléphone: (819) 994-4344

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

Business Certificate Program

Courses offered:

Preparatory English	Computer Fluency
Basic Math of Finance	Management I
Preparatory Math	Management II
Business Report	Introduction to Data Processing
Career Awareness Workshop	Public Speaking
Typing and Word Processing	Microeconomics
Computer Literacy	Macroeconomics
Organizational Behavior I	Business Law I
Organizational Behavior II	Business Law II
Government and Business	Accounting I
Personnel Management	Accounting II
Marketing I	Accounting for the Manager
Marketing II	Small Business Development
Statistics	Small Business Management
Managing Change	
Management Simulations	

Courses listed above are accredited and may also be taken through the Distance Education Department of B.C.I.T.

Duration: Nine months

Location: Merritt, B.C.

Language of instruction: English

Admittance requirements: High school graduation

For further information contact:

Mr. Doug Smith
Native Indian Outreach Program
B.C.I.T.
3700 Willingdon Avenue
BURNABY, B.C.
V5G 3H2

Telephone: (604) 432-8645

CENTRE FOR INDIAN TRAINING AND RESEARCH

The Centre for Indian Training and Research provides three series of courses related to Indian management training:

1) The Chief and Council Series offers:

Roles and Responsibilities of Chief and Council
Effective Band Organizations
Policy Development and Implementation
Financial Management

2) The Band Management Series offers:

Program Planning
Human Resources Development
Financial Management and Information Series
Strategic Planning and Decision Making

3) The Community Planning and Resource Management Series offers:

Introduction to Community Planning
Communication Skills and Planning
Community Plans and Land Use
Impact Analysis and Resource Management

The Indian Management Training Series has been designed to be delivered on-site throughout British Columbia in three-day workshops upon request. The workshops include opportunities to practice skills and apply knowledge in local situations through case studies, problem solving exercises and small group discussions.

Duration: Three-day workshops

Language of instruction: English

For further information contact:

Ms. Catherine Teneese
Centre for Indian Training & Research
Box 12150 - Nelson Square
611-808 Nelson Street
VANCOUVER, B.C.
V6Z 2H2

Telephone: (604) 682-8588

NATIVE EDUCATION CENTRE

Native Public Administration Program

The Native Public Administration Program is a one year certificate program that trains students in the policy and practices of public and business administration, especially as it applies to Indian people. This program will provide Native people with skills that will enable them to access employment in Native organizations as well as in the private and government sectors.

Courses offered:

First semester:

Introduction to Business
Business Math
Business Communications
Accounting
Business Law and Native
Legal Issues
Computers

Second semester:

Effective Supervision for
Native Settings
Applied Accounting in a
Native Setting
Management in a Native Setting
Work Experience
Public Administration and
Intergovernmental Affairs
Public Speaking

Duration: Ten months

Location: Vancouver

Language of instruction: English

Admission requirements:

Students interested in this program must apply by using the standard Native Education Centre admissions application. In addition, students must:

- be 20 years of age or older
- have a grade twelve diploma or equivalency with a "C" average in grade twelve English and math
- have a career interest in business, finance, administration, management, commerce or related fields
- have two letters of reference
- write a one page letter outlining their interest in the program

(Cont'd)

NATIVE EDUCATION CENTRE (Cont'd)

Students are admitted after approval from both the Native Education Centre and a career counsellor at Canada Employment.

For further information contact:

Mr. Howard Green
Administrator, Native Education Centre
285 East Fifth Avenue
VANCOUVER, B.C.
V5T 1H2

Telephone: (604) 873-3761
in B.C.: 1-800-663-5405

NATIVE TRAINING INSTITUTE

The Native Training Institute has developed a "Band Community Management" program which emphasizes the relevancy of traditional Indian management philosophy to modern day administration and management practices. The program is designed to meet the needs of Native people working in management fields on Indian reserves. Emphasis has been placed on the development of personal management skills and the appropriate support skills relevant and necessary to the growth and development of Indian communities. This management program is the first in B.C. to be established by Native people for Native people and has an Indian Board of Directors.

Band Community Management

Courses offered:

Indian Education	Community Planning
Indian Alcoholism	Team Building
Social Issues	Wholistic Management
Needs Assessment	Resource Management
Communication Skills	Community Leadership
Community Delivery Systems	Developing Community Involvement

Duration: Twelve one-week modules

Language of instruction: English

For further information contact:

Ms. Marie Shuter
Native Training Institute
Box 1000
SPENCES BRIDGE, B.C.
V0K 2L0

Telephone: (604) 458-2214

ARCTIC COLLEGE

1. Public and Business Administration Diploma

To meet the need for public and business administrators in the northern territories, Arctic College offers a two year administration program. This program is designed to meet the needs of industry, business and government in the N.W.T.

Courses offered:

First semester

Accounting 234
Business Communications 201
Business Math 230
Economics 232
Introduction to Computers 220-2
Report Writing 301

Second semester

Accounting 235
Economics 263
Income Tax 214
Introduction to Government 290
Personal Money Management 221
Systems Analysis 320

Third semester

Accounting 334
Business Law 382
Marketing 335
Organizational Behavior 353
Public Administration 390
Statistics 390

Fourth semester

Accounting 335
Advanced Tech
Business Law 383
Income Tax 214
Local Government 352
Managerial Finance 367
Labour Relations 273
Policy Analysis 310
Public Issues 310
Purchasing, Invent. 338

Duration: Two years

Location: Fort Smith, N.W.T.

