UBC Certificate in Digital Strategy

Program Handbook
Contact Information

UBC Sauder Continuing Business Studies
UBC Certificate in Digital Strategy

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This program handbook is current as of June 2017. Note that future editions of this program handbook may contain changes to program requirements and policies that supersede those outlined in this book, except where participants are notified otherwise.
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Program Overview

Introduction
As the global environment faces significant disruption and a shift towards digital transformation, organizations need to consider new business models and revenue streams, and strategies to meet the challenges of ongoing innovation and change. The digital strategist requires a strategic lens to identify customer touchpoints along and ensure digital capabilities including a data strategy supports the overall value-proposition. Being able to respond to the fast changing pace of technology is paramount to how we develop relationships with our stakeholders, including digital teams, customers and partners.

Program Benefits
Presented by UBC Sauder Continuing Business Studies, the UBC Certificate in Digital Strategy has been developed in response to an industry need for digital strategists who can lead and influence change within and across their organizations.

The goal of the program is to help participants acquire the skills and strategies needed to be leaders in the use of digital products and services, and provides a roadmap to advance their skills in the digital space. Specifically, this includes determining strategies to lead and educate organizations to embrace the changing pace of technology, information and innovation in today’s marketplace.

The program is designed for professionals, leaders and entrepreneurs who are involved in marketing, communications, analytics, technology, and/or business development and who desire to drive innovation and change in the digital space.

The program helps participants identify and enhance their knowledge base to effectively drive their digital strategy. This includes developing a sound framework, combined with best practices in leading digital teams, assessing competitive intelligence, enabling customer engagement, identifying the digital value chain, and interpreting data to optimize performance. Being able to assess an organizational culture and structure for digital readiness aids in determining digital solutions and setting goals that align with the overall vision.

By taking the UBC Certificate in Digital Strategy, participants acquire skills and knowledge to:

- explore and utilize critical, creative and analytical thinking strategies and apply them to the digital context of their organizations
• define a digital strategy, identify stakeholders and develop a business model that aligns with the organization’s strategic goals
• undertake ongoing market assessment to identify disruption and determine rapidly evolving opportunities and threats in the digital space
• identify, prioritize and rationalize resource allocation for digital initiatives and teams
• define the characteristics of high-performing, cross-functional teams and digital champions
• apply leadership and change management strategies to respond to emerging digital opportunities
• evaluate, analyze and optimize digital strategy along the customer journey and experience
• define a data strategy that supports the overall value-proposition and aids in the creation of a data-driven culture
• articulate ethical guidelines and governance that support digital strategies.

Who Should Take This Program?

The UBC Certificate in Digital Strategy is designed for professionals, leaders and entrepreneurs who are involved in marketing, communications, analytics, technology, and/or business development and are driving innovation and change in the digital space. Designed for those with at least five years of experience in leading teams or start-ups, managing resources, and implementing strategy, students may come from a diverse range of industries and sectors (technology, entertainment and media, services, health, insurance, finance, education, resource-based, government, and non-profit). The program also benefits experienced digital practitioners in web/digital analytics or social media/communications roles and who are now taking on leadership in digital strategy across business functions and the organization.

About UBC Sauder Continuing Business Studies

UBC Sauder Continuing Business Studies is one of the largest providers of continuing education and professional development for lifelong learners in Canada.

UBC Sauder Continuing Business Studies has won numerous educational awards and is committed to providing leading-edge educational opportunities for local, national and international participants. In
addition to the Certificate in Digital Strategy, UBC Sauder Continuing Business Studies offers other programs for professional and career development, including:

- UBC /DAA Award of Achievement in Digital Analytics (in partnership with the Digital Analytics Association [DAA])
- Certificate in Web Intelligence (in partnership with University of California – Irvine Extension)
- UBC Award of Achievement in Social Media
- UBC Certificate in Digital Content and Communications
- UBC Certificate in Project Management
- UBC Certificate in Business Analysis

For further information, view continuingstudies.sauder.ubc.ca/

Curriculum

To receive the UBC Certificate in Digital Strategy, all four required courses must be completed within two years. Courses include:

- Strategic Thinking in the Digital Context
- Digital ROI
- Digital Readiness
- Digital Leadership and Performance

For a complete course schedule, view continuingstudies.sauder.ubc.ca/programs/digital-strategy-certificate.

