



# WIL SYMPOSIUM

Tuesday June 10, 2025 | Event Program

Hosted in partnership with



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Calgary Economic  
Development

## 2025 WIL SYMPOSIUM OVERVIEW

*Thank you for joining us at NorQuest's inaugural WIL Symposium!*

### **Ahead of us is an engaging day filled with:**

**Networking opportunities:** Connect with WIL professionals, industry partners, and academic leaders to build valuable relationships.

**Insightful discussions and practical insights:** Discover innovative approaches and effective strategies for enhancing WIL programs and meeting labor market needs.

**Collaborative learning:** Participate in sessions focused on the best practices and key trends in Work-Integrated Learning.

**Strengthening the Alberta WIL community:** The symposium will serve as a catalyst for building a strong community of WIL advocates and champions in Alberta, committed to elevating the role and impact of work-integrated learning in post-secondary education.

### **Welcome to NorQuest College**

NorQuest's President and CEO, Carolyn Campbell, will be welcoming all of our attendees at the start of the WIL Symposium.

Carolyn is a former Deputy City Manager, Deputy Minister of Culture and Tourism, and Associate Dean of Executive Education at the University of Alberta. A proven leader with extensive experience coaching and mentoring other leaders, Carolyn has served on over 25 boards and committees over the past two decades. She has taught fine arts and graduate-level business courses, and combines a passion for education with considerable strategic, operational, and crisis management experience.

Carolyn was past Vice-Chair of the Banff Centre for Arts and Creativity's Board of Governors, Chair of the United Way Cabinet of the Alberta Capital Region, Board member and mentor of the Peter Lougheed Leadership College, and Professional Development Advisory Board member of the University of Alberta's Faculty of Graduate Studies. Carolyn has two undergraduate degrees in Art and an MFA from the University of Alberta and is currently pursuing her doctorate from the University of Oxford researching the board governance of major arts museums and the repatriation of Indigenous objects.

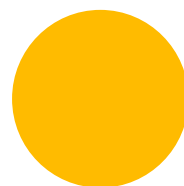
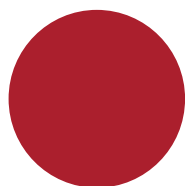
Carolyn is a practicing visual artist and is passionate about enhancing NorQuest's impact in the community and beyond.



# WIL Symposium Schedule

The WIL Symposium will take place in NorQuest's Singhmar Centre for Learning. Attendees will have the option to select which 2 out of 5 breakout sessions they would like to attend (see page 10 for breakout sessions details).