Language of instruction: English

Admittance requirements: High school graduation

For further information contact:

Mr. Martin Strikwerda
Chairman, Public and Business Administration
Arctic College
Box 600
FORT SMITH, N.W.T.
XOE 0P0

Telephone: (403) 872-7590

(Cont'd)

ARCTIC COLLEGE (Cont'd)

2. Northern Business Management Introduction Program

This is a new program offered by Arctic College Public and Business Administration Department. It is very much laying the foundations for the management training program that is being developed at the Inuvik campus.

Courses offered:

Accounting
Introduction to the Canadian Business Environment
Communications
Business Mathematics
Introduction to the Canadian Economy
Organizational Structures

Duration: Seven months

Location: Inuvik, N.W.T.

Language of instruction: English

For further information contact:

Mr. Victor Boteri
Coordinator
Business Management Certificate Program
Arctic College - Inuvik Campus
Box 1008
INUVIK, N.W.T.
XOE 0T0

Telephone: (403) 979-2556

(Cont'd)

ARCTIC COLLEGE (Cont'd)

3. Northern Business Management Certificate Program

This program is designed to meet the needs of the public and business administrators in the Inuvik Region of the Northwest Territories.

Note: The Northern Business Certificate Program is also the first year of the Public and Business Administration Diploma Program.

Courses offered:

First semester
(Sept. to Dec.)

Accounting 234
Business Communications 201
Business Mathematics 230
Economics - Macro 232
Introduction to
Microcomputers 220-2
Report Writing

Second semester
(Jan. to May)

Accounting 235
Economics 263
Income Tax 214
Introduction to Government 290
Personal Money Management 221
Systems Analysis 320

Duration: Nine months

Location: Inuvik, N.W.T.

Language of instruction: English

Admittance requirements:

High school graduation or equivalent and/or successful completion of the Northern Business Management Introduction Program.

For further information contact:

Mr. Victor Boteri
Coordinator
Business Management Certificate Program
Arctic College - Inuvik Campus
Box 1008
INUVIK, N.W.T.
X0E 0T0

Telephone: (403) 979-2556

COMMUNITY VOCATIONAL CENTRES - SLAVE LAKE

Certificate in Band Administration

This program is designed to train people employed by Band Tribal Councils in the skills necessary to be competent administrators. Students attend class two weeks per month and work in positions with their bands for the rest of the month. Some courses are offered for university credit, e.g. Communications class includes English 255 from Athabasca University. Program content is designed to be as practical as possible in order to meet the needs of Band Councils and students.

Courses offered:

- Personnel Management
- Financial Management (includes accounting and computer accounting)
- Written and Interpersonal Communications
- Band Economic Development (includes Funding Grantsmanship, Program Development, Community Planning, etc.)
- Political and Legal Issues

Duration: Ten months

Location: Driftpile, Alberta

Language of Instruction: English

For further information contact:

Ms. Donna Morrison
Coordinator
Human Services Programs
Community Vocational Centres
Box 1280
SLAVE LAKE, Alberta
T0G 2A0

Telephone: (403) 849-7179

KANATA INSTITUTE

Courses and workshops are offered by the Kanata Institute in the following areas:

- 1) Economics
- 2) Business
- 3) Government
- 4) Law

The Kanata Institute has designed courses and workshops on various aspects of economics, business, government and law as they relate to aboriginal peoples. The curriculum can be custom-designed to meet the needs of specific groups of aboriginal peoples, public and private sector executives, and managers who have significant dealings with aboriginal peoples.

Courses and workshops are offered by the Institute itself, or jointly with universities, colleges, and other aboriginal organizations. Training sessions are delivered on campus, or any other premises convenient to the client group.

Examples of topics contained within the courses and workshops offered by the Kanata Institute are:

- 1) Aboriginal Law - taxation, business, contracts, aboriginal rights, treaties, constitution, reserves and lands, family, customary law.
- 2) Aboriginal Business - financing, organization, corporations, interfacing with non-native businesses and associations, identifying business opportunities, agriculture.
- 3) Aboriginal Economics - traditional, transitional mixed, comprehensive and strategic planning, costing and financing, management of natural resources, affirmative action programs, development of corporations for bands and tribes.
- 4) Aboriginal Education - curriculum for design, administration, finance, personnel, policy-jurisdictional control, business and management training.

(Cont'd)

KANATA INSTITUTE (Cont'd)

- 5) Aboriginal Government - legal basis, constitutional design, organizational design, negotiating skills, communicating political agendas.
- 6) Public Finance - federal and provincial expenditures, alternative proposals for block-funding and transfer payments, formulating and negotiating contribution arrangements.

For further information contact:

Dr. Victor O'Connell
Executive Director
Kanata Institute
Suite 1202
160 George Street
OTTAWA, Ontario
K1N 9M2

Telephone: (613) 238-4574

LAKELAND COLLEGE

Business Administration Program

Lakeland College Offers a Business Administration Program which includes optional band management courses.

Courses offered:

Band Management I
Band Management II
Band Management III

All three of these courses are designed to meet the learning needs of the band manager or band planner. The overall objectives of the band management courses are to:

1. Familiarize students with business and administrative developments, economic and resource development, and small business and educational development related to Native Bands in Canada.
2. Prepare students to deal with the various government agencies.
3. Familiarize students with band organization practices, band development strategies, and with current band policy and strategy.
4. Discover the variety of laws and regulations which affect: the lives of band members, reserve development, and the education of band members.

