



# *AccelerateU*

Student Guide





Photo: CMLC

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Photo: Reginato

# Welcome to *AccelerateU*



As the Dean of the Faculty of Business and Communications Studies, one of the most important things I do is to spend time listening to partners in the community. A critical partner are employers. Whether they are global corporations, start-ups, non-profits, or from the public sector, they share one thing, a need for our graduates to hit the ground running.

The transition from being a student to a professional can be challenging. This is not surprising, given many students have spent the better part of two-decades in school. This is why I am excited about the potential of our new pilot program - ***AccelerateU***.

*AccelerateU* is designed to remove the barriers between students and professionals. Immersive experiential learning can be transformative because it challenges you to build on your knowledge and confront problems facing real organizations. *AccelerateU* allows students studying Marketing, Entrepreneurship, or Social Innovation to spend all or part of their senior year taking courses in close proximity to professionals in these fields. This creates increased opportunities for engaging community partners in projects, as guest speakers, or as mentors.

For the academic year 2023-24, we will be delivering 30+ *AccelerateU* classes at the *Open Learning Lab* in downtown Calgary. As a student in this pilot, you will be given unique experiences that few other MRU students will have. But here is the secret. The value of *AccelerateU* to you is directly related to your investment. The more you participate and leverage this experience, the more value you will get from it. I encourage you to make the most of your time being part of *AccelerateU*.

All the best this semester!

**Dr. Kelly Williams-Whitt**

Dean, Faculty of Business and Communication Studies

# Why Accelerate You?

Whether they are global corporations, start-ups, non-profits, or from the public sector, employers share one thing in common: a need for new employees to be ready to hit the ground running.

Photo: Trevor Lalonde

The transition from being a student to a professional can be challenging. This is not surprising, given you have spent the better part of two-decades in school. This is why the Bissett School of Business is launching - AccelerateU.

AccelerateU are thirty-three curated Mount Royal University classes in marketing, innovation & entrepreneurship, social innovation and management being taught in Bow Valley Square, the single busiest building in the city.

AccelerateU is designed to remove the barriers between students and professionals. Immersive experiential learning can be transformative because it challenges you to build on your knowledge and confront problems facing real organizations. AccelerateU enables any Mount Royal student, taking courses in marketing, innovation & entrepreneurship, social innovation and management to spend all or part of a year in close proximity to the organizations and people changing the face of Calgary. The result will be endless opportunities for you to engage the professionals who can define your future.

Examples include:

- Engage with industry professionals as part of every course.
- Solve real-world problems with some of the world's most innovative companies and make a real contribution to your community.
- Get inspired with industry leading professional development sessions hosted at Lab.
- Network with thought leaders and sector experts.
- Learn how to create a professional portfolio that will accelerate your future.

## Will AccelerateU cost me anything?

The best feature is that there is no additional cost to participate in AccelerateU. One of the core goals of AccelerateU is to ensure that we support all students in meeting their personal and professional goals. We recognize that not everyone has the capacity to participate in co-op, field schools, or a semester abroad, so AccelerateU is designed to give you a similar competitive advantage prior to graduation, while fitting into your life today with no additional cost.

# Meet Your Future

Your future career success is not just about what you know, it's about who you know. This means relationships matter. Frankly, the professionals who will kick-start your career are likely not sitting in Wyckham House or at Mount Royal's library. Instead, they are likely sitting in their office, coffee shop, or maybe working directly with you in one of our AccelerateU courses.

AccelerateU is designed to remove the barriers between students and professionals. Immersive experiential learning can be transformative because it challenges you to build on your knowledge and confront problems facing real organizations. The result will be endless opportunities for you to engage the professionals who can define your future. Below are some of our current members.

For the most current list of all our community members please click [HERE](#).



# Getting to Class

## Saving You Time and Money

AccelerateU is being delivered in Calgary's busiest office complex, Bow Valley Square. With 190 tenants and thousands of business and community leaders within a few minutes walk, AccelerateU is designed to remove the barriers between students and our community.

Photo: Trevor Lalonde

Bow Valley Square was also chosen because it overcomes one of the biggest challenges you face as a Mount Royal student - not having campus on the CTrain line. Bow Valley Square is one block from 1st Street SW CTrain station and connected via the Plus 15 Skywalk network. Even better, traveling to AccelerateU classes via Calgary Transit is FREE with your **UPass**.



## Your UPass

Public transit is your best option for travelling to the Open Learning Lab because you have already paid for transit through your **UPass**. The UPass provides full time postsecondary students in Calgary access to the public transit through your student fees. To qualify for the UPass you must have the following:

- ✓ Must have a @mtroyal.ca email address.
- ✓ All eligible students taking 3 courses (minimum of nine credits) in each semester are assessed a fee for the universal bus pass (UPass).
- ✓ Must have a handheld device that supports either Google Play (Android) or App Store (iOS).



For more information on how to access your UPass, click [HERE](#).



## Calgary Transit Park and Ride

Driving is both expensive and time consuming. This is why we encourage students who have a car to use the Calgary Transit Park and Ride lots available at many CTrain Stations. These lots have both free parking and reserved parking. Reserved parking spaces become free after 10 a.m. on weekdays.

### Red Line Park & Ride

#### South Park and Ride

- 39 Avenue
- Anderson
- Canyon Meadows
- Chinook
- Fish Creek-Lacombe
- Heritage
- Shawnessy
- Somerset-Bridlewood
- Southland
- North Park and Ride
- Brentwood
- Crowfoot - North and South
- Dalhousie
- Tuscany - Tuscany Side
- Tuscany - Rocky Ridge Side

#### Bus Terminal Park & Ride

- Centre St & 78 Ave N (Huntington Hills Community Centre)
- Douglas Glen
- McKenzie Towne
- North Pointe (Harvest Hills Blvd at Country Village Way)
- Sandstone Dr & Berkshire Blvd NW

### Blue Line Park & Ride

Photo: Trevor Lalonde

#### North East Park and Ride

- Calgary Zoo
- \*Marlborough Mall (MaKami College)
- \*Rundle (Sunridge Mall)
- \*Barlow / Max Bell
- Franklin - North and South
- Marlborough (Canadian Tire Mall)
- McKnight-Westwinds
- Saddletowne
- Whitehorn

#### West Park and Ride

- 69 Street Parkade
- 69 Street Surface
- Sirocco Station

## Direct Bus to and from Campus

Though we encourage you to take all your classes in a single day downtown, if your schedule requires you to travel to or from Mount Royal, there is FREE door to door bus service to and from campus on routes **304, 66, and 13** with your UPass.

## Cycling Downtown

Did you know that with 1000km, Calgary has the largest pathway and bikeway system in North America?

It is not surprising that there are over 17,000 cycle trips in and out of the downtown daily. To maximize safety, Calgary has now introduced cycle tracks across the downtown area. A cycle track is a bike lane protected by a physical barrier from moving cars, parked cars and sidewalks. It provides a predictable space and minimizes potential conflicts between people who walk, cycle, and drive.