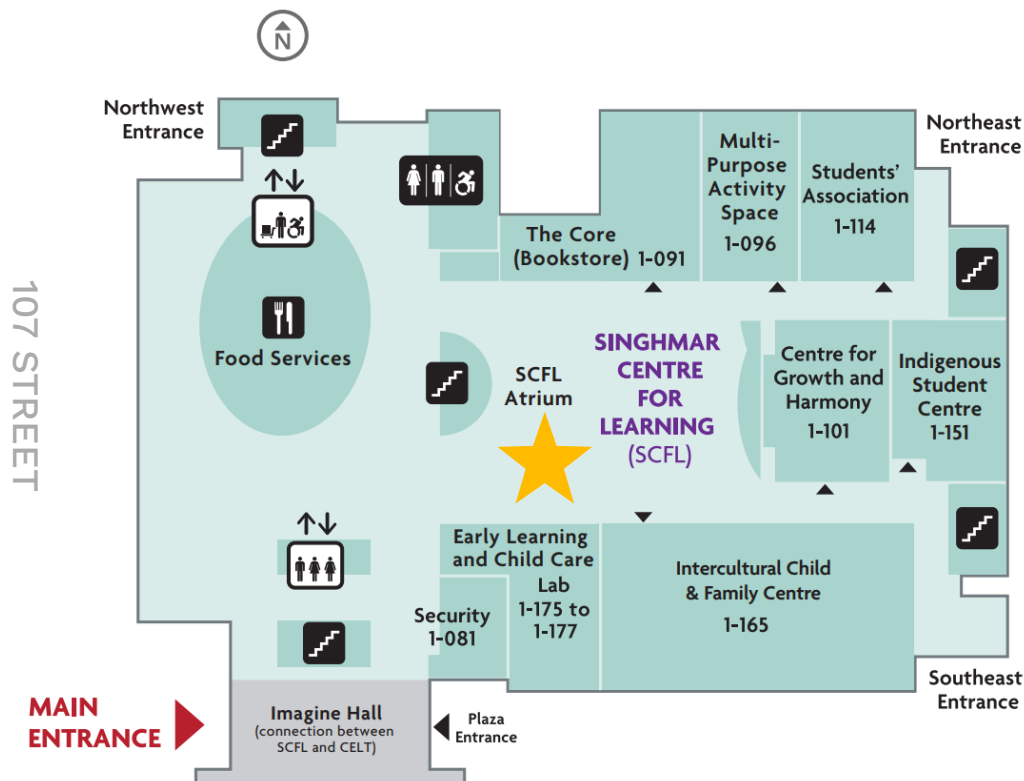
8:15am - 9:00am	<b>Breakfast &amp; Networking</b>
9:00am - 9:30am	<b>Welcome Messages</b>
9:30am - 10:45am	<b>Panel #1: Labour Market Trends and The Evolving Workforce</b>
10:45am - 11:00am	<b>Break</b>
11:00am - 12:00pm	<b>Executive Leadership Session (Invitation Only)</b>
11:00am - 12:00pm	<b>Breakout Session #1 (Attendee's Choice)</b>
12:00pm - 1:00pm	<b>Lunch</b>
1:00pm - 2:00pm	<b>Panel #2: Future of WIL</b>
2:00pm - 2:15pm	<b>Break</b>
2:15pm - 3:15pm	<b>Breakout Session #2 (Attendee's Choice)</b>
3:30pm - 4:00pm	<b>Closing Messages</b>



# Campus Maps

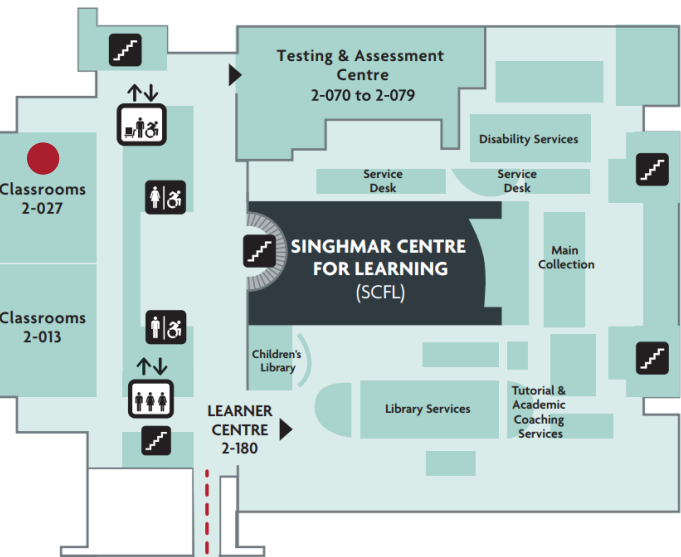
## Singhmar Centre for Learning

### Floor 1



★ WIL Symposium Event Check-in Here

### Floor 2



### Floor 3



● Breakout Session Locations

# WIL Symposium Panels

## Labour Market Trends and the Evolving Workforce

Rapid shifts in the labour market - driven by technological advancements, demographic changes, and economic fluctuations - are reshaping workforce demands. This panel will examine key trends influencing employment, skills development, and workforce readiness. Panelists will provide insights into the future of work, the role of WIL in addressing labour shortages and meeting the needs of industry, and strategies to prepare learners for success in an increasingly dynamic job market



### Ashley Snape

Ashley Snape is the Vice President of Corporate Services at Thrive Health, where she leads People & Culture, operational strategy, and organizational development. She partners with senior leadership to ensure people programs, talent development initiatives, and company-wide strategies align with business goals. With a focus on scaling organizations, she designs and implements programs that attract and retain top talent while fostering a culture of excellence and adaptability.

A seasoned executive with experience in talent planning, leadership development, career progression, and performance management, Ashley has held leadership roles across for-profit, non-profit, and technology sectors. She is also a dedicated executive coach, guiding new and experienced leaders in building high-impact teams ready for growth and transformation.