Band Management I (BA 100) topics include:

The Indian Act
Administrative Financial Regulations
Federal and Provincial Acts and Regulations
Band Council Roles, Procedures and Resolutions
Band Enterprises

Band Management II (BA 200) topics include:

Economic and Resource Development
Interacting with Indian Affairs
Market Research
Current Band Administration Procedures

(Cont'd)

LAKELAND COLLEGE (Cont'd)

Band Management III (BA 300) topics include:

Small Business Development
Human Development
Current Indian Act Regulations and Band Policy

Duration: Nine months

Location: Lloydminster, Alberta

Language of instruction: English

Admittance requirements: 17 years of age

For further information contact:

Mr. Glen Charlesworth
Lakeland College
Vermillion Campus
VERMILLION, Alberta
TOB 4M0

Telephone: (403) 853-8508

(Cont'd)

LAKELAND COLLEGE (Cont'd)

Basic Management Program - Tribal Chiefs Association

Lakeland College offers a 600 hour client-centered Basic Management Program specifically designed for managers/management trainees working on reserves. This management training program results in a certificate of participation granted for attendance and a one year College accredited Basic Management Certificate for those participants who successfully complete four student projects and a practicum.

The Lakeland College Basic Management Program differs from other management programs in that the practical component is stressed in relation to each participant's particular situation. This is accomplished by dividing the program into three components:

1. 300 hours of in-class instruction (150 hours core instruction and 150 hours client-centered instruction);
2. 100 hours of student projects; and
3. 200 hours of practicum.

The following material is covered during the 150 hours of core instruction:

Planning, organizing, staffing directing and controlling	10 hours
Leadership	20 hours
Communications	40 hours
Computers	20 hours
Acquiring funds, budgeting and Accounting	40 hours
Law and legal matters	10 hours
Marketing, promotions, and selling for non profit and/or profit organizations	10 hours

The client selects the remaining 150 hours of instruction and can either expand on the core materials or choose additional management related topics.

Duration: 1 year

Location: Any location. Those locations outside the traditional Lakeland College delivery area are served through co-operative agreements with local agencies.

(Cont'd)

LAKELAND COLLEGE (Cont'd)

Language of instruction: English

Admittance requirements: Ability to read and write English

For more information contact:

Mr. John Dahmer, Director
Lakeland College
St. Paul Campus
Box 2259
ST. PAUL, Alberta
T0A 3A0

Telephone: (403) 645-3276

NECHI INSTITUTE

Organizational Development and Program Management Workshops

Nechi Institute offers a series of organizational development and program management workshops. A certificate is awarded upon the completion of the program.

Workshops offered:

- Towards a Philosophy of Management*
- Inclusion and Prevention in the Workplace
- Policies and procedures
- Conflict Management and Decision Making
- Program Planning
- Program Development
- Budgeting I
- Budgeting II
- Internal Relations Development
- External Relations Development

* Note: This first module is a prerequisite for all other modules.

Duration: Ten modules (one 3-day module/month)

Location: Nechi Centre, St. Albert, Alberta

Language of instruction: English

For further information contact:

Ms. Marilyn Shirt
Training Coordinator
The Nechi Institute of Drug and Alcohol Education
Box 3884, Postal Station "D"
EDMONTON, Alberta
T5L 4K1

Telephone: (403) 458-1884

UNIVERSITY OF CALGARY

1) Native Business Management Course

The Native Business Management course uses an approach to business management development that incorporates both the unique characteristics of Indian communities and the circumstances in which business development occurs. Through the use of specialized programs selected members of Indian groups develop skills required to manage their present businesses and initiate new ones. The Native Business Management Course facilitates the development and enhancement of in-house expertise for on-going management education and training by providing a series of non-credit community workshops which are delivered on-site at the request of interested groups.

Topics covered by the Native Business Management course are:

- Marketing
- Financing
- Personnel
- Developmental Stages

2) Policy and Environment 210

The University of Calgary at Old Sun Community College on the Blackfoot Reserve offers a Policy and Environment course. The course covers the foundations of management including accounting, organizational behavior and design, finance information systems and marketing.

3) Entry Program for Business Management

The Muskwahees Cultural College at Hobbema, Alberta offers an entry program for business management. This program is designed as a core program in general studies with a university skills curriculum incorporated in the first year. The program aims to increase the relevance of university courses to the circumstances presently facing the four bands at Hobbema. Also, it encourages the pursuit of university degrees in management and other disciplines.

(Cont'd)

UNIVERSITY OF CALGARY (Cont'd)

Duration: Two years

Location: Muskewachees Cultural College, Hobbema, Alberta

Language of instruction: English

Admittance requirements: High school graduation

For further information contact:

Dr. Beatrice Medicine
Director of the Native Centre
The University of Calgary
2500 University Drive N.W.
CALGARY, Alberta
T2N 1N4

Telephone: (403) 220-6687

UNIVERSITY OF LETHBRIDGE

Program I

Bachelor of Management Degree (B. Mgt.)
with concentration in the **Business Enterprises and Self-governing
Systems of Indian, Inuit and Métis Peoples.**

The objective of the Bachelor of Management Degree is to prepare graduates for managerial careers in any area of life in the political, economic, and social environments in which Indian organizations operate.

