



23 April 2013

To: Vancouver Senate

From: Vancouver Senate Curriculum Committee

Re: **b) CERTIFICATE PROGRAMS**  
**i. Certificate in Digital Content and Communications**  
**ii. Certificate in Organizational Coaching**  
**iii. Certificate in Professional Communication**  
**iv. Certificate in Residential Valuation**

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Attached please find the Continuing Studies certificate programs **Certificate in Digital Content and Communications, Certificate in Organizational Coaching, and Certificate in Professional Communication** and the Commerce and Business Administration **Certificate in Residential Valuation** for your information.

**UBC Curriculum Proposal Form  
Change to Course or Program**

**Category: (1)**

<p><b>Faculty:</b> Continuing Studies <b>Department:</b> <b>Faculty Approval Date:</b> March 8, 2013 <b>Effective Session (W or S):</b> S <b>Effective Academic Year:</b> 2013</p>	<p><b>Date:</b> March 4, 2013  <b>Contact Person:</b> Fiona McAuley  <b>Phone:</b> 604 822-7525 <b>Email:</b> <a href="mailto:fiona.mcauley@ubc.ca">fiona.mcauley@ubc.ca</a></p>
<p><b>Proposed Calendar Entry:</b>  Certificate in Digital Strategy  <a href="#"><u>Certificate in Digital Content and Communications</u></a>  Certificate in Multimedia and Web Development</p>	<p><b>URL:</b> <a href="http://www.calendar.ubc.ca/vancouver/index.cfm?tree=4,229,530,701">http://www.calendar.ubc.ca/vancouver/index.cfm?tree=4,229,530,701</a></p> <p><b>Present Calendar Entry:</b></p> <p><b>Type of Action:</b> Create new non-credit UBC Certificate in Digital Content and Communications (blended)</p> <p>Technology, Media &amp; Professional Programs, Continuing Studies</p> <p><b>Rationale for Proposed Change:</b> This program is ideal for emerging digital communications specialists and mid-level managers who are leading and coordinating communications for their organizations or clients. Designed for practitioners engaged in communications, public relations, marketing, content creation, media curation and social media, the program strives to provide participants the opportunity to be creative, analytical and enablers of effective digital communication strategies.</p>

<b>Proposed Name of Certificate Program:</b>  <b>UBC Certificate in Digital Content and Communications</b>
<b>Date of Submission:</b> March 4, 2013
<b>Sponsoring Faculty/Department/School:</b> UBC Continuing Studies
<b>Contact Person(s):</b>  Fiona McAuley Senior Program Leader, UBC Continuing Studies Technology, Media and Professional Programs Phone 604 822 7525 fiona.mcauley@ubc.ca  The University of British Columbia   UBC Robson Square C.630 – 800 Robson Street Vancouver, BC Canada V6Z 3B7
<b>Supporting UBC Partners or External Partners:</b>  N/A
<b>Program Description</b> ( <i>maximum 250 words</i> ):  The proposed <i>UBC Certificate in Digital Content and Communications</i> is an applied part-time, industry-focused program that helps adult learners build their knowledge and skills to plan, create and execute comprehensive communications strategies that meet the demands of today's digital world.  The curriculum provides an open, flexible structure that allows participants to choose core courses in any sequence. Upon completion of core courses, participants select electives to augment their professional skills. The program focuses on the planning and creation of digital communications strategies and application of digital technology, and gives relatively less focus to the techniques for production of creative content.  The program will leverage current UBC Continuing Studies course and program offerings in the fields of social media, digital analytics and mobile technologies as elective courses.  Program participants will learn to go beyond a traditional print and web communication strategy, and even beyond basic social media approaches, actively engaging across multiple platforms (web, social, mobile) and devices (desktop, tablet, smart phone). Selecting the right digital tools and techniques is key to creating effective content, creative assets, and community engagement that ensures optimal results. Topics include digital communications maturity models, content strategy, user experience, digital storytelling, IP and rights management, and project management specific to digital communications.  This part-time, blended in-class and online certificate program is designed for practitioners, leaders and

emerging digital communications specialists who are looking to build their knowledge, skills and abilities in digital communications.

**Rationale for the Program** (*maximum 250 words*):

The *UBC Certificate in Digital Content and Communications* offers professionals in communications and marketing-related roles the opportunity to explore the field of digital communications.

This interdisciplinary program focuses on how a digital communications strategy integrates with an organization's overall communication strategy. This includes understanding the roles of content strategy, digital narrative and user engagement and how they reflect an organization's brand identity and goals. Being able to plan and deliver a digital communications plan also requires applied project management skills, an understanding of digital IP and rights management, and the ability to engage multiple stakeholders in project and campaign initiatives.

Program development has been guided by feedback from market research, including a review of labour market demand, job postings, and characteristics of the learner community. Market research was also obtained from practicing digital marketing/communications specialists and potential students, as well as from graduates of UBC Continuing Studies social media and multimedia programs, and the program advisory committee.

This program is ideal for emerging digital communications specialists and mid-level managers who are leading and coordinating communications for their organizations or clients. Designed for practitioners engaged in communications, public relations, marketing, content creation, media curation and social media, the program strives to provide participants the opportunity to be creative, analytical and enablers of effective digital communication strategies.

**Program Goal:**

To develop the competencies required to plan, manage and leverage digital content strategies in support of organizational goals.

By the end of this program, participants will be able to...

- Lead, manage and communicate effectively on digital projects and align business outcomes with an organization's digital content and communications plan
- Understand how a content strategy works in collaboration with a digital communications strategy
- Evaluate the impact of digital communications on organization and brand identity
- Define the lifecycle of content: creation, curation, distribution
- Optimize content across platforms
- Define effective user interface and user design principles
- Measure and analyze audience engagement
- Apply interactive storytelling and gamification principles to a communications plan
- Understand the principles of rights management for digital content.

**Proposed Length/Duration** (*indicate hours, credits, months, etc.*):

The certificate program is non-credit and consists of five required core courses and a selection of electives (a minimum of 150 total hours). It is delivered part-time over a 24-month period. Core courses will be delivered in-class initially at UBC Robson Square with additional elective courses offered both in-class and online. Initial courses for this certificate program will be offered in Summer 2013/Fall 2013.

**Proposed Curriculum Topics** *(list by brief descriptive titles only):*

There are five required courses for this certificate program:

- Digital Communications and Planning
- User Experience and Content Strategy
- Digital Content and Storytelling
- Digital IP and Rights Management
- Project Management for Digital Communications

Digital Communications and Planning

To provide learners/participants skills to define their organization on the digital maturity scale and the steps required to create, plan and lead a digital communications campaign.

User Experience and Content Strategy

To provide learners/participants an understanding of the path of engagement and skills in defining personas and user requirements to create a digital experience that integrates key principles and guidelines in user interface (UI) and user experience (UX) design.

Digital Content and Storytelling

To provide learners/participants the necessary skills to identify their audience by channel preference, and to build a story that is both compelling and true to the organization's brand and that introduces engaging narrative across multi digital platforms.

Digital IP and Rights Management

To provide learners/participants with an understanding of IP and copyright, attribution, patent law and creative commons, as well as principles and guidelines for curation and digital asset management.

Project Management for Digital Communications

To provide learners/participants the skills to manage stakeholders, plan, execute and track a digital project on time and on budget, while managing expectations and an organization's digital capabilities.

Elective options in social media, digital analytics, mobile, multimedia and web development.

The program will be taught and facilitated by experienced and practicing industry experts, digital communications and digital marketing professionals as well as experts in the areas of content strategy, user design/user experience, IP and rights management, and project management specific to digital communications.

**Target Learners:**

The *UBC Certificate in Digital Content and Communications* is designed for practitioners engaged in communications, public relations, marketing, content creation, media curation and social media whose roles involve the use of digital technologies. The program is suitable for emerging digital communication specialists and managers who are leading and coordinating communications for their organizations.

Participants may come from a diverse range of industries and sectors including technology, entertainment, services, health, resource-based, government, and non-profit. The program will also benefit experienced digital practitioners who have worked in web/digital analytics or social media roles and who are moving into digital communication specialist roles or now finding themselves responsible for all areas of digital communication for their organization.

