

UBC CERTIFICATE IN  
**ORGANIZATIONAL  
COACHING  
PROGRAM  
HANDBOOK**  
2021



THE UNIVERSITY OF BRITISH COLUMBIA  
Extended Learning



# Contact Us

## **UBC CERTIFICATE IN ORGANIZATIONAL COACHING**

Extended Learning

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*We acknowledge that the UBC Vancouver campus is situated on the traditional, ancestral and unceded territory of the Musqueam people.*

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This program handbook is current as of September 2020. Note that future editions of this handbook may contain changes to program requirements and policies.

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# Contents

<b>Program Overview</b>	<b>4</b>
Program Purpose	4
Who the Program is For	5
Organizational Benefits	5
About UBC Extended Learning	6
About UBC Coaching Services	6
<b>Program Format and Curriculum</b>	<b>7</b>
Format and Length	7
Course Descriptions	10
Changes to Curriculum	11
Instructors and Mentor Coaches	11
Workload Expectations and Time Commitment	12
Self-Care During The Program	12
Assessment Methods	13
Graduation Criteria	13
<b>Admission Requirements</b>	<b>14</b>
Application Process	14
Course Registration and Payment	15
<b>Program Policies</b>	<b>16</b>
Enrolment	16
Location of Program	16
Withdrawal and Cancellation Policies	16
Withdrawing from the Program Before the Program Start Date	16
Withdrawing from the Program After the Program Start Date	16
Academic Integrity	17
Disability-Related Accommodations	17
Professional Conduct	17
Use of Information Technology	17
<b>Administration</b>	<b>18</b>
UBC Extended Learning Program Staff	18
Advisory Committee	18

# Program Overview

The UBC Certificate is a part-time International Coaching Federation (ICF) Accredited Coach Training Program (ACTP) in which you develop the skills and confidence to influence positive engagement, culture and performance in workplaces and organizations.

## PROGRAM PURPOSE

Coaching is a learning-focused approach whose goal is to advance the mutual success of individuals, groups, teams, organizations and stakeholders.

Coaching enables and supports sustainable change, by changing the quality and impact of organizational conversations and culture, and holding individuals, groups and teams accountable.

Through live online learning experiences, modular online learning and a comprehensive, evidence-based practicum supported by seasoned UBC Mentor Coaches, learners are supported in:

- developing and practising core coaching competencies to facilitate positive, sustainable change
- acquiring the tools and team literacy required to influence and change conversations at any level of an organization, whether it's with individuals, groups or teams
- developing coaching confidence and competence that informs their unique philosophy of practice.

The program offers:

- an adult learning model that combines theory, demonstrations, skills practice, discussion groups and activities to integrate the learning into your own context
- qualified instructors with expertise in coaching, psychology, leadership, human resources practice, business and adult education
- a comprehensive practicum designed and supported by UBC Mentor Coaches, all with ICF Professional Certified Coach (PCC) or Master Certified Coach (MCC) credentials
- practical learning and skills you can integrate into organizations
- a hands-on organizational coaching project with a local or remote organization in which to develop your skills and confidence in coaching teams
- an opportunity to apply to UBC Coaching Services to offer pro bono coaching to UBC staff and faculty once you have graduated from the program and logged 100 hours of coaching experience.

Upon successful completion of the certificate you graduate with 132 ICF Accredited Coach Training Program hours, 32+ logged coaching hours and 10 hours of one-on-one mentor coaching toward an ICF ACC or PCC credential: an Associate Certified Coach (100 required coaching hours) or Professional Certified Coach (500 required coaching hours).

The program combines coaching, organizational development and psychology theories, and skill-building, reflective practice and mentoring, with the objective of developing:

- the self through personal mastery and reflection
- attitudes of inquiry and coaching competency to lead and influence key conversations
- an integrated approach to coaching as it applies to your own context and role within an organization
- awareness and learning through one-on-one coaching and mentoring
- confidence in understanding organizational structures, development and change processes
- expertise in selecting and applying current assessment tools.

### **WHO THE PROGRAM IS FOR**

The program is for professionals with an interest and appetite for the coaching process and who already have experience working with individuals and teams in a range of organizational contexts. The program focuses on developing professionals ready to a) develop and practise core coaching competencies b) learn the tools and coaching literacy required to work at any level of an organization, whether it be individual, group or team, and c) develop coaching confidence and competence that informs their unique philosophy of practice.