Downtown cycle tracks are on:

- 5 Street (on the east side from 3 Ave. S.W. to 17 Ave. S.W.)
- 12 Avenue (on the north side from 11 St. S.W. to 4 St. S.E.)
- 8 Avenue / 9 Avenue (on the north and south sides from 11 St. S.W. to 3 St. S.W. and Macleod Trail to 4 St. S.E.)
- 7 Street S.W. (on the east side from the Bow River Pathway to the alley between 8 and 9 Avenue S.W.)
- Edmonton Trail (on the west side from Memorial Drive to 2 Avenue N.E.)

Additionally, cycling is allowed on Stephen Avenue (from 3 St. S.W. to 1 St. S.E.) and Olympic Plaza although no physical track has been built. Between 6 a.m. and 6 p.m. people walking and cycling share the space. Between 6 p.m. and 6 a.m. people walking use the sidewalk, and bicycles and cars share the roadway.

Best of all Bow Valley Square includes access to a **secure underground bike lock-up**.

## Driving Downtown

We understand that parking can be expensive, and we encourage you to save your money and take public transit. If you would like to drive to the OLL, your best option is parking in the East Village. Street parking is only \$1 per hour. You can then walk or take the CTrain to Bow Valley Square.

Parking is free at The CORE Shopping Centre after 3:00 p.m. for the first three hours and just \$2.00 after that.

### Finding the Lab in Bow Valley Square

Bow Valley Square is Calgary's largest office complex, composed of four towers. The Open Learning Lab is located on **floor 4 of tower 2**. Tower 2 is located on the northeast corner of the complex on the corner of 5<sup>th</sup> Ave and 1<sup>st</sup> St (SW). The best way to enter is from the 1<sup>st</sup> St doors. The elevators will be on your right. If you are coming from the +15 level, you will need to go to the main floor to find the elevators to floor four.

On the first day, look for large blue signs and the AccelerateU ambassador team in blue Mount Royal University t-shirts.

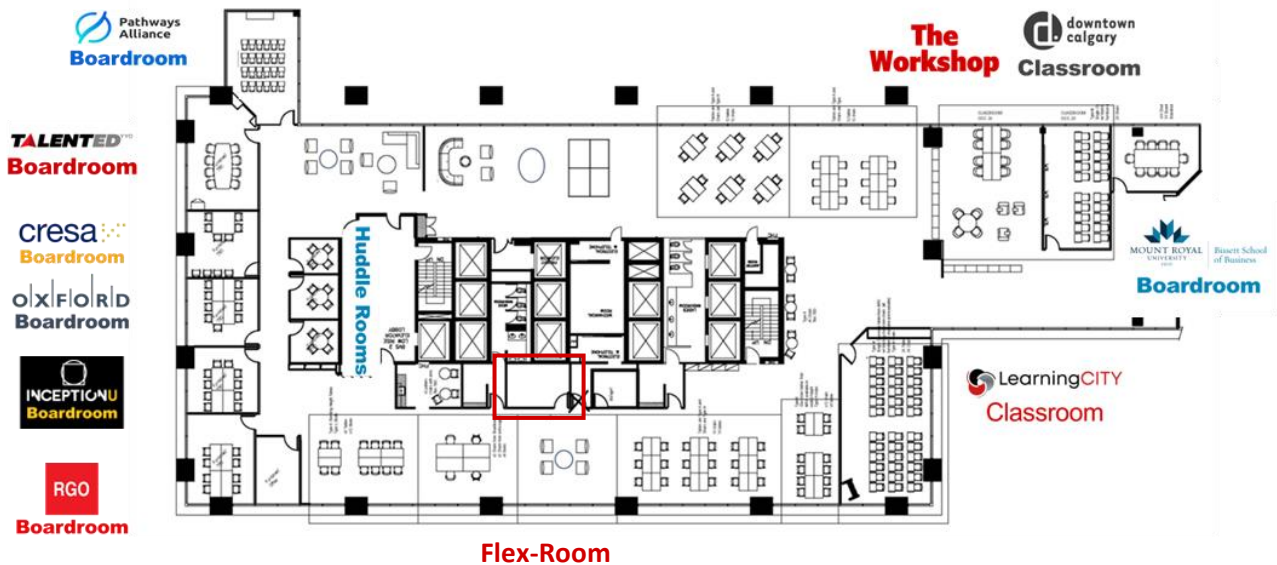


# The Lab

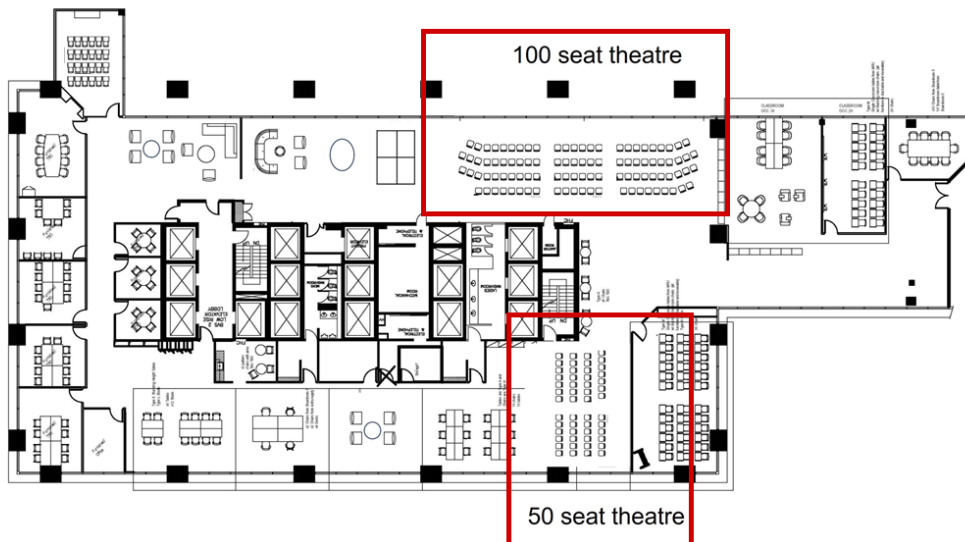
The OLL is **15,000 square feet** in the city's busiest building - **Bow Valley Square**. Bow Valley Square is also home to 190 businesses across every sector, from technology to energy to professional services. The pilot lab will be open for all members from **August 14, 2023, to April 27, 2024**. the OLL is designed as a highly flexible space, for teaching, networking, and events:

- Three classrooms and ten meeting rooms
- Flexible event space, including 100+ seats in theatre style configuration
- LED screens in all rooms

## Standard Configuration



## Event Configurations



# Classroom Profiles

There are three classrooms, ranging from 20 to 35 seats. Priority for these rooms are provided to structured programs. If you would like to **book a classroom**, please contact our community coordinator, Elaura Tait via email at [ecric457@mtroyal.ca](mailto:ecric457@mtroyal.ca)

## LearningCITY Classroom

**Seats:** 35

**Configuration:** Theatre

**Technology:** TV monitor with HDMI.

**Video Conferencing:** Webcam. TV speaker.

Microphone embedded on webcam.

**Whiteboards:** Two

## The Workshop

**Seats:** 20

**Configuration:** Large boardroom table.

Flexible configuration.

**Technology:** None

**Video Conferencing:** None

**Whiteboards:** Three

## Calgary Downtown Association Classroom

**Seats:** 30

**Configuration:** Theatre

**Technology:** TV monitor with HDMI.

**Video Conferencing:** Webcam. TV speaker.

Microphone embedded on webcam.

