

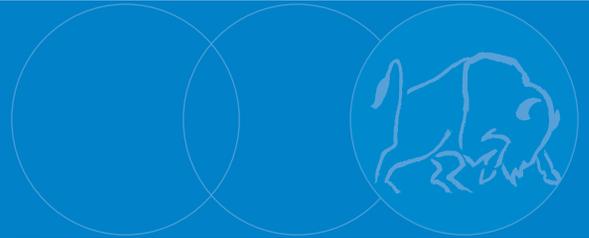
Buffalo Mountain Drum

Aboriginal Leadership and Management Programs at The Banff Centre

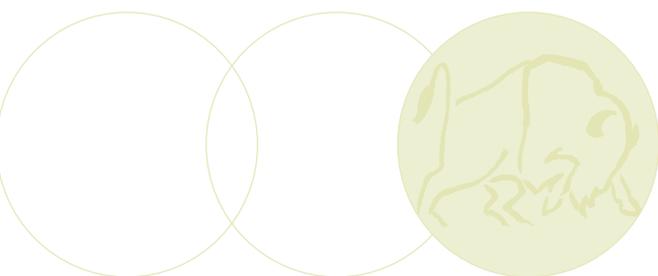
2006 - 2007

Lead Partner

nexen



The Banff Centre
inspiring **creativity**



Director's Message

Tansi!

I am pleased to introduce our second issue of the *Buffalo Mountain Drum*, which describes Aboriginal Leadership and Management programming at The Banff Centre, and provides articles to inspire creative solutions to the challenges faced by Aboriginal leaders today. The magazine's title capitalizes on our unique location in this beautiful, spiritual setting on the side of Sleeping Buffalo Mountain, and uses the drum as a universal Aboriginal metaphor for communication.

We are in our 34th year of providing inspiring and applicable programs, recognized as among the best Aboriginal leadership development programs in the world. Our programs provide knowledge, skills, and tools for Aboriginal leaders to build good governance structures, and effective institutions in their communities, organizations, and businesses. Our programs deliver innovative learning experiences that inspire possibility and vision, yet are attuned to traditional ways and knowledge.

Many new leaders in the Aboriginal community understand the importance of continuing education. Thinkers and doers, these leaders are entrepreneurial in nature, committed to life-long learning similar to the continual learning of traditional knowledge from our Elders. They do not fear change, but embrace it by facing challenges head on, turning threats into opportunities. These new leaders practice servant leadership rather than the old style of command and control. They are strategic level leaders, willing to delegate responsibilities to a team, empower others to perform, creating an environment of excitement and continuous learning. They are transforming leaders who inspire their community or organization around a vision of growth and improvement.

There is a multiple return when a leader invests in continuing education. This human capital theory is borne out by many studies. Not only does a leader improve their own capacities, they also improve their team, their organization, and their community. This new knowledge, inspiration, and excitement ripples from the leader outward.

While there has been a rapid growth in higher education levels in the Aboriginal community, there still remains a gap in professional management skills. Many leaders are elected or appointed without any formal management or administrative training. The need for professional development is strong as our communities, organizations, and businesses grow and become self-governing.

With the economic and social challenges facing Aboriginal leaders, it is imperative that our leaders obtain the leadership and management knowledge necessary to lead their communities through significant change and growth. Aboriginal leaders now regularly deal face-to-face with Cabinet Ministers, high ranking bureaucrats, and corporate managers and need tools to level the playing field.

Aboriginal Leadership and Management programs at The Banff Centre provide such knowledge, delivered by faculty who are experts in their fields. Come to Sleeping Buffalo Mountain to focus your learning in an intense, yet exhilarating environment. Be inspired by peers from across the country towards big dreams and creative solutions.

Brian Calliou
Director, Aboriginal Leadership and Management Programs



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Comments regarding the *Buffalo Mountain Drum* can be directed to aboriginalleadership@banffcentre.ca

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Lead Partner Message

Nexen Inc. is pleased to have entered into a partnership with The Banff Centre as lead partner in supporting Aboriginal Leadership and Management development. Nexen is committed to developing positive relations with Aboriginal people. The Banff Centre is ideally positioned to make a positive contribution to the development of Aboriginal leaders and managers, as they face the challenging decisions of the 21st century.

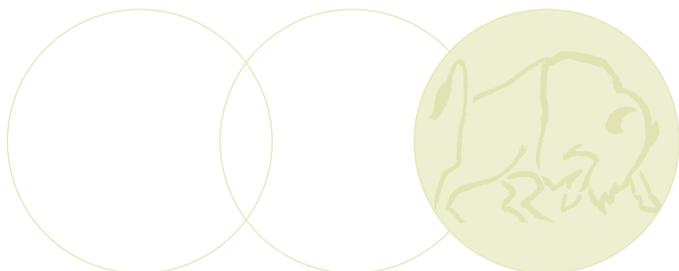
Nexen, with headquarters in Calgary, is a global energy company that operates in diverse settings around the world. We are particularly proud of our reputation for working closely with local communities. We understand the importance of strong local leadership, with a vision of creating mutually beneficial partnerships.

In Canada, Aboriginal communities, their leadership, and their organizations, are currently facing significant challenges. The capacity-building programs offered through Aboriginal Leadership and Management at The Banff Centre provide Aboriginal leaders with the knowledge and skills needed to gain greater autonomy for setting strategic direction and pursuing economic growth.

Nexen is honoured to play a leadership role in supporting The Banff Centre and their Aboriginal Leadership and Management programs.

A handwritten signature in black ink that reads "Charlie Fischer".

Charlie Fischer
President and CEO, Nexen Inc.





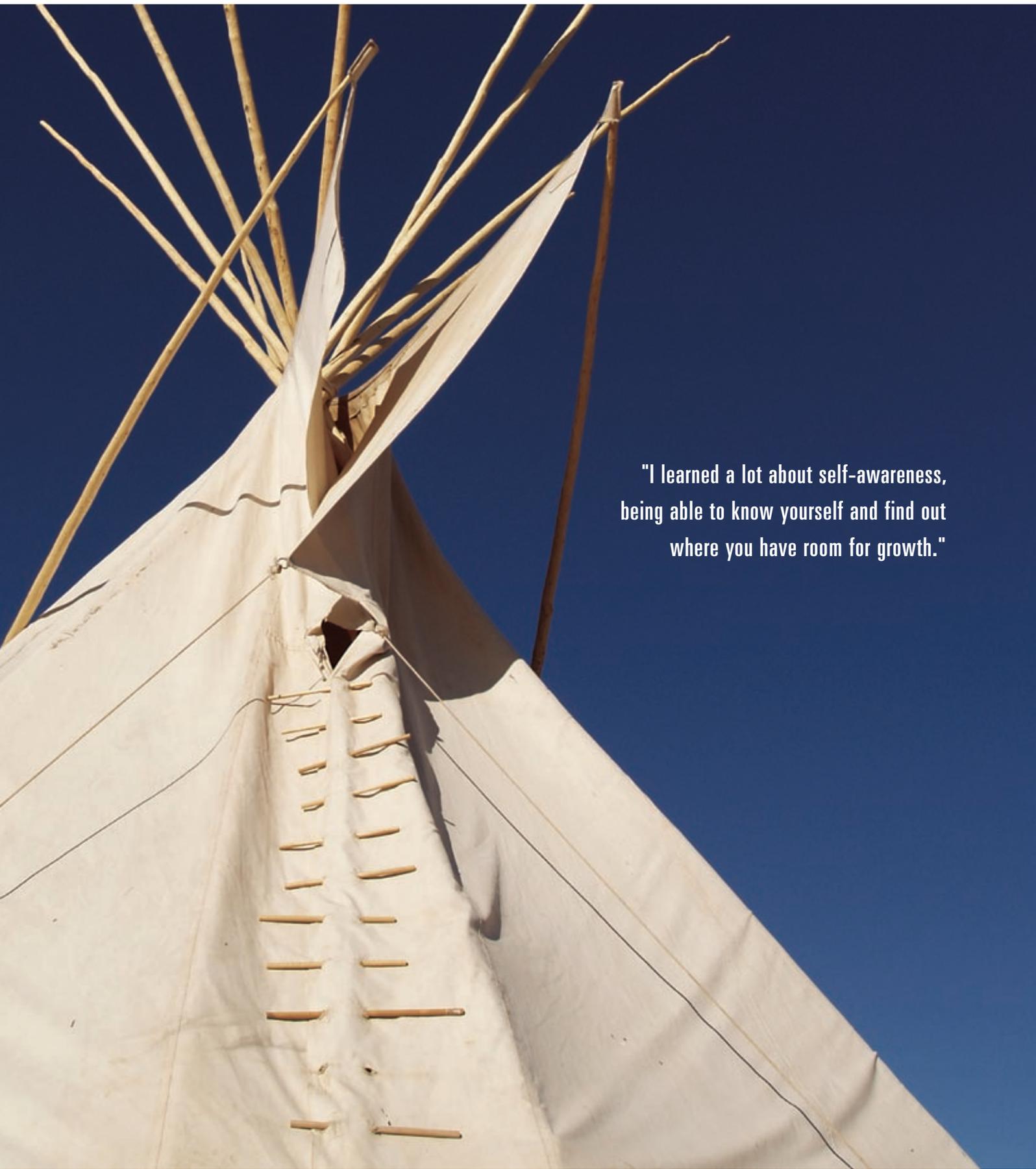
we see EXCEPTIONAL we see DEPTH we see UNCONVENTIONAL
we see the VALUE