Ashley serves on the Board of Directors for NorQuest College. She holds a CPHR & ACC designation, along with a BA in Psychology from the University of Lethbridge. She completed a Graduate Certificate in Executive Coaching from Royal Roads University and is currently pursuing her Executive MBA at Queen's University, further strengthening her leadership, strategic thinking, and business acumen.

### Supriya James

Supriya James is the Senior Vice President of Employee Experience for National Bank of Canada, a bank with a human touch that stands out for its bold approach, entrepreneurial spirit, and passion for people. NBC offers a full range of financial services for individuals, businesses, and clients with specific needs, both domestically and internationally.



Supriya's expertise is in future proofing organizations through the power of people, by delivering inclusive, best in class employee experiences, differentiating talent strategies, coaching excellence in leadership and driving culture change to propel organizational growth.

She is experienced in driving organic and acquisitive business growth through the establishment of new business models, setting up operations in new countries and leading more than twenty acquisitions and divestitures across the world.

Supriya has lived and worked in four countries and has led the Human Resources function for global organizations in financial services, property development, retail, hotels, and the government.

As a leader and board member, Supriya focuses on building high performing teams and coaching talent to be their best selves. In her career, her biggest reward has been the privilege of working with and developing incredible, diverse talent in the businesses she has been associated with. Her credentials include a Masters in Human Resources Management, a certification in Executive Coaching from the International Coaching Federation and an ICD.D designation from the Institute of Corporate Directors.

Supriya is passionate about giving back to the community of Edmonton and enjoys advocating for new Canadians. She has chaired the board of the YWCA Edmonton, currently sits on the Board for NorQuest College, sits on an advisory board for the City of Edmonton and is an Executive Committee member for the Institute of Corporate Directors, Edmonton.



### **Jeff Griffiths**

Jeff Griffiths is a leading Canadian practitioner in the field of competency-based management practices and a multi-award-winning certified management consultant with over 30 years of experience across multiple industries, including construction, manufacturing, aerospace and defence, oil and gas, mining, and forest products. He leads the Skills, Innovation and Productivity Centre at the Canada West Foundation, overseeing policy research focused on generating economic opportunity and prosperity in Western Canada.

In addition to his policy research work, Jeff is a co-founder of Workforce Strategies International (WFSI), the Canadian representative to the SKILLMAN.EU international alliance for vocational skills, a member of the Workforce Forum for the North American Strategy for Competitiveness (NASCO), a member of the US Chamber of Commerce Talent Pipeline Management National Learning Network, and serves on the board of directors for the Calgary-based Learning City Collective.



### **Sam Jenkins**

Sam Jenkins is a Managing Partner with Punchcard Systems who brings a unique, firsthand perspective on the future of work shaped by decades of direct experience in the evolving digital landscape. With a career that has closely followed—and often anticipated—the rapid shifts driven by digital innovation, Sam has consistently integrated technology with workforce development initiatives. His work highlights the transformative impact of digital workplaces on labour market trends, offering actionable insights into skills development and remote collaboration. Follow his thoughts and insights at <https://punchcard.io>.

### **Brad Dorohoy**

In his current role as Senior Program Director at Alberta Health Services (AHS), Brad's team has responsibility for the organization's Talent Acquisition; Talent Development and Learning (design and delivery of employee, manager and leadership learning and team effectiveness); and People Experience (including Change Management, Recognition, Engagement and Org. Development). These products, processes and solutions support an organization of over 108,000 employees.



Brad joined AHS twelve years ago from private sector international banking. He left Grad school having studied Asian studies to work overseas for one year which turned into 22 years! He joined an international British bank where during the first half of his career he was unwillingly trained as a banker and then thankfully ten years later moved to HR when he was asked to lead a major organization change project. This led to the second half of his career as an HR specialist in learning and development, executive education, organizational effectiveness and talent recruitment. When he is not working, Brad is hiking or skiing with his family, on a tennis court and/or supporting his daughter at dance competitions as 'B\_Rad the dance Dad'.