**Whiteboards:** Two



# Meeting Room Profiles

## TalentED YYC Boardroom

**Seats:** 10

**Configuration:** Large boardroom table

**Technology:** 41 inch by 70 inch monitor with HDMI.

**Video Conferencing:** Webcam. TV speaker. Microphone embedded on webcam.

**Whiteboards:** Two

## Pathways Alliance Boardroom

This boardroom is designed to be used as a classroom, meeting room or workshop room.

**Seats:** 23

**Configuration:** Theatre (configurable)

**Technology:** TV monitor with HDMI.

**Video Conferencing:** Webcam. TV speaker. Microphone embedded on webcam.

**Whiteboards:** One extra large

## Oxford Boardroom

**Seats:** 10

**Configuration:** Large boardroom table

**Technology:** TV monitor with HDMI.

**Video Conferencing:** Webcam. TV speaker. Microphone embedded on webcam.

**Whiteboards:** Two

## Huddle Rooms

Huddle rooms are great for zoom calls, small team meetings, or just some private space to get some work done! All Huddle rooms have whiteboards, power, and internet connection, but no TV or other tech.

**Seats:** 4-5

**Configuration:** circular meeting table

**Technology:** none

**Video Conferencing:** none

**Whiteboards:** one

## CRESA Boardroom

**Seats:** 6

**Configuration:** Large boardroom table (with space for additional tables to be moved in if desired)

**Technology:** TV monitor with HDMI.

**Video Conferencing:** Webcam. TV speaker. Microphone embedded on webcam.

**Whiteboards:** Two

## Bissett School of Business Boardroom

**Seats:** 10

**Configuration:** Large boardroom table

**Technology:** TV monitor with HDMI.

**Video Conferencing:** Webcam. TV speaker. Microphone embedded on webcam.

**Whiteboards:** ??

## RGO Boardroom

**Seats:** 10

**Configuration:** Large boardroom table

**Technology:** TV monitor with HDMI.

**Video Conferencing:** Webcam. TV speaker. Microphone embedded on webcam.

**Whiteboards:** Two

### Bow Valley Square Security

Bow Valley Square has 24/7 security. If you are required to contact building security for any reasons you can contact them via the Bow Valley Control Centre at **403.705.1154** or **bvscontrol@oxfordproperties.com**

# Meeting Room Booking System

All meeting rooms can be booked through the OLL online booking system available at:

<https://openlearninglabbyyc.skedda.com/booking>

Booking availability is based on two tiers:

**Tier 1:** Educator Members and Partners – **365 days** advance booking

**Tier 2:** Employer Members and students – **14 days** advance booking

To use the booking system, you must be register through the invitation link sent by our community coordinator. If you require an invitation to be sent, please contact our community coordinator, Elaura Tait at [ecric457@mtroyal.ca](mailto:ecric457@mtroyal.ca).

	TalentED YYC Boardroom	Pathways Alliance Boardroom	InceptionU Boardroom	RGO Boardroom	CRESA Boardroom	Oxford Boardroom	Bissett Boardroom	Prosperity Huddle Room
11:00 AM								
12:00 PM								
1:00 PM								
2:00 PM								
3:00 PM			David Finch (Open Learning Lab) Marketing-Driven Strategy - Agency 3			David Finch (Open Learning Lab) Marketing-Driven Strategy - Agency 1	David Finch (Open Learning Lab) Marketing-Driven Strategy - Agency 2	
4:00 PM								
5:00 PM								
6:00 PM								

### NEW BOOKING

**BOOKING TYPE\***

User booking Internal use Unavailable

**DATE & TIME\***

Friday, September 8, 2023 From 11:30... to 12:00 PM

**REPEAT\***

None

**SPACES\***

RGO Boardroom

**HOLDER\***

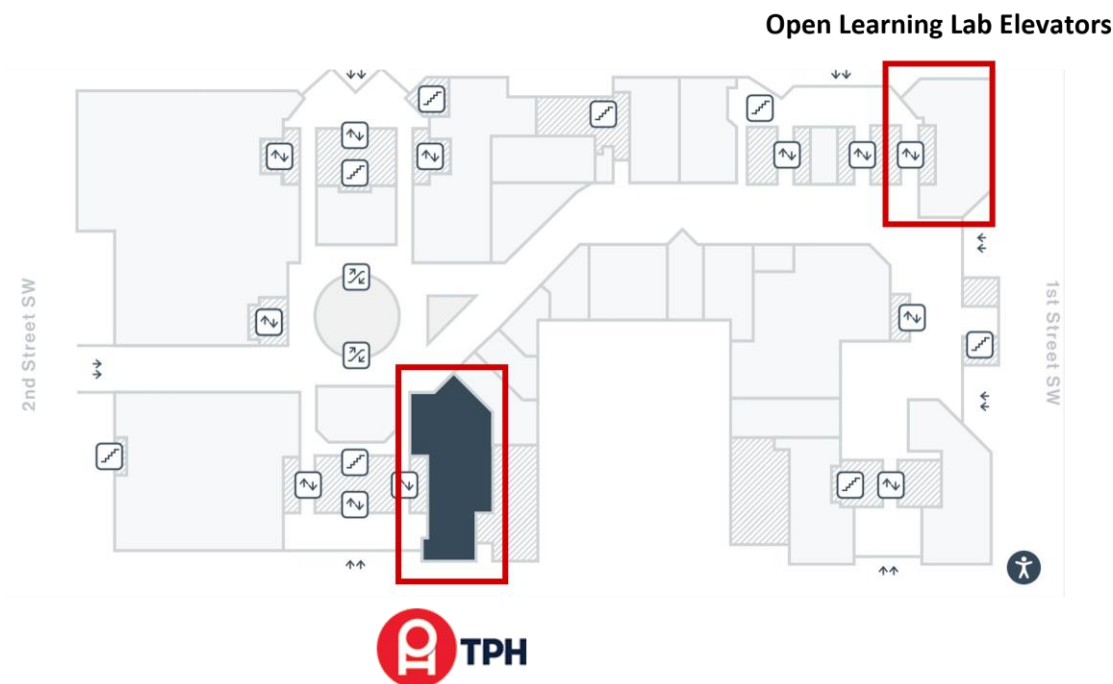
Casual user (no details needed)

**BOOKING TITLE**

An optional booking summary

# Printing in the Open Learning Lab

There is no student printing in the Open Learning Lab, however, we recommend you use [The Printing House Bow Valley Square](#). TPH is located on the main floor of Bow Valley Square (refer to floor map below). You can submit your printing order to TPH by clicking [HERE](#). We have found they excellent rush work and are priced very competitively.



**The Printing House Bow Valley Square**



# Fun & Games

The Open Learning Lab and AccelerateU are designed to stimulate innovation and creativity. This means we need to do things a little differently. the OLL is a hyper flexible space and one of the first things you will see when you walk in is the games zone.

- Crowchild Classic Bubble hockey
- Ping Pong
- Spike Ball
- Puzzles
- Giant Jenga
- Ultimate Twister
- Darts
- Basketball
- Soccer





# Beyond the Lab

## Bow Valley Square

With dozens of restaurants, shops, and services, Bow Valley Square is a city in a city. Moreover, it is connected in all four directions to the 16 km, [Plus 15 skywalk network](#). This gives you access to an endless number of food, beverage, and shopping options while downtown. Below are a list of your options just in Bow Valley Square.