Nexen Inc. is a Canadian-based global energy company uniquely positioned for growth in the North Sea, deep-water Gulf of Mexico, the Athabasca oil sands, the Middle East and West Africa. We add value through successful oil and gas exploration and development and leadership in ethics, integrity and environmental protection.

We are proud to partner with The Banff Centre in supporting Aboriginal Leadership and Management development. Nexen is committed to creating positive relationships with Aboriginal people and we look forward to our ongoing partnership.

www.nexeninc.com



**"I learned a lot about self-awareness,
being able to know yourself and find out
where you have room for growth."**

The First and Only

by Katie Daniel

There are challenges that remain barriers, and there are challenges that become possibilities. For RCMP Sergeant Roxane Baalim, turning a potential obstacle into an opportunity was doubly-daunting: she is both a female in a male-dominated field, and Métis in a predominately non-Aboriginal environment.

Born in British Columbia, Sgt. Baalim traces her ancestry back to Métis leader Gabriel Dumont's sister Elizabeth. Educated at McGill, then at the British Columbia Institute of Technology, she obtained her medical lab technician diploma and worked in the field for a number of years. She had always maintained an interest in military or police work, however, and in 1989, joined the Royal Canadian Mounted Police. "Being female was more of a challenge earlier in my career. My first couple of detachments, I was the first and only female there. My co-workers were awesome, but it's an adjustment for everyone to get comfortable with their community."

When a colleague in Aboriginal policing suggested that she attend Aboriginal Leadership and Management's Strategic Planning program in 2005, it was an opportunity she just couldn't pass up. Then stationed at the Brocket RCMP detachment in southern Alberta, Sgt. Baalim was working with a province-wide group of over 20 members responsible for Aboriginal policing in their area. Another officer from the Edmonton detachment attended the program as well, and the two were able to set their learning immediately into action by working with a consultant to facilitate joint strategic planning sessions.

"Attending the program was definitely very important in being able to understand the process necessary for the strategic planning we were about to do. Taking the program helped us clarify our roles in developing a mission, a vision and values, as well as a short- and long-term plan for different initiatives." Sgt. Baalim reports that the plan is unfolding very well. "New positions have been created to help realize it, and the need for an Aboriginal gang unit was recognized. Being at the detachment level and knowing how to apply the strategic planning cycle, in both the short- and long-term, has been beneficial."

There was another benefit to her experience during the Strategic Planning program – she and some of her fellow participants decided to attend the Indigenous Women in Leadership program together later in the year. She's moved into a management role, now based at the Pincher Creek RCMP detachment, and the program has helped her through the adjustment. "It brings me full circle back to the first days as a constable. Now I'm going through the 'first and only' cycle again, but this time on the management side of things. After taking the Indigenous Women's program I recognize that some of the challenges you face as a female aren't all that different between police work and other jobs. The program has given me a support network to help reaffirm that I'm headed in the right direction." Sgt. Baalim has maintained contact with a few of the participants in the program. "One woman based in Ottawa I talk with all the time. A long-term friendship has developed. She's in a completely different line of work, but I find that our challenges and opportunities are similar."

There are other rewards in taking the programs for Sgt. Baalim, on both the personal and community level. "I learned a lot about self-awareness, being able to know yourself and find out where you have room for growth. Both programs helped me learn more about how I interact with people. I learned that not everyone works in the same way. When you are trying to problem-solve you can get into personality issues, rather than the issue itself. Just being aware of that now helps to get the best result."

Does she recommend the programs to others? Absolutely. "Personally, I enjoyed the Indigenous Women in Leadership program particularly, because there was more of a strong bond made very quickly. It's a program I would highly recommend to any Aboriginal woman going into management. And I particularly enjoyed the team building, especially the ropes course. There was real trust building, and the team approach to working with a diverse group with strong personalities was important for me."

For Strategic Planning, her recommendation is just as high. "The quality of the instruction was excellent. For anyone in management working through any type of strategic planning, working closely with their communities, it is well laid out. The facilities and faculty are excellent, the food is great, the pacing is good, the setting is wonderful."

Community Leadership in the 21st Century: Leveraging Information as a Leadership Tool

by Murray Dion

Today's global leaders find themselves having to lead and manage in a world that is ever shrinking, evolving at a frantic pace, and increasingly technologically centered. Aboriginal leaders, more so than their non-Aboriginal counterparts, have a two-fold challenge of ensuring their communities and enterprises take full advantage of the exciting opportunities that information technology and the information economy have to offer; while at the same time protecting and strengthening their culture in the context of a vision that extends seven generations out.

Twenty-first century leaders are guiding their communities or organizations through a world of redefined relationships, constant change, globalization, the "information revolution," and all at "Internet speed." Staying abreast of – and making sense of – the evolving information-centric world is a major challenge affecting every leader.

Building on a proud history of strong leadership, Aboriginal leaders are well positioned to benefit and excel in the 21st century by complementing traditional leadership skills with information-age skills. Beyond the well-established management fundamentals of governance, planning, finance, and human resources, twenty-first century leaders are acquiring skills in emerging management disciplines that include logistics, risk management, change management, performance management, and information management. Specific to information management, today's Aboriginal leaders know they need to be skilled to lead in an age where information is the new high-value asset.

Up until the latter part of the 20th century, assets were primarily tangible in nature: buildings, machinery, raw-materials, and inventories of manufactured goods. That started to change as communication and information technology began shrinking the world and information became the most valued asset. Information in the form of ideas, concepts, culture, history, processes, archives, models, and methodologies are in fact an organization's "intellectual property." Today's leaders are adept at managing, protecting, and leveraging their intellectual property.

Beyond the value of information as an asset, today's leaders are mindful of the importance of information in two other significant ways. Firstly, they know that having the right information at the right time is vital to effective analysis, planning, and decision making. Secondly, they are focused on protecting their information assets at a community, organizational, and personal level. As a case in point, in the very near future all health information will be entirely digitally stored as we move into the world of the Electronic Health Record (EHR). Health care practitioners and patients alike will no doubt benefit from more accurate, accessible, and timely electronic health information. However, ensuring that a patient's confidential health information remains confidential is an issue that needs to be proactively managed. Understanding the value of information both from an opportunity and risk perspective is an essential skill of today's leaders. Acquiring the skills to maximize the value of your information assets is the opportunity.

