



CAUCE

Canadian Association for
University Continuing Education

2010-2011 Awards for Program Excellence

SUBMISSION FORM

Program Title UBC Certificate in Business Analysis			
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Please consider my submission in the following category:

- Credit programming under 48 hours**
 Credit programming over 48 hours
- Non-Credit programming under 48 hours**
 Non-Credit programming over 48 hours

SUBMISSION COMPONENTS

Please include the following in your submission:

1. This submission form
2. An abstract (not exceeding 200 words)
3. The program description, **not exceeding 6 pages** (Be selective; please do not include a detailed curriculum or all the course materials.)

METHODS OF SUBMISSION

Electronically – E-mail the submission form, abstract and program description (one document) to andrew.scales@ubc.ca. Be sure to include one weblink in your submission if you would like us to consider a piece of promotional material.

Fax – Fax the submission form abstract and program description (one document) to Andrew Scales at 604-822-1579.

Mail – Send **six copies** of the submission form, abstract, program description and one brochure or flyer to:

Andrew Scales, Academic Director
Continuing Studies' English Language Institute
University of British Columbia
410 - 5950 University Boulevard
Vancouver, BC V6T 1Z3

(check) I understand that if this submission wins an award, it will be posted on the CAUCE website

CAUCE Award for Program Excellence 2010-2011

Program: UBC Certificate in Business Analysis

Abstract

The UBC Certificate in Business Analysis program is designed for those working in IT, financial and business management positions looking to advance their knowledge and skills. The program is tailored to address the learning needs of those working as business analysts and business systems analysts; project, product and program managers; financial and operations managers; usability, programmer, web and quality assurance analysts; and others who facilitate software/systems selection or business process improvement projects. The program delivers skills **relevant to every business and every industry**, including high-tech, corporate, education, government, and small business sectors.

The first course of this non-credit, **100% online** program, **launched in November 2008** and registrations reached capacity almost immediately. Our marketing efforts, including industry **endorsement** through the International Institute of Business Analysis (IIBA) and **word-of-mouth** recommendations from students have created escalating demand. Since the program began, **71 students have graduated**, with another **112 students** are poised to follow.

Presented in **partnership** by UBC Continuing Studies' Technology, Media and Professional Programs (TMaP) and the UBC Sauder School of Business, the success of this program has fostered a positive working relationship that continues to grow through other partnership offerings, including Certificates in Project Management, Integrated Marketing Strategy and Program Management.

Program Description

Program Overview

The UBC Certificate in Business Analysis is a timely, well targeted program that delivers guidance and expertise from both local and international business analysis industry leaders. Learners develop and apply the skills and techniques needed to elicit, assess, critically analyze and validate requirements to meet business needs. Building on the International Institute of Business Analysis' (IIBA®) *Business Analysis Body of Knowledge*® (BABOK®) industry standard, participants also learn how to synthesize organizational information, build a shared understanding between the business stakeholders and the project team, and effectively facilitate solutions and communicate courses of action to achieve an organization's goals.

Stepping-stones

Throughout the program, each methodology taught is woven together with planning, problem solving and critical thinking skills. Theory-based learning is grounded in case studies and other practical reality checks, such as discussion groups and online lectures, by subject matter experts on topics central **to current industry practices and standards**. The program is also designed so that assignments scaffold and a **foundation** is established upon which each subsequent assignment and course lessons will build.

Program Development

The UBC Certificate in Business Analysis program evolved from the UBC Certificate in eBusiness which was a CAUCE Award winning program in 2000. In 2005, the content was updated and refocused to become the Certificate in Business Systems Analysis. Under the guidance of the Advisory Committee, starting in October, 2007, it was determined that the program needed to be aligned with the IIBA® and follow standards set by the *Business Analysis Body of Knowledge*® (BABOK®). This update led to significant curriculum changes, industry alignment and improved marketing perception, becoming the Certificate in Business Analysis. The new Business Analysis program officially began on November 2008. This program is delivered in partnership with the Sauder School of Business, with UBC Continuing Studies' Technology, Media and Professional Programs (TMaP) division taking the lead on the management and online delivery and development of this 100% online program.