**Student Admission Criteria:**

All applicants to the *UBC Certificate in Digital Content and Communications* program must meet the following minimum requirements:

- Post-secondary education with a minimum of three years experience in the digital communications field or a related field such as marketing, public relations, content creation, web design/development and/or social media.
- English language proficiency (TOEFL) test results may be required (please see the UBC English Language Admission Standard at [you.ubc.ca/ubc/vancouver/elastests.ezc](http://you.ubc.ca/ubc/vancouver/elastests.ezc)).
- Access to a computer and full Internet access either through home or work, including an email account.
- Familiarity with digital applications and social media channels.

**Student Assessment/Grading Methods:**

To be granted the *UBC Certificate in Digital Content and Communications*, participants must successfully complete required courses and demonstrate competency in digital communications by earning a minimum passing grade 60% on each of the required courses. Students will be assessed on participation,

assignments, projects and quizzes.

This part-time program includes core classes at UBC Robson Square as well as online elective courses. Students learn through discussions, presentations, assignments, guest speakers and networking. Assessment is based on assignments, case scenarios and projects that utilize applicable technologies.

The certificate program will consist of five required courses from 9-15 hours in duration (in-class). Each course will incorporate a graded component and assessment strategy. Participants taking online elective courses should be prepared to spend 6-10 hours per week reading case studies, lectures and white papers as well as completing online discussions and independent study (if applicable).

Final course assessment includes assignments such as a project brief, user requirements report, content strategy, user experience map, digital rights guideline, and overall communications campaign.

Participants must complete all requirements for graduation within two years of admission to the program.

### **Program Delivery Format:**

The program will be delivered in a blended format: both in-class and online. In-class courses will range from approximately 9-15 hours in duration. Courses delivered 100% online will be delivered through a learning management system.

Core in-class:

- Digital Communications and Planning
- User Experience and Content Strategy
- Digital Content and Storytelling
- Digital IP and Rights Management
- Project Management for Digital Communications

Elective Streams:\*\*\*

Social Media, Digital Analytics, Mobile, MMWD (Multimedia/Html5)

Note: Courses available *online* (Feb 2013):

### **Award of Achievement in Digital Analytics:**

Introduction to Web Analytics\*; Web Analytics for Site Optimization\*; Measuring Marketing

Campaigns Online\*; Creating and Managing the Analytical Business Culture\*

*\*program delivered only 100% online*

**Award of Achievement in Social Media:**

Social Media Fundamentals\*\*; Social Media Metrics\*\*; Social Media Strategy and Marketing\*\*; Social Media Monetization\*\*; Social Media Governance\*\*\*; Social Media Project\*\*\*

\*\*offered in-class and 100% online

\*\*\*offered in-class/currently developing online

**Marketing/Promotion Strategy:**

The program will be promoted by UBC Continuing Studies through course calendars, websites, email marketing, brochures, direct mail, print advertising, online advertising such as ad words, search engine optimization, events and industry associations. Steps will be taken to build partnerships and cross-promotion with interested and related professional associations that collaborate and work in the digital communications field.

**Assessment of Impact on Departmental and University Resources:**

The program development costs have been accounted for and, based on projected earnings, should be recovered within two years from the launch date. The program's management and support staffing requirements will be allocated among individuals' current program responsibilities. The program will be supported by UBC Continuing Studies' existing systems for student registration, scheduling, certificate tracking and learning management to benefit from economies of scale.

**Assessment of Financial Viability:**

The *Certificate in Digital Content and Communications* program will be a cost-recovery program within UBC Continuing Studies. Revenues from currently successful programs will support the funding for the development but with the expectation that funds will be recovered through future earnings within two years from the launch date. Instructional expenses are compensated on a per student basis so it is possible to offer a class with minimal enrolments.

**Current Program Advisory Committee Members** (*list names and affiliations*):

**Digital Content and Communications Advisory Committee:**

- Darren Roberts (Program Advisor)
- Senior Strategist, Communications & Brand Expert; former Senior Vice President, Strategy & Client Service, Edelman
- Rahel Anne Bailie, President/Senior Consultant, Intentional Design Inc.
- Niamh Redmond, Interactive Marketing/User Experience Manager, Sauder School of Business, UBC

- Tracy Bains, Manager, Digital Marketing, ICBC
- Rae Hull, Strategic Advisor, Magnify Digital Inc. Creative Director, CODE (Cultural Olympiad Digital Edition) VANOC, former Senior Director of Programming, CBC Television
- Scott Dodson, COO at Bobber Interactive
- Lindsay Nahmiache, CEO and Head of Brand Public Relations, Jive PR & Communications
- George Johnson, Instructor, Centre for Digital Media at Great Northern Way Campus
- Ramona Montagnes, Director, Writing Centre, UBC Continuing Studies
- Raquel Collins, Associate Director, UBC Continuing Studies
- Peter Moroney, Associate Executive Director, UBC Continuing Studies

**Final Approval Expected from the Following Deans/Department Heads:**

Dr. Judith Plessis, Executive Director, UBC Continuing Studies

Dr. Gage Averill, Dean, Faculty of Arts, UBC

**UBC Curriculum Proposal Form  
Change to Course or Program**

**Category: (1)**

<p><b>Faculty:</b> Continuing Studies  <b>Department:</b>  <b>Faculty Approval Date:</b> March 14, 2013  <b>Effective Session (W or S):</b> S  <b>Effective Academic Year:</b> 2013</p>	<p><b>Date:</b> 03/18/13  <b>Contact Person:</b> Deena Boeck  <b>Phone:</b> 604.822.8098  <b>Email:</b> deena.boeck@ubc.ca</p>
<p><b>Proposed Calendar Entry:</b></p> <p>...</p> <p>We offer a <u>UBC Certificate in Peer Counselling</u>, providing professional development for individuals wanting to build their knowledge and practical skills in interpersonal communication and counselling.</p> <p><b>We also offer a <u>UBC Certificate in Organizational Coaching</u>, which aims to enhance the coaching skills of leaders, managers, human resources professionals, certified coaches, counsellors, and others professionals working in an organizational context. The certificate builds on the principles, experiences and lessons learned from the Coaching@UBC program.</b></p> <p>Services offered at UBC Robson Square. . .</p>	<p><b>URL:</b>  <a href="http://www.calendar.ubc.ca/vancouver/index.cfm?tree=4,229,530,1306">http://www.calendar.ubc.ca/vancouver/index.cfm?tree=4,229,530,1306</a></p> <p><b>Present Calendar Entry:</b></p> <p>...</p> <p>We offer a <u>UBC Certificate in Peer Counselling</u>, providing professional development for individuals wanting to build their knowledge and practical skills in interpersonal communication and counselling.</p> <p>Services offered at UBC Robson Square include free drop-in counselling for personal and career issues, career and personality testing, . . .</p> <p><b>Type of Action:</b></p> <p>Create new non-credit UBC Certificate in Organizational Coaching</p> <p>Life and Career Programs, Continuing Studies</p> <p><b>Rationale for Proposed Change:</b>  This UBC Certificate in Organizational Coaching builds upon the principles, experiences and lessons learned from the Coaching@UBC program to enhance and deepen the coaching skills of leaders, managers, human resources professionals, certified coaches, counselors and other</p>

	helping professionals working with individuals, teams and groups in an organizational context.
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## Certificate Program Under Development

Life and Career Programs, UBC Continuing Studies

Coaching@UBC, UBC Human Resources

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**Proposed Name of Certificate Program:** UBC Certificate in Organizational Coaching

**Date of Submission:** March 14, 2013

**Sponsoring Faculty/Department/School:** Life and Career Programs, UBC Continuing Studies

**Contact Person:**

**Name:** Deena Boeck

**Title:** Associate Director, Life and Career Programs, UBC Continuing Studies

**Telephone:** 604-822-8098

**Email:** deena.boeck@ubc.ca

**Name:** Sally Halliday, RCC

**Title:** Managing Director, Program Development and Counselling, Life and Career Programs, UBC Continuing Studies

**Telephone:** 604.827-5450

**Email:** sally.halliday@ubc.ca

**Supporting UBC Partners or External Partners:** Coaching@UBC, UBC Human Resources' Organizational Development & Learning

**Name:** Julia McLaughlin

**Title:** Lead, Coaching@UBC, UBC Human Resources

**Name:** Julie Stockton

**Title:** Director, Organizational Development and Learning, UBC Human Resources

**Program Description:**

Coaching is a growing discipline worldwide and a communication style that is being widely adopted by organizations. UBC was an early adopter of coaching when it established its award-winning UBC Coaching Services in 2003. With the UBC Certificate in Organizational Coaching we are building on our lived experience coaching in our organization and on our reputation as a leader and innovator in this specialized field. While an organizational perspective is represented in many coach training programs, in the UBC Certificate in Organizational Coaching, once individual coaching techniques are covered, we will devote half of the required core course hours to organizational theory and the practice of coaching with groups and teams within organizations.