This century, in fact the next few decades, will usher in unprecedented global change that will open up opportunities previously unforeseen or inaccessible to Aboriginal communities, particularly rural and remote communities – opportunities not to be missed. Effective leaders recognize that in order for them to lead and succeed today, they must understand what enables and impacts their community or organization. In the 21st century, this implies that leaders will need new information-age skills, tools, and knowledge to enable them to lead their communities or organizations through the convergence of culture, technology, a young and well-educated population, nation building, and globalization. Twenty-first century leaders will have a blend of traditional and new skills – tools and knowledge acquired through a commitment to life-long learning and a passion to succeed.

Murray Dion is a strategic consultant and president of Khiasma Health Transformation Inc. For the past ten years, he has worked extensively in the Aboriginal community at the strategic and tactical levels in a wide range of areas that include: economic development, policing, e-Health, and technology. He has been a member of the Aboriginal Leadership faculty since 1999.

Program Model



Sacred Circle of Life

Our programming model is in the form of the sacred circle of life. It is based on the “Revitalizing Aboriginal Nationhood” series of three programs developed in response to a needs assessment survey and alumni think-tank. This foundational series first explores the underpinnings and the route to local sovereignty; then determines how to establish effective institutions that reflect the best of traditional and contemporary ways; and finally provides direction on realizing the dream through strategic planning, implementation, and measurement.

Five additional programs fill out the remainder of the model’s outer ring. Each provides a different set of capacity-building skills and knowledge that are aligned with the building of strong and viable nations and organizations. The inner circles reflect the values and various facets of personal professional development within an Aboriginal paradigm.

Certificate of Aboriginal Leadership, Governance, and Management Excellence

The Certificate of Aboriginal Leadership, Governance, and Management Excellence is awarded to individuals who recognize the importance of continuing education and have successfully complete a total of six programs. The programs are strategically focused on building your capacity to assist your community and organization to successfully move forward into the era of asserting sovereignty. In order to complete the Certificate you will need to take the three compulsory programs, and then choose three additional programs from the options available.

The Three Compulsory Programs of the Certificate

Revitalizing Nationhood 1: Inherent Right to Indigenous Governance

The learning journey evolves with an examination of the philosophical, linguistic and cultural bases of traditional governance and how these manifest themselves into contemporary governing institutions.

Faculty Leader: Leroy Little Bear, J.D., February 11 – 16, 2007

Revitalizing Nationhood 2: Establishing Institutions of Good Governance

The journey continues with an exploration of establishing culturally appropriate institutions of good governance to improve the chances of economic and social success.

Faculty Leader: Dr. Duane Champagne, March 25 – 30, 2007

Revitalizing Nationhood 3: Strategic Planning

The last leg of the learning journey is the preparation to take action. You will learn a strategic planning model and the associated tools and techniques that can be successfully implemented to reduce dependence on government and to realize the dream of sovereignty.

Faculty Leader: Bernadette Scharpen, May 6 – 11, 2007

The Optional Programs of the Certificate – Choose Any 3

Negotiation Skills Training (see page 12)

Faculty Leader: Jerome Slavik

October 15 – 20, 2006; February 25 – March 2, 2007; October 21 – 26, 2007

Aboriginal Board Governance Development (see page 13)

Faculty Leader: Matt Vickers

November 5 – 10, 2006; April 22 – 27, 2007; November 4 – 9, 2007

Aboriginal Leadership and Management Development (see page 14)

Faculty Leader: Randy Swanson

November 19 – 24, 2006; November 25 – 30, 2007

Indigenous Women in Leadership (see page 15)

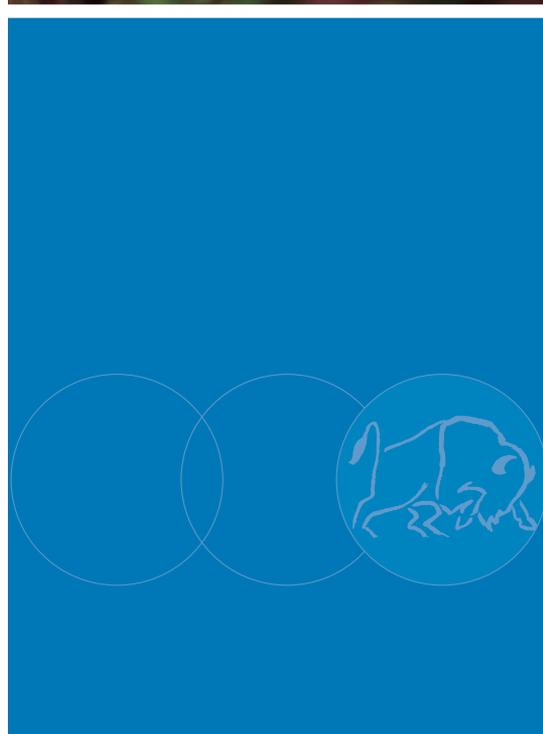
Faculty Leader: Dr. Cora Voyageur

December 3 – 8, 2006; December 2 – 7, 2007

Best Practices in Aboriginal Business and Economic Development (see page 16)

Faculty Leaders: Dr. Manley Begay, Jr. and Lewis Staats

January 28 – February 2, 2007



Negotiation Skills Training

October 15 – 20, 2006; February 25 – March 2, 2007; October 21 – 26, 2007



“An eye-opener with respect to real life negotiations. All the elements and content were easily understood and, with practice, can be utilized in any issues we have at home.”

~ Diette Kinistino
Councillor
White Bear First Nation, Saskatchewan

Program Overview

Many Aboriginal communities and organizations are in negotiations, or are preparing to negotiate, on important issues such as land claims, self-governance, fiscal arrangements, natural resources, co-management agreements, and business partnerships. You will learn and practice each step in the negotiation process by using proven interest-based negotiation techniques.

A High Impact Program For

- Aboriginal leaders and managers mandated to negotiate on behalf of their communities and organizations
- Government negotiators and policy advisors who want to understand the Aboriginal negotiations environment and context
- Private sector parties in negotiation with First Nations and the Crown
- Lawyers, consultants, and advisors to First Nations, Métis, Inuit, and government
- Aboriginal leaders and managers involved in negotiations with funding agencies

Program Highlights

- Interest clarification and the goals of negotiation
- Community participation and support in the negotiation process
- Good and bad results of the negotiation outcome
- How to choose your negotiation team and how to prepare thoroughly for your negotiations
- Build your negotiating skills by participating in simulations, role-play, and improvisation
- Get expert advice on how to be a powerful negotiator
- Examine the role of alternative dispute resolution and mediation, the Crown as negotiator, and multi-party negotiations

Faculty Leader

Jerome N. Slavik, lawyer and negotiator, Ackroyd, Piasta, Roth and Day, Edmonton, Alberta. Jerome's primary practice focuses on providing legal advice to numerous First Nations in British Columbia, Alberta, Saskatchewan, and the Northwest Territories.

Other faculty members will include, but are not limited to: **Richard Price**, Associate, Institute for Dispute Resolution, University of Victoria.

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.

Aboriginal Board Governance Development

November 5 – 10, 2006; April 22 – 27, 2007; November 4 – 9, 2007

Program Overview

Aboriginal leaders, managers, and board directors are faced with complex issues, accelerated change, and new ways of doing business. This program will demonstrate the structure and management of a governing board for maximum efficiency and effectiveness. You will come away prepared to facilitate new processes, run more productive meetings, and be more effective in your decision-making. You will be able to create new accountability and performance-monitoring structures. You will understand the distinction between Directors of the Board and Managers' roles, and clarify your board's priorities and strategic direction.

A High Impact Program For

- Boards of Aboriginal economic and social development agencies
- Legal entities for Aboriginal profit and not-for-profit organizations
- Chiefs and senior administrators of Tribal Councils, Métis Councils, and Inuit organizations
- Managers and administrators of service delivery agencies
- Aboriginal arts and culture organizations
- Urban Aboriginal organizations

Program Highlights

- Principles and models of board governance
- Principles of governance and accountability
- Ensuring board effectiveness through recruitment, training, and development
- New insights on roles, responsibilities, and performance
- Strategic planning and management systems
- Legal aspects of board governance

Faculty Leader

Matt Vickers, a member of the Tsimshian Nation, is Senior Manager, BC and Yukon, Meyers Norris Penny.