Topics and specializations covered:

Introduction to Management
Introductory Accounting
Principles of Financial Accounting
Principles of Cost Accounting
Management Accounting
Introduction to the Market Economy
The Economies of Indian, Inuit and Métis Peoples
Native American History
Native American Politics
The World of Words
Introduction to Probability and Statistics
Techniques of Calculus
Marketing
Organizational Behavior, Theory and Design
Finance
Personnel Administration
Information Systems 1
Management Law
Decision Analysis
Management Policy and Environment (Cases)
Management Policy and Strategy

CONCENTRATION

Comparative Management Strategies of Aboriginal Peoples
(Cases)
Raising Capital and Money Management in Aboriginal Communities
and organizations
Socio-Economic Planning in Aboriginal Communities
Public Finance and Aboriginal Peoples
Small Business Management
Organization and Design of Aboriginal Business Enterprises and
Economic Development Projects
Native Law and Economic Development
Administrative Systems of Aboriginal Governments

(Cont'd)

UNIVERSITY OF LETHBRIDGE (Cont'd)

Program I (Cont'd)

Duration: four years

Location: Lethbridge, Alberta

Language of instruction: English

Admittance requirements: high school graduation or mature student status

Program II

Management Certificate

with a specialization in the Business Enterprises and Self-governing Systems of Indian, Inuit and Métis People.

Students may also choose an 8-10 course Management Certificate with a concentration in one of a variety of related fields.

Courses offered:

Introduction to Management
Introductory Accounting
Principles of Financial Accounting
Organizational Behavior, Theory and Design
Personnel Administration
Raising Capital and Money Management in Aboriginal Communities and Organizations
Public Finance and Aboriginal People
Socio-Economic Planning in Aboriginal Communities
Organization and Design of Aboriginal Business Enterprises and Economic Development Projects
Training, Leadership and Communications Skills
Agricultural Business Management
Small Business Management
The Economies of Indian, Inuit and Métis Peoples
Native Law and Economic Development: prerequisite; N.A.S. 2400

(Cont'd)

UNIVERSITY OF LETHBRIDGE (Cont'd)

Duration: One or two years

Start date: September 4, 1987 and January 1988

Location: Lethbridge, Alberta

Language of instruction: English

Admittance requirements: graduation or mature student status

Note: All of the courses within the Management Certificate Program are equal in every respect to the courses taught and evaluated in the Bachelor of Management Degree Program. If after the completion of the Certificate program a student is accepted into the Bachelor of Management Degree Program, all the credits earned under this program will be transferred to the Bachelor of Management Degree.

For further information contact:

Dr. Ken Nicol
Coordinator
School of Management
The University of Lethbridge
4401 University Drive
Lethbridge, Alberta
T1K 3M4

Telephone: (403) 329-2231

SASKATCHEWAN INDIAN FEDERATED COLLEGE

The Department of Indian Management and Administration offers classes leading to a Certificate in Administration, a Diploma of Associate in Administration, and a Bachelor of Administration. Courses offered by the department are designed to enable the student to adapt the management techniques and practices of today to the special needs and priorities of Indian program administrators, band administrators, and Indian business entrepreneurs.

Administration courses offered that are related to Indian management:

Administration 200: Introduction to Administration and Organization Behavior
Administration I-220: Principles of Band Management
Administration I-225: Band Business Development
Administration I-228: Federal Policy and Financial/Administrative Development for Bands
Administration I-320: Band Planning

1987 Summer Institute

- July: Principles of Band Management
- August: Federal Policy and Financial/Administrative Development for Bands

Duration:

- 1) Certificate in Administration, 16 Credit hours (4 classes)
- 2) Diploma of Administration, 64 Credit hours (16 classes)
- 3) Bachelor of Administration, 128 Credit hours (32 classes)

Locations:

Regina, for on-campus students. All five classes listed above will also be offered off campus at various locations throughout the province through extension services in a modular format. Summer Institutes of 3 week duration are offered on campus in July and August.

Language of instruction: English

Admittance requirements: High school graduation or permission of S.I.F.C.

(Cont'd)

SASKATCHEWAN INDIAN FEDERATED COLLEGE (Cont'd)

Bachelor of Arts Degree in Indian Studies

The Bachelor of Arts degree provided by the Saskatchewan Indian Federated College offers courses related to management development. The Bachelor of Arts degree in Indian Studies enables students to interpret the past, clarify contemporary thinking and anticipate the future with sensitivity and enthusiasm for the traditional values and needs of the indigenous peoples.

Indian Studies courses offered that are related to management development for Indians:

Indian Studies 220: Politics and the Canadian Indian
Indian Studies 225: The Principles of Indian Law
Indian Studies 230: Traditional Foundations of Indian Societies in Canada
Indian Studies 245: Reserves: History and development
Indian Studies 301: Contemporary Indian peoples of Canada
Indian Studies 325: The Indian Act

Duration: Three year general degree or four year honours degree.

Location: Regina, Saskatchewan

Language of instruction: English

Admittance requirements: High school graduation or mature student status.

For further information contact:

Professor Chris Graham
Department Head
Department of Indian Management Administration
Saskatchewan Indian Federated College
Room 127, College West Building
University of Regina
REGINA, Saskatchewan
S2S 0A2

Telephone: (306) 584-8333
Toll free: 1-800-667-8060

Note: All studies offered by the S.I.F.C. are under the jurisdiction of the Indian Governments of Saskatchewan.

THE UNIVERSITY OF MANITOBA

Certificate in the Management of Community, Economic and Organization Development

The University of Manitoba offers a management development program designed for individuals holding senior management positions with bands, tribal councils and community organizations. This senior management program provides intensive learning experiences in key areas of managing. Courses are highly experiential and practical and are designed to increase a manager's understanding and skill in leading and managing an organization.

Participants who complete the eight required courses are granted a "Certificate in the Management of Community, Economic and Organization Development" from the Continuing Education Division of the University of Manitoba.