Course 1: Strategic Thinking in the Digital Context

Organizational leadership today demands a digital strategy that is transformative and persuasive. A comprehensive understanding of strategic frameworks and models is key for organizations to succeed in crafting a digital strategy. Explore and apply critical, analytical and creative thinking through a strategic lens, and learn to observe, analyze and synthesize the interconnectedness of customers, partners and assets as they relate to crafting a digital strategy. This course guides you through thinking systems and the development of a strategic roadmap, using such innovative tools as the Business
Canvas Model, and provides a foundation for the entire program. Ideal for establishing a design-thinking approach, a perspective on disruption and a foundation for the design of your first digital business strategy. Note: This course is recommended before taking other courses.

Course 2: Digital ROI

Confronted with a new paradigm in the digital space, digital leaders and strategists require the ability to take on a new approach to assessing the market of emerging and competing digital players. Understand how digital business models fit within the industry value chain, and learn to map and evaluate the customer-centric experience, touchpoints, painpoints and feedback loop. Examine how to identify and interpret signs of disruptive change, perform a digital SWOT analysis, and build digital solutions while optimizing your organization’s digital ROI.

Course 3: Digital Readiness

Organizations today need to rethink their digital readiness, break down silos and lead digital initiatives across functional business units. Learn to define your current vs. future state, conduct a digital audit and build a digital maturity model that identifies gaps and drives your organization and teams forward. Prepare the groundwork for developing a strategy that focuses on digital literacy, culture and technology, and that defines resources to aid in nurturing digital talent that is high performing, social, customer-centric, and entrepreneurial. Create a culture where digital can thrive by becoming both change and innovation agent, and pitch your vision while balancing both stakeholder resistance and influence.

Course 4: Digital Leadership and Performance

Digital leaders are in-demand and need to be pro-active to drive innovation and change. Examine what it means to be a “data-driven” organization and how data influences your value proposition. Implement data-driven decision-making by creating a data acquisition plan that aligns with business and organizational goals. Develop an approach that demystifies big data across the key pillars of people, process and culture, and learn to implement the right type of data analytics to deliver actionable insights and results. Finally, be accountable for your data governance and create a data strategy that is ethical and responsible and that will support your future path. Note: Digital ROI and Digital Readiness are recommended prior to taking this course.
Changes to Curriculum

The learning objectives, subject areas, topics, activities and assignments that make up the program will change over time to reflect the needs of program participants, new best practices and technologies, 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.

To receive the UBC Certificate in Digital Strategy, participants must complete the required curriculum and the number of instructional hours that are compulsory on the date they are admitted to the program. The most current information on program requirements is posted on the program website at continuingstudies.sauder.ubc.ca/programs/digital-strategy-certificate.

Curriculum Developers and Online Tutors

The courses in the UBC Certificate in Digital Strategy are developed by qualified industry experienced thought leaders with high-level business acumen, knowledge and experience in digital and business strategy.

Assessment Methods

Program participants are assessed in individual courses according to University assessment guidelines to ensure successful acquisition of required skills and concepts. Assessment is based on online participation and grading of assignments, exams, presentations and projects.

Graduation Criteria

To graduate, participants must successfully complete required program requirements with a minimum of 60% on all courses including graded assignments, projects, presentations, portfolio, exams, etc., and with a “Pass” on portions of the program that are graded “Pass/Fail.” Upon graduation, participants receive a UBC Certificate in Digital Strategy.
Program Details and Fees

Program Format and Length
The courses in this part-time program are delivered 100% online. The program curriculum consists of four online courses ranging from approximately six to eight weeks in length, and core topics highlight conceptual learning and applied skills that are relevant to those working in strategic digital and business roles. Participants must complete all requirements for graduation within two years of admission to UBC.