## **Certificate Program Under Development**

The unique feature of this program is the commitment of Coaching@UBC's seasoned professional coaches to its mentorship and practice elements, and the influence of an inquiry, strengths-based and appreciative approach to learning, development and leadership that is characteristic of UBC Human Resources' Organizational Development & Learning (ODL). ODL's approach encourages learners to examine and challenge the assumptions that act as a filter for all learning and supports reflective learning to engage personal and professional development regardless of each learner's role in the organization.

### **Rationale for the Certificate Program:**

This UBC Certificate in Organizational Coaching builds upon the principles, experiences and lessons learned from the Coaching@UBC program to enhance and deepen the coaching skills of leaders, managers, human resources professionals, certified coaches, counsellors and other helping professionals working with individuals, teams and groups in an organizational context.

The program design has been guided by feedback from market research that includes a review of 11 local, national and international coach training programs, and interviews with leaders, managers and practicing coaches regarding training gaps and opportunities for broader applications of coaching skills in an organizational context.

### **Program Goal**

This program offers a multidisciplinary approach combining coaching, organizational development and psychology theories, skill-building, reflective practice, transformational learning, and mentoring with the intent to develop:

- the "self" through personal mastery and reflection
- coaching proficiency with exposure to multiple models and to individual, team and group coaching in an organizational context
- confidence in understanding organizational structures, development and change processes
- awareness and learning through one-on-one coaching and mentoring
- expertise in selecting and applying current assessment tools

### **Proposed Length/Duration**

The certificate program will consist of three required courses (a minimum of 120 total hours) delivered part-time over a 9-month period in a cohort format. Additional elective courses (minimum of 30 hours) will be offered within specific areas of interest so that participants can tailor their learning for their own organizational context.

For participants wishing to pursue the Associate Certified Coach (ACC) credential through the International Coach Federation (ICF), an additional 75 hours of coaching practice can be added.

Courses for this certificate program are planned to start in Fall 2013/Winter 2014.

### **Proposed Curriculum Topics/Goals:**

There are three required courses of this certificate program including:

**Certificate Program Under Development****Course 1: Coaching Fundamentals and Self Mastery**

This course creates the context for the full certificate program with the introduction of program models, expectations and learning methods (learning path, coaching triads, mentors) along with individualized assessments, coaching skills and interactive opportunities to understand the organizational context.

By the end of *Course 1*, participants will be able to:

- Define personal mastery and its relevance to coaching
- Identify core values that inform a vision of self as leader and support ethical behaviour
- Develop an attitude of presence through inquiry, self-reflection, and experiential learning
- Introduce life practices that support body (physical exercise), mind (journaling) and spirit (mindfulness practice)
- Define key elements needed to establish trust within a coaching relationship
- Explore a multi-theory approach to human behavior change in order to ground a coaching approach and develop flexibility during the coaching process
- Apply principles of neuroscience research and practice to coaching
- Develop foundational coaching skills from establishing the coaching agreement to completion and closure of the coaching relationship (full-cycle coaching).
- Clarify what is required in a specific coaching interaction, coaching process and relationship
- Learn core coaching, communication and awareness skills through one on one mentorship
- Incorporate narrative techniques to strengthen a coaching relationship

**Course 2: Organizational Context and Advanced Coaching**

This course focuses on building capacity to coach individuals (peers, managers and leaders), groups and teams and to promote a coaching approach/ culture within an organizational context.

By the end of *Course 2*, participants will be able to:

- Demonstrate proficiency in one-on-one coaching skills, including setting the foundation, co-creating the relationship, communicating effectively, and facilitating learning and results
- Apply a specific, model of coaching through practice, mentorship, and peer coaching
- Understand how coaching skills and process can enhance leadership development and positive organizational change
- Develop a personal coaching framework that addresses core competencies and ethical practice in relationship to leadership development and organizational context
- Develop knowledge and skills to facilitate groups, build team stability and enhance learning conversations
- Describe how a coaching approach applies to organizational culture and context
- Apply foundational coaching skills within a typical organizational relationship
- Build coaching confidence through mentorship, peer practice, clients and evaluation
- Learn specific assessment tools aimed at developing team agility and strength

**Certificate Program Under Development****Course 3: Coaching Proficiency in the Organizational Context**

Participants apply coaching skills and International Coach Federation (ICF) competencies in an organizational context and receive feedback on techniques and approaches. The goal is to refine a personal coaching philosophy and benefit from group learning and ongoing individual coaching.

By the end of *Course 3*, participants will be able to:

- Meet ICF standards for core coaching competencies through demonstrated practice and evaluation of final capstone project
- Demonstrate ability to design and deliver a full coaching process/cycle via case studies and live coaching sessions
- Build coaching confidence within an organizational context through specific coaching relationships and practice
- Meet ICF standards for ICF Associate Certified Coach (ACC) accreditation if desired

**Elective Courses:**

Students select their electives based on their needs and organizational context. A minimum of 30 hours are required. Please see the list of current and planned electives in Appendix A. Additional electives may be added as new needs are identified.

**Additional professional certification:**

Additional coaching supervision, practicum hours and mentoring is possible through this program for students wishing to obtain their Associate Certified Coach (ACC) credential through the International Coach Federation.

**Target Learners:**

The program serves the needs of learners pursuing study for professional development. The program will target:

- Experienced internal and external coaches in business and non-profit sectors wishing to expand their repertoire and deepen their framework of practice in an organizational setting
- Independent consultants, corporate trainers, counsellors and other helping professionals wishing to deepen their skills in working with teams and groups
- Managers, human resources professionals, supervisors and other leaders responsible for employee development
- Leaders/managers/employees interested in developing their own skills as a coach
- Leaders in organizations who are interested in starting or expanding a coaching initiative

**Student Admission Criteria:**

To accommodate learners from a variety of backgrounds, the admission requirements for the Certificate in Organizational Coaching are fairly broad. Participants must:

- have an undergraduate degree or equivalent
- have at least four years of relevant work experience

**Certificate Program Under Development**

- be motivated to enroll in this program by relevant professional or personal experience or interest
- complete an admissions interview to assess readiness and the academic, interpersonal and communications skills sufficient to allow active participation in this dynamic and experiential program

**Student Assessment/Grading Methods:**

Program participants are assessed in individual courses according to University of British Columbia grading practices to ensure successful acquisition of required skills and concepts. Assessment is based on satisfactory participation in course discussions and coaching sessions, in addition to satisfactory completion of assignments. Participants will also be asked to evaluate their own progress. Assessment criteria for each assignment and course will be described in each course outline. A passing grade of 60% is required in each of the courses.

**Program Structure/ Delivery Format:**

The three required program courses will be delivered both in class at UBC Robson Square and online using a discussion and case-based learning approach. All core courses are offered in a cohort model and include online components delivered through a learning management system. In addition, individual coaching sessions will be held in person, over the phone or using web-based synchronous conferencing technology.

Elective courses are offered as experiential workshops either at UBC's Point Grey campus or at UBC Robson Square.

The program is designed so that as students complete each core course, a foundation is established upon which each subsequent course will build. This progression ensures that students emerge with the knowledge and practical skills needed to apply coaching skills effectively in a variety of contexts.