Other faculty members will include, but are not limited to: **Anna Hunter**, Director, Aboriginal Public Administration, Department of Political Studies, University of Saskatchewan.

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.



“This is one training session that won’t sit on the shelf.”

~ Hank Shade
General Manager
Treaty 7 Economic Development Corporation
Alberta

Programs

**“This program is a must . . .
and shows how to chart a meaningful
way of life for our communities.”**

~ Don McGregor, Executive Director
Whitefish River First Nation
Ontario



Aboriginal Leadership and Management Development

November 19 – 24, 2006; November 25 – 30, 2007

Program Overview

This program will provide the critical skills leaders and managers need to succeed and prosper. You will have an opportunity to assess your strengths and find out where improvement is needed in your role as a leader or manager. More importantly, you will be given the tools and practice to improve your performance. The emphasis throughout this program will be on using hands-on techniques to help you master competencies to create strategic focus within your organizations and achieve both personal and organizational goals.

Competency-Focused Program

Using a uniquely engaging process, we work with you, your supervisor, and your team members to gather feedback about your current leadership and management capacities. Then we will help you build a learning contract to establish expectations and set learning objectives. Our 360° feedback system and learning contracts are used throughout the program to focus your learning on specific competency areas. After the program they will help you apply your learning in the workplace. Be sure to register at least one month in advance of the program dates to allow the time to engage in the pre-course assessments.

Program Highlights

- Systems thinking, mind mapping, and problem solving
- Strategic planning and change management
- Aboriginal governance and management and their measurability
- Budgeting, financial management, and funding arrangements
- Measurement and management of programs and performance
- Conflict resolution
- Team building

Faculty Leader

Randy Swanson, Director, Aboriginal and First Nations Services, Meyers Norris Penny LLP.

Other faculty members will include, but are not limited to: **Murray Dion**, President, Khiasma Health Transformation Inc.; and **Don McIntyre**, lawyer, Vancouver, B.C.

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.

Indigenous Women in Leadership

December 3 – 8, 2006; December 2 – 7, 2007

Program Overview

This program has been created specifically for women leaders. It examines the issues, challenges, and inequities that you as a woman face as you strive to fulfill the responsibilities of your job, meet the needs of your family members, and answer the demands of the community. It offers the opportunity to acquire a variety of made-to-measure tools. Newly-gained skills will serve as the foundation of a personalized action plan that you can take back to implement in your community or organization. An important program asset is the network of colleagues you will develop and whose support you can leverage when you return home. You will leave empowered and capable of confronting the issues that await you back in the workplace.

A High Impact Program For Women who are

- Indigenous women leaders and managers who are responsible for the future of communities and organizations.

Program Highlights

- Facilitation skills training
- Social and economic issues, trends and implications
- Change management and becoming an agent of change
- Hands-on strategic planning – a model for personal, community, or business planning
- Life balance: stress management, healing, personal boundaries; separating self from career, family, and community
- Communications and media relations
- The challenges of leadership: accountability, performance, decision-making, delegation, and mentoring
- Empowerment through experiential learning
- Resolving conflict with integrity, creating options, and managing anger
- Women, spirituality, and leadership

Faculty Leader

Dr. Cora Voyageur, from Fort Chipewyan First Nation in northern Alberta, is a Professor of Sociology at the University of Calgary.

Other faculty members will include, but are not limited to: Bernadette Scharpen, Ingenus Management and Consulting Co.; Denise L. Lightning, lawyer, Hobbema.

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.

“This program has been very, very good for me both professionally and personally. I have some tools and lots of information to take back with me.”

~ Alison Trenholm, Executive Director
Wachiy Friendship Centre
British Columbia



Best Practices in Aboriginal Business and Economic Development

January 28 – February 2, 2007



“I highly recommend the quality facilitation and professionalism of the program to economic development practitioners in Aboriginal communities.”

~ Paul Hussey
Economic Development Officer
Hamlet of Tuktoyaktuk, Northwest Territories

Program Overview

Building effective economic policy will help achieve more successful, sustainable, and self-determined economic activity. In this program, fundamental issues of governance, such as the creation of culturally appropriate governmental institutions and the role of Aboriginal leaders in effectively planning, creating, and promoting economic policy for self-determined Aboriginal development will be examined. Having determined these foundations, the program will shift focus to the realities of doing business with Aboriginal communities, Aboriginal-owned companies and institutions, and individual Aboriginal entrepreneurs. Emphasis will be placed on an understanding of community economics and the environment in which business decisions can and should be made, and the challenges and opportunities of financing such ventures.

A High Impact Program For

- Aboriginal economic development officers
- Those responsible for the political and economic future of their Nation – executive, legislative, and programmatic
- Aboriginal leaders who are in the forefront, developing a local economy by assisting businesses and economic development in their communities, organizations, and commercial enterprises
- Anyone interested in Aboriginal business and economic development

Program Highlights

- Harvard Project on American Indian Economic Development
- Rethinking Native economic policy; insights and implications
- Case study presentations of “Best Practices” in Aboriginal economic policy and Aboriginal governance made by invited representatives
- Taking steps towards Nation-building: asserting self-governance, building institutions, setting strategic direction, and taking action through strong leadership
- Separating politics and business – a community necessity
- All aspects of community economic development and business planning
- Financing Aboriginal economic ventures

Faculty Leader

Dr. Manley Begay Jr., Director, Native Nations Institute, University of Arizona; Senior Lecturer of American Indian Studies, University of Arizona; and Co-Director of the Harvard Project on American Indian Economic Development; and Lewis C. Staats, President and CEO, Staats & Associates.

Other faculty members will include, but are not limited to: Dr. Stephen Cornell, Professor of Sociology and Director, Udall Center for Studies in Public Policy, University of Arizona; and Co-Director of the Harvard Project on American Indian Economic Development; Murray Dion, President, Khiasma Health Transformation Inc.; Dr. Robert Hathaway, President and CEO, Shamrock Inc.

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.

Inherent Right to Indigenous Governance

February 11 – 16, 2007

Revitalizing Aboriginal Nationhood Series

Program Overview

Aboriginal nations and organizations are at various stages in exercising local sovereignty. The Supreme Court of Canada, in the Van der Peet case, stated that the sovereignty of Aboriginal societies must be reconciled with Crown Sovereignty. You will come away from the program with an understanding of what a reconciled model of governance would look like after exploring and discussing traditional, inherent forms of Aboriginal governance, while gaining a fuller understanding of the colonial forms of governance. Successful self-governance begins with a complete understanding of the constitutional and legal framework regarding the various levels of governments.

A High Impact Program For

- Aboriginal leaders, administrators, senior management.
- Indian, Inuit, and Métis regional or tribal executive directors.
- Consultants and legal counsel who work closely with Aboriginal nations and organizations.
- Provincial and federal policy analysts and negotiators.
- Anyone interested in learning about Aboriginal self-determination issues

Program Highlights

- Examples of traditional forms and processes of governance
- Examples of traditional political philosophies and world-view
- Transition from traditional governance to legislated governance
- Reconciling traditional and contemporary forms of governance
- A look at sovereignty and inherent right to self-determination
- Understanding of legal frameworks for various levels of governments

Faculty Leader

Leroy Little Bear, JD, a member of the Blood Tribe of the Blackfoot Confederacy, lecturer in the Faculty of Native American Studies at the University of Lethbridge, former director of the Native American Studies Program at Harvard University.

Other faculty members will include, but are not limited to: James (Sakej) Youngblood Henderson, Research Director, Native Law Centre, University of Saskatchewan; Chief Justice Robert Yazzie, Navajo Nation.

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.

“First Nations across Canada carry the same issues, same values, same situations, the same spirit. All First Nations have a connectedness with each other.”