Photo: Trevor Lalonde

### Food and Beverage

- A&W
- Analog Coffee
- Centre
- Freshii
- Hankki
- Holy Grill
- Jugo Juice
- Olly Fresco's
- Royal Exchange Pub · Grill
- Starbucks
- Sushi Party
- Taco Time
- Telus
- Tim Hortons
- Verona Pizza
- Vo Kitchen & Bar

### Retail

- Breslauer & Warren Jewellers
- Case Mogul
- Cork Fine Wine
- Gateway Newstand
- IRIS Optical
- Morning Sun

### Retail, Continued

- Our J Store
- Rogers Wireless
- Stephen Lowe Art Gallery
- Wild Orchid
- Services
- Free underground bike lock-up
- Best of Seven Barbers
- Bow Valley Athletic Club
- Bow Valley Child Care
- Bow Valley Chiropractic
- Bow Valley Dental
- Bow Valley Square Fitness
- CIBC
- Elements Hair & Aesthetics
- Licensing Co.
- Mathieson & Hewitt Photo
- MediDerm Spa
- RBC
- Shoemasters Shoe Repair
- Sunshine Detail
- THE Downtown Sports Clinics
- The Printing House
- White Dove Cleaners

## Enjoy Downtown

Downtown Calgary has it all. With great restaurants, arts and culture, shopping, and icons like the Calgary Tower, it is easy to plan a whole trip around all the things to see and do right in the heart of downtown Calgary. From great restaurants and live entertainment to festivals and public art, check out everything downtown Calgary has to offer.

# AccelerateU Professors

In 2023-24 we have diverse Mount Royal professor's teaching **AccelerateU** courses.



Photo: Trevor Lalonde

## Jessie Chahal

Jessie is an experienced entrepreneur, political strategist, and strategy consultant. His previous work experience includes being a founder of numerous successful start-up ventures, a senior advisor in the Prime Minister's Office - leading strategy and outreach across western Canada and senior roles in the Aga Khan Development Network.

This will be the sixth year of teaching MGMT 5333 at the Bissett School of Business. He has previously taught Business Strategy at the Beedie School of Business at Simon Fraser University.

Jessie is a graduate from the London School of Economics (MSc. – Public Management), Simon Fraser University (MBA –International Business) and the University of Calgary (BSc. – Communications and Culture).

**AccelerateU course:** Strategic Management (MGMT 5333)



## Dr. AnneMarie Dorland

AnneMarie Dorland is an Assistant Professor in the Bissett School of Business at Mount Royal University where she brings together her background as a graphic designer, brand strategist and qualitative researcher to develop innovative, creative and design-oriented undergraduate learning experiences. Her research explores creativity and creative problem-solving practices such as designed approaches to thinking in sectors ranging from oil and gas to healthcare, and she is obsessively curious about the role of designed approaches to thinking in undergraduate teaching and learning.

Dr. Dorland is a contributor to several international publications on design thinking and creative research practice, and she is relentlessly optimistic about the ways that the designed approaches to problem solving can help us create new and innovative ideas in marketing, branding and learning.

**AccelerateU course:** Professional Brand Studio (MKTG 4850)





## **Dr. Hadi Fariborzi**

Hadi has extensive experience in conducting research and teaching workshops on the meta-analysis method. He is the Research Manager of the HubMeta lab at the Haskayne School of Business, University of Calgary. In this role, Hadi is responsible for completing the “HubMeta” platform through guiding the technical team and liaising with platform users. He also teaches meta-analysis and systematic review workshops and manages many research projects with research assistants from around the world to produce state-of-the-art meta-analysis and systematic review studies. revor Lalonde

Prior to joining Mount Royal University, Hadi was a Lecturer (Assistant Professor) in International Business at the University of Sussex Business School in Brighton, UK.

Dr. Fariborzi holds a PhD in Strategy and Global Management from the Haskayne School of Business, University of Calgary. His dissertation entitled “Three essays on early internationalization: antecedents, process and performance outcomes” was supervised by Professor Alain Verbeke. Hadi has also completed a Master of Business Administration from Sharif University of Technology and a Bachelor of Engineering (Electrical Engineering) also from Sharif University of Technology, Tehran, Iran.

***AccelerateU courses:*** DNA Of Selling, Sales And Business Development (ENTR 4420); Harnessing Artificial Intelligence For Business (ENTR 3730 - Special Topics In Innovation & Entrepreneurship). .



## **Dr. David Finch**

David Finch's professional background reflects a commitment to the convergence of theory and practice. David possesses a PhD in management and is an active educator, scholar and practitioner. Dr Finch holds several academic appointments including Professor at Mount Royal University, Senior Fellow at the Institute for Community Prosperity, and a Visiting Scholar at the Henley Business School in the United Kingdom.

Dr Finch is the Director of the CityXLab. The CityXLab explores the intersection between a city’s learning, creative and active experiences; community prosperity; and its ability to attract, develop and retain human capital. David has authored over 50 scholarly papers and published in journals such as the Journal of Business Ethics, Academy of Management Learning & Education, Journal of Marketing Management, Canadian Journal of Administrative Sciences, Higher Education, the Journal of Marketing Education, the Corporate Reputation Review and the International Journal of Management Education.

Dr. Finch held progressively senior roles in areas of corporate strategy in Canada, the U.S. and the U.K. In this role as a senior fellow at the Institute for Community Prosperity,.

***AccelerateU courses:*** Marketing-Driven Strategy (MKTG 4858); Sport & Entertainment Marketing (MKTG 3730); Designing YOU (block week)



## **Julie Gathercole**

Julie is an accomplished marketing communications leader with 20 years of experience in the public and private sectors. Having led communications for well-known organizations such as United Way, TD Bank, Molson Coors, the Government of British Columbia, and the 2010 Winter Games, Professor Gathercole is a passionate about delivering results and developing others. Professor Gathercole spends her time working on a variety of volunteer and consulting projects while teaching marketing and public relations courses to the next generation of business leaders as a faculty member with Mount Royal University.

Notable strengths and experience include:

- Leading teams in complex organizations through periods of change
- Planning and implementing large scale public relations and marketing strategies
- Managing, and meeting, the needs and priorities of diverse stakeholder groups
- Managing and responding to complex and sensitive issues for public and private sector businesses
- Writing and editing publications in various business and media styles
- Providing strategic communications counsel for Premiers, CEOs, and Cabinet Ministers

***AccelerateU courses:*** Navigating Marketing Trends (MKTG 3558).



## **Lynne Rousom Lee**

Lynne is an international education consultant providing professionalism and diligence in the pursuit of quality education. Proficient in researching and writing, developing technical documents for governments, INGO's, and organizations. Experienced in empowering others through collaborative coaching, mentoring, and facilitating with a focus on enhancing capacity in others.