**Marketing/Promotion Strategy:**

This program will be promoted by UBC Continuing Studies and the Coaching@UBC program through course calendars, websites, email marketing, brochures, direct mail, print advertising, online advertising such as ad words, search engine optimization, events and industry associations.

**Assessment of Impact on Departmental and University Resources:**

The program development costs have been accounted for and, based on projected earnings, are expected to be recovered within two years from the launch date. The program's management and support staffing requirements will be allocated fairly and balanced among individuals' current program responsibilities. The program will also run off of existing UBC Continuing Studies systems for student registrations, scheduling, certificate tracking and learning management to benefit from economies of scale.

Coaching@UBC is entering its 10th year as coaching worldwide is being recognized as a legitimate discipline. With 70 professional coaches now providing free one-on-one coaching to UBC staff and faculty, this award-winning program is well-positioned to capitalize on its

## Certificate Program Under Development

leadership role in the practice of organizational coaching. The strategic goals that form the Coaching@UBC 5-year Business Plan approved in 2012, include:

- promoting UBC as a living lab for the advancement of coaching practice, education and scholarship – to that end, Coaching@UBC has been partnering with UBC Continuing Studies to develop curriculum and design a comprehensive practicum for learners in the UBC Certificate in Organizational Coaching
- developing the practicum and providing professional coaching mentorship to the learners enrolled in the Certificate in Organizational Coaching
- the concept of “Full Circle” Coaching at UBC – a flexible menu of options for leaders, managers and peers to be coached, to coach others, and to develop their coaching skills through to accreditation. With the launch of the Certificate in Organizational Coaching, UBC’s own staff and faculty can now join learners from other organizations to develop coaching skills to the degree they are interested in pursuing.

Our innovative, coaching program has been instrumental in establishing a coach approach in our learning, leadership and management practices at UBC. In partnership with UBC Continuing Studies, Coaching@UBC is advancing the education and practice of coaching in the wider community while contributing to the realization of the vision, values and commitments in Place and Promise.

### **Assessment of Financial Viability:**

The Certificate in Organizational Coaching will be a cost-recovery program based on a revenue sharing model between UBC Continuing Studies and Coaching@UBC. Revenues from currently successful programs within UBC Continuing Studies will support the funding for the development, but with the expectation that funds will be recovered through future earnings within 2 years from the launch date.

### **Current Program Advisory Committee Members:**

- Linda Alexander - Executive Coach, Career Consultant, former Director, Career Services, UBC
- Norm Amundson - Professor, UBC Department of Educational and Counselling Psychology, and Special Education
- Yael Blum – Certified Executive Coach, Gold Mastery Certification in Systems Thinking Strategic Management and Planning, Leadership Coach, Personal Coach, Organizational Development Consultant, Facilitator
- Deena Boeck – Associate Director, Life and Career Programs, UBC Continuing Studies
- Carollyne Conlinn - Owner, Full Spectrum Coaching and Management Consulting Consultant; Certified Executive Coach
- Darlene Dean - President, Board of Directors, Association of Neighbourhood Houses of BC
- Larry Gregg - Director, People Services, WorkSafeBC, CPCC, ACC (currently under extension)

**Certificate Program Under Development**

- Sally Halliday - Managing Director, Counselling and Program Development, Life and Career Programs, UBC Continuing Studies
- Ian Macnaughton, PhD, MBA - Executive Coach, organizational consultant, and psychotherapist
- Rhonda Margolis, EdD, Certified Executive Coach, Associate Certified Coach, Principal, RLM Learning Innovations Inc.
- Julia McLaughlin - Lead, Coaching@UBC, UBC Human Resources, Certified Executive Coach
- Peter Moroney - Associate Executive Director, Professional Programs and Services, UBC Continuing Studies
- Gwen Semenoff - Administrative Director, UBC Continuing Studies English Language Institute, Certified Executive Coach
- Julie Stockton – EdD, Director, Organizational Development and Learning, UBC Human Resources
- Dorie Van Stolk – Acting Director, Learning and Development, BC Women’s and Children’s Hospital, Certified Executive Coach

**Final Approval Expected from the Following Deans/Department Heads:**

Dr. Judith Plessis, Executive Director, UBC Continuing Studies

Dr. Blye Frank, Dean, Faculty of Education

## **Appendix A**

### **Current Electives in the UBC Certificate in Organizational Coaching**

Participants may select from the courses below to complete a minimum of 30 hours. In order to meet the changing needs of coaches in an organizational context, these elective course offerings are subject to change.

<b>Course name</b>	<b>Hours</b>
Business Development for Coaches	6
Career Flow: A Career Navigation Tool for Professionals	12
Coaching Across Differences	3
Coaching Matters: Skills for the Coaching Conversation	12
Coaching Skills for Organizational Leadership	6
Coaching Through Conflict	1.5
EQ for Smart Leadership	6
Group Leadership and Team Dynamics	18
Metaphor-Making: A Powerful Tool for Change	6
Neuroscience in Practice: Counselling and Coaching with the Body in Mind	6
The Reflective Practitioner	2.5

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**Category: (1)**

<p><b>Faculty:</b> <i>Continuing Studies</i>  <b>Department:</b>  <b>Faculty Approval Date:</b> March 20, 2013  <b>Effective Session (W or S):</b> W  <b>Effective Academic Year:</b> 2013</p>	<p><b>Date:</b> 03/19/13  <b>Contact Person:</b> Ramona Montagnes  <b>Phone:</b> 604.822.1983  <b>Email:</b> Ramona.Montagnes@ubc.ca</p>
<p><b>Proposed Calendar Entry:</b></p> <p><i>Writing Centre</i></p> <p>The UBC Continuing Studies Writing Centre offers non-credit courses to students who want to become confident and skilled writers.</p> <p>...</p> <p>For more information on UBC Continuing Studies Writing Centre courses and services, including writing workshops and tutorial services, call 604.822.9564 or visit the <u>Writing Centre</u>.</p> <p><b>Professional Writing</b></p> <p><u><a href="#">UBC Certificate in Professional Communication</a></u></p>	<p><b>URL:</b>  <a href="http://www.calendar.ubc.ca/vancouver/index.cfm?tree=4,229,530,706">http://www.calendar.ubc.ca/vancouver/index.cfm?tree=4,229,530,706</a></p> <p><b>Present Calendar Entry:</b></p> <p><i>Writing Centre</i></p> <p>The UBC Continuing Studies Writing Centre offers non-credit courses to students who want to become confident and skilled writers.</p> <p>...</p> <p><b>Type of Action:</b></p> <p>Create new non-credit UBC Certificate in Professional Communication</p> <p>Writing Centre, Continuing Studies</p> <p><b>Rationale for Proposed Change:</b>  See attached proposed certificate program</p>

## **Proposed Certificate Program**

### **UBC Continuing Studies Writing Centre**

**Proposed Name of Certificate Program:** UBC Certificate in Professional Communication

**Date of Submission:** March 15, 2013

**Sponsoring Faculty/Department/School:** UBC Continuing Studies

**Contact Persons:**

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**Supporting UBC Partners or External Partners:** N/A

**Program Description:**

The UBC Certificate in Professional Communication, offered by the UBC Continuing Studies Writing Centre, provides a flexible program in professional communications for recent college graduates, UBC co-op students, working professionals, internationally-educated professionals, managers, business owners, entrepreneurs, self-employed consultants, and other students who handle masses of information in different media and need to communicate persuasively and effectively. As working professionals, they may face serious legal, professional, and personal consequences in failing to communicate their own or their company's message in an effective manner. They may have professional or technical expertise, but they may lack practical skills in producing written documents or struggle with using English as an additional language (EAL) in their professional communications. They may also be pursuing other professional accreditation opportunities with which this program would overlap or support.