Guided by feedback from **market research** that included a focus group, surveys and discussions with **employers, business analysts, project managers and potential students**, the program was developed in collaboration with **business leaders and senior level business analysts** from Canada and the USA. The **curriculum reflects the reality** faced by today's business analysts by tying together concepts and practices from every aspect of business analysis skills, processes and techniques. The outcome of the market analysis and hence the curriculum design is an educational program that is both academically strong and **designed for immediate business application**.

Top-notch instructors

All the instructors in the program are experienced adult educators who are also **professional business analysts** or project managers with diverse backgrounds, each having at least five years' experience in the field with a Master's degree or PhD in a relevant discipline. Students frequently comment on the high calibre of their instruction in evaluations and graduate surveys.

Marketing strategies

Given the online delivery of this program, the marketing approach goes beyond the local market and to that end, we have employed several online marketing strategies to address a globally targeted audience, including:

- web site **multivariate testing** and **search engine optimization**
- advertising through **listservs, web sites** and **email marketing** campaigns
- Google **AdWords**
- **social media** advertising campaigns
- **word-of-mouth**
- local advertising in **print publications, media (card) racks** and outdoor **signs**
- marketing **opportunities through sponsorship** of the IIBA® and the Project Management Institute (PMI®) local chapters, including Project World/Business Analyst World conferences
- **cross-promotional opportunities** by leveraging courses in other programs (UBC Certificates in Program Management and Project Management)
- **shared marketing responsibility** and extending audience reach through partnership with the Sauder School of Business.

Program Implementation

The UBC Certificate in Business Analysis program is delivered through seven **100% online** courses in a part-time format that offers **flexibility and convenience to working professionals**. The online learning format provides a well-rounded experience working in **virtual teams** (a growing component in today's workplace) by connecting **geographically dispersed learners** and **promoting community building**.

With one-on-one support from an online instructor, students **build proficiency** in business analysis through **an interactive combination of lectures, videos, readings, case studies and examples, self-assessment quizzes, online discussions, role modeling, group polling, glossaries, as well as individual and team collaboration on assignments and projects**. This online program provides a balance of instruction within a compelling framework that helps maintain participant interest and motivation. Courses are delivered over a four-week to eight-week period and students have up to two years to complete the program.

“

I find it wonderful to follow students and see the progression in their careers and outlooks as a result of the UBC Business Analysis program. They become more confident, better writers, demonstrate increased collaborative skills and more in-depth critical thinking. Even the most seasoned professionals. I think these advances come from learning through other students from across Canada and around the world.

”

Susan Grubmayr
Instructor
UBC Certificate in Business Analysis

1. Providing Value/Service

The Certificate in Business Analysis' curriculum is **compatible with the industry standards** set by the International Institute of Business Analysis (IIBA®) and the Project Management Institute (PMI®). UBC is an **Endorsed Education Provider™** of the IIBA® and a Registered Education Provider™ of the PMI®. The program helps to prepare students to become IIBA® Certified Business Analysis Professionals™ (CBAP®) and courses are eligible for CBAP® **Continuing Development Units** (CDUs), as well as PMI®-certified Professional Development Units (PDUs) towards maintenance of the PMI® Project Management Professional (PMP®) and Program Management Professional (PgMP®) designations. Some of the courses are transferable to other UBC certificate programs such as the UBC Certificate in Project Management and the newly developed UBC Certificate in Program Management.

The **knowledge and skills** students develop in this comprehensive program are immediately applicable to their career or corporate goals. Like Eddie Wang, a recent graduate of the UBC Certificate in Business Analysis, many students tell us that they are able to apply the knowledge gained from the courses directly to their work:

“ *It was a great experience to be able to apply the course material directly to my current job. There are times that you can even apply current work issues into the course assignments and gain feedback from the rest of the class. The program also gave me the confidence that my business analysis skills are aligned with industry standards. It also gives my manager confidence that I know what I am doing.* ”

Eddie Wang
IT Business Analyst
Wastech Services Ltd.

