



**HOLMES COMMUNITY COLLEGE**  
WORKFORCE DEVELOPMENT

**Register:**

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Summer 2016

Ridgeland Campus @ D.P. “Pat” McGowan Workforce Training Center

**Supervisory/Management Training/Professional Development**

<p><b><u>Effective Presentation Skills</u></b>          Cost: \$95          Meeting Day and Time: Wednesday, 8:30AM-4:30PM          Date: June 1, 2016          Instructor: Michael J. Harbaugh</p>	<p>Whether you are a new team leader addressing your team, a facilitator guiding a problem solving team, a training instructor, or a seasoned salesperson, effective presentations can be a powerful tool to help you achieve desired results. This interactive workshop will help participants discover best-in-class presentation concepts and ideas to improve the effectiveness of their communications in front of groups, and then practice those concepts through live presentations and real-time peer and video-based feedback.</p> <p>Content: Power of preparation, getting and keeping attention, making it memorable</p>
<p><b><u>Time Management For Professionals</u></b>          Cost: \$75          Meeting Days and Times: Thursday, 8:30AM-12:30PM          Dates: June 2, 2016          Instructor: Michael J. Harbaugh</p>	<p>The great dividing line between success and failure can be summed up in five words: “I did not have time.” A professional’s most precious commodity is time. Whether they manage time, or time manages them... whether they stay ahead of things, or fall farther and farther behind... in a large degree depends on how they invest the available seconds, minutes, and hours of their workday.</p> <p>Workshop participants will self-discover their time management skills and gaps, understand the best practices of time management, and develop time strategies that will help them get more done in less time with less stress on themselves and others.</p>
<p><b><u>Keys to Building A Successful Team</u></b>          Cost: \$75          Meeting Day and Time: Tuesday, 8:30AM-12:30PM          Date: June 14, 2016</p>	<p>Everyone in an organization plays an important role in its overall performance. It is no longer enough to be good, you must be exceptional. It is no longer enough to have satisfied customers, you must seek to develop loyal and delighted customers. It is no longer enough to maintain... you must be aggressive, responsive, and quick. The role of an effective team leader is to build the best, strongest, and most productive team possible.</p>

<p>Instructor: Michael J. Harbaugh</p>	<p>In this workshop, participants will discover the key requirements for analyzing and creating a skilled team with a high level of trust. They will learn principles for effective delegation and the power of using delegation as a way to develop their people individually and as a team. Lastly, participants will leave with a set of guiding principles for creating a positive professional relationship with the manager to whom they report.</p> <p>Content: Team competency and trust, principles of effective delegation, you and your boss</p>
<p><b><u>Effective Communications</u></b>  Cost: \$75  Meeting Day and Time: Wednesday, 8:30AM-12:30PM  Date: June 15, 2016  Instructor: Michael J. Harbaugh</p>	<p>Why is it that, when people in organizations are surveyed, poor or non-existent communication ranks as the top problem? The purpose for any type of communication is to prompt some form of behavioral response or action. It is the exchange of ideas between two people.</p> <p>Effective communication involves total understanding, not just telling someone something.</p> <p>Studies show that organizations under-communicate by a factor of ten during routine day-to-day operation... and when change happens that factor grows exponentially. This means that on any given day leadership, managers, and employees suffer in terms of morale and productivity... and the organization loses time, resources, and opportunities. This workshop will provide participants with a solid understanding of the key principles of effective communication and written specific goals to apply the learning in everyday situations.</p> <p>Content: Principles of communication, emotions within communication, active listening</p>
<p><b><u>Effective Employee Evaluation And Discipline</u></b>  Cost: \$75  Meeting Day and Time: Tuesday, 8:30AM-12:30PM  Date: June 28, 2016  Instructor: Michael J. Harbaugh</p>	<p>When properly done, employee evaluations can help a team leader motivate team members to higher levels of performance. When performance is measured, performance tends to increase. When performance is measured and the results are shared with the individual, or the individual is involved in the measurement, the performance evaluation process results increase dramatically.</p> <p>Participants will leave this workshop with a knowledge of the best practices for setting and utilizing performance measurement standards, and getting the most positive results possible from performance evaluations and disciplinary actions.</p> <p>Content: Conducting the evaluation, measuring performance, discipline that gets results</p>