***AccelerateU courses:*** Science of Persuasion (MKTG 3150).



## **Patrick Moskwa**

Patrick believes every experience heightens our understanding of the worlds Patrick Moskwa has been called a renaissance man, which sounds cheesy; BUT he'll be embracing it until his business cards run out. He was trained as an architect and has been practicing design and entrepreneurship for over 25 years. His fingers reach into many areas of the creative industries, from buildings, visual art, and interiors to furniture, graphics, products, wearable design and fabrication, even motorcycles and performing arts. Patrick is a creativity and design instructor in Marketing, Entrepreneurship, Information Design, Social Innovation, and Visual Art. He recently received a Master of Fine Art, applying a lens of human-centred architecture and spatial experience to material culture. His art practice is driven by place, autoethnography and queerness.

Patrick has been active with Vivacity as a mentor, guest speaker, and course development collaborator since its inception. He has lent his expertise in human-centred design, storytelling, and world-building to help craft a new learning experience for the students and communities to which the course is geared. Patrick prefers to ask more questions than provide answers.

***AccelerateU courses:*** Civic Innovation (SINV 4401) ; Human Centered Design For Social Impact (SINV 4402)



## **Dr. Catherine Pearl**

Prior to joining academia, Dr. Pearl spent almost twenty years in the private sector; in corporate planning, finance and marketing. She has worked for a number of multinational and national firms honing her management expertise. She also spent considerable time in the not-for-profit sector as a volunteer, a consultant and as President and CEO of a registered charity, which operated a social enterprise.

Catherine has been active in the Mount Royal community and has served as a member of MRU's Professional Development and Library Selections committees in addition to sitting on the Faculty of Business and Communication Studies' Research Committee. Catherine also serves as Career Services Liaison for Co-operative student placement opportunities in social innovation. Dr. Pearl was a founding board member of the Calgary Chamber of Voluntary Organizations (CCVO), and has also served on the board of a number of community organizations including: Propellus, YWCA Calgary, Lycee Louis Pasteur, Developmental Disabilities Resource Centre, and Lunchbox Theatre. Catherine also serves as a Board Governor for the Association of Nonprofit and Social Economy Research (ANSER).

***AccelerateU course:*** Civic Innovation (SINV 4401)



## **Dr. Amir Bahman Radnejad**

Dr. Amir Bahman Radnejad is an entrepreneur, innovation consultant and scholar with more than a decade of experience in start-ups, business development and innovation research in Canada, United Kingdom and United State of America. Currently, Bahman is an Associate Professor of Innovation and Entrepreneurship at Bissett School of Business, Mount Royal University, and president of 1388 consulting, helping individuals and corporations to develop Design Thinking and innovation leadership competencies. Prior to Mount Royal, Bahman was a business faculty member at State University of New York at Brockport and Susquehanna University in the USA. Bahman has published research articles, conference proceedings and book chapters on Design Thinking, Open Innovation, Innovation Management, and Sustainable Energy Development. Bahman has been actively involved in several start-ups in the energy, food, IT, and fashion industry. He also teaches courses as an adjunct faculty at University of Calgary and State University of New York.

Bahman has a PhD in Strategy, Energy and Environmental Specialization, from University of Calgary, Masters in Innovation and Entrepreneurship from University of Manchester, and a BSc in Chemical Engineering from University of Tehran. He has also received Design Thinking certification from Harvard Business School Online.

***AccelerateU* courses:** Business Plan Development (ENTR 4433) and Spearheading and Navigating Product Launch (ENTR 3350).



## **Katherine Ziff**

Katherine Ziff is always on the lookout for new ideas and approaches — particularly to use in motivating people to be more daring, creative, and ingenious in their approaches to social innovation. She has many years' experience facilitating design thinking activities and leading teams of design thinking practitioners in science centres and children's museums in the United States and Canada and has brought design thinking practices to libraries, community groups, and innovative teams in municipal government. Her research uses tools from science & technology studies to understand the physical and organizational factors that contribute to the function (and dysfunction) of design teams.

***AccelerateU* courses:** The Art Of The Pitch (ENTR 3305); Creativity For Entrepreneurial Practice (ENTR 3302); Civic Innovation (SINV 4401).

**Dr. Sami Houry** will be teaching the AccelerateU section of Evidence-based Marketing (MKTG 3258) in fall 2023.

# Frequently Asked Questions

AccelerateU is a totally new concept for Mount Royal University students, so it is natural you will have a lot of questions. In working with our student and alumni advisory committee, we've developed a series of frequently asked questions that we hope will answer many of your questions.

## The Basics

### What Is AccelerateU?

AccelerateU is an initiative of the Bissett School of Business and involves delivering thirty-three curated classes in marketing, entrepreneurship, or social innovation classes at the Calgary Open Learning Lab in downtown Calgary. The OLL is in Bow Valley Square, the single busiest building in the city. AccelerateU is designed to remove the barriers between students and professionals. Immersive experiential learning can be transformative because it challenges you to build on your knowledge and confront problems facing real organizations.

In fall 2022 and winter 2023, we hosted nine pilot AccelerateU classes at the Platform Calgary Innovation Centre. The goal of the first two pilot phases was to better understand the logistics and learning value of teaching immersive experience learning close to professionals in your field. This next phase of the pilot, expands AccelerateU significantly, and relocates AccelerateU, located in the busiest building in Calgary.

### How much more will AccelerateU cost me?

The best feature is that there is no additional cost to participate in AccelerateU. One of the core goals of AccelerateU is to ensure that we support all students in meeting their personal and professional goals. We recognize that not everyone has the capacity to participate in co-op, field schools, or a semester abroad, so AccelerateU is designed to give you a similar competitive advantage prior to graduation, while fitting into your life today with no additional cost.

### Is AccelerateU only for students doing their major or concentration in marketing, entrepreneurship, and social innovation?

No. AccelerateU enables any Mount Royal student, taking courses in marketing, entrepreneurship, or social innovation to spend all or part of a year near the organizations and people changing the face of Calgary.

### Why is AccelerateU downtown?

Your future will be defined by two things - what you know and who you know. Who you know starts with both structured and unstructured professional networking. AccelerateU is designed to remove the barriers between students and professionals. Immersive experiential learning can be transformative because it challenges you to build on your knowledge and confront problems facing real organizations.

## Is AccelerateU only for students in their final year before graduation?

No. The program is designed to support senior students prior to graduation. The courses being offered include a range of marketing, entrepreneurship, and social innovation classes, many of which are general education courses.

## What courses are being taught at AccelerateU?

Thirty-three different classes are being taught at AccelerateU. This incorporates a diverse range of classes in marketing, innovation & entrepreneurship, social innovation, and management. These include all the core BBA capstone courses, as well as General Education (Gen Ed), and electives. Courses have been curated to allow students in third and fourth year to spend one or more semesters at AccelerateU.