## Future of WIL

As the landscape of education and employment continues to evolve, work-integrated learning (WIL) plays a critical role in bridging the gap between academic institutions and industry. This panel will explore emerging trends, promising practices, and the evolving expectations of employers, educators, and students. Our expert panelists will discuss the integration of technology, equity and accessibility in WIL, and approaches to ensure mutually beneficial and impactful WIL in an ever-changing workforce.



### Shauna Feth

Shauna Feth has served as the President and CEO of the Alberta Chambers of Commerce (ACC) since June 2022. With a career rooted in business leadership and community engagement, Shauna brings extensive experience supporting entrepreneurs, business families, and rural economic development. Before leading ACC, Shauna spent over 14 years as Executive Director of the Alberta Business Family Institute at the University of Alberta School of Business. A designated Family Enterprise Advisor™ and a third-generation business owner, she has long been an advocate for entrepreneurial growth and the sustainability of family enterprises. As Project Manager for the Creating Pathways for Entrepreneurial Families Initiative, she led outreach programs benefiting over 8,000 rural business owners and communities across Alberta.

In addition to her business expertise, Shauna and her husband Ken have built and successfully sold two oilfield/pipeline consulting, maintenance and construction companies. Their newest family enterprise is an apiary, where they proudly and passionately serve as stewards of a large brood of honeybees. Shauna's leadership extends to a variety of influential committees and task forces that shape Alberta's economic landscape. She serves on several provincial and

national advisory boards, including the Provincial Foreign Credential Advisory Committee, Provincial Career Education Task Force, and the Canadian Chamber of Commerce Western Executive Council, among others. A dedicated community volunteer, Shauna is the Past Chair of both the Alberta and Camrose Chambers of Commerce, a former Board Director for the Canadian Chamber of Commerce, and a Past Advisory Board Member for the Centre for Entrepreneurship and Family Enterprise. Her leadership and service continue to shape policies that support Alberta businesses, enhance workforce development, and strengthen communities across the province.



### **Charlene Marion**

Charlene Marion is the Executive Director for Co-operative Education and Work-integrated Learning (CEWIL) Canada. She has more than a decade of experience in higher education including experiential education, co-operative education, academic advising, and student recruitment. Charlene is currently responsible for over \$70M in work-integrated learning funding from the Government of Canada's I-WIL initiative and leads an amazing staff team of thirteen across the country. In her spare time, she is researching impact of government funding on students and host organizations. She is a mom (humans and fur babies) and wife. She also runs a bilingual mini basketball program for girls and non-binary youth in Sherbrooke, QC where she currently resides.



### **Dr. Dawn Johnston**

Dr. Dawn Johnston is a Teaching Professor in Communication, Media and Film and Associate Dean in the Faculty of Arts at the University of Calgary. She holds a PhD and MA in Communication Studies from the University of Calgary, and a BA (Honours) in English and Women's Studies from Memorial University of Newfoundland and Labrador. In her Associate Dean role, she serves as Academic Director of the Faculty of Arts Co-op Program and other work-integrated learning initiatives including UNIV 304, a curricular course on experiential learning in the workplace. She has published and presented nationally (at CEWIL) and internationally (at WACE and NSEE) on flexible curricular initiatives to expand access to WIL.

## Breakout Sessions

Please select one breakout session to attend per designated time.

### Breakout Sessions #1

11:00am -  
12:00pm

**Enhancing eCareer Portfolios Through Neurodiversity Editing: Inclusive Strategies for Career Development**

SCFL 3-091  
(3<sup>rd</sup> floor)

**The Pedagogy of Confidence: Building Student Swagger, Empowering WIL Success**

SCFL 2-027  
(2<sup>nd</sup> floor)

### Breakout Sessions #2

2:15pm -  
3:15pm

**Centralizing the Approach to Work-Integrated Learning and Career Development in PSIs**

SCFL 3-071  
(3<sup>rd</sup> floor)

**Enhancing Employer Engagement in WIL: Strategies for Building Industry Relationships**

SCFL 2-027  
(2<sup>nd</sup> floor)

**Creating Win-Win WIL Opportunities through Collaborative Community Engagement in the Public Sector**

SCFL 3-091  
(3<sup>rd</sup> floor)