<p><b><u>What Is Successful Team Leadership?</u></b>  Cost: \$75  Meeting Day and Time: Tuesday, 8:30AM-12:30PM  Date: July 19, 2016  Instructor: Michael J. Harbaugh</p>	<p>Today's Team Leader is perhaps even more critical to the success of the organization than ever before. Participants in this workshop will gain an understanding of the best practices for what is required to be successful as a team leader. In Role and Function, participants will understand the five elements in the continuous cycle of team leadership. In Meeting Today's Leadership Challenges, participants will self-assess against criteria required for success in leading others in today's complex work environment and develop an action plan to address development gaps. Your Ability To Lead provides participants with key concepts necessary to achieve desired results with and through others, and will help them internalize what is necessary for them to become the person that the position demands.</p> <p>Content: The Role and Function of a Leader, Meeting Today's Leadership Challenges, Your Ability To Lead</p>
<p><b><u>Attitudes &amp; Work Habits of Successful Employees</u></b>  Cost: \$75  Meeting Day and Time: Wednesday, 8:30AM-12:30PM  Date: July 20, 2016  Instructor: Michael J. Harbaugh</p>	<p>Skills and knowledge are important, but do skills and knowledge alone guarantee success? No. In order to set yourself and your employees apart from the average performer, you must understand and develop the attitudes and habits that drive success. Studies indicate, and life experience confirms, that the individual or team that has the most positive attitudes and takes goal directed actions will always outperform more talented or trained competitors.</p> <p>This interactive workshop will equip participants with practical tools and techniques to continuously improve their ability to consistently achieve desired results faster, easier, and with less cost over the long-term, making them more profitable and propelling them to the front of the line for greater opportunities!</p> <p>Content: The KASH Box, A formula for sustainable success, Guaranteeing life-long employability</p>
<p><b><u>Preparing Yourself For Team Leadership Success</u></b>  Cost: \$75  Meeting Day and Time: Wednesday, 8:30AM-12:30PM  Date: July 27, 2016  Instructor: Michael J. Harbaugh</p>	<p>Why do so many team leaders live daily with frustration, failure, and want? Primarily because they haven't been properly prepared to be successful in the role of team leader. Upon completion of this workshop participants will have acquired knowledge in three important areas. Balance focuses on leveraging the natural goal-seeking nature of participants to drive the emotional and intellectual changes necessary to be successful in their role as a team leader. Authority and Power will provide participants with an understanding of how to grow and use their personal power judiciously. Participants will also analyze the three categories of formal leadership, make decisions on what type of leader they want to become within this framework, and develop specific goals and action steps necessary to achieve that objective.</p>

	<p>Content: Balance: The Secret of Success, Authority, Power, and Responsibility, What Type Of Leader Do You Want To Be?</p>
<p><b><u>Dealing with Negative Behavior</u></b>  Cost: \$75  Meeting Day and Time: Thursday, 8:30AM-12:30PM  Date: July 28, 2016  Instructor: Michael J. Harbaugh</p>	<p>One bad apple can spoil the whole bushel. The symptom is that most managers either ignore or try to wish a person's negative behavior away, the problem is that managers don't have an understanding of what causes negative behavior and how to effectively deal with it. Over time, this leads to frustration among the rest of their employees. Participants in this interactive workshop will leave with a set of tools and actions that they can use and begin to apply immediately in dealing with negative behavior in their team.</p> <p>Content: The Role of Emotions, The Environment, Creating a Problem Solving Environment</p>
<p><b><u>Want to Lead Others? First Lead Yourself!</u></b>  Cost: \$75  Meeting Day and Time: Tuesday, 8:30AM-12:30PM  Date: August 2, 2016  Instructor: Michael J. Harbaugh</p>	<p>Fortunately, most team leaders already possess most of what they need to keep from being limited in their personal and professional growth. Workshop 3 leverages this truth by adding three more critical competencies to the leader's toolbox. Participants will learn how to evaluate their three 'selves' and understand the role and power of early conditioning on their attitudes and behaviors. Two team leaders can see the same situation differently, one sees the glass half empty, another the glass half full. Participants will learn the value of consistent optimism and the tools that will guarantee their ongoing success. The Ladder of Success details the four 'rungs' that must be scaled in order to become successful as a Team Leader. Each rung requires specific emotional and intellectual transitions that move the individual towards success in their formal leadership role.</p> <p>Content: The Importance of Understanding You, Focusing On The Positive, The Ladder Of Success</p>
<p><b><u>Interviewing Strategies: What You Can &amp; Can't Say</u></b>  Cost: \$75  Meeting Day and Time: Thursday, 8:30AM-12:30PM  Date: August 25, 2016  Instructor: Michael J. Harbaugh</p>	<p>Be careful what you say, or don't say... and how you say it! Many times, your interviewee is far more prepared than your interviewer, and that can get you in hot water. Knowing what you can and can't say, how you can and can't say it, and when you can and can't say it can save you a tremendous amount of time, energy, and money. Keep your interview process Fair, Square, and Legal!</p> <p>This interactive workshop will help you understand, prepare, and execute an interview strategy to hire profitable employees while minimizing the risk of crossing a line that may never have known existed!</p> <p>Content: Common self-made traps, Avoid crossing the invisible line, Practical ways to stay objective</p>