The management program addresses three themes:

The Human Aspects of Managing
Managing for Development
Administrative Systems

1. The Human Aspects of Managing

Interpersonal and Group Skills for Managers (1 week)

Human Resource Development (1 week)

December 6-11, 1987 - Gull Harbour Resort, Manitoba

Organization Development (1 week)

September 13-18, 1987 - Winnipeg, Manitoba

2. Managing for Development

Government Systems and Self-Government (2 weeks)

Module I - Federal & Provincial Government Systems

Module II - Native Self-Government

Community Economic Development (3 weeks)

- An Introduction to Economics

- Economic Analysis

- Preparing for Economic Study

Community Development (1 week)

(Cont'd)

THE UNIVERSITY OF MANITOBA (Cont'd)

3. Administrative Systems

Planning, Budgeting and Accounting (3 weeks)

- Planning & Budgeting
- Accounting & Principles
- Accounting Procedures

Project Planning and Control (3 weeks)

For further information contact:

Mr. Don Castleden or Doris Young
Continuing Education Division
The University of Manitoba
WINNIPEG, Manitoba
R3T 2N2

Telephone: (204) 474-8034 or 474-8036 or
toll free in Manitoba 1-800-432-1960

YELLOWQUILL COLLEGE

Indian Program Management

The Indian Program Management curriculum prepares students for careers and positions as administrators and managers of social services, human services, and financial offices which may be operated by the band, tribal council, and other Native organizations.

Certificate requirements:

In order to receive a certificate in Indian Program Management each student must complete the following classes:

Business communications 3720
Beginning accounting 3751
Advanced accounting 3752
Personnel management 4740
Computer literacy 1402
Technical writing 4720
Canadian government 4710
Principles of Management 4741
Communications systems 4721
Organizational structures 4742

Suggested Schedule

Fall Term

Beginning accounting 3751
Personnel management 4740
Computer literacy 1402
Business communications 3720
Technical writing 4720

Spring Term

Advanced accounting 3752
Canadian government 4710
Principles of management 4741
Organizational structures 4742
Communications systems 4721

(Cont'd)

YELLOWQUILL COLLEGE (Cont'd)

Business Administration

This two year program will include a 2-month practicum in a setting whereby the student will have the opportunity to implement the practice application of the concepts learned through course work.

The program will be articulated through Assiniboine Community College in Brandon, Manitoba. Upon successful completion of the program, the student will receive a Business Administration Diploma, specializing in Tribal/Band Community Administration.

The purpose of the Business Administration Program is to prepare skilled administrators to assume the responsibilities of that of Band Administrators, Economic Development Workers, Community Resource Workers and Administrators, in general. The Program is also designed to enable participants to work in both Native and non-Native environments.

Program of Studies:

Year I

Accounting I
Law I
Business Maths
Law II
Business Management
Marketing
Accounting II
Business Communications
1 elective

Electives

One of: Typing
 Word Processing
Three of: Native Law/Community Planning
 Political Science/Band Management
 Native Studies
 Psychology
 Canadian History
One of: Computer Programming
 Computer Applications

N.B. Proposal Writing will be included in
 Business Communication

Year II

Intermediate Accounting I
Micro Economics
Intermediate Accounting II
Personnel Management
Macro Economics
Business Practicum
4 electives

(Cont'd)

YELLOWQUILL COLLEGE (Cont'd)

Business Administration (Cont'd)

Duration: Two years

Location: Portage La Prairie

Language of instruction: English

For further information contact:

Mrs. S. Myran
Yellowquill College
P.O. Box 1599
Crescent Road West
PORTAGE LA PRAIRIE, Manitoba
R1N 3P1

Telephone: (204) 239-1570

ANIGAWNCIGIG INSTITUTE

Native Economic Development and Small Business Management

This program is designed specifically for Native students. It is jointly sponsored by the Anigawncigig Institute and Sir Sandford Fleming College of Applied Arts and Technology.

The purpose of the program is to provide education and training which will result in the development of viable Native community-centred enterprises and employment. The curriculum reflects this dual goal of entrepreneurship and community economic development.

Topics covered:

- Accounting
- Communications
- Community Development
- Economic Development
- Computer Literacy
- Field Placement
- Small Business Management
- Leadership Skills
- Mathematics
- Cultural Awareness

Duration: 44 weeks

Location: Peterborough, Ontario

Language of instruction: English

Admittance requirements: Grade 10 or equivalent

For further information contact:

Mrs. N. Belfry
A/Executive Director
Anigawncigig Institute
267 Steward Street
PETERBOROUGH, Ontario
K9J 3M8

Telephone: (705) 748-1780, 748-1781, 748-1782
748-1783, 748-1784, 748-1785,

BIG TROUT LAKE

The Big Trout Lake Training Program, owned and operated by The Big Trout Lake Band promotes the self-determination of the indigenous people of Big Trout Lake and the surrounding region in their business, community and local government institutions through a practical program of skill development in management, administration and related areas.

Topics covered:

- Economic development
- Bookkeeping
- Accounting
- Financial management
- Word processing
- Computers
- Newsletter production writing
- Personal growth
- Communications - theory
- Business
- Media and native studies

Duration: 41 week certificate program, starting Sept. 14, 1987

Location: Big Trout Lake

Language of instruction: English

Admittance requirements: No formal requirements
Limited to 12 seats

For further information contact:

Mrs. Grace Teskey or Cameron Sainnawap
Program Co-ordinators
BIG TROUT LAKE, Ontario
POV 1G0

Telephone: (807) 537-2534

THE CONFEDERATION COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Diploma in Business Band Management

Topics covered:

Semester 1

Introductory Accounting
Business Math.
Basic Communications
Native Spec. Legislation
Sociology Community Life
Committee, Meetings & Minutes

Semester 2

Fundamental Acc't Principles
Intermediate Communications/
Business
Introduction to Computers
Gov't. Struct. & Function
Proposals & Fund Raising

Semester 3

Management Accounting
Advanced Communications/
Business
Office Management
Intro. to Business Law
Intro. to Economic Dev'mt
Personnel Management
Bands & Native Organizations

Semester 4

Applied Band Accounting
Microcomputer Application
Proposals & Fund Raising
Small Business Management
Topics in Native Management
Planning & Scheduling

Duration: Two years

Location: Thunder Bay, Ontario

Language of instruction: English

Admittance requirements: Grade twelve or mature student status.