The UBC Certificate in Professional Communication consists of core courses and electives, as well as the opportunity for individual consultations or coaching for all students. Through the courses and support, students learn core competencies, key strategies, and practical skills in professional communications including business writing, creating presentations, public speaking, and participating in teams or meetings. Topics include engaging in strategic conversations, using narrative or storytelling in the

corporate context, collaborative writing, web writing, blogging, creating e-portfolios, and publishing. Students will be required to take an elective course in academic, creative or personal writing, so they strengthen core competencies and employability skills in critical thinking, creativity/problem solving, and writing.

Individual consultations will be provided by a combination of program instructors and professional tutors who will work with the students throughout the program. These Tutors will engage with the students virtually and will assess their work in each course, as well as offer a final assessment on their e-portfolio. The tutors will offer guidance and feedback on all aspects of the students' writing.

This part-time program consists of classroom-based and online courses. There is an option for local and international students to complete the certificate program 100% online.

The UBC Certificate in Professional Communication focuses on both broad and specific learning outcomes:

- Write clearly, concisely and correctly for a variety of audiences and in a variety of media, in professional contexts – for business, government, science, and technology.
- Apply business conventions and formats for specific writing tasks.
- Develop confidence, creativity, and communication skills in producing business correspondence, reports, proposals, presentations, speeches, and other documents.
- Utilize digital platforms for communicating and recording information and ideas.

### **Objectives for the Certificate Program:**

The UBC Certificate in Professional Communication provides a variety of students with practical strategies and skills to communicate effectively and persuasively. The certificate program offers a flexible learning environment with both classroom-based and online courses and individual consultations or coaching for all students. The skills that students will develop include writing in a variety of media, communicating in contextually specific ways, and using digital tools to share and record information.

The program design is based on feedback from instructors and a program advisory committee, as well as some market research on core competencies and skills required by professionals and employers. According to the Business Council of BC's biennial survey, local employers in all major sectors are looking for these top ten skills in employees: speaking/listening, judgement/decision making, teamwork, problem solving, writing, critical thinking, flexibility/adaptability, planning/time management, computer competency, efficient use of technology and tools (2010).

The program focuses on key business communication principles, strategies, and skills for professionals working in a diverse work environment and job market. The UBC Continuing Studies Writing Centre and students will benefit from this certificate program in several ways: it will have a cohesive curriculum, and student registration and retention

will increase. The UBC Certificate in Professional Communication will also meet an increasing demand by working professionals looking to build on core competencies and transferable skills in business and professional communications.

### **Proposed Length/Duration:**

The UBC Certificate in Professional Communication consists of a minimum of 150 hours with 5 required core courses and 3 electives delivered in class and online on a part-time basis throughout the year. There may also be some flexibility in terms of the core course selection if a student has needs that differ greatly from those met by the core courses; for example, if a student is changing careers from one that is report-heavy to one that focuses on marketing, we may allow a switch from Introduction to Business Writing to Creative and Persuasive Copywriting. The program may consist of 165 or more hours depending on the electives selected by students. Most courses for this certificate program are currently available for registration; new courses will be added starting Fall 2013 and as the program progresses to meet changing student and market needs.

### **Proposed Curriculum and Courses:**

The certificate program consists of 5 core courses and 3 electives. Online options of all of the current courses, if they are not already available, will be developed by Spring 2014. This allows non-local students to complete the program 100% online and allows local students the flexibility to take courses in the format that they find most convenient. New courses and workshops will also be developed on professional writing and communications topics. Below is the list of core courses and electives, and the appendix contains several sample pathways students can take through the program.

The UBC Certificate in Professional Communication focuses on these beneficial outcomes:

- Apply general principles of communications, grammar, and style in all types of writing.
- Apply business writing strategies for producing emails, letters, reports, and other documents.
- Build confidence and skills for preparing and delivering effective presentations.
- Employ techniques for using narrative and storytelling to share knowledge, engage employees, and lead teams or organizations.
- Develop skills in collaborative writing and working with teams.
- Demonstrate critical thinking, creativity, writing, and editing skills for producing polished documents.
- Use technical and scientific writing skills to produce publications.
- Examine new technologies and use social media.

### **Core Courses**

The program includes core courses for a strong foundation in professional communications and related competencies, plus elective courses that offer more focus on specific topics and skills.

### ***Introduction to Business Writing***

Students will apply business writing strategies and skills for writing quickly, correctly, and professionally. Students will develop the skills to write and revise correspondence and other materials for clarity and conciseness. Topics covered include how to write and edit emails, letters, and documents; working with digital tools and e-portfolios; processing and packaging information appropriately for any context; and creating and giving effective presentations.

### ***Report and Business Writing***

Students will apply the principles of written communication in business and professional contexts. This course provides opportunities to practise critical thinking, synthesizing, and writing emails, letters, reports, and proposals.

### ***Preparing Presentations and Public Speaking***

Students will build the confidence and skills for creating and delivering effective presentations and speeches, speak confidently and persuasively in large groups, and prepare a dynamic presentation for classroom or online delivery. This course also covers how to employ tips for engaging in strategic conversations and meetings, including active listening, public speaking, and giving feedback.

### ***Getting Ahead with Grammar (required for EAL students) or Writing with Style***

*Getting Ahead with Grammar* examines the mechanics of grammar and techniques for well-constructed sentences, paragraphs, and documents. This course also covers how to detect and correct errors in writing and produce clear, concise prose. *Writing with Style* helps students polish their work even further by taking their ideas from diagnosis to analysis to revision. Topics include writing with clarity, balance and symmetry by using sentence variety, paragraph development, and other elements of style. Through classroom discussions and written exercises, students apply writing tips and produce coherent and emphatic text.

### ***Writing Under Pressure and/or Advanced Composition***

Students will discover how to generate, structure, and expand thought-provoking arguments while improving syntax, grammar, and diction. Students will shape ideas into compelling documents, develop awareness of effective and persuasive writing, and evaluate work critically and systematically.

## **Elective Courses**

For the UBC Certificate in Professional Communication, students are able to choose 3 electives from a variety of options. One of these courses will need to be a course that focuses on creative communication and at least one of the two remaining electives will need to be a professional writing course.

As the program continues, new courses will be developed based on research or surveys of essential employability skills and core competencies, including transferable skills in professional communications plus specialized skills for specific professions. For example, courses on scientific or technical writing will be offered for medical or engineering professionals. Some of these courses will include discussions and exercises on intercultural topics.

### ***Using Narrative and Storytelling in Corporate Contexts***

Students will apply techniques for using narrative and storytelling in corporate and professional contexts. The art of storytelling and dialogue can be used to engage employees, share knowledge, convey information, build teams, and lead or manage change in organizations. Students also work on developing written and oral stories as part of their leadership and communication skills for the workplace.

### ***Collaborative Writing and Writing in Teams***

In many professions and organizations, employees are expected to write collaboratively and in teams. Students will develop knowledge and skills in working with content experts, project teams, colleagues, management and other stakeholders to produce polished documents. This course also covers tips for writing, editing, and preparing professional reports, presentations, and other materials.

### ***Strategic Conversations and Meetings***

There is a great demand on employees and supervisors to share knowledge, present ideas, and contribute to teams and meetings. Students will develop the key communication skills needed for participating in strategic conversations, teams, and meetings in the workplace. Students also practise active listening, basic interviewing, summarizing, and public speaking for improving communication skills. Discussions and exercises on intercultural topics will be included.

### ***Technical Writing***

Technical writing requires clear, concise, and polished text. Acquire strategies and skills for designing and preparing technical communication and professional documents. Topics covered include preparing technical reports, instruction manuals, and other end-user documents. Students also practice writing and editing individually and in teams, and they may bring in samples of writing and build on their professional portfolio.

### ***Creating E-Portfolios and Publishing***

This course focuses on developing e-portfolios and publishing. Topics covered include creating an e-portfolio and using software tools. Students prepare their e-portfolios based on assignments and other samples of their work, using various formats and emerging technologies.

### ***Web Writing and Blogging***

Students will create dynamic content for websites, blogs, and social media. Topics covered include strategies for writing web copy, creating interactive text, engaging

audiences and users, understanding search engine optimization and Web 2.0, and publishing updates and documents online. Students write and edit copy for websites, blogs, and social media as part of their communications tools for their employer or organization.