## Computer Classes

*\*day classes are 2-four hour sessions- MUST attend for a total of 8 hours  
\*night classes are 2- three hour sessions- MUST attend for a total of 6 hours*

<p><u><b>Access 2010: Basic</b></u> Cost: \$50.00 Meeting Days and Time: Wednesday and Thursday NIGHT, 5:30PM-8:30PM Dates: June 15 &amp; June 16, 2016 Instructor: Mary Katherine Shipp <u><i>*must attend both sessions</i></u></p>	<p>Data is everywhere. Whether you are at the grocery store, office, laboratory, classroom, or ball park, you are awash in data: prices, schedules, performance measures, lab results, recipes, contact information, quality metrics, market indices, grades, and statistics. Most job roles today involve some form of <i>data management</i>. A relational database application such as Microsoft® Office Access® 2010 can help you and your organization collect and manage large amounts of data. Access is a versatile tool. You can use it as a personal data management tool (for your use alone), or you can use it as a construction set to develop applications for an entire department or organization. In this course, you will learn how to use Access 2010 to manage your data, including creating a new database, constructing tables, designing forms and reports, and creating queries to join, filter, and sort data.</p>
<p><u><b>Access 2010: Intermediate</b></u> Cost: \$50.00 Meeting Days and Time: Tuesday and Thursday NIGHT, 5:30PM-8:30PM Dates: July 26 &amp; 28, 2016 Instructor: Mary Katherine Shipp <u><i>*must attend both sessions</i></u></p>	<p>Your training and experience using Microsoft® Access® 2010 has given you basic database management skills such as creating tables, designing forms and reports, and building queries. In this course, you will expand your knowledge of relational database design, write advanced queries, structure existing data, share data across applications, and customize reports. Extending your knowledge of Microsoft Access 2010 will result in a robust, functional database for your users.</p>
<p><u><b>Excel 2010: Basics</b></u> Cost: \$50.00 Meeting Days and Time: Tuesdays &amp; Wednesdays, 8AM-12PM Dates: June 7 &amp; 8, 2016; July 12 &amp; 13, 2016; August 9 &amp; 10, 2016 Instructor: Jayne Hust <u><i>must attend both sessions</i></u></p> <p>NIGHT: Meeting Days and Time: Monday &amp; Wednesday or Tuesday &amp; Thursday,</p>	<p>In this introductory course to Excel, participants will explore essential Excel activities and learn the many shortcuts and timesaving features in Excel. Start by learning the basics of getting started with Microsoft Office Excel 2010, performing calculations, setting up a worksheet and modifying it, then adding formulas, functions and formatting, managing a workbook and printing a workbook.</p>