The Confederation College of Applied Arts and Technology also offers two distance education programs:

1) Band Management

Topics covered:

Administration
Band Council resolutions
Office management
Business communications
Committee meetings
One write system and audits
Band enterprises
Accountable contributions

2) Band Clerk

Topics covered:

Fundamentals of typing
Business communications
Office procedures
Business English
Business mathematics
One write system and audits
Legislation
Accountable contributions
Band Council resolutions
Band administration

(Cont'd)

THE CONFEDERATION COLLEGE OF APPLIED ARTS AND TECHNOLOGY (Cont'd)

For further information contact:

Mr. Dave DeKnock
Dean of Continuing Education
The Confederation College of Applied Arts and Technology
P.O. Box 398
THUNDER BAY, Ontario
P7C 4W1

Telephone: (807) 475-6115

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THE CONFEDERATION COLLEGE OF APPLIED ARTS AND TECHNOLOGY (Cont'd)

Indian Economic Development

Topics covered:

Semester 1

Introductory Accounting
Business Math.
Basic Communications
Native Spec. Legislation
Committee, Meetings & Minutes
Sociology Community Life

Semester 2

Fundamental Acc't Principles
Intermediate Communications/
Business
Introduction to Computers
Gov't. Struct. & Function
Proposals & Fund Raising

Semester 3

Advanced Communications
Business
Intro. to Business Law
Personnel Management
Facilitation Techniques
Intro to Economic Dev'mt
Management Accounting
Introductory Economics

Semester 4

Development Economics
Econ. Development Methods
Small Business Management
Microcomputer Application
Marketing, Advertising & Sales

Duration: Four Semester - Diploma Program (Not scheduled for
Fall 1987 due to minimum enrollment)

Location: Thunder Bay, Ontario

Language of instruction: English

Admittance requirements: Secondary School Graduation diploma
with credits at or above level four -
or mature student

For further information contact:

Mr. Arthur Moore
Co-ordinator, Native Management Program
The Confederation College of Applied Arts and Technology
P.O. Box 398
THUNDER BAY, Ontario
P7C 4W1

Telephone: (807) 475-6424

FRONTIERS FOUNDATION

Operation Phoenix Program

The program is a comprehensive community planning program designed to enhance the ability of native communities to take control over their own development. To achieve and maintain autonomy, the community must function as a viable unit. Therefore, goals and strategies for development must address the needs of the community as a whole - its economic, social and cultural elements. The program's objectives are to assist native communities in increasing employment opportunities, generating revenue to support social and cultural programs and decreasing dependence on government funding. In order to achieve these objectives, Operation Phoenix has established a resource team to train and advise community groups as they work through each stage of the planning process.

Topics covered:

- Preparing community profiles and needs assessments
- Identifying community goals and formulating development strategies
- Feasibility studies
- Fund raising strategies
- Business administration and project management
- Evaluation of plans and projects

Duration: Short term workshops

Location: On-site

Language of instruction: English

For further information contact:

Ms. Marla Metson
Program Manager
Frontiers Foundation
2615 Danforth
TORONTO, Ontario
M4C 1L6

Telephone: (416) 690-3930

KEYNORTH

Word Processing Program

KeyNorth offers a word processing program for native women which involves "hands-on" experience in the operation of an applied use of data entry and word processing.

Duration: Flexible contracts, maximum length 10 months

Location: Sudbury, Ontario

Language on instruction: English

Admittance requirements: Grade ten level

For furthur information contact:

Ms. Katherine Beddows
KeyNorth
66 Elm Street West
SUDBURY, Ontario
P3C 1T5

Telephone: (705) 674-1074

LAMBTON COLLEGE

Lambton College offers courses to bands in Lambton County upon request, to develop competent graduates who have acquired skills, knowledge and awareness applicable to management positions in the native, non-native or government communities.

Topics covered in Band Management I, II, and IV include:

- Indian Act
- Fed/prov. acts
- Basic office procedures
- Band Administration
- Band responsibilities - councillors, chiefs, and committees

Duration: Band Management I - 12 weeks
Band Management II - 12 weeks
Band Management IV - 36 weeks

Location: Lambton College and Field Trips

Language of instruction: English

For further information contact:

Mr. Bill Campbell
Manager of Skills Training and
Native Programs
Lambton College
Box 969, 1457 London Road
SARNIA, Ontario
N7T 7K4

Telephone: (519) 542-7751 ext. 401

MCMASTER UNIVERSITY

McMaster University has designed two Indian Management training seminars: Community Development and Developing Community Strategies.

The main objective of the two seminars is to educate band leaders and administrative officers on the processes and usefulness of community development. Depending upon the trainees' existing skill level it is possible to alter the depth of instruction to meet the trainees' particular learning needs. Seminars are divided into components which include: lecture, discussions and case studies, and are available upon request.