## Enhancing eCareer Portfolios Through Neurodiversity Editing: Inclusive Strategies for Career Development

As a digital career tool, eCareer Portfolios have become integral to career development, making inclusivity and accessibility essential for diverse students. Traditional portfolio designs often fail to accommodate neurodivergent individuals, limiting their ability to effectively present their skills and experiences in ways that align with their unique cognitive strengths. This presentation examines how neurodiversity editing can enhance eCareer Portfolio curricula by integrating accessible design principles, adaptive formatting, and multimodal content options to create a more equitable platform for individuals with neurodivergent profiles. By incorporating strategies such as clear visual organization, structured navigation, alternative content formats, and sensory-friendly design, eCareer Portfolios can become powerful tools for self-representation, career readiness, and confidence-building.

This presentation will explore best practices for structuring eCareer Portfolios to enhance readability, navigation, and engagement, ensuring accessibility for individuals with diverse cognitive processing styles. Effective visual organization will be discussed,...

... including the use of clear headings, logical content flow, whitespace, and high-contrast color schemes to improve readability and reduce cognitive overload. Alternative content formats, such as video, infographics and interactive elements will be highlighted as ways to accommodate different communication styles and strengths beyond traditional text-heavy formats. Additionally, sensory-friendly design principles will be addressed, emphasizing the importance of customization options, distraction-free layouts, reduced motion settings, and multimodal content accessibility.

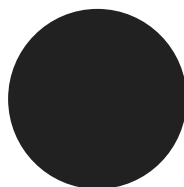
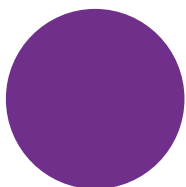


### **Dr. Yifei Wang**

Dr. Yifei Wang is a Growth and Innovation Specialist in Work-Integrated Learning (WIL) program design at Mount Royal University. With over 15 years of experience, she focuses on integrating WIL into higher education to connect academic learning with industry needs. Dr. Wang earned her PhD from the University of British Columbia, specializing in curriculum design. Prior to MRU, she led instructional design projects at SAIT, enhancing student employability through industry partnerships. Dr. Wang's expertise in curriculum innovation and industry collaboration prepares students for professional success in today's evolving workforce.

### **Ashley Hoffarth**

Ashley Hoffarth is a Work Experience Coordinator in the Career Services department at Mount Royal University, where she specializes in guiding students through Co-op and Work-Integrated Learning programs to enhance their professional development and career readiness. With over 15 years of experience in the education field, Ashley is dedicated to empowering students by providing the tools, resources, and mentorship necessary for their success. Prior to her current role, she was a high school teacher, where she worked closely with students in a neurodiverse environment, offering tailored support to foster academic achievement. Ashley holds a Bachelor of Science and a Bachelor of Education from the University of Lethbridge.



**Questions? Email: [careercentre@norquest.ca](mailto:careercentre@norquest.ca)**

## The Pedagogy of Confidence: Building Student Swagger, Empowering WIL Success

Self-confidence is a key factor in WIL student success (Rowe et al., 2023). This workshop explores the unique role that WIL practitioners can play in building this student confidence. Confidence-building has benefits beyond job placement rates: it can strengthen feelings of belonging, promote sustainable relationship-building among co-op students and WIL professionals, and set students up for long-term workplace success.

The first part of the workshop will review relevant literature and issues related to WIL student confidence. Confidence is not the same thing as arrogance; rather, confidence is a kind of self-possession and resilience that emerges from capacity-building, supported by pedagogy that helps students anticipate and feel prepared for the potential challenges and opportunities they may encounter through their WIL programs. Confidence also looks different for everyone, and it flourishes when students know that their diverse backgrounds, identities, and abilities are supported and appreciated. The second part of this workshop will demonstrate what a confidence-building pedagogy can look like through the example of the University of Alberta's Engineering Co-Op Program. Some highlights include small-group coaching conversations, as well as events that target crucial waypoints to success like effective job searching, resume writing, and interview skills. Since piloting these confidence-building pedagogies, the Engineering Co-Op Program has seen notable increases in student engagement, as well as community-building between students and with the program's WIL professionals; students recognize the added value of the co-op experience. The last part of the workshop will invite practitioners to reflect on how they might continue to build confidence among their own WIL students. What challenges do different students face? How could pedagogies of confidence help support these students? Workshop attendees will leave with a keener sense of their important role in building student confidence and student success.