~ Rhonda Monkman, Policy Analyst
Southern Chiefs Organization
Manitoba



Programs

**“Governance starts from within each of us
– to my family, to my community, and to
the nation.”**

~ Harvey McLeod, Executive Director
Interior Salish Employment and Training
Society, British Columbia



Establishing Institutions of Good Governance

March 25 – 30, 2007

Revitalizing Aboriginal Nationhood Series

Program Overview

Institution building is a necessary step for Aboriginal nations and political organizations to achieve successful nationhood. Research has shown that asserting Aboriginal jurisdiction or local sovereignty without establishing effective, culturally legitimate institutions results in unhealthy communities that remain in poverty. Those who set up effective, culturally appropriate institutions are economically successful and able to revitalize their culture and language as a result of the financial resources generated. They set up institutions such as the rule of law, separation of politics from business, and accountability to their citizens. They became less dependent on government transfer payments and also became politically and economically powerful. Institutions do affect the performance of political and economic systems.

A High Impact Program For

- Aboriginal leaders, administrators, senior management, and planners
- Indian, Inuit, and Métis regional or tribal managers and executive directors
- Consultants and legal counsel who work closely with Aboriginal nations and organizations
- Provincial and federal policy analysts and negotiators
- Industry or government officials interested in Aboriginal issues of self-government

Program Highlights

- The nature and importance of institutions
- Institution building for good governance in Aboriginal communities
- Establishing capable Aboriginal institutions that reflect cultural values and legitimacy
- Process for drafting and adopting a constitution
- Drafting legislation, regulations, policies and plans
- Structures and processes for implementing governing institutions
- Creating a professional, independent, and culturally appropriate public service
- Enforcement of local laws
- Understand how to run a government

Faculty Leader

Dr. Duane Champagne, Professor of Sociology and Native American Studies, UCLA.

Other faculty members will include, but are not limited to: **Carole Goldberg**, Professor of Law, School of Law, UCLA; and **Dr. T.J. (Tim) Raybould**, Senior Policy Advisor, First Nations Finance Authority, Westbank First Nation.

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.

Strategic Planning

May 6 – 11, 2007

Revitalizing Aboriginal Nationhood Series

Program Overview

Aboriginal leaders, managers, and board directors experience complex challenges in re-building their nations and establishing effective institutions. Research and best practices indicate that successful Aboriginal nations and organizations set strategic direction and long-term goals. A viable strategic plan is required to keep pace with changes in the world, reduce dependence on governments, and raise the standard of living of Aboriginal citizens now and in the future. You will learn a proven model for strategic planning, based upon systems thinking and its associated processes, tasks, and activities. The program will prepare you to implement a community, organization, or board strategic planning session; help you focus resources on specific strategies; and provide an understanding of how to keep the plan alive through evaluation, adjustment, and performance measurement.

A High Impact Program For

- First Nations, Métis and Inuit councils, and tribal councils
- Boards of Aboriginal economic and social development agencies, governing boards, commissions, and legal entities for Aboriginal profit and not-for-profit organizations
- Managers, administrators and team leaders
- Aboriginal leaders
- Urban Aboriginal organizations and agencies

Program Highlights

- Learn systems thinking.
- Learn to use the techniques involved in a strategic planning model
- Identify the vision, mission, and values for your community/organization/board
- Learn how to determine the key factors of success
- Complete a current state assessment and an environmental analysis
- Set strategies on which to focus resources and efforts
- Develop business and operations plans
- Learn how to implement your strategic plan and how to evaluate and measure its performance

Faculty Leader

Bernadette Scharpen, Ingenus Management and Consulting Co.

Other faculty members will include, but are not limited to: **Elizabeth Logue**, Manager, Social Policy Renewal Directorate, Indian and Northern Affairs Canada; and **Shane Gauthier**, Researcher and Communication Officer, Metis Settlements Child and Family Services Authority, Region 10.

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

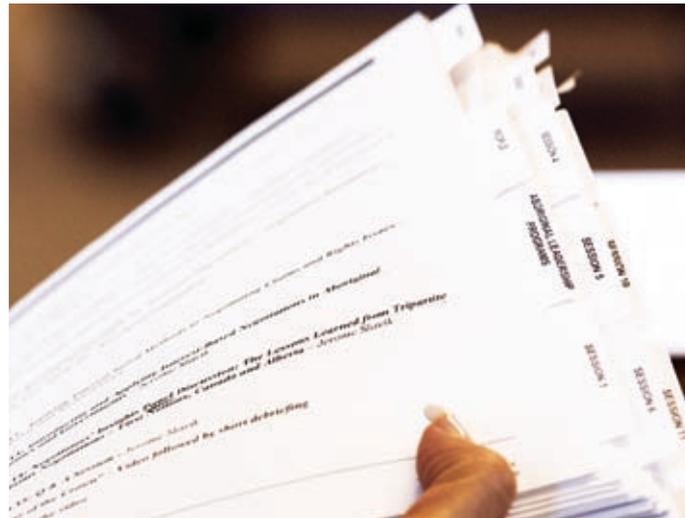
Grant Funding is available, please call for details.



“The tools we acquire enable our First Nation to move forward. The challenge is to persuade our leaders that we have to unite our abilities for the benefit of all our people.”

~ Willis Kootenay
Finance Officer
Alexis First Nation, Alberta

Custom Aboriginal Programs for Your Community



Aboriginal Leadership and Management can provide customized programs in partnership with your organization or community. We have earned our reputation as Canada's foremost centre for leadership and management development by helping organizations and communities like yours develop the critical competencies and understanding they require to reach their goals and achieve success. Many of our public programs offered at The Banff Centre can be customized for your community or organization.

We can also customize specific modules of our public programs to meet your two- to three-day development needs. Popular among this shorter, focused program type are:

- Negotiation skills training
- Board governance development
- Strategic planning
- Leadership and management development

Our programs are designed to enhance the capabilities of First Nations, Métis, and Inuit leaders and managers, and reflect a clear understanding and wisdom for Aboriginal leadership issues. We can assist Aboriginal nations and organizations to build capable governing bodies that are compatible with their cultures and traditions.

We offer an exciting way to learn new management and leadership skills which allows leaders to become more creative, inspired, and focused. By partnering with us, your organization or community can benefit from a comprehensive, well-rounded, and relevant learning experience. With highly experienced Aboriginal faculty who are experts in their fields, our programs involve an experiential learning approach: hands-on, multi-dimensional and interactive.

Successful program partnerships have been developed with:

- Anishinaabeg of Kabapikotawangag Resource Council Inc., Ontario
- Apeetogosan Métis Development Inc., Alberta
- Athabasca Tribal Council, Alberta
- Canoe Creek Indian Band, British Columbia
- Dakota Ojibway Tribal Council, Manitoba
- Deh Cho First Nations, Northwest Territories
- Government of Nunavut
- Gwich'in Tribal Council, Northwest Territories
- Métis Nation of Alberta
- Mi'gmawei Mawiomi Secretariat, Quebec
- Municipal and Community Affairs, Government of the Northwest Territories
- Oteenow Employment & Training Society, Alberta
- Prince Albert Grand Council, Saskatchewan
- Quetico Centre, Ontario
- Saskatchewan Indigenous Gaming Authority
- Saskatoon Tribal Council, Saskatchewan
- Sheshatshui Innu Band Council, Newfoundland & Labrador
- Siksika Nation, Alberta
- Tulita Dene First Nation, Northwest Territories
- Yellowhead Tribal Council, Alberta

Call Aboriginal Leadership and Management Program Director, Brian Calliou, at **1.888.255.6327** for more information.

Our Scholarship and Travel Partners

"The Banff Centre is for everyone and anyone who dreams of becoming a successful, productive, and innovative leader. It provides the skills and tools to reach their goals of sustainability, accountability, and most importantly, success."

~ Carolyn Small Legs, Treaty 7, Tribal Council Alberta

Providing learning experiences with significant impact – not just for the individual who attends, but for the community at large – is a primary objective for Aboriginal Leadership and Management programs. But for many individuals, being able to afford to attend is a major challenge. The Banff Centre has been successful in securing significant funding to assist Aboriginal participants in meeting their accessibility needs, for their tuition and accommodation expenses, as well as for travel from remote communities.

We celebrate, and deeply appreciate, the commitment to developing Aboriginal leadership capacity across Canada demonstrated by the following generous funding partners for Aboriginal Leadership and Management.