1) Community Development: Processes and Products

Components covered:

Understanding terms fundamental to community development work
Understanding place of people in community development work
Understanding the role of the community development worker
Examples of successful community development programs
Community development planning
Community development action

2) Developing Community Strategies

Understanding terms fundamental to developing community strategies
Resource profile: Assessment of community strengths and weaknesses
The search for opportunity
Evaluating community plans
Implementing community strategies

Duration: Five days

Location: To be set upon request

Languages of instruction: English

For further information contact:

Dr. Randolph Ross
McMaster University
HAMILTON, Ontario
L8S 4M4

Telephone: (416) 525-9140 ext. 4636

NORTHERN COLLEGE

1) Native Business Administration Program

Northern College offers a three year diploma in Native Business Administration which integrates both conventional administration courses with specialized topics concerning Native Indians today. Specialized courses offered within the Native Business Administration programs are:

- an Introduction to Native Culture; and
- Indian Canadian Government Relations.

Duration: Three years

Location: Kirkland Lake, Timmins, Kapuskasing and
James Bay Campuses

Language of instruction: English or French

Admittance requirements: General level or
mature student status

1) Programme d'administration des affaires autochtones

Le Northern College offre un programme de trois ans sur l'administration des affaires autochtones. Celui-ci comprend deux cours conventionnels d'administration avec des cours spécialisés sur des sujets concernant la vie contemporaine des autochtones. Les cours de spécialisation du programme d'administration des affaires autochtones sont:

- une introduction à la culture indienne, et
- les relations du Gouvernement canadien avec les administrations indiennes.

Durée du cours: Trois ans

Lieu: Kirkland Lake, Timmins, Kapuskasing et
le campus de La Baie James

Langue d'enseignement: Anglais ou français

Conditions d'admission: Niveau général ou
un statut d'étudiant adulte

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NORTHERN COLLEGE (Cont'd)

2) Native Core Program, one year certificate

The main objectives of the Native Core program are: to prepare Native students for continuing studies, and also to allow them to obtain a one year certificate in Arts and Science. The content and delivery of the Core Program has been established to provide a forum for the examination of national issues which affect Indian people.

Duration: Two semesters (32 weeks)

Location: South Porcupine (Timmins), Ontario

Language of instruction: English

Admittance requirements: High school graduation,
mature student status

For further information contact:

Mr. Edmond Sackaney
Northern College
Porcupine Campus
P.O. Box 2002
SOUTH PORCUPINE, Ontario
PON 1H0

Telephone: (705) 235-3211

TRENT UNIVERSITY

Native Management and Economic Development Program

The Trent University Native Management and Economic Development Program (N.M.E.D.P.) is a program of study jointly offered by the Native Studies Department and the Administrative and Policy Studies Program. It has been established to provide students and practicing managers and administrators with an opportunity to receive management and entrepreneurial training and to be involved in research and demonstration projects in the context of Native communities. The emphasis of the program will be on planning and managerial skills that are vital to the success of organizations and economic development initiatives.

1) Diploma Program in Native Management and Economic Development

The Diploma Program is open to students who have the equivalent of Ontario Grade 12, or who qualify as mature students. Students of Native ancestry are encouraged to enroll.

Over a two year period students are required to complete 8 to 8 1/2 courses of which 7 are university credit courses. These may include courses on Fundamentals of Accounting, Management in Native Organizations, Native Economic Development, Introduction to Marketing, Entrepreneurship and Canadian Small Business and others.

2) Degree Program (3 year) Bachelor of Arts (Native Management and Economic Development)

Students will complete 15 courses successfully to receive a B.A. degree with a major in Native Studies and an emphasis in Native Management and Economic Development Studies. A minimum of 6 courses in Native Studies and 4 courses in Administrative and Policy Studies are required.

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TRENT UNIVERSITY (Cont'd)

3) Honours (4 year) Degree Program (two options available)

Option 1: Bachelor of Arts BA (Honours) in Native Studies (Native Management and Economic Development Studies emphasis) This option offers the same courses as Option 2 plus an additional academic year of integrated study and the successful completion of a minimum of four additional credits.

Option 2: Bachelor of Administrative Studies B.A.S. (Native Management and Economic Development Studies emphasis). This option includes such courses as Introductory Economic Analysis, Introduction to Management in Native Organizations, Accounting, Microeconomic Theory, Macroeconomic Theory, Administration and Policy, Native Economic Development, Entrepreneurship and Canadian Small Business, Managerial Planning and Control, Native Community Development, and Strategic Management.

4) Graduate (2 year) Degree Program

Master of Arts (M.A.) in Canadian Heritage and Development Studies (Native Studies emphasis) with a research focus on community-based Native Management and Economic Development.

Location: Peterborough, Ontario

Language of instruction: English

Admittance requirements: High school graduation or equivalent

For further information contact:

Mr. B. Heidenreich
Coordinator
Native Management and Economic Development Program
Trent University
PETERBOROUGH, Ontario
K9J 7B8

Telephone: (705) 748-1211

NORTHERN QUEBEC MANAGEMENT TRAINING CENTRE

1) Management/Administration Courses:

The Northern Quebec Management Training Centre will be providing a series of regional and/or local courses. Courses will review business or administrative problems and will be presented to groups of administrators and local government managers on location in Northern Quebec. Topics for the workshops will be identified by regional organizations.

2) Distance Education

The Northern Quebec Management Training Centre intends to provide several distance education courses during 1987-88.

Courses offered:

- Written Communications (in Inuttitut)
- Bookkeeping
- Introduction to Micro-Computers (Apple Version)
- Introduction to Micro-Computers (IBM Version)
- Programming 1
- * Communications
- * Introduction to Economics

(* learning packages are not complete)

Duration: To be determined

Location: On-site

Language of instruction: Inuttitut and English

For further information contact:

Denise Allard or Bruna Mastroianni
Northern Quebec Management Training Centre
331 Mimosa
DORVAL, Quebec
H9S 3K5

Telephone: (514) 636-8120 (ext. 276 or 287)

QUEBEC NATIVE TRAINING INSTITUTE

The Quebec Native Training Institute is a private, non-profit educational organization which was established in 1982, and is under the leadership of an Indian board of directors.