93% of program graduates felt that employers or colleagues **recognize and value their certificate** qualifications. (Source: UBC Continuing Studies graduate surveys 2009-2010)

2. Complexity

The UBC Certificate in Business Analysis is a **cost-recovery** program based on a **revenue sharing model**. To **optimize resources** and keep tuition affordable, responsibility for the program's administration is divided among two partners, with UBC Continuing Studies assuming the lead (i.e., providing the **program plan and structure**; providing guidance and direction regarding **instructional design** of the curriculum; hiring the content developers, **editing content, creating videos** and formatting it for online delivery, providing the **online learning environment** and all related support services including online **instructors** and **student services**, assessing student **grades and feedback**, managing records and **updating content prior to each offering of the program**), and sharing the revenue with its partner, the Sauder School of Business, based on enrollment figures. Tasks the partner assumes through the UBC Certificate in Business Analysis Advisory Committee include assistance in **selecting industry subject matter experts** to develop content, review and approve the program structure, goals and audience to meet UBC Senate guidelines. Both partners share responsibility for marketing the program through events, networks and publications.

The UBC Certificate in Business Analysis serves a diverse student demographic. Students living in any time zone and working on any schedule are eligible to take the program, and all benefit from equal support and results. UBC's online program is a **highly efficient** means of delivering **up-to-date content** timed to suit individual student's needs, and of fostering the exchange of ideas across continents. Case studies and examples are from a variety of industries and relevant to all students, who can apply their new knowledge and skills to the challenges they currently face in their profession. Students come from **13 countries around the world** (Antigua, Australia, Bermuda, Brazil, 11 provinces in Canada, Chile, Korea, Mexico, Saudi Arabia, Spain, Turkey, United Arab Emirates and six states in the USA).

3. An Innovative Program

The program has **expanded our instructional expertise**, building on UBC Continuing Studies' strong background in Project Management, Web Analytics and online program delivery. Students are prepared to acquire the CBAP® designation, a growing industry certification offered through the IIBA®. British Columbia currently has 15 CBAP® certified professionals of 1188 internationally but this number is growing quickly and it is expected that the demand will mirror that of a complementary certification, the PMI's PMP® designation, which is currently held by approximately 400,000 individuals worldwide.

“ *The IIBA® is expected to become the world's largest association for Business Analysts. By aligning the Certificate in Business Analysis program with the IIBA®, UBC is providing students with the opportunity to learn the premiere business analysis best practices recognized worldwide.* ”

Stacey Cerniuk
President and CEO
Annex Consulting Group

The role of Business Analyst has been the **#1 most requested business skill** received by Annex Consulting Group from the largest organizations in the province for the last six months. Annex is a leading business analysis consulting organization and recruitment firm. According to Stacey Cerniuk, Annex's President and CEO,

“ *When we see that a candidate has a certificate in UBC's Business Analysis program, it provides assurance to us that the individual has good BA knowledge. It is also a differentiator for that person and helps to set him or her apart from others. We look forward to working with UBC's future Certificate in Business Analysis graduates to assist our clients in meeting their business analysis requirements.* ”

4. Innovation in Delivery

The 100% online UBC Certificate in Business Analysis is delivered using an open source Learning Management System called Moodle. The open source nature of Moodle allows UBC Continuing Studies to customize the student learning environment and provides flexibility in the educational learning methods and structure to address a variety of learning modalities. Moodle provides the latest in learning features and tools including online discussions, blogs, wikis, interactive quizzes, video and multimedia streaming, polling, chat forums, web conferencing and full security features – all available through an Internet browser. Online delivery is ideal for

working professionals seeking a **flexible learning environment** accessible while travelling or off-campus.