### ***Scientific Writing***

Professionals often face challenges producing articles and documents for publication. Students will acquire the skills to organize, write, and edit research and content in order to produce scientific articles, reports, papers, and presentations. At the end of the course, students should be confident that their work reflects the quality of their research.

### ***Writing for Graduate Students***

Writing at the graduate level has distinct challenges. Students will acquire the skills and specific requirements of writing and presenting research or ideas at the graduate level and in a professional context. Topics covered include correcting problem areas in style and grammar, developing ideas and content, writing abstracts and articles, and incorporating research and sources.

### ***Freelance Article Writing***

Students will write feature articles for websites, e-bulletins, newsletters, and other social media tools. This course takes a step-by-step approach to developing compelling story ideas, conducting research and interviews, structuring articles, and writing effective copy. This course includes a range of exercises to improve writing skills, as well as discussion of copyright and other legal issues. Students receive feedback on their own writing and practise giving feedback on other students' work in class.

### ***Creative Writing: The Fundamentals of Great Writing***

In all of writing's different genres, there are certain fundamental principles that must be present and must be in balance for the work to sing. Through an experiential learning approach, students develop skills that they can apply to all types of writing tasks and in any format. Through giving and receiving structured non-judgmental feedback, students develop and improve their ability to read and edit their own work.

### ***Writing Creative Non-Fiction: Literary Journalism and Beyond***

Creative nonfiction will provide students an opportunity to delve deeper into storytelling as they communicate important information and create copy for websites, publications, newsletters, and other channels. Class time is spent writing, workshopping and discussing samples of the form by writers such as Joan Didion, Tom Wolfe, Jeannette Walls, and Patricia Hampl.

### ***Creative and Persuasive Copywriting***

Students will apply techniques, creativity boosters and the craft of professional copywriting in a supportive and intensive writing clinic that focuses on the process and purpose of persuasive business writing. The course defines the challenges and best practices of working with clients, building research plans, analyzing and reaching the desired audience, building a portfolio of resources, complementing and piggybacking on

visuals, organizing information and managing projects, and writing for a variety of media.

### **Target Learners:**

The program serves the current and emerging needs of working professionals, internationally-educated professionals, recent graduates, managers, business owners, entrepreneurs, self-employed consultants, and other students pursuing study for career development and advancement. The program targets students who want to upgrade or build on their current skill sets and strengthen core competencies or employability skills. Some professionals may have a limited academic background or an academic background in a discipline where writing skills may not have been emphasized. For example, the program would be of interest to those scientists or engineers who have entered managerial roles. Other students may include internationally-educated professionals who are looking for the UBC certificate program along with additional EAL support, resources, courses, coaching, and individual consultations. The program would also be accessible for busy professionals who want to upgrade their skills and need the flexibility that online courses offer, and younger professionals who are comfortable with technology but less comfortable with basic writing principles. Lastly, there are those who want to take more creative or academic writing courses as a means to enrich their learning experience and communication skills.

### **Student Admission Criteria:**

Program applicants to the UBC Certificate in Professional Communication must have a high school diploma and must submit a letter of intent and resume to help determine the best courses to recommend to the student. A representative from the Writing Centre may speak with applicants to discuss the program's fit for their needs. An inbox or in-person writing assessment may also be required. Applicants require a score of 570 or higher on the paper-based TOEFL exam or 88 or higher on the Internet-based TOEFL.

### **Student Assessment/Grading Methods:**

To be granted the UBC Certificate in Professional Communication, students must successfully complete required courses and demonstrate confidence, creativity and competence in professional communications. Students will be assessed on participation, assignments, projects, and tests. The assignment criteria will be made clear in the individual course outlines. There will also be a final assessment of the e-portfolio that the students will create that will incorporate one piece of writing and a learning reflection piece from each course. Students will need to earn a minimum passing grade of 60% in each course and on the final eportfolio to complete the requirements of the program. Students must complete all requirements for graduation within 2 years of admission to the program.

### **Program Delivery Format**

The program consists of 5 required core courses and 3 electives offered on a part-time basis. In this blended program, courses are delivered face-to-face and/or online over 6 to 12 weeks. Students will be encouraged to take introductory courses prior to advanced courses. This will ensure that students build on their knowledge and skills to prepare them for more advanced studies in professional communications. The UBC Continuing Studies Writing Centre will provide guidance to students on the most appropriate order to complete courses and the electives that will be of the greatest benefit for their needs. Please see the suggested program pathways in the Appendix. EAL students will be able to take Getting Ahead with Grammar and Writing with Style as a package as part of their core coursework.

### **Marketing/Promotion Strategy:**

This program will be promoted by UBC Continuing Studies through course calendars, brochures, websites, email marketing, direct mail, print advertising, online advertising such as Google ad words, search engine optimization, events, information sessions, and professional associations. We plan to use focus groups to help plan our advertising campaign as well as provide additional guidance on courses to develop and program delivery.

### **Assessment of Impact on Departmental and University Resources:**

The program development costs are minimal since the UBC Continuing Studies Writing Centre already offers most of the required core and many of the elective courses for the UBC Certificate in Professional Communication. Costs to develop new courses are within the scope of the budget.

The program will utilize existing systems within UBC Continuing Studies for student registration, scheduling, certificate tracking, and online learning, though additional staff hours may be necessary to provide ongoing student support.

### **Assessment of Financial Viability:**

The UBC Continuing Studies Writing Centre and students will benefit from this certificate in several ways: it will have a cohesive curriculum, and student registration and retention will increase in current popular courses. The UBC Certificate in Professional Communication will also meet the increasing demand and needs of working professionals, internationally-educated professionals, managers, business owners, entrepreneurs, self-employed consultants, and other students looking to build on core competencies and employability or transferable skills in professional communications. Because of this, we expect enrollments to increase in our professional writing courses generally.

Students will be charged a \$175 administrative fee when they register for the certificate program. This will cover the cost of record keeping and additional administrative support for students throughout the program.

**Program Advisory Committee Members:**

In addition to UBC representatives, the program advisory committee includes members from local companies, businesses, organizations, and professional associations. They are:

Giselle Baxter: UBC Certified General Accountants Program Marker

Judy Brown: Associate Head and Instructor, UBC English Department

Raquel Collins: Associate Director, UBC Continuing Studies Technology, Media and Professional Programs

Tomi Eng: Freelance Communication Consultant with Ethos

Darren Frew: Director of Planning and Communication at BC Bioenergy Network

Johnathan Friesen: Resource Advisor at BC Hydro

Kathryn Gretsinger: Instructor/Internship Coordinator, UBC Graduate School of Journalism

Alexandra Richmond: Communications Instructor, Kwantlen Polytechnic University

Julie Walchli: Director of the UBC Arts Co-op Program

**Appendix: Potential Pathways for Specific Student Needs (Core Courses in Bold)**

<b>Pathway for Students in Tech Sectors</b>	<b>Hours</b>	<b>Pathway for Students on an Executive Track</b>	<b>Hours</b>
<b>Getting Ahead with Grammar</b>	<b>15</b>	<b>Writing with Style</b>	15
<b>Advanced Composition</b>	<b>30</b>	<b>Advanced Composition</b>	30
<b>Introduction to Business Writing</b>	<b>16</b>	<b>Introduction to Business Writing</b>	16
Technical Writing	16	Strategic Conversations and Meetings	20
Scientific Writing	18	<b>Report and Business Writing</b>	<b>36</b>
<b>Report and Business Writing</b>	<b>36</b>	<b>Preparing Presentations</b>	<b>15</b>
Collaborative Writing	15	Creative Writing	20
<b>Preparing Presentations</b>	<b>15</b>	Corporate Storytelling	20
<i>Total Hours</i>	<i>161</i>	<i>Total Hours</i>	<i>172</i>
<b>Pathway for Students in Marketing</b>	<b>Hours</b>	<b>Pathway for Students in Administration</b>	<b>Hours</b>
<b>Getting Ahead with Grammar</b>	<b>15</b>	<b>Getting Ahead with Grammar</b>	<b>15</b>
<b>Advanced Composition</b>	<b>30</b>	<b>Introduction to Business Writing</b>	<b>16</b>
Creative Writing	20	<b>Advanced Composition</b>	<b>30</b>
Corporate Storytelling	14	Strategic Conversations and Meetings	20
<b>Introduction to Business Writing</b>	<b>16</b>	<b>Report and Business Writing</b>	<b>36</b>
<b>Report and Business Writing</b>	<b>36</b>	Corporate Storytelling	14
E-Portfolios and Blogging	15	<b>Preparing Presentations</b>	<b>15</b>
<b>Preparing Presentations</b>	<b>15</b>	Collaborative Writing	15
<i>Total Hours</i>	<i>161</i>	<i>Total Hours</i>	<i>161</i>
<b>Pathway for Students in Science</b>		<b>Pathway for Students in Healthcare</b>	
<b>Getting Ahead with Grammar</b>	<b>15</b>	<b>Getting Ahead with Grammar</b>	<b>15</b>
<b>Advanced Composition</b>	<b>30</b>	<b>Advanced Composition</b>	<b>30</b>
Writing for Graduate Students	15	<b>Introduction to Business Writing</b>	<b>16</b>
<b>Introduction to Business</b>	<b>16</b>	<b>Report and Business</b>	<b>36</b>