Graduates in the program have included:

- managers, human resources professionals, supervisors and other leaders responsible for employee development
- emerging and successful leaders in organizations interested in starting or expanding an internal coaching program

- coach-like practitioners wishing to advance and formalize their practice and gain credentials recognized in organizational setting
- independent consultants, corporate trainers, counsellors and other helping professionals wishing to deepen their skills and apply a coaching framework and approach
- professionals in careers and sectors such as health, HR, education, transit, film, business and organizational consulting.

### **ORGANIZATIONAL BENEFITS**

If you work in an organization in a people development capacity, organizational coaching skills can give you the confidence and competence to develop people at all levels – not just managers and executives – to do their best work.

Professional coach training has shown to provide a significant return on investment for organizations:

- Internal coaching capabilities can address complex, nuanced, culture-specific goals and strategies.
- Coaching supports and manages organizational change, and is used to assess employee needs, opportunities and challenges.
- Coaches work with emerging leaders or employees stepping into new leadership roles to help develop their learning and performance pathways.
- Organizational coaches bring back new methodologies, skills and resources that add value, depth and rigor to internal training and development programs and workshops that help colleagues thrive.

Organizations in a variety of sectors, including healthcare, transport, government, tourism, IT and real estate have partially or fully funded their employee(s) to pursue the UBC Certificate in Organizational Coaching.

While coaching in an organizational context is found in other coach training programs, we devote half of the required course hours to organizational theory and frameworks of human behaviour and change. The other half is dedicated to the practice of coaching with individuals, groups and teams within organizations.

Our approach sets this program apart from other coach training programs:

- Coaching is considered in the context of organizational systems, including both individual, group, and team coaching theory and models.
- You have the opportunity to develop your own personal coaching philosophy by exploring several conceptual change frameworks and evidence-based models.
- You have the commitment of UBC Coaching Services' seasoned professional coaches to mentorship and practice.
- We take an inquiry and appreciative approach to learning, development and leadership through reflective practice.

### **ABOUT UBC EXTENDED LEARNING**

We believe that learning is a continuous, lifelong endeavour. Education — at any stage of life — should be flexible, innovative and accessible.

We work with UBC faculties to create and deliver programs that meet the career and personal needs of our communities, including alumni, current UBC students and learners of all ages.

Together, we provide outstanding learning opportunities, bringing UBC excellence in academics, teaching and research to the communities we serve, and strengthening UBC's contribution to society, industry and government.

In addition to this certificate, UBC Extended learning offers many other programs for professional and educational development. For more information, please visit [UBC Extended Learning](#).

### **ABOUT UBC COACHING SERVICES**

Since 2003, the University of British Columbia has provided coaching to enhance the professional development and effectiveness of its leaders, staff and faculty. By integrating coaching in significant and strategic ways, UBC enhances engagement, fosters meaningful conversations, and supports individual and team learning—all hallmarks of an extraordinary coaching culture.

UBC's commitment to coaching is evident in its lived experience, and coaching training has since been made accessible to the wider local and international community through the UBC Certificate in Organizational Coaching, co-developed through a successful collaboration between the internal coaching program and UBC Extended Learning.

What sets UBC apart is its entrepreneurial perspective, encouraging students, staff and faculty to lead through a coach approach to discover and explore new ways of learning. The University was awarded Prism Awards in 2005 and 2018 that recognize organizations that have achieved the highest standard of excellence in coaching programs, and offer coaching programs that meet rigorous professional standards, address key strategic goals, shape organizational culture and yield discernable and measurable positive impacts. UBC has also received a CoachingWise designation by the ICF Vancouver chapter.

# Program Format and Curriculum

## **FORMAT AND LENGTH**

The eight-month part-time program offers live and asynchronous online learning, and is designed for working professionals. The certificate combines strong academic content with practical and experiential applied learning at the ICF Professional Certified Coach competency level. Learning occurs in pairs, dyads, triangles and small and large groups to ensure ample opportunities for learners to work with one another.

The program includes 10 mandatory days of live online learning intensives, coach-facilitated group discussion calls for each module, online self-directed study and coaching practice through the certificate's practicum components. The program features experiential learning methods such as group discussions, mini-lectures, skills practice, case studies, readings, practical written assignments and online discussion and learning between participants and course instructors. Our online delivery offers a flexible, supportive and interactive learning model.