1) Management in a Native Environment

Management in a Native Environment is an adult education program designed to meet the needs of Indian community leaders, existing or potential managers and community members who require management skills. This program is comprised of twenty courses varying between 15 and 135 hours. Courses can be divided into modules of shorter duration in order to facilitate access to training (15 to 21 hours/week). Management in a Native Environment offers the following three fields of specialization:

1. Project or Program Management
2. Small Business Management
3. Organization/Band Management

Admittance requirements: Grade eight or equivalent

Language of instruction: French or English

2) Introductory General Management (I or II) and Entrepreneurship

Introductory sessions are offered to groups interested in management skills and entrepreneurial potential development. Sessions vary from 18 to 54 hours, and include the following activities: a community training needs assessment, planning and integrated training, and the identification of the entrepreneurial potential of individuals. Small business creation and effective Self-administration of existing resources is encouraged through these sessions.

For further information contact:

Mr. Germain Paul, General Director
Quebec Native Training Institute
59 blvd. Bastien
VILLAGE DES HURONS, Quebec
G0A 4V0

Telephone: (418) 843-6857

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INSTITUT DE FORMATION AUTOCHTONE DU QUÉBEC

L'Institut de formation autochtone du Québec, établi en 1982, est un organisme privé à but non-lucratif dont le conseil de direction est composé d'Indiens.

1) Programme de gestion en milieu autochtone.

Le programme de gestion en milieu autochtone est un programme d'éducation pour adultes désigné pour les besoins des chefs des communautés indiennes, des gestionnaires existants ou potentiels et des membres des communautés indiennes qui désirent acquérir des habilités administratives. Les vingt cours de ce programme varient entre 15 et 135 heures. Les cours peuvent être divisés en modules d'une durée plus courte afin de faciliter l'accès à la formation (15 à 21 heures par semaine). Le Programme de gestion en milieu autochtone offre les trois spécialisations suivantes:

1. Gestion de projet ou de programme
2. Gestion de petite entreprise
3. Gestion d'organisation/bandes

Conditions d'admission: 8ième année ou l'équivalent

Langue d'enseignement: Anglais ou français

2) Introduction à l'administration générale (I et II) et au sens des affaires

Des sessions d'introduction sont offertes aux groupes intéressés à acquérir des habilités administratives et à développer leur sens des affaires. Les sessions sont d'une durée de 18 à 54 heures et incluent les activités suivantes: évaluation des besoins de formation au niveau de la communauté; la planification d'un programme intégré de formation; identification du potentiel du sens des affaires des participants. La création de petites entreprises et l'administration efficace des ressources existantes sont encouragées durant les sessions.

Pour de plus amples renseignements, contacter:

M. Germain Paul
Directeur général
Institut de formation autochtone du Québec
50, boul. Bastien
VILLAGE DES HURONS (Québec)
G0A 4V0

Telephone: (418) 843-6857

ADVANCED MANAGEMENT CENTRE - DALHOUSIE UNIVERSITY

Senior Band Management Program

The Advanced Management Centre of Dalhousie University has designed a course specifically geared to meet some of the management requirements of senior managers at the band level. The course is divided into two intensive week-long sessions.

Session One

Interpersonal Skills
Group Decision Making/
Problem Solving
Teamwork/Group Dynamics
Interpersonal Communications
Productivity and Performance
Factors
Motivational Management
Managing Performance Deficiencies
Management Style and Productivity
Managing Change and Conflict
Self-Management

Session Two

Functional Management Skills
Understanding Financial
Statements
Purchasing a Computer
Financial Analysis/Allocation
of Funds
Economic Decision Making
Internal Financial Control

Duration: Two one-week sessions

Start Dates: To be announced

Location: To be determined

Language of instruction: English or French

For further information contact:

Director
Advanced Management Centre
Dalhousie University
1261 Seymour Street
HALIFAX, Nova Scotia
B3H 3J5

Telephone: (902) 424-2410

CENTRE DE GESTION AVANCÉE - UNIVERSITÉ DALHOUSIE

Programme de gestion des bandes offerts aux cadres supérieurs

Le centre de gestion avancée de l'Université Dalhousie a ébauché un cours spécifiquement géré pour rencontrer certains besoins de gestion des cadres supérieurs au niveau des bandes. Le cours est divisé en deux sessions d'une semaine.

Première session

Entregent et gestion
Prise de décisions et solution
de problèmes par le groupe
Travail en équipe et dynamique
de groupe
Communication interpersonnelle
Productivité et facteurs de
rendement
Gestion motivationnelle
Traitement des problèmes de
rendement
Style de gestion et
productivité
Gestion du changement et
gestion des conflits
Autogestion

Deuxième session

Compétence en gestion
fonctionnelles
Interprétation des états
financiers
Achat d'un ordinateur
Analyse financière et
mouvements de trésorerie
Prise de décision économique
Contrôle financier interne

Durée du cours: Deux sessions d'une semaine

Début du cours: A être annoncé

Lieu: A être déterminé

Langue d'enseignement: Anglais ou français

Pour de plus amples renseignements, contacter:

Le directeur
Centre de gestion avancée
Université Dalhousie
1261, rue Seymour
HALIFAX (Nouvelle-Ecosse)
B3H 3J5

Téléphone: (902) 424-2410