Scholarship Partners

Lead Scholarship Partner:



Gold Scholarship Partners:



Silver Scholarship Partners:



Bronze Scholarship Partner:



Travel Partners



The Banff Centre is supported by funding from the Government of Alberta, through Alberta Advanced Education, Alberta Infrastructure and Transportation, Alberta Innovation and Science, and the Alberta Foundation for the Arts.





Research and Dialogue: Leadership Development for Aboriginal Nations

by Brian Calliou

Aboriginal Leadership and Management programming at The Banff Centre is about to embark on a new journey. Although we have conducted some unpublished research in the past,ⁱ we plan to pursue, as a strategic focus, research and dialogue on the challenges and opportunities facing indigenous leaders and their communities. What are the challenges and issues facing Aboriginal leaders? What are the opportunities? Do Aboriginal communities and organizations have the capacity to deal with the challenges and to take advantage of the opportunities? What leadership and management training is required for Aboriginal peoples to lead their communities, organizations, and economic ventures to success and growth? Are Aboriginal leaders taking advantage of professional development? What type of leader is doing so? These are the kinds of questions that we intend to explore.

Review of the Aboriginal leadership literature illustrates some of the challenges facing Aboriginal leaders. These include:

- increasing governing authority and corresponding responsibilities;ⁱⁱ
- navigating between two worlds;ⁱⁱⁱ
- overcoming the colonial legacy;^{iv}
- establishing institutions of good governance for a stable environment for economic success;^v
- implementation of the inherent rights of self-government;^{vi}
- a need to learn competencies to lead and manage effectively and efficiently;^{vii}
- persisting social problems and poverty;^{viii}
- resisting and overcoming imposed systemic and institutional barriers;^{ix}
- specific issues facing Aboriginal women leaders.^x

Canada's management of programs for First Nations. The report stated that "we noted the need for more effective capacity development of First Nations" and further that the "officials we interviewed stressed the importance of capacity building and development..."^{xi} They also mentioned that those First Nations without adequate competencies to manage effectively, have occasionally experienced third party management.

Aboriginal leadership development is often overlooked as an important area of education. There is significant focus on primary and secondary education along with post-secondary education, yet there is little in the way of focus, investment, or scholarships toward continuing education in the area of leadership and management. Professional development of Aboriginal leaders and managers is an investment in human capital, which will see a return on that investment in the future as those persons lead and manage more effectively and efficiently. Indeed, as one commentator has stated "The contribution of education and training to overall economic development and growth, as well as to an individual's economic future, has been recognized for some time."^{xii} Furthermore, since we are now living in a knowledge economy, our Aboriginal leaders need to take professional development seriously.

Through symposia, thought leader forums, and workshops, we will bring together Aboriginal leaders to discuss pressing issues and challenges and

use a variety of methodologies to inspire creative ideas, solutions, and grand visions. The Banff Centre provides a neutral space for stakeholders interested in dealing with the challenges of Aboriginal leaders, including indigenous leaders from around the globe, government officials, industry figures, and policy makers. It is important for Aboriginal leaders to have a deep dialogue on these important issues and share ideas, perspectives, and experiences in order to inspire one another to creativity. We will capture this dialogue and discussion in a variety of forms with the intention to share this research with the public through reports, publications, and our on-line web presence. Our future symposia will be open to anyone interested in these issues.

We will kick off our research, however, with an invitation-only forum in June of 2007, bringing together institutions, organizations, and consultants who provide leadership training for Aboriginal leaders. We'll explore approaches, perspectives, and methodologies for designing and delivering Aboriginal leadership and management development. We feel it is important to Aboriginal communities and their leaders to invest in their professional development and we intend to initiate deep dialogue into these issues.

- i For example, Bernadette Scharpen and Debra Magnuson, *Aboriginal Strategic Planning Guidebook* (Banff: The Banff Centre, 2005) and Marilyn Willox, ed., "Aboriginal Leadership and Management Professional Development Needs Assessment and Think Tank: Research Report and Think Tank Proceedings" (Banff: The Banff Centre, 2002); Marilyn Willox, ed., "Best Practices in Aboriginal Business and Economic Development: A Report of the Symposium Proceedings, September 8-11, 1999" (Banff: The Banff Centre, 2000)
- ii Brian Calliou, "Aboriginal Leadership Development" (2005-2006) *Buffalo Mountain Drum* p. 6
- iii Stelios Loizides and Dr. Wanda Wuttunee, "Leadership: Aboriginal Perspectives and Challenges" *Briefing, June 2003 Publication 451-03* (Ottawa: The Conference Board of Canada, Publication, 2003), available online at www.conferenceboard.ca
- iv Manley Begay Jr., "Leading by Choice, Not Chance: Leadership Education for Native Chief Executives of American Indian Nations" unpublished D.Ed. dissertation, Graduate School of Education, Harvard University, Cambridge, MA, 1997; Strater Crowfoot, "Leadership in First Nation Communities: A Chief's Perspectives on the Colonial Millstone" in J. Rick Ponting, ed., *First Nations in Canada: Perspectives on Opportunity, Empowerment, and Self-Determination* (Toronto: McGraw-Hill Ryerson, 1997)
- v Stephen Cornell and Joseph P. Kalt, "Pathways From Poverty: Economic Development and Institution-Building on American Indian Reservations" (1990) p. 14 *American Indian Culture and Research Journal* p. 89; Stephen Cornell and Joseph P. Kalt, "Where Does Economic Development Really Come From? Constitutional Rule Among the Contemporary Sioux and Apache" (1995) p. 33 *Economic Inquiry* p. 402
- vi National Centre for First Nations Governance, "The Design of a National Centre for First Nations Governance: An Overview" unpublished discussion paper available on-line at www.fngovernanc.org
- vii Brian Calliou, "The Culture of Leadership: North American Indigenous Leadership in a Changing Economy" in Duane Champagne, Karen Jo Torjensen and Susan Steiner, eds., *Indigenous Peoples and The Modern State* (Walnut Creek: AltaMira Press, 2005)
- viii Jacqueline Ottmann, "First Nations Leadership Development" available online at www.banffleadership.com and follow links to Aboriginal Leadership and Management and to the online library.
- ix Brian Calliou and Cora Voyageur, "Aboriginal Economic Development and the Struggle for Self-Government" in Wayne Antony and Les Samuelson, eds., *Power and Resistance: Critical Thinking About Canadian Social Issues* (Halifax: Fernwood Press, 1998) p. 115.
- x Cora Voyageur, "Keeping All The Balls in The Air: The Experience of Canada's Women Chiefs" in A. MacNeven et al., eds., *Women and Leadership* (Ottawa: Canadian Research Institute for the Advancement of Women, 2002); D.M. Prindeville and T.B. Gomez, "American Indian Women Leaders, Public Policy, and the Importance of Gender and Ethnic Identity" (1999) *20 Women and Politics* p. 17
- xi Office of the Auditor General of Canada, "Chapter 5: Management of Programs for First Nations" in Office of the Auditor General of Canada, *Report of the Auditor General of Canada-May 2006* (Ottawa: Office of the Auditor General, Canada, 2006) available online at www.oag-bvg.gc.ca at p. 168.
- xii Bruce Spencer, *The Purposes of Adult Education* (Toronto: Thompson Educational Publishing, 2006) at pp. 30-32; Gary S. Becker, *Human Capital: A Theoretical and Empirical Analysis With Special Reference to Education* (New York: Columbia University Press, 1975)



Leap of Faith

by Katie Daniel

**“When we let go of fear . . .
we open ourselves to possibility.”**

The challenges facing Aboriginal women leaders are many and varied. Responsible for the future of their communities and organizations and stretched by the multiple demands of job, community, and family, for these leaders life is a balancing act. The Banff Centre’s Indigenous Women in Leadership program aims to make that balance easier to achieve.