Program Delivery
During each course, participants should be prepared to spend six to ten hours per week on additional readings, research, case studies, teamwork, assignments or independent study, if applicable.

Participants are assessed on a high-level of participation, and individual and group projects. Every course will incorporate a graded component and assessment strategy.

Participants choose their own course load for each term, but it is recommended that students do not enroll in more than one course at a time. Note that the program completion timelines are dependent on course scheduling and the availability of courses.

UBC Sauder Continuing Business Studies has three terms: fall, winter, and spring/summer. The fall term extends from September to December, the winter term from January to April, and the spring/summer term from May to August.

Program Fees
A $200 non-refundable administration fee is payable once you are admitted to the program. This fee confirms your registration in the program. There is no fee to submit an application form. All fees are payable in Canadian dollars.

Course fees are paid on a course-by-course basis (from $1,295 to $1,495 per course). The total certificate cost, including the administration fee, is approximately $5,780 CAD. Fees are due at the time of course registration and may be paid by Visa®, MasterCard®, debit card, cash or cheque. See the current course calendar or view continuingstudies.sauder.ubc.ca/programs/digital-strategy-certificate
for each term’s course timetable and fees. Participants should be aware that texts, materials and software related to courses may constitute an additional cost in some cases.

No deferral of the administration fee or course fees is allowed. Fees are subject to change.

**Online Participation Guidelines**

UBC Sauder Continuing Business Studies’ online learning courses and programs are designed, developed and delivered in both 100% online and blended (combining face to face and online components) formats.

Our goal is to help foster a positive learning experience. To this end, participants are expected to have a “presence” online, and to become part of the learning community by contributing to the online discussion forums and participating in any interactive aspects of the program. In some cases, this contribution is subject to formal assessment; the specific grade attributed to this part of your course is outlined in the course overview.

**Program Policies**

**Limited Enrolment**

A limited number of applicants are admitted to the UBC Certificate in Digital Strategy program. Admission may be limited by the availability of courses and online tutors. Meeting minimum requirements does not ensure admission to the program.

**Availability of Courses**

Please be aware that early registration is advised for all courses.

**Prior Learning Assessment (PLA)**

The certificate is intended to be a professional development program that builds upon the existing knowledge and experience of learners. Because the program is a cohort program based on cooperative learning principles, participants must take all the courses in the program. Any exemption from
particular requirements within the courses must be requested in writing with the application form submitted one month before the program or course begins.

**Withdrawal and Cancellation Policy**

**Withdrawing from a Course**

UBC Sauder Continuing Business Studies requires notice of withdrawal from a course at least three business days before the course begins. Notification may be made in writing or by phoning the registration office at 604-822-1420. Be sure to include your name and student number, the course number and start date. After such notification, UBC Sauder Continuing Business Studies will issue a refund. An administration charge of $50 and any non-refundable charges will be deducted for each course.

**Withdrawing from the Program**

Participants may withdraw from the program at any time but should notify Client Services in writing of the reasons for withdrawal. Note: The administration fee of $200, paid upon acceptance to the program, is non-refundable.

**Course Cancellations**

UBC Sauder Continuing Business Studies is sometimes forced to cancel courses due to insufficient enrolment or other reasons. If this occurs, a full refund is processed (no administrative fees will be deducted) and sent to you automatically. UBC Sauder Continuing Business Studies does not guarantee that a particular course will be offered in a specific term.

**Academic Integrity**

UBC Sauder Continuing Business Studies 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. For information about UBC Sauder’s policy on this matter, view [universitycounsel.ubc.ca/policies/policy85.pdf](http://universitycounsel.ubc.ca/policies/policy85.pdf).
Professional Conduct

UBC Sauder Continuing Business Studies 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, online tutors and staff is essential. UBC Sauder Continuing Business Studies 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. For details, view it.ubc.ca/service_catalogue/information_security/security/security_policies.html.

Admission Information

Admission Requirements

The admissions process helps to ensure that the needs, intentions and expectations of participants are adequately matched to the program’s objectives and capabilities. Admission to the program may be limited by the availability of courses and online instructors.