### Core BBA Capstone Courses

- Business Plan Development (ENTR 4333)
- Strategic Management (MGMT 5333)

### Marketing Courses

- Marketing-Driven Strategy (MKTG 4858)
- Professional Brand Studio (MKTG 4850)
- Navigating Marketing Trends (MKTG 3558)
- Sports & Entertainment Marketing (MKTG 3730)
- Evidence-Based Marketing (MKTG 3258) \*Gen Ed
- Science Of Persuasion (MKTG 3150) \*Gen Ed

### Innovation & Entrepreneurship Courses

- Corporate Innovation And Entrepreneurship (ENTR 4344)
- DNA Of Selling, Sales And Business Development (ENTR 4420)
- Society, Innovation, And Enterprises (ENTR 3370) \*Gen Ed
- Spearheading And Navigating Marketing Launch (ENTR 3350)
- The Art Of The Pitch (ENTR 3305) \*Gen Ed
- Creativity For Entrepreneurial Practice (ENTR 3302) \*Gen Ed

### Social Innovation Courses

- Civic Innovation (SINV 4401) \*Gen Ed

## What is an AccelerateU course bundle?

AccelerateU courses have been curated to allow students in third and fourth year to spend one or more semesters downtown embedded in the community. The course schedule was developed in conjunction with students and alumni, so students could spend an entire day downtown taking AccelerateU courses. To do so, all courses are once per week for three-hours. In addition, we developed two course bundles that allow students to spend six hours in AccelerateU classes in a single day. Check out [AccelerateU.ca](https://AccelerateU.ca) for details on the bundles available.

## Is AccelerateU close to the CTrain?

Yes. AccelerateU is designed to be easy and simple by dealing with one of the challenges we face at Mount Royal - not being on a CTrain line. For this reason, we chose the location for the Open Learning Lab that is one block from 1st Street SW CTrain station and connected via the Plus 15 Skywalk network. Even better, traveling to the Open Learning Lab via Calgary Transit is FREE with your UPass.

If you are a student who has a car, we recommend you use Calgary Transit Park and Ride lots available at many CTrain Stations. These lots have both free parking and reserved parking. Reserved parking spaces become free after 10 a.m. on weekdays.

## How will I get to AccelerateU classes from campus?

Though we encourage you to take all your classes in a single day downtown taking AccelerateU classes, if your schedule requires you to travel to or from Mount Royal, there is FREE door to door bus service to and from campus on routes 304, 66, and 13 with your UPass.

## Where do I park if I take classes downtown?

We understand that parking can be expensive, and we encourage you to save your money and take public transit. If you would like to drive to your AccelerateU classes, your best option is parking in the East Village. Street parking is only \$1 per hour. You can then walk or take the CTrain to Bow Valley Square.

## If I take my classes at AccelerateU, should I still buy a MRU parking pass?

That will depend on your schedule and will depend on how often you choose to go to the main campus. If you are taking all your classes at the City Hub and only drive to main campus periodically, it is likely more cost effective to pay for parking daily.

## Can I ride my bike my AccelerateU classes?

Of course! Did you know that with 1000km, Calgary has the largest pathway and bikeway system in North America? Then it is not surprising that there are over 17,000 cycle trips in and out of the downtown daily. Cycling to class is good for you, the environment, your pocketbook. Best of all Bow Valley Square provides access to a secure underground bike lock-up.

## How will I meet professionals while taking classes downtown?

- Engage with industry professionals as part of every course.
- Solve real-world problems with some of the world's most innovative companies and make a real contribution to your community.
- Get inspired with industry leading professional development sessions hosted downtown at Bow Valley Square
- Network with thought leaders and sector experts.
- Learn how to create a professional portfolio that will accelerate your future.

## How secure is the Open Learning Lab?

As a co-working space, we are all responsible for ensuring the OLL is both accessible and secure. Therefore, if you are the first one into the OLL on a given day, you will open the front door to allow others access. However, given the size of the OLL, we ask the first person in to work on the south side of the OLL with line of sight to the front door. Once a staff person arrives, they will assume responsibility for the front door. Similarly, on most days, we anticipate that a staff person will be the last person in the OLL. However, if you are working late and are the last person in the OLL, it is your responsibility to close the front door before you leave. As the OLL is open and accessible to hundreds of people, be sensitive to leaving anything of value unattended for any extended period. We recommend following a better safe than sorry approach.

## Where can I sit?

The OLL is a hoteling model, so you can sit anywhere you would like in the common areas. There are an endless array of different types of desks and seating configurations. Most furniture has wheels, and you may configure your space to suit you and your team. This includes mobile partitions with whiteboards. If you move furniture during the day, we only ask that you move it back to where you found it at the end of the day.

## How do I access the WiFi?

The wifi network is OLL and the wifi password is *openlearninglab*.

## Can I print a document in the Open Learning Lab?

There is no student printing in the Open Learning Lab, however, we recommend you use [The Printing House Bow Valley Square](#). TPH is located on the main floor of Bow Valley Square (refer to floor map below). You can submit your printing order to TPH by clicking [HERE](#). We have found they excellent rush work and are priced very competitively.

## Where do I put my lunch?

There are two fridges and a microwave in the kitchen area on the north-side of the floor. You are welcome to put your lunch in the fridge and use the microwave. Please recognize this is a shares space, so ensure you clean-up after yourself. Please note that the **fridges will be emptied each Friday afternoon**, so please do not leave anything in the fridge.

## What is the difference between the Open Learning Lab and AccelerateU?

The Open Learning Lab is the community space being operationalized through the LearningCITY Collective. This space is open and designed to increase collaboration across Calgary's learning system, including employers, educators, and students. AccelerateU is a programs being delivered at the OLL by one of our educator members, Mount Royal University. However, many programs are being delivered at the OLL.

## Who do I contact with questions?

Elaura Tait is the community coordinator. She can be reached at [ecric457@mtroyal.ca](mailto:ecric457@mtroyal.ca)



# Community Building

## How can I meet different members?

There are a few different ways AccelerateU students can meet members.

### Member name cards

When a member arrives, they will pick-up their organization name card. This allows you to know who is who. When a member picks-up their card, they will also pick-up a red and green flag. These flags attached to a member's name card and signal to students whether you are open for a conversation.

**Green.** Means they have a flexible day and are open to a conversation.

**Red.** Means they've got a busy day and need to focus.



## Member Events

The OLL will be hosting regular member – student networking events. Please check the schedule in the front lobby of the Open Learning Lab.

In addition, community members will be hosting many events in the OLL. One responsibility for community members is to allocate a portion of the seats for all OLL events to students. The portion of seats allocated will depend on the event.

# Hosting Events

## Can a student group book the event space?

The event space is highly flexible and configurable from 10 to 100 people in theatre style seating. If a student group would like to book the event space, please contact Elaura Tait, the OLL Community Coordinator at [ecric457@mtroyal.ca](mailto:ecric457@mtroyal.ca). These spaces can be pre-booked until **April 27, 2024**.

## When can we host our student event?

This will depend on the nature and size of the event. Generally, events can be hosted anytime on a Monday, Friday, Saturday or Sunday, and after 5pm on Tuesday, Wednesday, and Thursday.



## What is the Thoughtful Maverick?

The *Thoughtful Maverick* is the event bar at the Open Learning Lab. The *Thoughtful Maverick* is a tribute to Jim Button, a passionate community leader and one of the architects of the Mount Royal University marketing program. Jim coined the goal of MRU is to *graduate Thoughtful Mavericks*, the intersection of analytics, evidence, creativity, and disruption.

## Can I serve liquor at my student event?

Yes, but you must get a liquor license from the AGLC in advance.

### If liquor will be provided free to guests

If your event is open to invited guests or members only, and you will be providing liquor free: You will need a private non-sale "Space Events Liquor" License. The fee for this license is \$10. Please click [HERE](#) to access the application form.