The **cohort approach—whereby one group of learners completes the program together—**forms a learning community and network that allow you to grow knowledge and develop skills while fostering creativity, building leadership and encouraging greater success together. This unique approach enables learners to benefit from highly experiential in-person content and ongoing learning and reflection online.

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**CONTENT****DURATION****TERM 1: COACHING FUNDAMENTALS AND PERSONAL MASTERY**

Online Welcome & Term 1 Pre-work	15 days
Live Online Learning Intensive 1 - Part A*	2 days
Live Online Learning Intensive 1 - Part B*	2 days
Online Modules and Reflective Assignment Practicum: Individual Coaching Engagement	10 weeks

**TERM 2: ORGANIZATIONAL CONTEXT AND ADVANCED COACHING**

Live Online Learning Intensive*	3 days
Online Modules	6 weeks
Practicum: Individual and Team Coaching Engagement	10 weeks

**CAPSTONE: COACHING PROFICIENCY IN THE ORGANIZATIONAL CONTEXT**

Practicum: Organizational Coaching Project and Reflective Assignments	6 weeks
Capstone Summit Intensive*	3 days

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*\*Attendance for the live online learning intensives is mandatory.*

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**Online Welcome:** Two weeks prior to the Term 1 and Term 2 live online learning intensives, learners spend 6-8 hours becoming oriented to the Canvas online learning platform, completing readings and submitting introductory activities in preparation for the live intensive learning experiences.

**Live Online Learning Intensives:** These sessions are mandatory and are designed to provide comprehensive, interactive and experiential learning hours. During these sessions, you practise coaching methodologies and frameworks with classmates and interact with instructors, guest instructors, Mentor Coaches and alumni. You are required to complete pre-readings and assignments prior to attending the live online learning sessions.

**Modular Online Learning:** You log in to check assignments, complete module readings and discussion posts, engage in a personal

reflective practice and interact with each other under the supervision of an online moderator. Over eight months, you contribute, collaborate and complete seven modules and three assignments within this virtual classroom and online learning system called Canvas. Learners can expect to log onto the online portion a minimum of three times a week and contribute to online discussions and learning with cohorts members in accordance with a two-week posting and responding schedule. You benefit the more often you access this virtual classroom.

**Coaching Practicum:** The purpose of the practicum is to experience, practise and progressively develop coaching skills by actively applying skills with cohort peers and individual clients, and then with teams in an organizational context. You start to engage in coaching practice at the first live online learning intensive.

**POSTING & RESPONDING SCHEDULE**

Online Modules 1-5 follow the 2-week posting and responding schedule and process below.

		SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
MODULES 1-5	WEEK 1		Module starts... Read articles Do activities		Participate in Module Group Discussion Call			
	WEEK 2	Initial 'Integration in to Practice' post due	Respond to minimum of 1 colleague's post... And respond to colleagues who responded to your post(s)					

Online Modules 6-7 follow the 3-week posting and responding schedule and process below.

		SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
MODULES 6 & 7	WEEK 1		Module starts... Read articles Do activities		Participate in Module Group Discussion Call			
	WEEK 2	Read articles Do activities						
	WEEK 3	Initial 'Integration in to Practice' post due	Respond to minimum of 1 colleague's post... And respond to colleagues who responded to your post(s)					

## COURSE DESCRIPTIONS

### TERM 1: COACHING FUNDAMENTALS AND PERSONAL MASTERY

This course starts with two 2-day live online learning intensives and sets the context for the full certificate program by introducing coaching models, frameworks of human behaviour and change, expectations and learning methods. You will practise coaching conversations and skills with peers and Mentor Coaches, and through group activities.

Online components:

- Module 1: Coaching Foundation
- Module 2: Ethical Practice
- Module 3: Integrated Coaching Presence
- Module 4: Mutual Inquiry & Learning in Systems
- Personal reflection assignment paper

### TERM 2: ORGANIZATIONAL CONTEXT AND ADVANCED COACHING

This course starts with a three-day live online learning intensive that focuses on building capacity to coach individuals (peers, managers and leaders), groups and teams through a coaching engagement. It also focuses on promoting a coaching approach and culture within an organization.