Students are not learning alone but progress through each course with their classmates, guided by an online instructor. UBC's online instructors are responsible for the instruction, facilitation, and guidance of students on a one-to-one and group basis, including assessment through continuous email communication, online discussions, and assignments to ensure that students get the most out of their learning experience.

“ *I liked the interactive modules where I was able to view my classmates' ideas and thoughts as it provides great insight into what others are doing in the working environment. The case studies and reality checks made the lecture material relevant.* ”

Student
**Stakeholder Engagement for Business
Analysts and Program Managers**

Online delivery using Moodle is the most **cost-effective** way UBC Continuing Studies delivers programs. With expenses calculated on a per-student basis, it is possible to run a class with minimal enrollments, although most course sessions have filled since the program began.

5. Profile of Continuing Education

UBC Continuing Studies TMAP division's first 100% online curriculum was launched in the fall of 1997 and the success of our students' experience is reflected in the number of graduates from our online programs and courses. To date, over 1,500 students have taken our online programs and courses, which now include the UBC Award of Achievement in Web Analytics and four Certificate programs offered in partnership with the UBC Sauder School of Business: Business Analysis, Project Management, Integrated Marketing Strategy and Program Management. The success of these programs has brought UBC Continuing Studies, its programs, expertise and commitment to excellence, to the attention of a large international audience.

Feedback from students and the industry verify that the program's objectives to **provide an innovative educational experience** while **enhancing the educational abilities of the University** and **strengthening our commitment to the global business community** are being met. **100% of graduates** say they **would recommend** the program to others, and the enrolment figures testify that they are doing so. (Source: UBC Continuing Studies graduate surveys 2009-2010)

The UBC Certificate in Business Analysis is notable in the alliance it has forged between the Sauder School of Business and the international association endorsements.

“ *With a shared emphasis on student-centric learning and combined entrepreneurial approach to identifying trends and market demand, the Sauder School of Business has found a strong partner with Continuing Studies. The professionalism and expertise with which our joint programs are delivered by Continuing Studies is always assured - as is the quality of the student experience.* ”

Bruce Wiesner
Associate Dean
Sauder School of Business

Program Outcomes

In partnership with the Sauder School of Business, UBC Continuing Studies has developed an online program which is comprehensive, accessible, flexible and leverages curriculum from business analysts in different industries. The unique nature of the program, the rising demand for its content, and the worldwide accessibility of the program have caught the attention of students around the globe and made online continuing education an attractive option for those seeking professional development in business analysis.

The program curriculum, assignments and projects are both **meaningful and useful to participants and the organizations they work for**. The applied nature of the program, and the guidance throughout courses with case studies and examples, facilitate the students' ability to utilize concepts directly in their current work, often leading to new career opportunities and improved performance for companies they work with.

“ *In today's tumultuous marketplace, the ability to develop and implement business analysis tools to recognize and respond to trends, gaps and fluctuations is a valuable and versatile asset to have in your repertoire. Students who learn about business analysis through UBC's terrific new online program, whether they become certified business analysts or not, end up with an expanded collection of relevant skills that can be of immediate benefit to any organization.* ”

Cin Jeromin
Instructor
UBC Certificate in Business Analysis

Since the development of the program in 2008, **registrations have increased by 73%** (between 2008 and fiscal year end 2010), and program **revenues this year have almost quadrupled** over the first year's revenues. The addition of the Certificate in Program Management **leveraging two courses of the Business Analysis program**, starting in April of 2010, has attributed to an increase in revenues by **32%** for this fiscal year over last. There are also approximately 12 students per year from the Certificate in Project Management who take the Business Analysis Specialization (three courses from the Certificate in Business Analysis program). Due to the synergies and leveraging of resources between programs expenses have also decreased.

The total revenues from the program this fiscal year ending March 31, 2011, are expected to exceed **\$400,000**. The program is in full swing and has **graduated 71 participants with 112 students** currently completing the program.

LINK TO UBC CERTIFICATE IN BUSINESS ANALYSIS WEBSITE

<http://www.tech.ubc.ca/business-analysis>

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