UBC Certificate in Organizational Coaching

Program Handbook

Developed by

THE UNIVERSITY OF BRITISH COLUMBIA
Extended Learning

In partnership with

ACTP
Accredited Coach Training Program
International Coach Federation
Contact Us

UBC Certificate in Organizational Coaching

UBC Extended Learning
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We acknowledge that the UBC Point Grey 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 December 2018. Note that future editions of this program handbook may contain changes to program requirements and policies.

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Program Overview

Organizational coaching is an effective tool and proven methodology that develops the capacity and resilience of employees, leaders and staff across organizations.

Organizations are learning and integrating coaching disciplines to positively influence engagement and performance. The University of British Columbia was an early adopter of coaching when it established its award-winning internal coaching services, Coaching@UBC, in 2003. With the UBC Certificate in Organizational Coaching, we are building on our lived experiences and on our reputation as a leader and innovator in this specialized field.

While coaching for organizations 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.

Through classroom experience, online learning and a comprehensive practicum supported by seasoned UBC mentor coaches, advance your skills and master core coaching competencies to facilitate positive change, enhance communications with individuals and teams, and influence organizational conversations.

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

- Coaching is considered in the context of organizational systems, including both individual and team coaching theory and models, and in your practicum.
• 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 Coaching@UBC’s seasoned professional coaches to mentorship and practice.

• We take an appreciative approach to learning, development and leadership based on inquiry.

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.

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 adopt and pursue coaching proficiency, competencies and methodologies.

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 from careers and sectors in health, HR, education, transit, film, business and organizational consulting.
The UBC Certificate in Organizational Coaching is designated an Accredited Coach Training Program (ACTP) through the International Coach Federation (ICF). Upon successful completion, you graduate with a minimum 32 coach training hours that you can apply toward an ICF credential: an Associate Certified Coach (100 required coaching hours) or Professional Certified Coach (500 required coaching hours).

The program offers the following advantages:

- 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
- 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 project with a local or remote organizations in which to develop your skills and confidence in coaching teams
- An opportunity to apply to Coaching@UBC to offer pro bono coaching to UBC staff and faculty once you have graduated from the program and secured 100 hours of coaching experience.

**Organizational Benefits**

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. Professional coach training has shown to provide a significant return on impact for organizations that include:

- building internal coaching capabilities within the organization, in order to address complex, nuanced, culture-specific goals and strategies
- supporting and managing organizational change and work with employees to assess their needs, opportunities and challenges
- working with emerging leaders or employees stepping into new leadership roles to help develop their learning and performance pathways
• organizational coaches bringing back new methodologies, skills and resources that add value, depth and add rigor to internal training and development programs and workshops that help colleagues thrive.

**About UBC Extended Learning**

UBC Extended Learning works with UBC faculties to provide flexible career- and life-enhancing education programs to the communities we serve. Together, we provide outstanding learning opportunities, sharing UBC excellence in academics, teaching and research, 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 the [UBC Extended Learning website](#).

**About Coaching@UBC**

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 has since been made accessible to the wider local and international community through the (ACTP) Organizational Coaching Certificate, co-developed through a successful collaboration between the internal coaching program and UBC Extended Learning, both continuing to evolve and contribute learnings in this thriving organization.

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, awards 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.
Today, UBC is proud of its mature coaching culture that embeds coaching seamlessly across the university. The results have been profound.

- Mentor coaches lead Career Navigation, Transition and 1:1 Coaching programs and a thriving Coaching Intern program. Internal coach practitioners are strategically located across multiple campuses, and senior executives not only champion coaching, but have become ICF-credentialed coaches themselves.

- More than 4,300 staff, faculty and leaders use a coach approach in their everyday work, capably supported by a community of practice of 82 external and internal professional coaches.

- From building leadership capacity within the executive team, to 1:1 coaching, all 15,000+ employees have equal opportunity to receive coaching from a professional coach practitioner accessible via a purpose-built web portal. This portal provides comprehensive information on each coach’s approach, experience, specialties, education and availability through a secure login feature.
Program Format and Curriculum

Format and Length

The eight-month part-time program offers both onsite and online learning, and is designed for working professionals. Grounded in the theory and frameworks of human behaviour and change, the certificate combines strong academic content with practical and experiential applied learning. 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, in-class days at the UBC Point Grey campus in Vancouver, online study and coaching practice through the certificate’s practicum components. The blended 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. Combining onsite sessions and 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 that allows 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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<td>On-site Session</td>
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<td>Practicum: Individual Coaching</td>
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<td>Online Modules 1-3 &amp; Individual Assignment</td>
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*Note: On-site sessions are generally held at the UBC Point Grey campus, Vancouver, BC. Attendance for the in-class portion of the program is mandatory.*

For those enrolled in the September cohort, the UBC Extended Learning office is closed between December 20, 2019 and January 2, 2020. No work is required during this period.

**On-site Sessions:** Face-to-face, in-class sessions are mandatory and 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 will be required to complete pre-readings and assignments prior to attending the on-site sessions at UBC.

**Online Learning:** You login 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 will contribute, collaborate and complete six modules and four 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 will benefit the more often they access this virtual classroom.

**Practicum and Capstone:** 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. You start to engage in coaching practice at the first on-site.
Curriculum

The combination of on-site sessions and online learning offers a flexible, supportive and interactive learning model. The blended program incorporates onsite sessions, experiential learning activities, textbook readings, articles, videos and discussion boards. This unique approach enables you to benefit from highly experiential in-person content, and ongoing learning and reflection online.