Applicants should have the following:

- a post-secondary education
- at least five years of relevant experience such as leading digital teams or start-ups, managing resources and/or implementing strategy
- a management background gained through professional experience in such areas as marketing, communications, analytics, technology, business development, finance, HR, non-profit, public sector or small business
- experience with digital platforms and technology, web/digital analytics, or digital marketing and communications.
Evaluation of Applications

Applications are evaluated on the following criteria:

- compatibility of letter of intent with current program goals and objectives
- suitability of previous education and work experience.

Once applications have been reviewed, applicants will be notified as to whether they have been accepted into the program.

Application Process

As part of the online application form, applicants will be asked to provide the following to support their application:

- a resumé or curriculum vitae documenting education achievements, recent work and volunteer experience
- a detailed letter of intent that specifies goals, interests, program expectations, and comments on knowledge and experience. Please also comment on your role as a digital practitioner or strategist in your organization such as the challenges you are facing or experience leading a digital team. (minimum 300 words, maximum 800 words).
- names and email and phone numbers of three professional and/or educational references

Also required:

- full Internet access either through home or work, including an email account
- English language proficiency (TOEFL) test results may be required. (Internet-based test: 90; Paper-based test: 550). For further information, view tests of English language proficiency at you.ubc.ca/ubc/vancouver/elastests.ezc.

How to Apply

If you have read the program handbook and met the admission requirements you can apply to the program by filling out and submitting an online application form at continuingstudies.sauder.ubc.ca/program-application-form-ubc-certificate-digital-strategy.
An admissions committee reviews program applications, and individuals are advised in writing as to whether they have been accepted into the program.

To apply, complete the online application at [continuingstudies.sauder.ubc.ca/program-application-form-ubc-certificate-digital-strategy](http://continuingstudies.sauder.ubc.ca/program-application-form-ubc-certificate-digital-strategy). As space in the programs is limited, information on the application form should be as thorough as possible so that the admissions committee will have sufficient information on which to base its decision.

**Contact Us**

For more information about the program or the application process, please contact us:

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Fax: 604-822-1499  
Email: cbstudies@sauder.ubc.ca  
Online Application Form: [continuingstudies.sauder.ubc.ca/program-application-form-ubc-certificate-digital-strategy](http://continuingstudies.sauder.ubc.ca/program-application-form-ubc-certificate-digital-strategy)
Administration

The UBC Certificate in Digital Strategy has been developed by a diverse group of academics and representatives from the private sector and continues to evolve as new digital technologies, approaches and models emerge. An advisory committee consisting of university faculty and staff, and thought leaders from the private sector, guided the development of the curriculum. This collaboration has ensured the creation of an educational program that is academically and professionally world class.

Program Administration

Stephanie Jackson, Program Leader, UBC Sauder Continuing Business Studies Advisory Committee

Angele Beausoleil, Chief Innovation Officer, Agent Innovateur Inc.

Christopher Berry, Director, Product Intelligence, Canadian Broadcasting Corporation

Paul Cubbon, Marketing Faculty, Innovation & Entrepreneurship Group Leader, UBC Sauder School of Business

Rochelle Grayson, Program Advisor, Co-Founder of ArtSites.ca; Faculty, School of Management, Langara College

Andrea Hadley, Past President, NetSetGo Marketing and dStrategy Media

Nick Jones, Product Manager, Boeing Vancouver Innovation Lab; Director and Founder Nick Jones Consulting

Kelly Kubrik, Digital Analyst, Online Authority; COO, MyLiberty.Life; Director, Morrison Lamonthe Inc.

Matthew Snyder, CEO, Responsive Ads; Founder & CEO, Analog.Digital.Objects Inc.; Founder and Producer, MXM (MediaCrossMedia) Events

Jim Southcott, Partner, Southcott Strategy; former Chief Strategic Officer, Station X

Michael Tippett, Co-Founder, True North Vancouver; Founder, wantoo; Founder, Tippett.org