<p>5:30PM-8:30PM  Dates: June 6 &amp; 8, 2016; August 16 &amp; 18, 2016  Instructor: Mary Katherine Shipp  <u>must attend both sessions</u></p>	
<p><b><u>Excel 2010: Intermediate</u></b>  Cost: \$50.00  Meeting Days and Time: Tuesdays and Wednesdays, 8AM-12PM  Dates: June 14 &amp; 15, 2016; July 19 &amp; 20, 2016; August 16 &amp; 17, 2016  Instructor: Jayne Hust  <u>must attend both sessions</u></p> <p>NIGHT:  Meeting Days and Time: Tuesdays &amp; Thursdays, 5:30PM-8:30PM  Dates: July 12 &amp; 14, 2016; August 30 &amp; September 1, 2016  Instructor: Mary Katherine Shipp  <u>must attend both sessions</u></p>	<p>Expand your knowledge of Excel! In Excel Basic, you created, edited, formatted, and printed basic spreadsheets. You will now learn to customize the Excel environment, create advanced formulas, analyze data by using functions and conditional formatting, organize and analyze datasets and tables, visualize data by using basic charts, analyze data by using PivotTables, slicers, and PivotCharts.</p> <p>This course is designed for students who already have foundational knowledge and skills in Excel 2010 and who wish to begin taking advantage of some of the higher-level functionality in Excel to analyze and present data.</p>
<p><b><u>Excel 2010: Advanced</u></b>  Cost: \$50.00  Meeting Days and Time: Tuesdays &amp; Wednesdays, 8AM-12PM  Dates: June 21 &amp; 22, 2016; July 26 &amp; 27, 2016; August 23 &amp; 24, 2016  Instructor: Jayne Hust  <u>must attend both sessions</u></p> <p>NIGHT:  Meeting Days and Time: Tuesday &amp; Thursday, 5:30PM-8:30PM  Dates: August 2 &amp; 4, 2016  Instructor: Mary Katherine Shipp  <u>must attend both sessions</u></p>	<p>This course was designed for students desiring to gain the skills necessary to create macros, collaborate with others, audit and analyze worksheet data, incorporate multiple data sources, and import and export data. You will automate some common Excel tasks, analyze data sets, troubleshoot errors, collaborate on worksheets with other users, audit worksheets, work with multiple workbooks, import and export data and and share Excel data with other applications such as the web.</p>

<p><b><u>PowerPoint 2010: Basic</u></b>  Cost: \$50.00  Meeting Days and Time: Tuesday &amp; Thursday, 5:30PM-8:30PM  Dates: May 31 &amp; June 2, 2016; August 23 &amp; 25, 2016  Instructor: Mary Katherine Shipp  <u>must attend both sessions</u></p>	<p>It's hard to imagine a day going by without people passing along large amounts of information. Messages are everywhere, and the number of messages we receive seems to be increasing each day. Whether via phone, email, mass media, or personal interaction, we are subjected to a constant stream of information. With so much communication to contend with, it can be difficult to grab people's attention. But, we are often called upon to do just that. So, how do you grab and maintain an audience's focus when you're asked to present important information? By being clear, organized, and engaging. And, that is exactly what Microsoft® Office PowerPoint® 2010 can help you do. Today's audiences are tech savvy, accustomed to high-impact multimedia content, and stretched for time. By learning how to use the vast array of features and functionality contained within PowerPoint 2010, you will gain the ability to organize your content, enhance it with high-impact visuals, and deliver it with a punch. In this course, you will use PowerPoint 2010 to begin creating engaging, dynamic multimedia presentations.</p>
<p><b><u>PowerPoint 2010: Intermediate/ Advanced</u></b>  Cost: \$50.00  Meeting Days and Time: Tuesday &amp; Thursday NIGHT, 5:30PM-8:30PM  Dates: July 19 &amp; 21, 2016  Instructor: Mary Katherine Shipp  <u>must attend both sessions</u></p>	<p>Meetings, instruction, training, pitches; these are all a part of our daily lives. We are often called upon to deliver presentations with little notice, at multiple venues, and with varying requirements, and that includes sensitive information that needs to be guarded. Given all the variables, it may seem an overwhelming task to deliver your content, on time, to all audiences, and to only those who need to see it. Oh, and by the way, you need to make it interesting, informative, and memorable. So, how do you do it? Without the help of a robust set of tools, it would be nearly impossible. But, PowerPoint 2010 provides you with a variety of such tools, that can help you deliver content in nearly any situation, while saving time and effort.</p> <p>By taking advantage of these tools, you will be creating presentations that not only stand out from the crowd, but also don't consume all of your available time.</p>
<p><b><u>Word 2010: Intermediate</u></b>  Cost: \$50.00  Meeting Days and Time: Tuesday &amp; Thursday NIGHT, 5:30PM-8:30PM  Dates: August 9 &amp; 11, 2016  Instructor: Mary Katherine Shipp</p>	<p>After completing Word 2010: Basics, you are now able to perform the basic tasks to create a variety of documents. You probably noticed as you continued working in Word that there are some tasks that you repeat quite often. This course will show you how you can work more efficiently by automating some tasks and providing methods to maintain consistency between documents. You will create more complex documents that include lists, tables,</p>