The curriculum for the UBC Certificate in Organizational Coaching was developed by UBC Extended Learning and Coaching@UBC in collaboration with academics, professionals and qualified instructors. 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.

Course Descriptions

Term 1: Coaching Fundamentals and Personal Mastery

This course starts with a four-day, on-site intensive 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: Putting Theory into Practice
- Module 2: Coaching with the Body in Mind
- Module 3: Emerging Philosophy of Coaching
- Personal reflection assignment paper

By the end of this course, you will be able to:

- define personal mastery and develop a personal reflective practice
- apply a definition of coaching and a personal coaching philosophy that works for you
- identify core values that inform a vision of self as leader and support ethical behaviour
- explore and apply a multi-theory approach to human behaviour and change in order to ground a coaching approach and develop flexibility during the coaching process
• introduce life practices that support body (physical exercise), mind (journalling) and spirit (mindfulness practice)

• incorporate narrative techniques, metaphors and values to strengthen a coaching relationship.

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

This course starts with a three-day on-site 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 4: Mutual Inquiry
• Module 5: Using Assessments in Coaching
• Module 6: Personal Contribution to an Organizational Coaching Project
• Group assignment paper

By the end of this course, you will be able to:

• understand how coaching skills and process can enhance team effectiveness, 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

• apply systems thinking and mapping for organizational coaching

• describe how a coaching approach applies to organizational culture

• learn specific assessment tools aimed at developing team agility and strength

• address conflict, change and other tricky interpersonal situations with confidence.
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 onsite. 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.

Practicum components:

- Practicum core (one-on-one mentor coaching, observed audit calls, peer coaching triangles and client coaching)
- Long-term coaching engagement
- Organizational coaching project
- Coaching evaluation

By the end of the practicum, you will be able to:

- demonstrate a specific coaching model and process that provides a structure for the coaching conversation
- clarify what is required in a specific coaching interaction and process, and define key elements needed to establish trust within a coaching relationship
- practise core coaching competencies from contracting the coaching agreement, to completing and closing of the coaching relationship (full-cycle coaching)
- build coaching confidence through mentorship, peer practice, clients and evaluation
- experience a team coaching engagement and apply professional coaching skills to individuals and teams within an organizational context
- demonstrate proficiency in one-on-one coaching skills, including setting the foundation, co-creating the relationship, communicating effectively and facilitating learning and results.
Capstone Project: Coaching Proficiency in the Organizational Context

Capstone project assignments blend both theory and practice, and are designed to apply and highlight the skills you learned in the program. You apply coaching skills and International Coach Federation (ICF) core competencies in an organizational context and receive feedback on techniques and approaches. The goal is to refine a personal coaching philosophy, integrate reflective practice, and benefit from group learning and ongoing individual and team coaching.

By the end of the capstone project, you will be able to:

- meet ICF standards for professional core coaching competencies and show a demonstrated ability to deliver a full coaching process/cycle through a one-to-one coaching conversation
- build coaching confidence within an organizational context through coaching relationships and practice with individuals and teams
- meet the Accredited Coaching Training Program (ACTP) requirements to apply for ICF Associate Certified Coach (ACC) or Professional Certified Coach (PCC) credentialing if desired
- meet and complete program requirements in order to graduate as a UBC Certified Organizational Coach.

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 on-site and online 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 audited calls and one-on-one sessions. Learners have the opportunity to work and learn from multiple mentor coaches throughout the program.

View a list of instructors and facilitators here.

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 15-20 hours per week 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, writing discussion, 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 20-25 hours per week as you will also work in small teams to scope, develop and implement a coaching engagement with an organizational team.
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. Assessment is based on satisfactory participation in course discussions and coaching sessions, in addition to satisfactory completion of assignments. You are also required to evaluate your own progress. Assessment criteria for each assignment and course is described in course outlines. A passing grade of 60% is required in each of the courses. 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 the program requirements, both during the on-site and online sessions and the practicum, as well as pass the final coaching demonstration. Once you have completed 160 hours of 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 they 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 four 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 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.

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 life.career.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 motivation and interests 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.

Once your application is received, the program team will contact you to schedule an informal admissions interview. This is an opportunity to discuss your experience and expectations and how the program can meet them.

Once your application has been approved you are notified of acceptance by email. Once accepted into the program, a non-refundable deposit is required to secure your place, which is secured in priority order. The first instalment of the tuition is due one month prior the program start date.

Consult the website 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.

1. The first email will include details about the program dates, reading material and on-site location.

2. A second email is sent one week prior to the program start date with step-by-step instructions for accessing the online course.

**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:


Program Policies

Enrolment

Enrolment is capped at 45 learners per cohort. Meeting minimum requirements does not ensure admission to certificates. Early registration is advised.

Location of Program

The on-site intensives are generally scheduled Wednesday or Thursday to Saturday. Delivery format options and course locations are reviewed regularly to respond to changing technologies and learners’ needs. On-site sessions are generally held at the UBC Point Grey campus, Vancouver, BC.

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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Leslie Savage, Program Advisor
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Yael Blum, CEC, PCC, INtwoIT Executive Coaching and Consulting

Carollyne Conlinn, MPH, MBA, MCC, Partner, Essential Impact Coaching, Master Certified Coach

Rhonda Margolis, EdD, CEC, PCC, Principal, RLM Learning Innovations Inc.

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Julie Stockton, EdD, PCC, Founder and Principal of J.M.S. Consulting, and co-founder of Poiesis Consulting for Generative Action

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