**Sharon Gong**

Sharon is a Program Advisor in the Engineering Co-op Office at the University of Alberta. She previously worked at the Career Centre in a career advising role and for the Faculty of Arts in an International Student Engagement role both at the University of Alberta. She has a BA in Psychology from the University of Alberta.

**Karolane Groulx**

Karolane Groulx is a Program Advisor with the Co-op Engineering team at the University of Alberta. She holds a degree in Career Development from the University of Quebec in Montreal and is passionate about supporting students in their academic and professional journey, especially in terms of their motivation and goals. Prior to working with the co-op office, she was helping high school students with their career choice and college applications.



**Frederick Mills**

Frederick Mills is the Student Programming Manager in the Faculty of Engineering's Co-operative Education Program. He's been working in WIL for the past five years.

**Andrew Schultz**

Andrew is a Program Advisor with the University of Alberta Engineering Co-op Office. Previously, Andrew worked at the University of Alberta as a Career Peer Educator and an Ombudsperson. He completed a BA in Psychology and has a passion for supporting students as they navigate their career.

**Callie Schneider**

Callie is a Program Advisor in the Engineering Co-op office at the University of Alberta. Prior to working with co-op students Callie worked for five years in post-secondary recruitment. Callie has a Bachelor of Science degree from the University of Alberta.

## Centralizing the Approach to Work-Integrated Learning and Career Development in PSIs

In this session, we will explore how NorQuest College has successfully implemented a semi-centralized model for work-integrated learning (WIL) and career supports that connects students, employers, and academic programs more effectively. This innovative approach centralizes WIL coordination across most faculties (excluding health programs) and integrates career services with WIL teams to streamline processes, enhance industry relationships, and provide comprehensive support for students and employer-partners.

Centralizing WIL and career supports offers holistic advantages by creating seamless pathways for students to transition from education to employment. This integrated approach ensures consistent messaging, shared resources, and aligned goals, benefiting students, employers, and academic programs alike. NorQuest students visit one united service provider – The Career Centre – for their WIL and career development needs throughout their post-secondary journey.

By aligning WIL and career development, NorQuest's Career Centre provides holistic support that empowers students to gain relevant experience, develop employability skills, and launch their careers. Through this semi-centralized approach, NorQuest has reduced the overlap in outreach efforts for WIL, the student job board, and collaboration opportunities from networking events to mentorship programs, ultimately fostering a unified approach to employer engagement. Industry partners benefit from a more professional and efficient experience, with a dedicated point of contact for WIL placements and standardized training, regardless of program area. By reducing redundancy in outreach and showing a collaborative approach as a college, we have strengthened our reputation and built lasting relationships with employers across various sectors.

Centralizing WIL also allows us to provide better placement opportunities for students. The model enables us to identify and connect students with meaningful industry placements more efficiently, aligning student career goals with employer needs and connecting employability skill development to all types of WIL in all programs. This not only improves placement outcomes and lifelong employability, but also ensures a more meaningful experience for both students and employer-partners.



### **Megan Stannard**

Megan Stannard is a WIL Manager at NorQuest College's Career Centre, with a passion for fostering innovative and psychologically safe environments that empower learners and practitioners to thrive in their career development. Megan is dedicated to advancing work-force-relevant education by building strong partnerships and meaningful work-integrated learning experiences.



### **Megan Hamilton**

Megan Hamilton is the Career Education Manager in the NorQuest Career Centre. With over a decade of experience working in post-secondary education, Megan is passionate about supporting students with their career education and development. Her goal as an educator is to help students build confidence in their ability to achieve their career goals and make learning fun!



## **Enhancing Employer Engagement in WIL: Strategies for Building Industry Relationships**

Employer engagement involves working with industry partners through a variety of activities that aims to build trust and collaboration leading to mutually beneficial outcomes. The University of Alberta's Faculty of Engineering has built and sustained successful employer partnerships through a number of creative initiatives including: Industry Advisory Council (IAC), Industry Construction Night Speed Networking, Take-A-Student to Lunch Program and more! A few of our most memorable events have included: the Diversity & Neurodivergence in Engineering Mixer, Mixer for Underrepresented Genders in Engineering and a mining tour in Fort McMurray. Our session will explore what employer engagement is, why it's important, how we've implemented it into our WIL programming. Together, through this interactive session, we can explore new methods of industry engagement to provide strategic input and feedback to continuously improve the services we offer our students.