<p><u>must attend both sessions</u></p>	<p>charts, graphics, and newsletter layouts. You will also merge data into documents to personalize correspondence and address envelopes and labels with the data as well. Word can be used to create complex documents that are nearly as complicated as those created using a desktop publishing application. Using Word, you can control how the text flows between paragraphs and pages, you can link a story on page one to the rest of the story later in the document, and you can add graphics and specify how the text and graphic appear together on the page.</p>
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**Community Enrichment & Personal Development**

<p><b><u>Conversational Spanish I</u></b>          Cost: \$50          Meeting Days and Time: Monday NIGHTS, 6PM-8PM          Dates: June 13-October 10, 2016          Instructor: Victor Paz  <u>must attend all sessions</u></p>	<p>The purpose of this class is to give you an immediate speaking ability in Spanish. Participants will learn quickly in an engaging classroom atmosphere. The class will begin by covering the alphabet, pronunciation, key questions, and a look around your home. Participants will learn colors, money, numbers, days of the week, and common greetings. Among other topics, time, directions, traffic signs, menus, and transportation will be covered. <i>Cost includes materials.</i></p>
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<p><b><u>Medical Spanish</u></b>          Cost: \$50          Meeting Days and Time: Tuesday NIGHTS, 6PM-8PM          Dates: June 14- October 11, 2016          Instructor: Victor Paz  <u>must attend all sessions</u></p>	<p>Designed for a wide variety of health care professionals including doctors, nurses, technicians, and administrative associates; its purpose is to help connect &amp; communicate with Spanish-speaking patients to treat illness and injury and process medical transactions efficiently. <i>Cost includes materials.</i></p>
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## **Project Management Institute**

Register through at [vpeducation@pmicmsn.org](mailto:vpeducation@pmicmsn.org)

### **PMICMS PMP Exam Prep Boot Camp**

Cost: \$1,000 for PMICMS members;  
\$1,250.00 non-members  
Meeting Days and Time: 2:30PM-  
10:30PM  
Dates: July 11, 12, 25, & 26, 2016  
Facilitator: TBD

During this four day intensive class, the following modules will be covered: Foundational Concepts, Process Framework, Integration Management, Scope Management, Time Management, Project Network Diagrams, Cost Management, Earned Value, Quality Management, Human Resources Management, Procurement Management and Stakeholder Management.

## **SHRM/HR**

### **Essentials of Human Resource Management (16 hours)**

Cost: \$325.00  
Meeting Days and Time: Tuesday  
NIGHTS, 6:00PM-9:00PM  
Dates: June 28, July 5, July 12, July 19  
and July 26, 2016  
Facilitator: Sara Jane Hope

Backed by SHRM's track record of providing quality HR training, the SHRM Essentials of HR Management course covers the topics you need to meet key HR challenges that are relevant to you and your company. In less than 20 hours of training time, you can cover the issues you need to reduce potentially costly lawsuits. Developed by leading HR experts, HR practitioners, and legal counsel, the SHRM Essentials of HR Management course covers introductory HR topics in a condensed, easy-to-understand format. The straightforward format ensures that HR concepts can be mastered and applied to real-life situations.

Along with classroom interaction with peers and the instructor, case study exercises threaded throughout the program provide opportunities to practice applying newly acquired HR skills during training prior to using them on the job.

<http://www.shrm.org/education/educationalproducts/essentials/pages/default.aspx>

### **SHRM Learning Essentials (48 hours)**

Cost: \$925 SHRM/CAHRA members;  
\$975 non-members  
Meeting Days and Time: Tuesday  
NIGHTS, 6:00P-9:00P  
Dates: beginning August 23- December 13,  
2016 \*will meet each week on Tuesday nights

Expand your HR knowledge and skills as well as prepare yourself for the SHRM Certified Professional (SHRM-CP) and SHRM Senior Certified Professional (SHRM-SCP) certification exams. Our course is based on the 2016 SHRM Learning System for SHRM CP/SHRM-SCP. Comprised of learning modules teaching the SHRM Body of Competency and Knowledge (SHRM BoCK), and online resources, this class provides study materials to streamline study time, accelerate learning and build confidence for