<b>Writing</b>		<b>Writing</b>	
<b>Preparing Presentations</b>	<b>15</b>	Scientific Writing	15
Scientific Writing	15	Technical Writing	20
<b>Report and Business Writing</b>	<b>36</b>	Collaborative Writing	15
Freelance Article Writing	20	<b>Preparing Presentations</b>	<b>15</b>
<i>Total Hours</i>	<i>162</i>	<i>Total Hours</i>	<i>162</i>

## UBC Curriculum Proposal Form Change to Course or Program

### Category: 1

<p><b>Faculty: Commerce</b> <b>Department: Real Estate</b> <b>Faculty Approval Date: February 28, 2013</b></p> <p><b>Effective Session: As soon as possible.</b> <b>Note, this is an online distance education program so UBC sessions/terms are not relevant.</b></p>	<p><b>Date: February 28, 2013</b> <b>Contact Person: Brian Bemmels</b> <b>Phone: 2-0156</b> <b>Email: brian.bemmels@sauder.ubc.ca</b></p>
<p><b>Proposed Calendar Entry:</b></p> <p><b>Real Estate Courses and Programs</b> For more information, see the <u>Real Estate Division</u> or telephone 604.822.8444.</p> <ul style="list-style-type: none"><li>• Real Estate Trading Services Licensing Course. A distance education course meeting the academic requirements for licensing as a real estate representative (salesperson) BC.</li><li>• Property Management Licensing Course. A distance education course meeting the academic requirements for licensing as a property manager in BC.</li><li>• Broker's Licensing Course. A distance education course meeting the educational requirements for licensing as a real estate brokerage, managing broker, or associate broker in BC.</li><li>• Mortgages: A Real Estate Financing Course. A distance education course meeting the requirements for licensing under the <i>BC Mortgage Brokers Act</i>.</li><li>• The Diploma Program in Urban</li></ul>	<p><b>URL:</b></p> <p><a href="http://www.calendar.ubc.ca/vancouver/index.cfm?tree=12,199,298,0">http://www.calendar.ubc.ca/vancouver/index.cfm?tree=12,199,298,0</a></p> <p><b>Present Calendar Entry: none</b></p> <p><b>Real Estate Courses and Programs</b> For more information, see the <u>Real Estate Division</u> or telephone 604.822.8444.</p> <ul style="list-style-type: none"><li>• Real Estate Trading Services Licensing Course. A distance education course meeting the academic requirements for licensing as a real estate representative (salesperson) BC.</li><li>• Property Management Licensing Course. A distance education course meeting the academic requirements for licensing as a property manager in BC.</li><li>• Broker's Licensing Course. A distance education course meeting the educational requirements for licensing as a real estate brokerage, managing broker, or associate broker in BC.</li><li>• Mortgages: A Real Estate Financing Course. A distance education course meeting the requirements for licensing under the <i>BC Mortgage Brokers Act</i>.</li></ul>

<p>Land Economics. An eleven-course distance education program in advanced real estate studies.</p> <ul style="list-style-type: none"><li>• Certificate Program in Real Property Assessment. A four-course distance education program dealing with assessment-specific topics with a focus on computer-assisted mass appraisal techniques.</li><li>• Appraisal Institute of Canada Education Program. Distance education courses leading to both the CRA and AACI designations.</li><li>• UBC/AIC Post-Graduate Certificate in Real Property Valuation. A six-course distance education program developed for business degree graduates working toward attaining AIC's AACI designation.</li><li>• <b>Certificate in Residential Valuation. A five-course distance education program leading towards the Appraisal Institute of Canada's CRA designation.</b></li><li>• Bachelor of Business in Real Estate. A distance education post-diploma degree completion program.</li></ul>	<ul style="list-style-type: none"><li>• The Diploma Program in Urban Land Economics. An eleven-course distance education program in advanced real estate studies.</li><li>• Certificate Program in Real Property Assessment. A four-course distance education program dealing with assessment-specific topics with a focus on computer-assisted mass appraisal techniques.</li><li>• Appraisal Institute of Canada Education Program. Distance education courses leading to both the CRA and AACI designations.</li><li>• UBC/AIC Post-Graduate Certificate in Real Property Valuation. A six-course distance education program developed for business degree graduates working toward attaining AIC's AACI designation.</li><li>• Bachelor of Business in Real Estate. A distance education post-diploma degree completion program.</li></ul> <p><b>Type of Action:</b> New Certificate in Residential Valuation (CRV) – Sauder School of Business Real Estate Division</p> <p><b>Rationale for Proposed Change:</b></p> <p>The Certificate in Residential Valuation (CRV) is a 5-course program that will establish graduates as the highest qualified residential real estate valuation professionals in Canada. The CRV builds on Sauder's long-established education program for the Appraisal Institute of Canada's Canadian Residential Appraiser (CRA) designation, and will become AIC's primary path for candidates seeking this designation.</p> <p>The program is specifically designed to meet four goals:</p> <ol style="list-style-type: none"><li>1. Educational: consolidate/rationalize/streamline the CRA program; reposition the CRA's economics courses as pre-requisites; introduce an elective option to the CRA program, to better address graduate employment needs in pursuing either public or private practice.</li><li>2. Academic recognition: students completing the existing AIC CRA program of studies currently receive no formal UBC recognition beyond the credit courses listed on a transcript; the CRV will be a long-overdue formal</li></ol>
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	<p>recognition of their considerable academic achievement, through awarding a UBC Certificate at the completion of studies.</p> <ol style="list-style-type: none"><li>3. Marketing: the CRV will provide AIC members with a more clearly defined and recognized academic path to the CRA designation; it is anticipated that other real estate organizations will also recognize this Certificate, quickly evolving into the pre-eminent education path for residential valuation professionals.</li><li>4. Partner Support: the AIC has adopted UBC's Post-Graduate Certificate in Valuation (PGCV) as a main path to its Accredited Appraisal Canadian Institute (AACI) designation; the CRV will provide balance in the Institute for candidates seeking the CRA designation.</li></ol> <p><input type="checkbox"/> <b>Not available for Cr/D/F grading.</b> (Check the box if the course is NOT eligible for Cr/D/F grading. Note: Not applicable to graduate-level courses.)</p> <p><input type="checkbox"/> <b>Pass/Fail or</b> <input type="checkbox"/> <b>Honours/Pass/Fail grading</b> (Check one of the above boxes if the course will be graded on a P/F or H/P/F basis. Default grading is percentage.)</p>
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**Proposed Name of Certificate Program:**

Certificate in Residential Valuation (CRV) – Sauder School of Business Real Estate Division

**Purpose:**

The CRV consists of five existing BUSI credit courses, as well as one proposed optional course (BUSI 433) that are offered as part of the Appraisal Institute of Canada's (AIC) Canadian Residential Appraiser (CRA) designation. The CRA designation has been achieved traditionally without the benefit of a corresponding academic credential, and the purpose of this proposal is to establish a certificate to recognize the courses completed to achieve the CRA designation. The CRV has been developed in accordance with the UBC Senate policy on the approval of certificate programs.