Faculty leader Dr. Cora Voyageur, professor of sociology at the University of Calgary, describes the Indigenous Women in Leadership program as “a safe place for women to speak honestly about their concerns and experiences.” The program provides strategic planning experience; offers tools to help achieve a better life balance; and practices communication, conflict resolution, and negotiation skills.

The demand for leadership training for Aboriginal women is rising. Voyageur notes that “the number of women chiefs has doubled in the past decade. In business, Aboriginal women are twice as likely to be entrepreneurs as non-Aboriginal women.”

First piloted in 2003, the Indigenous Women in Leadership is one of a suite of programs offered by the Centre’s Aboriginal Leadership and Management Development program. To date, it has served over 50 Aboriginal women. Participants come from a variety of backgrounds including First Nations chiefs and councillors, education and training specialists, Indian band and friendship centre managers, provincial and federal police constables, and corporate Aboriginal relations officers. “The camaraderie that develops between the participants is of great benefit,” say Voyageur. “The women generate professional and personal networks for the future.”

One recent participant, Alison Trenholm, executive director of the Wachiy Friendship Centre in Courtenay, B.C. speaks of that network. "I not only came away with knowledge and skills, I came away inspired by the beautiful Aboriginal women with whom I shared the week – women who are doing great things for their communities."

"When Aboriginal women choose to take leadership roles in our communities," says Trenholm, "it is because we are passionate about making a difference for our children, and our children's children. We want our Elders to be able to live with dignity, to be treated with respect and loving kindness. We want families to be healthy, and our children to feel safe and supported. We want our young people to see their potential, to dream, and to reach for that dream."

Experiential learning is an important part of the program, including a "Leap of Faith" exercise on the Centre's outdoor ropes course. The exercise proved to be both daunting and inspirational for Trenholm. "The most beautiful gift and the biggest lesson during my week in Banff was about 'letting go.' I participated in an outdoor exercise that for me was an absolutely terrifying prospect – climbing a 30 foot pole, standing at the top, and jumping! Fear has kept me from doing many things in my life, and this was an opportunity for me to break through that barrier."

"With my heart racing, I took my leap of faith. What a rush! When we let go of fear, anger, resentment, negative self-talk, and whatever else it is that holds us back, we open ourselves to possibility. We make room for passion, inspiration, and creativity in our lives. We own our power. Beautiful!"





Aboriginal Program Council

The Aboriginal Leadership and Management program area utilizes an advisory body of Aboriginal community and business leaders to inform our program content. This Aboriginal Program Council assists the Program Director and staff to ensure the quality and relevance of Aboriginal and Leadership programming. Members hail from across Canada, with representation from the United States as well. They bring a wide range of knowledge, experience, expertise, and breadth of perspectives to support and assist the Aboriginal Leadership and Management program area.

Ex-Officio Members

Mary E. Hofstetter	President and CEO, The Banff Centre
Sarah J.E. Iley	Vice President, Programming, The Banff Centre
Nick Nissley, EdD	Executive Director, Leadership Development, The Banff Centre
Elder Tom Crane Bear	Siksika Nation, Alberta

Member in Perpetuity

Leroy Little Bear, JD	Professor, Native Studies, University of Lethbridge, Alberta
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Co-Chairs

Dr. Manley Begay Jr.	Research Director, Native Nations Institute, University of Arizona
Audrey Poitras	President, Métis Nation of Alberta, Edmonton

Members

Jason Goodstriker	Regional Chief, Assembly of First Nations, Alberta
Lloyd Martell	Consultant, Aboriginal Partnerships, Nexen Inc.
Mary E. Jamieson	President, Native Management Services Six Nations of the Grand River, Ontario
T. Brenda Etienne	Owner, Herbal Magic
Larry Doupé	Consultant, Calgary, Alberta
Matt Vickers	Senior Manager, BC and Yukon, Meyers Norris Penny
Rick Hanson	AWPI Manager, Indian and Northern Affairs Canada, Ontario
Judy Gingell	President and CEO, Kwanlin Development Corp, Yukon
Suzan Shown Harjo	President and Executive Director, Morning Star Institute, Washington, D.C.





The Banff Centre

The Banff Centre is a globally respected arts, cultural, and educational institution and conference facility. Our alumni create, produce, and perform works of art all over the world; lead our institutions, organizations, and businesses; and play significant roles in our cultural, social, intellectual, and economic well-being, and in the preservation of our environment.

Leadership Development

For 50 years, business and community leaders have developed new skills, and refocused their vision in the supportive, creative, multidisciplinary environment offered by The Banff Centre. Leadership Development at The Banff Centre offers customized and public programs in the corporate, government, Aboriginal, and not-for-profit sectors. These programs pioneer new ways of looking at leadership and new methodologies for leading in an increasingly complex world. Both emerging and seasoned leaders leave with the competencies they need to succeed using unique and creative methodologies.

Arts

Arts programming at The Banff Centre has a long and distinguished history. For over 70 years, The Banff Centre has provided professional career development and opportunities to create new work for artists and cultural leaders in Aboriginal, performing, literary, new media, and visual arts. Work is showcased throughout the year in public performances, exhibitions, and events, culminating in the Banff Summer Arts Festival.

Mountain Culture

Mountain Culture at The Banff Centre promotes understanding and appreciation of the world's mountain places by creating opportunities for people to share – and find inspiration in – mountain experiences, ideas, and challenges. Showcase events include the Banff Mountain Film and Book Festivals, and mountain environment think-tanks and conferences.

Conference Services

Since 1952, Conferences have been a core activity of The Banff Centre, providing delegates from Alberta, Canada, and around the world with unparalleled meeting facilities in a creative and inspirational learning environment. With over 400 guest rooms, and 60 exceptional meeting spaces, lecture theatres, and auditoriums, The Banff Centre can accommodate groups from five to 1,000. Delegates benefit from the creative energies and showcasing of our arts, leadership, and mountain culture programming, and events.

For more information about The Banff Centre and its programs, please contact:

Marketing & Communications

**The Banff Centre,
Box 1020, Station 1
Banff, Alberta, Canada T1L 1H5
E-mail: communications@banffcentre.ca**

www.banffcentre.ca



The Banff Centre
inspiring **creativity**

Complete this form and fax to 403.762.6422 or register on line at www.banffleadership.com, or call 1.888.255.6327

Program Name _____ Program Date _____

Name _____ Title _____

Organization _____ Department _____

Address _____

City/Prov _____ Postal Code _____

Telephone _____ Fax _____

E-Mail Address _____

Your Organization's Billing Address (if different from above) _____

I require a: Smoking Room Non-Smoking Room

The Professional Development Centre is a completely non-smoking accommodation facility. Smoking rooms are only available in Lloyd Hall and on a first-come, first-served basis.

I will arrive on _____ am / pm • I will depart on _____ am / pm

Note: Please plan your travel to arrive at The Banff Centre mid- to late afternoon the day the program starts and depart late afternoon on the last day of the program. The Calgary airport is 2 hours away from Banff.

To retain your place in any of our programs, we require the minimum of a \$500 credit card deposit.

Payment Option 1: A \$500 deposit by credit card with your registration and a certified cheque for the balance 10 business days prior to the start of the program.

Payment Option 2: Credit card or certified cheque for the full amount with your registration.

****Please Note: Full payment** must be received by The Banff Centre prior to the commencement of the program.

Credit Card Number _____ Expiry Date _____

Signature _____

**** If your organization is GST exempt, you must include your exemption letter and GST number with your registration, or GST will be charged on the account.**

Program Fees

Tuition: \$ _____, plus GST. Single Accommodation: \$ _____, plus GST and Tourism Levy.

Accommodation costs include all meals, nutribreaks, parking, and use of our on-campus fitness centre.

I have read and accept the registration policies and understand that any changes or cancellations incur costs.

Signature: _____

The personal information on the registration form will be used for the purposes of registration, evaluation, and to keep you informed about The Banff Centre. The information is collected under the authority of the Post-Secondary Learning Act, Revised Statutes of Alberta, that mandates the programs and services offered by The Banff Centre and will be protected by the provisions of the Alberta Freedom of Information and Protection of Privacy Act. For inquiries about the collection and use of this information, contact Aboriginal Leadership and Management, The Banff Centre, Box 1020 – Station 45, Banff, Alberta T1L 1H5 Telephone: 403.762.6250 or 1.888.255.6327.