### If liquor will be sold to guests

If your event is open to invited guests or members only and guests will be paying for either admission or liquor service, you will need a private resale "Space Events Liquor" license. The fee for this license is \$25. If you are an individual, not-for-profit group or municipality, you can apply online by clicking [HERE](#). If you are a private company, you must contact AGLC to apply for a license: **1-800-272-8876, ext. 8846**

## Will OLL staff support my event?

The OLL Community coordinator will book your space for you on the event calendar. However, you are fully responsible for the execution of your event.

## Who will clean-up and lock-up following an evening event?

The clean-up and lock-up will be the responsibility of the group hosting the event. This will include moving the furniture back to how you found it and ensuring the lights are turned off, and the front door is locked when the last person in your party leaves in the evening. Please coordinate with the Community Coordinator for any additional questions you may have.

## Does the Open Learning Lab have a portable speaker system?

Yes. The OLL can provide two portable speakers and up to four wireless microphones for larger events. For smaller events, amplification will likely not be required.

## Is there a portable stage for events?

No. We have four tall stools if you are hosting a panel discussion. The sightlines will be sufficient.

## Is there a projector for events or the classrooms?

If you are hosting a smaller event for 30 people or less and require a screen, you may want to book one of the classrooms. If you are hosting an event for less than fifty people, there is a pull-down screen available in the common event space. We also have a portable projector available to be borrowed. The common space for larger events of up to 100 is not conducive to a projector.

The portable projector is flexible and can be used in a classroom. However, there are no pull-down screens in the classrooms so it is not optimal. Both the LearningCITY Classroom and Downtown Calgary Classroom have large flatscreen TVs with HDMI access.



## Is it safe downtown?

We encourage you to be safe at all times. The City of Calgary recommends the following tips:

- Walk with others, or in well-populated areas.
- Stay in well-lit areas with clear visibility for others.
- Be aware of your surroundings – limit the use of devices that would prohibit your awareness.
- Limit the number of belongings that you are carrying in your arms to reduce your vulnerability.
- In case of emergency when you are at the Open Learning Lab contact the 24/7 security:
- The building is equipped with a fire alarm system. If there is a fire; or an evacuation ordered, please leave the building in a calm and orderly manner using your nearest exit and **DO NOT** use the elevators.
- If you ever feel threatened at any time, the City of Calgary recommends the following:
  - Create noise to attract attention.
  - Do not try to keep hold of your possessions or valuables.
  - Pay attention to physical attributes of the person or persons and what they are wearing.
  - Call 9-1-1 immediately.

Bow Valley Square has 24/7 security. Security is highly visible in the public areas. If you are required to contact building security for any reasons you can contact them via the Bow Valley Control Centre at **403.705.1154** or **bvscontrol@oxfordproperties.com**

Similar to Mount Royal, there is a Safewalk program at Bow Valley Square. To access the Safewalk program, simply call **403.705.1154** about fifteen minutes before you want to leave. Please supply the dispatcher your name, location, and destination. A security representative will come and meet you.

# Appendix

## AccelerateU and Networking

For people networking can either sound exciting or like the last thing you want to do. Regardless of where you fall, networking is an essential professional skill at all stages of your career.

Providing you both formal and informal access to Calgary professionals is one of the core goals of **AccelerateU**. Frankly, the professionals who will kick-start your career are likely not sitting in Wyckham House or at Mount Royal's library. Instead, they are likely sitting in their office, coffee shop, or professional hubs like the Open Learning Lab.

But here is a secret. There are over [100 diverse member organizations](#) at the Open Learning Lab. Plus, the Open Learning Lab hosts dozens of events each month bringing hundreds of professionals into the building you are studying at. But remember, they are not there to meet you. In fact, more do not even know you are there. So *AccelerateU* is designed to create the conditions for you to professionally network, whether they are your class clients, guest speakers, or happen to work out of the Open Learning Lab. What you do with this opportunity is up to you.

In this section we are going to review the basics of networking. What is it? What are the benefits? How do I do it?

### What is professional networking?

If you have ever met new people and built relationships that helped you learn something or achieve a goal—you have networked!

Networking simply means connecting with people and cultivating a mutually beneficial relationship. That time you wanted to join a club on campus, so you met students who were in the club, became friendly, and eventually joined the club? Networking. It is something that does not need to be scary, and you have most likely networked before.

### What are the benefits of professional networking?

As you grow as a professional, networking will play a significant role in how you find new jobs and expand your professional opportunities. The people in your network can give you career advice, insight into a new role or industry, or connect you to someone at an employer you want to work for. There are [five key benefits](#) to networking well:

1. Exposure to knowledge and ideas
2. Exposure to new opportunities
3. Career growth and professional development
4. Mentorship
5. Forming forever relationships

## Exposure to knowledge and ideas

As you connect with new professionals, you expose yourself to innovative ideas. Your network will have experiences you have not, and they can share that information and knowledge with you to affect the way you think and approach different situations.

## Exposure to new opportunities

Not only will you be exposed to new ways of thinking, but you will also be exposed to new and exciting opportunities. This is the major benefit of expanding your network. They expose you to spaces you could not get to on your own, or that you didn't even know you needed to be. The best part is that your network will make sure that the door is already open when you get there.

## Career growth and professional development

You are at the very beginning of your career. As you continue to grow and find your way, you will be led by a network who has already done what you are hoping to do and can remove some of the obstacles along your journey. The advice you will receive from your network will be invaluable to your professional development.

## Mentorship

Not everyone in your network will be a mentor and they do not have to be. But within your network, you need to be aware of the individuals who are particularly keen and eager to see you succeed. These are the ones who will become mentors. They are the ones who will not just guide you but will take your hand and make sure you get to where you need to go.

## Forming forever relationships

The thing about building your network is that you are actually forming lifelong partnerships and possibly even friendships. The longer you stay connected to someone, the more that relationship changes and the closer your connection becomes. What starts off as a relationship based on professional value can transform into a true bond.

# 2.2 M

Number of  
postsecondary students  
in Canada.

# 1st

Alberta's rank among all  
provinces in earnings at  
every level of education  
among the provinces



# Networking 101

## It starts with intentional curiosity

Curiosity can be your superpower. But it's not just being curious, it's being intentionally curious. Intentionally curious people are humble enough to recognize they don't know it all. When you were five years old, you were full of questions, and you didn't care that you didn't know everything. How could you? Great networkers have never lost that. How could you know everything even now? Humility creates a hunger that can only be fed by answers.

Photo: Trevor Lalonde

Intentionally curious people look at the world (and their place in it) and see big questions: How do things work together? How do these pieces connect? How can I influence things? How can I improve things? You'll need to develop this intentional curiosity as you become the product manager of you.

Throughout your career, but especially when you are starting out, go out of your way to meet new people. Do not discount a new acquaintance because they do not have a connection to an employer or role you want. The more people you meet and share your career goals with the better.

And remember, networking is an "always on" activity, meaning you should seek out new connections and nurture your network even when you are not looking for a job. As long as you are in the workforce, you should be building professional relationships.

## It's work

Do your homework. A good starting point is to explore the members of Platform Calgary (including employees) on LinkedIn. Who are they? What do they do? What is their background? Are there any that went to Mount Royal? Do not underestimate the power of alumni. They have been where you have been before. They are willing to support you BUT they need to be asked.