### **Amanda Tam**

Amanda Tam, Employer Relationship Manager, Faculty of Engineering, University of Alberta. Amanda is passionate about engaging with industry partners, recruitment, and advising while continuing to use her CPHR Alberta expertise in advising WIL students.

### **Sheri Kuss**

Sherri Kuss has dedicated the past 18 years to fostering student success, career development, and employer partnerships within the Faculty of Engineering. Her journey spans roles from Employment Coordinator and Co-op Coordinator to her current position as Manager of WIL, Co-op, and Engineering Career Connections. With a robust background in HR, Education, and a designation as a Chartered Professional in Human Resources (CPHR), Sherri brings a wealth of expertise to supporting both students and employer partners. Her greatest professional fulfilment comes from guiding students as they explore their academic and career paths, unlocking their potential and discovering endless opportunities.



## **Creating Win-Win WIL Opportunities through Collaborative Community Engagement in the Public Sector**

This is an ongoing collaborative research project conducted with the City of Lethbridge City Scholars program and Lethbridge Polytechnic MKT 1188 Introduction to Marketing students. The City has had difficulty reaching student populations on critical City issues and worked with this class to receive feedback. The study was conducted through surveys of the MKT 1188 students in multiple sections, participating as a graded course case study. For the academic year 2024-2025, students chose from six City issues identified to conduct their primary “consumer” (student) research.

Students benefitted from this experience as a learning opportunity with real life results. Their primary data, collected through the study surveys, was shared back with the relevant City of Lethbridge teams and departments, to help them as they continually look to improve programs and services. This data has helped inform decisions made around future investments or service changes.

### **Research Objectives for City of Lethbridge:**

- Engage students to receive feedback on critical City issues.
- Support graduate retention.
- Form stronger relationships between campus and community.

### **Additional Research Objectives for Lethbridge Polytechnic:**

- From a Scholarship of Teaching and Learning Framework, assess the impact of this type of applied, course-based WIL project on learning outcomes.
- Advance knowledge in this area of study and provide insight for best practice to ensure high student outcomes.
- Assessing student core competencies developed compared to typical WIL skills.

At the time of this application, 173 students had been given the opportunity to participate in this WIL assignment, with more participating in the Winter 2025 semester. Before starting their case, students were asked to complete our pre-project survey (n = 57, response rate = 33%). Following completion of the case, students were asked to complete our post-project survey (n = 88, response rate = 51%).



### **Dr. Natalie Barfuss**

Dr. Natalie Barfuss is an instructor in the School of Business at Lethbridge Polytechnic working with project-based WIL in first- and second-year courses.



## Perry Stein

Perry Stein is the Partner Services Manager with the City of Lethbridge and member of the Lethbridge Polytechnic Board of Governors.



## Thank you & Acknowledgements

Thank you to all of the WIL professionals, industry partners, and academic leaders who participated in this event. Through our united commitment and efforts, we are creating a stronger future for WIL in Alberta.

And a special thank you to **Kristen DeMone** for her support of this event from day one, and the WIL Symposium Steering Committee for their time and energy to shape this event and bring WIL practitioners in Alberta together:

- **Erin Kaipainen** - CEWIL AB Board Representative and Director, Experiential & Work-Integrated Learning, University of Calgary
- **Raymond Matthias** - Director, Experiential and Work-Integrated Learning, University of Alberta
- **Kim McLachlan** - Steering Committee Member and Founder, AB WIL Practitioners and Senior Coordinator for Experiential Learning – Arts & Science, Ambrose University

The WIL Symposium wouldn't have been possible without your valuable insight and input.

Sincerely,

**Alison Reaves**, Interim Vice Dean, Students and Academic Strategy, NorQuest College **and the WIL Symposium Event Planning Team**



# **NORQUEST COLLEGE**

Work-Integrated Learning and Career  
Education Centre (WILCEC)

[careercentre@norquest.ca](mailto:careercentre@norquest.ca)