Online components:

- Module 5: Group & Team Coaching
- Module 6: Leveraging Assessments in Coaching
- Module 7: The Leading Edge of Organizational Coaching
- Group assignment paper

### PRACTICUM: INDIVIDUAL AND TEAM COACHING IN THE ORGANIZATIONAL CONTEXT

The purpose of the coaching practicum is to experience, practise and progressively develop coaching skills by actively applying skills with cohort peers and individual clients, and then with teams in an organizational context. Learners start to engage in coaching practice at the first live online learning intensive.

Our ICF-accredited mentor coaching team adds depth, breadth and rigor to your natural instincts, providing mentoring and coaching as a way of further hone and advance coaching skills. The program concludes with a one-month team capstone project with learners working in small teams with an organizational team. You must successfully complete a final coaching exam to demonstrate your coaching proficiency. The practicum includes:

- 1:1 mentor coaching
- short-term and long-term client coaching
- supervision calls for feedback on recorded coaching sessions
- peer coaching triangles
- webinars and regular community calls throughout the program.

### ORGANIZATIONAL COACHING PROJECT

The Organizational Coaching Project (OCP) blends both theory and practice, and is designed to apply and highlight the skills you learned in the program. Working in teams of 4-5 cohort colleagues, you apply coaching skills and International Coach Federation (ICF) core competencies in an organizational context and receive feedback on techniques and approaches. This may include coaching your client team, individual team members, and coaching within your own OCP team.

The goal is to refine a personal coaching philosophy, integrate reflective practice, and benefit from group learning and ongoing individual and team coaching.

### **FINAL COACHING COMPETENCY PANEL EVALUATION**

In this final component of the program, you submit a recorded 30-minute sample coaching session. Evaluated by two Professional Certified Coaches, the purpose of this recording is to demonstrate your coaching competencies at a PCC level. Evaluations use International Coaching Federation [competency level markers](#).

You're awarded your Certificate in Organizational Coaching upon successful completion of this component. Learners can re-panel within six months if coaching competencies aren't met.

### **CHANGES TO CURRICULUM**

The learning objectives, subject areas, topics, speakers and assignments that make up the certificate may change over time to reflect the needs of program participants, new work in the field of organizational coaching, and the best use of university resources.

The program may also change in duration, number of instructional hours, or requirements for completion. As the curriculum changes, the total cost of the program may also change to reflect the actual costs of program delivery.

In the event of major program changes, you will be notified of options for completing the program, either under up-to-date or older requirements.

### **INSTRUCTORS AND MENTOR COACHES**

Our instructors are experienced educators, coaches and industry experts, and bring a combination of academic credentials and educational experience working with adult learners in-person and online. All have on-the-ground experience, as well as expertise in coaching, leadership, human resources practice, business, organizational development, mindfulness, neuroscience, humanistic psychology, adult education and consulting.

Our Mentor Coaches hold an International Coach Federation (ICF) Professional Coach Certified (PCC) or Master Coach Certified (MCC) designation along with strong academic and professional development backgrounds, careers and consulting practices. Our mentor coach community supports learners to develop, achieve and demonstrate proficiency in their coaching skills and practice. Mentor Coaches work one-on-one and with groups of learners to support the integration of theory and practice and the successful completion of practicum requirements, including supervision calls and one-on-one sessions. Learners have the opportunity to work and learn from multiple Mentor Coaches throughout the program.

View our [instructor and facilitator bios](#).

## **WORKLOAD EXPECTATIONS AND TIME COMMITMENT**

The certificate is demanding, but very rewarding. It is designed to be a part-time program for working professionals, offering flexibility along with weekly commitments and deadlines. You should set aside a minimum of 8-12 hours per week in Term 1 for online and practicum requirements, and will benefit from spreading the workload out over 4-5 days per week. Online module requirements per week will include activities such as reading, group discussion calls, written reflections, online discussion forums and individual and group assignments. Coaching practicum requirements include recruiting, scheduling and coordinating ongoing clients for coaching sessions, scheduling and attending sessions with Mentor Coaches and small group coaching sessions, documenting coaching hours and completing practicum documents.

In Term 2, the addition of a team-based project and an additional client coaching requirement will add to the workload. During this term, you should set aside 15-20 hours per week as you will also work in small teams to scope, develop and implement a coaching engagement with an organizational team.