**Date of Submission:**

September 1, 2012

**Sponsoring Faculty/Department/School:**

Sauder School of Business – Real Estate Division

**Contact Person:**

**Real Estate Division:**

John Bridal, Associate Director, Diploma & Certificate Programs  
Phone: 250.642.2587 Email: john.bridal@sauder.ubc.ca

**Sauder School of Business Dean's Office:**

Dr. Brian Bemmels, Senior Associate Dean, Academic Programs  
Phone: 604.822.0156 Email: brian.bemmels@sauder.ubc.ca

**Supporting UBC Partners or External Partners:**

The Certificate in Residential Valuation (CRV) program will be offered in partnership with the Appraisal Institute of Canada (AIC). The CRV will serve as the primary means for AIC members to achieve the AIC's Canadian Residential Appraiser (CRA) designation. The Real Estate Division has provided AIC's education program since 1998.

The CRV program will also be of interest to stakeholders outside AIC, in particular the Real Estate Institute of BC (REIBC). The courses in the CRV are drawn from the Real Estate Division's Bachelor of Business in Real Estate (BBRE) and Diploma in Urban Land Economics (DULE), which serve multiple professional associations and employers in the real estate industry.

**Program Description and Rationale:**

The Certificate in Residential Valuation (CRV) is a 5-course program that will establish graduates as the highest qualified residential real estate valuation professionals in Canada. The CRV builds on the long-established education program for the Appraisal Institute of Canada's Canadian Residential Appraiser (CRA) designation, and will become AIC's primary path for candidates seeking this designation.

The program is specifically designed to meet four goals:

1. Educational: consolidate/rationalize/streamline the CRA program; reposition the CRA's economics courses as pre-requisites; introduce an elective option to the CRA program, to better address graduate employment needs in pursuing either public or private practice.
2. Academic recognition: students completing the existing AIC CRA program of studies currently receive no formal UBC recognition beyond the credit courses listed on a transcript; the CRV will be a long-overdue formal recognition of their considerable academic achievement, through awarding a UBC Certificate at the completion of studies.
3. Marketing: the CRV will provide AIC members with a more clearly defined and recognized academic path to the CRA designation; it is anticipated that other real estate organizations will also recognize this Certificate, quickly evolving into the pre-eminent education path for residential valuation professionals.
4. Partner Support: the AIC has adopted UBC's Post-Graduate Certificate in Valuation (PGCV) as a main path to its Accredited Appraisal Canadian Institute (AACI) designation; the CRV will provide balance in the Institute for candidates seeking the CRA designation.

**Proposed Length/Duration:**

The CRV consists of five undergraduate degree credit courses drawn from UBC's Bachelor of Business in Real Estate (BBRE). The courses have no pre-requisites, but do have a recommended order of completion. The courses are expected to be offered three terms per year, in the terms starting in September, January, and May. Most Real Estate Division students are part-time learners – by completing one course per term, the CRV may be completed in less than two years. However, it is anticipated that many students will take 2-3 courses per term, and complete the CRV in one year.

**Proposed Curriculum Topics:** The CRV requires completion of 4 core courses plus the choice of one elective.

*Core Courses (existing)*

- BUSI 112 – Canadian Real Property Law and Real Estate Ethics
- BUSI 330 – Foundations of Real Estate Appraisal
- BUSI 344 – Statistical and Computer Applications in Valuation
- BUSI 400 – Residential Property Analysis

*Elective Courses (must complete one of the following)*

- BUSI 443 – Foundations of Real Property Assessment
- OR
- BUSI 433 – Real Estate Business (*currently proposed*)

Course descriptions and outlines may be reviewed at: <http://realestate.ubc.ca/busi/>

**Target Learners:** The program is oriented toward adult part-time learners seeking either a change in career or career advancement in the real estate field. With AIC as the primary external partner, approximately 500 students are expected to register in the Certificate. Furthermore, it is expected

the CRV will attract students from other real estate organizations in Canada, as it evolves into the pre-eminent educational path for residential real property valuation professionals.

**Student Admission Criteria:**

Admission to the program is based upon applicable post-secondary education. CRV prerequisites include:

- University degree completion
- BUSI 100 Micro Foundations of Real Estate Economics (or equivalent)
- BUSI 101 Capital Markets and Real Estate (or equivalent)

Normal admission requirement is successful completion of a 4-year (120 credits) undergraduate degree offered by a Canadian university. Non-Canadian degrees and other types of degrees are evaluated on a case-by-case basis. If education was completed at a non-English-speaking institution, students will be required to demonstrate proficiency in English. Applicants to the program must complete the application form and submit the required documentation and applicable fees for UBC admission and transcript review.

**Student Assessment/Grading Methods:**

Student evaluation/assessment will be consistent with other courses in the Bachelor of Business in Real Estate program. Students are evaluated on a combination of coursework and a written final examination. Evaluation in each course includes:

1. **Assignments:** BUSI courses are divided into 11 weekly lessons, each with defined learning objectives in a specific competency area. Each lesson ends with a multiple choice assignment that accounts for a small proportion of course grade overall (approximately 1% each, to a total of 15%). Assignments are mainly intended to motivate timely progression in the course, emphasizing depth of course material review, as well as providing an exam review tool.
2. **Projects:** BUSI courses have 2-3 term projects that account for a substantial portion of the course (e.g., 15-20% each). The projects are intensive research and writing exercises. Project 1 typically incorporates course concepts to the midpoint of the course, while Project 2/3 advances this to incorporate concepts from the remainder of the course and provide an overall summary and conclusion.
3. **Examination:** BUSI courses have a written final exam at term's end, testing an overview of the entire course, with a combination of multiple choice and written answer questions, usually with a case study component. The exam accounts for 40-50% of the course grade.

**Program Delivery Format:**

The program will be delivered by guided independent study, similar to all courses in the Bachelor of Business in Real Estate program. Each course has a printed course workbook and textbook, plus online supporting material. Most courses have online webinars offered regularly during the term.

1. **Tutorial Assistance:** Every student in a BUSI course is assigned a course tutor, serving as the student's prime contact during the course. This tutor acts as guide and mentor, providing technical advice, constructive criticism, and referring students to additional learning materials as necessary. The tutor also acts as evaluator, in grading the students' projects and examination.
2. **Offerings:** most BUSI courses are offered three terms per year, in the terms starting in September, January, and May.

**Marketing/Promotion Strategy:**

The program will be promoted to potential partner organizations by the UBC Real Estate Division, via the website, conference sponsorship, and targeted print advertising.

**Assessment of Impact on Departmental and University Resources:**

The program will be taught by the Real Estate Division's external tutors and administered by Real Estate Division staff. The program requires no University funding or resources outside the Real Estate Division. . The program will provide net revenue to Sauder and UBC, with no direct funding required. This program will subsidize other programs and activities at Sauder.

**Assessment of Financial Viability:**

The Board of Directors of the Appraisal Institute of Canada approved the CRV in principle in June 2012. Program fees will cover the full cost for program development and delivery. Any future partnership contracts will also fully cover any costs of subsequent delivery.

**Current Program Advisory Committee Members:**

Dr. Brian Bemmels  
William Hamilton Chair in Industrial Relations  
Professor and Senior Associate Dean, Academic Programs  
Sauder School of Business

Dr. Tsur Somerville  
Associate Professor; Real Estate Foundation Professorship in Real Estate Finance;  
Director, UBC Centre for Urban Economics and Real Estate  
Sauder School of Business

Mr. Andre Gravelle  
Director, Diploma & Certificate Programs, UBC Real Estate Division  
Sauder School of Business

Mr. David Shum  
President, Appraisal Institute of Canada

Mr. Dan Brewer

President-Elect, Appraisal Institute of Canada  
Chair, AIC/UBC Learning Advisory Committee

Mr. Keith Lancaster  
Chief Executive Officer, Appraisal Institute of Canada