The Banff Centre, Box 1020, Banff, Alberta T1L 1H5 • www.banffleadership.com



How to Register

Register for your **Aboriginal Leadership and Management program** by mailing the completed registration form supplied, or by phone at 1.888.255.6327, or by e-mail at aboriginalleadership@banffcentre.ca, or online at www.banffleadership.com

Group Savings: Enroll four members of your organization or community in an Aboriginal Leadership and Management public program, and your fifth member will get a free tuition in that program.

Financial Assistance: Financial support may be available to help you offset some of the costs to attend your program. Please complete the Special Grant Funding Application Form on page 30.

Change Policy: Program dates, content, tuition, and accommodation fees are subject to change.

Substitution Policy: If, after registering, you are unable to attend, we encourage you to substitute another appropriate participant from your organization. If there is pre-course work to be done, please make the substitution a minimum of 15 days in advance of the program start date. An administrative fee will apply if new pre-course materials are required. For late substitutions, there will be an administrative fee of \$250.

Transfer Policy: If you must change your registration to a future date, a one time transfer will be allowed if received more than 7 days prior to the program start date (otherwise regular cancellation policies will apply). There will be a charge of \$250 to cover administrative costs for the transfer.

Cancellation Policy: Due to high program demand and limited number of spaces, The Banff Centre must adhere to a strict cancellation policy. Please carefully note these charges.

- More than 30 days before the start of your program – a \$500 administration fee;
- 15 to 30 days before the start of your program – 50% of your program tuition fee;
- 0 to 14 days before the start of your program – full program tuition fee and 1st night's accommodation fee

Registration Checklist

- \$500 credit card deposit (or full fees) paid with registration
- Balance of fees paid by certified cheque within 10 business days of registration
- GST exemption letter attached
- Funding Grant Application signed and attached
- Proof of eligibility for grant attached



LEADERSHIP DEVELOPMENT

Leadership Development Programs at The Banff Centre

A unique approach to developing leaders for today and tomorrow.

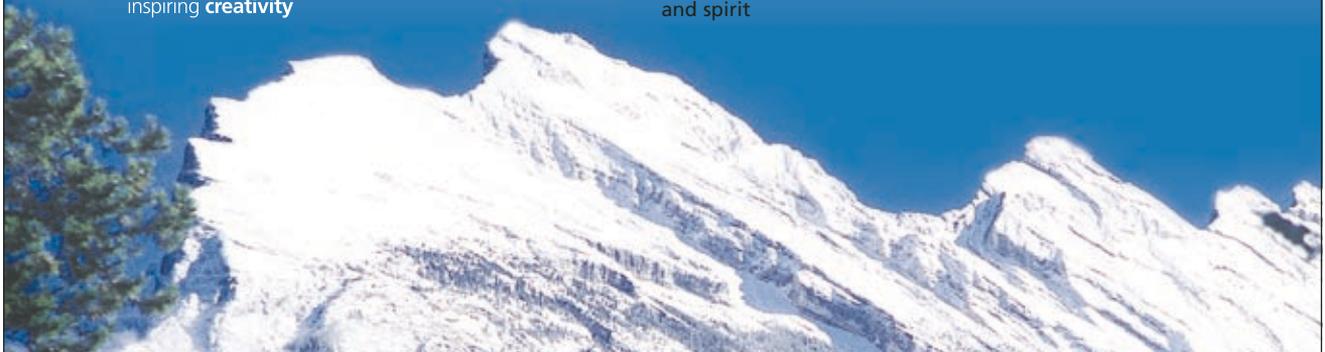
Talk to us about the right Leadership Development program for you or your organization.

1.800.590.9799

www.banffleadership.com



- Relevant, research-based, life-changing programs built through more than 50 years of developing Canada's leaders
- Innovative learning techniques that fire your creative energies for the challenges you face
- Exceptional opportunities to create new networks of colleagues both in and beyond your business focus
- An environment for learning inspired by a spectacular setting in the heart of the magnificent Canadian Rockies
- World-class facilities designed to renew your mind, body, and spirit



Special Grant Funding

The Banff Centre has been successful in securing external financial support to help individuals attend Aboriginal Leadership and Management's top quality leadership and management development programs. Your application for financial support will be reviewed and assessed on the basis of receiving the following information.

STEP 1

We require proof that you or your organization qualifies for funding under the following criteria:

Aboriginal or non-Aboriginal Canadians who are employees of Aboriginal nations, councils, enterprises or institutions within Canada.

Acceptable proof is a letter on organization letterhead stating that you are an employee or member of the organization. The letter must be attached to this application. Also, Aboriginal persons not affiliated with an Aboriginal organization must present proof of Aboriginal identity eg. Status card, Metis membership, band membership etc.

STEP 2

Terms and Conditions:

Once an amount of funding has been allocated to you, it is unavailable to someone else for the same program. For this and additional reasons established by our donors we have the following conditions attached to all our grant awards.

1. The grant is awarded to the organization sending the individual – payment is applied to the account.
2. The participant must complete the full program and must stay on campus.
3. Should the intended participant not be able to attend, substitution by the organization is permitted – provided any pre-course work can be completed. (\$250 administration fee)
4. No-shows will cause you and your organization to be ineligible for further grants for the next 2 years and will invoke the terms of the cancellation policy (see registration form).

I have read and agree to the terms and conditions above and on registration form.

Note: Two signatures are required.

Participant signature: _____ Date: _____

Supervisor signature: _____ Date: _____

Print name: _____ Phone: _____

STEP 3

Please print clearly

Participant's Name: _____

Organization: _____

Full Address: _____

Phone: _____ Fax: _____

The personal information on this form will be used for the purposes of registration, evaluation, and to keep you informed about The Banff Centre. The information is collected under the authority of the Post-Secondary Learning Act, Revised Statutes of Alberta, that mandates the programs and services offered by The Banff Centre will be protected by the provisions of the Alberta Freedom of Information and Protection of Privacy Act. For inquiries about the collection and use of this information, contact Registrar – Aboriginal Leadership and Management, the Banff Centre, Box 1020 – Station 45, Banff, Alberta T1L 1H5 Telephone: 403-762-6250 or 1.888.255.6327



OCTOBER 2006	<p>OCTOBER 15 - 20 Negotiation Skills Training</p>	NOVEMBER 2006	<p>NOVEMBER 5 - 10 Aboriginal Board Governance Development</p> <p>NOVEMBER 19 - 24 Aboriginal Leadership and Management Development</p>	DECEMBER 2006	<p>DECEMBER 3 - 8 Indigenous Women in Leadership</p>
JANUARY 2007	<p>JANUARY 28 - FEBRUARY 2 Best Practices in Aboriginal Business and Economic Development</p>	FEBRUARY 2007	<p>FEBRUARY 11 - 16 Revitalizing Aboriginal Nationhood Series: Inherent Right to Indigenous Governance</p> <p>FEBRUARY 25 - MARCH 2 Negotiation Skills Training</p>	MARCH 2007	<p>MARCH 25 - 30 Revitalizing Aboriginal Nationhood Series: Establishing Institutions of Good Governance</p>
APRIL 2007	<p>APRIL 22 - 27 Aboriginal Board Governance Development</p>	MAY 2007	<p>MAY 6 - 11 Revitalizing Aboriginal Nationhood Series: Strategic Planning</p>	JUNE 2007	
JULY 2007		AUGUST 2007		SEPTEMBER 2007	
OCTOBER 2007	<p>OCTOBER 21 - 26 Negotiation Skills Training</p>	NOVEMBER 2007	<p>NOVEMBER 4 - 9 Aboriginal Board Governance Development</p> <p>NOVEMBER 25 - 30 Aboriginal Leadership and Management Development</p>	DECEMBER 2007	<p>DECEMBER 2 - 7 Indigenous Women in Leadership</p> 



The Banff Centre
inspiring **creativity**

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