## **SELF-CARE DURING THE PROGRAM**

The deep learning and reflection that takes place in this program, both on a personal and professional level, can sometimes present emotional, physical and mental challenges to a student. Some learners have found it helpful to ensure they have strong supports and resources in place before and during the program, such as arrangements with family members for extra help at home, therapy

relationships, or regular wellbeing practices like yoga and meditation.

We support our learners' success by creating a safe and confidential environment both in online and on-site modules, and by offering flexibility and accommodations when needed. However, instances can arise when a student's needs exceed that of the resources we can offer.

When challenges with online module or practicum work emerge that you don't feel you can address on your own, we ask that you reach out and let us know. We can take action within the scope of this program, and in accordance with the International Coach Federation Code of Ethics.

For learners who may experience difficulties beyond the scope of this program and/or require prompt assistance, learners are encouraged to access the resources through the organizations in the links below.

## **HEALTH RESOURCES AND SUPPORT**

### [Student Services - Health and Wellbeing](#)

UBC publishes a list of health and wellbeing resources and tips for students, including community resources. (Please note that campus resources are mostly restricted to full-time and part-time undergraduate and graduate students.)

### [The Adler Centre](#)

The Adler Centre offers low rate counselling services to people in the Greater Vancouver area. Counsellors are master's level counselling psychology practicum interns who receive individual and group supervision by approved supervisors at both the master's and doctoral level.

### [New Westminster UBC Counselling Centre](#)

The New Westminster UBC Counselling Centre provides free counselling for adults, children, and youth from September to June. Day and evening appointments are available. Counselling is provided by students in the UBC master's and doctoral programs in counselling psychology.

### [BC Association of Clinical Counsellors](#)

Find a registered clinical counsellor.

### [BC Psychological Association](#)

Find a registered psychologist in BC.

### [Crisis Centre of BC](#)

24/7 confidential support and programs.

## **ASSESSMENT METHODS**

You are assessed throughout the certificate program according to University of British Columbia grading practices to ensure successful acquisition of required skills, concepts and the ICF Core Competencies. Online module contributions are graded complete/incomplete based on assignment guidelines. Practicum elements are also graded complete/incomplete, and learners are required to initiate conversations should accommodations be required. You are also required to evaluate your own progress. Assessment criteria for each assignment and course is described in course outlines. Learners must successfully complete a final coaching assessment to demonstrate their coaching skill proficiency in order to graduate as a Certified Organizational Coach.

## **GRADUATION CRITERIA**

You must successfully complete all of the program requirements, including the live online learning intensives and the practicum, as well as pass the final coaching demonstration. Once you have completed the UBC Certificate in Organizational Coaching program requirements, you are eligible to graduate as a UBC Certified Organizational Coach.

## **TECHNOLOGY REQUIREMENTS**

In order to participate in the UBC Certificate in Organizational Coaching program, you will need to have access to a computer, an email account and the internet. You will be provided with online access to UBC's online learning software Canvas. You should ensure you have the [technology requirements needed to support Canvas](#). You can also access the [UBC Student's Guide to Canvas](#).

UBC Extended Learning also recommends that you have the following resources to keep up with the program and complete projects and assignments online:

- Familiarity with basic internet applications (email and web browser)
- A recent version of Microsoft Internet Explorer, Firefox, Chrome, Safari or other web browser

# Admission Requirements

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

- have an undergraduate degree or equivalent professional experience
- have at least five years of relevant work experience working with individuals and teams in a range of organizational contexts
- be motivated to enrol in this program by relevant professional or personal experience or interest
- have a demonstrated understanding of and/or experience in the coaching field
- complete an informal admissions interview to assess readiness and the academic, interpersonal and communications skills sufficient to allow active participation in this dynamic and experiential program.
- evidence of an adequate support network and resources in place for you to take on the demands of the program
- congruence between your expectations coming into the program, your post-program goals and the program outcomes and benefits that the program provides.

## APPLICATION PROCESS

Applicants should read and thoroughly understand this program handbook before applying to the program. To discuss eligibility, prior experience and program relevance, contact us at **604 822 1444**, or email [coaching.exl@ubc.ca](mailto:coaching.exl@ubc.ca).