Once you have done your homework and found a few people you would like to connect with, it is time to reach out to them. If you can find an email, start there. If not, reach out to them on LinkedIn with a request to connect. Be intentional about mentioning you are studying at the *Open Learning Lab* this semester and you'd like to learn more about them. To cut through this clutter you should consider the following tips:

- 1. Recognize their value.** Show you did your homework, and you are reaching out to them because there is something special about them. Real flattery is very persuasive. For example, "You took such a unique career path by starting at X and going to company Y. I am considering a similar path and would value your advice."
- 2. Be clear on your ask.** To waffle. Be direct. For example, "I am considering a career in X and would like to have 30 minutes of your time to ask you about how you progressed in your career." This does two things; it puts a clear constraint on the request (30 minutes), and it reinforces that the time together is about them (not you). We all like to think we are special, so reinforce how their knowledge is important and valuable to you.
- 3. Be persistent and keep asking.** You are a low priority, so you may have to send a couple of reminders. Be polite and persistent and if they say no, ask them for anyone else that they could suggest. This will ensure you will have a return on your effort.
- 4. Make it easy for them.** Offer to work to their schedule and meet them at the Open Learning Lab, their office or anywhere they'd like to meet. Don't be surprised if the scheduled time is a month or more out. Professionals are busy people!
- 5. It is not ALL about You.** Networking is not just about meeting people who can help you. The most successful professional relationships are between two people that are interested in learning about and supporting each other. So always consider, so what is in it for them? How can you help them?

## Show you care

People care about people, who care about them. Your job is to actually show you care about developing a genuine relationship with a professional.

**Build rapport:** People like to know you have taken an interest in them, so do your homework. Are they alumni of your school? What do you have in common with them? Do they like sports? The arts? Building rapport is about building a minimum-level of trust and empathy to help a much deeper conversation. Part of building rapport is about being authentically interested in what they have to say. Enthusiasm can go a long way toward showing someone that you care and are interested in what they have to say.

Photo: Trevor Lalonde

**Keep it simple:** The KISS rule (keep it simple, stupid) may be easy to say, but it's really difficult to do. You will want to talk about a lot of things, but networking should be organic. To get the most from networking, consider these three tips:

**Start with broad questions** and then move into more specific questions later. For example, you may want to ask them what made them decide to become a \_\_\_\_\_.

**Start with topics that the professional would find familiar.** Most people like to show others how smart they are, so let the professional talk about his/her ability.

**Start with open-ended questions and only use close-ended questions if needed.** For example, asking a question such as, "Tell me why you became an accountant" is open-ended, allowing the respondent to talk. In contrast, a close-ended question may be, "Did you decide you wanted to be an accountant before you started university?" The risk of a close-ended question is getting a simple yes or no response with minimal value. Your goal is to stimulate their engagement and keep him/her talking.

**Listen.** In networking, it is common to be so focused on the process and the next question that we don't actually listen very well. Great networking builds on what the other person says, which is impossible if you are not actually listening. So, absorb what they say. If you do, they will sense you are engaged, and the time will be much more rewarding for both of you.

**Probe:** Probing is intentional curiosity in real-time. When you respond to a comment by asking them a more specific question, you're probing. For example, if they tell you that the best decision they ever made was to do a co-op degree, don't just leave it at that. Ask them, "Why was the co-op so important to you?" Then you may ask about their specific co-op experience and the skills they developed.

**Be respectful:** You are not only networking; you're also building your personal brand and network. This professional has given you their valuable time. If you find that the given time is naturally going longer, ask if they would be able to extend the time. If they have time and are enjoying the discussion, they will almost certainly say yes.

**Invest in the future:** Ideally, your time is not simply a one-off. A core goal of this process is for you to build your professional network and find other networking opportunities. Following your time together, ensure you send a note thanking them for their time. Personalizing the note by showing some key themes they highlighted shows your engagement and reinforces the value of the time they spent with you. In your note, ask if they'd be open to staying connected so you can follow-up with additional questions.



# Networking Questions

Think of this like a shopping list of questions; you'll never get the opportunity to ask maybe three of four questions in 30 minutes so decide which questions are most important for you and are aligned to the expertise of a professional.

## Exploring their Career

Photo: Trevor Lalonde

1. How long have you been in your current job?
2. How long have you been with your current company?
3. What does your current role entail? What does a typical day look like?
4. Do you manage other people in your role?
5. What kind of decisions or issues are you often faced with in your job?
6. What type of training or education prepared you for your current role?
7. What is the toughest situation you've ever been faced with professionally?
8. What other groups or departments do you interact with in your current role?
9. Do you interact directly with customers?
10. Does your job involve regular hours, or can they vary?
11. What is the best part of your current role?
12. What is your least favourite part of your current role?
13. What type of education do you recommend for your job? Would you recommend graduate school (e.g., MBA, MSc) for this role?
14. When you reflect on your career so far, what would you do more of? What would you do less of?

## Exploring their Career Preparation

1. When you were at my stage, how much planning did you do for your career/life?
2. How does your career relate to your formal education?
3. Is your formal education essential to your career?
4. What courses at school best prepared you for your career?
5. If you could go back to school and start all over again, would you do anything differently?
6. How important are grades for getting into your field?
7. What are the best university/college programs in your field?
8. Did you do a co-op or internship in college/university? Would you recommend this? Why?
9. Did you work part-time when you went to school? Would you recommend this? Why?
10. Are there specific extracurricular activities that might help me prepare for a career in this area?

11. What jobs and experiences have led you to your present position?
12. What kinds of things did you do before you entered this occupation?
13. Which aspects of your background are most helpful?
14. What other jobs can you get with the same background?
15. Based on our discussion, what other field or industries would you suggest I consider?
16. Would you recommend anyone in your network I should reach out to for a discussion?
17. Which professional journals and publications should I be reading to learn about this career?
18. Are there any professional or industry associations I should consider joining?
19. Are there volunteer activities I should consider that would support my entry into this field/industry?
20. What would you recommend I do to keep up to date on trends in this field/industry?
21. Do you have any written job descriptions of positions in this field/company?
22. Would you take a short look at my resume/LinkedIn profile and make any recommendations on how I could improve it to be better positioned for success in your field/industry?
23. Are you willing to answer more questions, by phone, email or in person, if I need additional advice in the future?

## Exploring Their Professional Field or Industry

1. What are the diverse types of careers in this field/industry?
2. Is this field changing? If so, what is driving this change?
3. Is the field growing? Why? Why not?
4. In what industries is this field growing the fastest?
5. In what cities is this field growing the fastest?
6. What type of education do they require in this industry?
7. What are the most important skills demanded today in this field?
8. What is the starting salary in this field?
9. What is the best thing about working in this field?
10. Do people stay in this field for their career, or do they tend to leave?
11. If they leave, what are the common reasons?
12. What do the common entry-level positions in this field generally entail?
13. When you look at people who have succeeded in this field, what characteristics do they tend to have?
14. What would you suggest is the most important thing someone entering this field should know?
15. If you were going to do it all over again, would you enter this field again?
16. To progress in this field, are moving cities required?
17. What international opportunities exist in this field?
18. What do you wish you'd known before you entered this field?



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