Facilitator: Sara Jane Hope	<p>passing the SHRM-CP/SHRM-SCP exam. Expand and test your knowledge and practical, real-life competencies in areas critical for HR career success.</p> <p>For information regarding SHRM certifications, please visit <a href="http://www.shrmcertification.org">www.shrmcertification.org</a>.</p>
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***ESRI Authorized Courses***  
**Offered by the MSU Geosystems Research Institute**  
<http://www.gri.msstate.edu/geoproject>  
*Free for MS local and state government agency employees IHL and CC/JC employees and students not eligible*  
*Please register by emailing Rachel Deer at [rdeer@holmescc.edu](mailto:rdeer@holmescc.edu)*

<p><b><u>Introduction to QGIS</u></b>          Cost: \$25.00 (non-MS local or state gov't)          Meeting Days and Time: Thursday &amp; Friday, 8:30A-4:30P          Dates: June 16 &amp; 17, 2016          Facilitator: Scott Samson  <i><b>*very limited space, register early</b></i></p>	<p>QGIS is an "open source" geographic information systems (GIS) software package and available to users at no-cost.</p> <p><b>Who Should Attend</b>          Individuals who are interested in learning about geographic information systems (GIS) and the QGIS software suite.</p> <p><b>Goals</b>          Those completing this course will be able to:</p> <ul style="list-style-type: none"> <li>• What is GIS and how is it used.</li> <li>• Map projections and coordinate system.</li> <li>• An overview of GIS data types and how to create GIS dataset.</li> <li>• Using GIS data to manage map symbology and labels.</li> <li>• Attribute and spatial data analysis technique.</li> <li>• Geoprocessing of spatial data.</li> <li>• Designing maps for presentations.</li> </ul> <p><b>Prerequisites</b>          None</p>
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<p><b><u>Intermediate QGIS*THIS CLASS IS FULL</u></b>          Cost: \$25.00 (non-MS local or state gov't)          Meeting Days and Time: Thursday &amp; Friday, 8:30A-4:30P          Dates: July 21 &amp; 22, 2016          Facilitator: Scott Samson</p>	<p><b>Overview</b>          Intermediate QGIS presents advanced concepts and techniques not covered in the Introduction to QGIS course.</p> <p><b>Who Should Attend</b>          Individuals interested in additional capabilities of QGIS</p>
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	<p><b>Goals</b> Participants completing this course will be able to:</p> <ul style="list-style-type: none"> <li>• Customize the QGIS interface</li> <li>• Utilize advanced table management procedures</li> <li>• Implement topology concepts in the editing environment</li> <li>• Convert vector and raster data formats</li> <li>• Process raster data</li> <li>• Georeference vector and raster data</li> <li>• Create geospatial PDF files</li> <li>• Develop a mobile GIS</li> <li>• Extend QGIS beyond the desktop</li> <li>• Utilize advanced geoprocessing techniques</li> </ul> <p><b>Prerequisites</b> Introduction to QGIS</p>
<p><b><u>Advanced QGIS *THIS CLASS IS FULL</u></b>  Cost: \$25.00 (non-MS local or state gov't)  Meeting Days and Time: Thursday &amp; Friday, 8:30A-4:30P  Dates: August 25 &amp; 26, 2016  Facilitator: Scott Samson</p>	<p><b>Overview</b> Advanced QGIS focuses on building and managing multi-user database management systems, delivery of map services over the Internet and web-based mapping applications. This 2-day course utilizes the open source software PostGIS/PostgreSQL, Geoserver and GeoExplorer.</p> <p><b>Who Should Attend</b> QGIS users interested in working in a GIS server environment.</p> <p><b>Goals</b> Participants completing this course will be able to:</p> <ul style="list-style-type: none"> <li>• Create an interface between QGIS and geospatial data servers</li> <li>• Install and import data into PostGIS</li> <li>• Assign PostGIS user privileges to databases and layers</li> <li>• Assign PostGIS user privileges to columns and rows in attribute tables</li> <li>• Deliver GIS data over the Intranet and Internet with GeoServer</li> <li>• Create interactive web mapping applications with GeoExplorer</li> </ul>

	<p><b>Prerequisites</b> Introduction to QGIS</p>
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