To apply to the program you must complete the online application and include the following:

- **A letter of intent (maximum 500 words).** You should outline your motivations for pursuing the program, your current coaching experience and understanding, what you feel you will gain from the program, what strengths you bring and how the program contributes to your future personal and/or professional goals.
- **Current resume.** A detailed resume with as much information about your work and life experiences as possible.
- **Two reference letters.** We are looking for your professional references to confirm that you are a suitable candidate for the coaching program, explain why they believe you will succeed and describe how the program will benefit you. We ask that the references indicate how they know you and include their contact information.

When you submit your application, you will receive an email within five business days to confirm we've received your application and

that it's complete. Within a week following the application deadline, the program team will contact you to schedule an informal admissions interview. This 25-minute interview is an opportunity to discuss your experiences, expectations and potential fit with the program. Once accepted into the program, you must pay the non-refundable deposit within 10 business days to secure a place in the program. See [Program Fees and Policies](#) for an up-to-date schedule of program instalment payments. You can pay your deposit and subsequent instalments in person or by calling **604 822 1444**. All fees are in Canadian dollars and are subject to change. Fees may be paid by Visa®, Mastercard®, cash, money order or certified cheque.

## **COURSE REGISTRATION AND PAYMENT**

Registration in the part-time cohort will be automatic upon payment of the nonrefundable deposit fees.

Course fees include all course materials, with the exception of two required textbooks. You are required to purchase the following textbooks:

1. *L. Wildflower & D. Brennan (Eds.), (2011). The Handbook of Knowledge-Based Coaching: From Theory to Practice. San Francisco: Jossey-Bass.*
2. *D. Clutterbuck, J. Gannon, S. Hayes, I. Iordanou, K. Lowe, & D. MacKie (Eds.). The practitioner's handbook of team coaching. New York: Routledge.*

# Program Policies

## **ENROLMENT**

Enrolment is capped at 48 learners per cohort. Admission to this program is competitive and applications exceed the number of spaces available. Before applying to the program, we would be happy to discuss your eligibility, prior experience and the relevance of the program to your goals. Please contact us at 604 822 1444 or by email at [coaching.exl@ubc.ca](mailto:coaching.exl@ubc.ca).

## **WITHDRAWAL AND CANCELLATION POLICIES**

Many of our expenses are incurred within the two-week period before the certificate begins. Our cancellation policy reflects the fact that we can recover few of these expenses in the event of late cancellations.

UBC Extended Learning may sometimes cancel certificates due to insufficient enrolment or other reasons. If this occurs, a full refund is processed and sent to you automatically. UBC Extended Learning does not guarantee that a particular certificate will be offered at a particular time.

## **WITHDRAWING FROM THE PROGRAM BEFORE THE PROGRAM START DATE**

You may withdraw from the program up to 10 business days prior to the program start date but should notify UBC Extended Learning in writing of the reasons for the withdrawal. Tuition fees are 100% refundable, less the non-refundable deposit.

## **WITHDRAWING FROM THE PROGRAM AFTER THE PROGRAM START DATE**

You may withdraw from the certificate program at any time but must notify the program staff in writing of the reasons for the withdrawal. Tuition fees are non-refundable.

## **ACADEMIC INTEGRITY**

UBC Extended Learning is committed to academic integrity and takes academic misconduct seriously. Penalties for cheating, plagiarizing or other academic misconduct may include dismissal from the program or course with a failing grade and no refund of fees. Read more about [UBC's policy](#).

## **DISABILITY-RELATED ACCOMMODATIONS**

Should you require disability-related accommodations for your course, please contact us six (6) weeks before the certificate start date or as earliest as possible. UBC Extended Learning works to create an inclusive learning environment in which all students can achieve success. Any student with diverse needs requiring additional services or support, please contact the [UBC Access and Diversity office](#).

## **PROFESSIONAL CONDUCT**

UBC Extended Learning fosters positive learning environments that respect the diversity of individuals and apply standards in keeping with appropriate conduct in professional workplaces. Students are expected to adhere to professional standards of behaviour. In particular, the ability to work respectfully in a team environment and with other students, instructors and staff is essential. UBC Extended Learning reserves the right to require a student to withdraw from a program at any time for unsatisfactory professional conduct. In such cases, there will be no refund of tuition.

## **USE OF INFORMATION TECHNOLOGY**

Participants must abide by the [UBC Responsible Use of Information Technology guidelines](#).

# Administration

## UBC EXTENDED LEARNING PROGRAM STAFF

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