SIMON FRASER UNIVERSITY

Office of the Vice-President, Academic

MEMORANDUM

To: Senate

From: J. M. Munro
Chair, Senate Committee
on Academic Planning

Subject: Proposed Non-Credit Certificate
Program in Writing and Publishing
and Non-Credit Certificate Program
in Management
(SCAP 93 - 17)

Date: April 14, 1993

Action undertaken by the Senate Committee on Academic Planning and the Senate Committee on Continuing Studies gives rise to the following motion:

Motion: "that Senate approve and recommend approval to the Board of Governors, as set forth in S.93 - 28 the proposed Non-Credit Certificate Program in Writing and Publishing and the Non-Credit Certificate Program in Management."

SIMON FRASER UNIVERSITY
Continuing Studies, Office of the Dean
Memorandum

To: Alison Watt, Secretary
Senate Committee on Academic
Planning

From: Jo Lynne Hoegg, Chair
Senate Committee on
Continuing Studies

Re: Proposals for Certification of
Non-Credit Programs

Date: March 29, 1993

Attached are two proposals for Non-Credit Certificate Programs: *Non-Credit Certificate Programs in Writing and Publishing* and *Certificate Program in Management*. The Senate Committee on Continuing Studies has recommended that these proposals go forward to SCAP for consideration, approval and forwarding to Senate. Could you please place these proposals on the agenda for the Senate Committee on Academic Planning.

JLH/dw

Encls.

PROPOSAL

Writing and Publishing Program

Non-Credit Certificates in
- Business Writing
- Technical Writing
- Publishing

Prepared March 22, 1993

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NON-CREDIT CERTIFICATE COURSES IN WRITING
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NON-CREDIT CERTIFICATE PROGRAMS IN WRITING

Business Writing • Technical Writing • Publishing

Background

The Writing and Publishing Program was established ten years ago and has operated out of Continuing Studies in downtown Vancouver. It has been advised by an interdisciplinary committee appointed by the Vice-President Academic, and by sub-committees established to oversee the development of particular sequences of courses or individual projects. Currently the program offers approximately 100 professional development courses at the university level, and employs a mix of university faculty, professional writers, and publishers to teach the courses and assist in curriculum development. In addition, the program has conducted in-house courses for a number of agencies, and was responsible for the development of the communications curriculum in the School of Engineering Science and the business writing course that is offered in the Faculty of Business Administration. The Canadian Centre for Studies in Publishing is an outgrowth of professional development courses in publishing and the resulting partnership with the Department of Communication.

The program employs seventy-five instructors annually and enrolls 1,500 to 2,000 students. It is the largest of its kind in Canada and has received national recognition.

Rationale

Given the extent of the courses developed, the expertise of the faculty and instructors, some of whom have taught in the program regularly for ten years, and the growing demand in the professional community for certification of recognized and sequential mid-career professional development, the organization of three certificates is timely and feasible. Furthermore, both federal and provincial governments have indicated through the Canada Labour Force Development Board and the British Columbia Training and Adjustment Board an emphasis on mid-career development and are challenging educational institutions to respond in an appropriate and accessible fashion. Non-credit certificates which provide professional upgrading at the post-graduate level, scheduled to provide maximum accessibility, are consistent with industry needs and university standards and mandate.

Students

The typical student will normally have a post-secondary degree or certificate and will be seeking further qualifications to enhance their career opportunities or their effectiveness on the job. The certificates in publishing and technical writing are also appropriate to those seeking a career change or an entry level qualification. Our experience in offering these courses indicates that our students are already

competent writers seeking specialized knowledge. They are highly motivated, and since they or their employers bear substantial expense, attend regularly and complete assignments. They are efficient and appreciate, and indeed insist on, focused content and well-prepared and relevant course materials. They participate well in class discussions, prepare between classes and bring substantial professional experience to the discussion. Our faculty frequently comment on the degree to which their own knowledge is augmented by the students.

Evaluation
Students will be evaluated on class assignments and projects and, where appropriate, examinations. It is expected that students will complete the 120-hour program in two years. The advisory committee has stressed the need for stringent exit standards.

Eligibility
Normally students will be required to have a post-secondary degree or certificate. Prospective students will be required to submit résumés and writing samples before being admitted to the program.

Program Requirements
The certificates as they are described are consistent with the level and content of similar mid-career programs in universities elsewhere in Canada and in the United States.

Program Management
The proposed Certificate Programs will be administered by the Writing and Publishing Program, Continuing Studies at Harbour Centre. This includes scheduling, registration, student advising, and the awarding of certificates.

Governance
The programs will be sponsored by the Writing and Publishing Program University Advisory Committee. Members of the Committee are Dr. Rick Coe (English, on sabbatical), Dr. Janet Giltrow (English), Dr. Rowland Lorimer (Communication), Dr. Daniel Shapiro (Faculty of Business Administration), Dr. Jim Cavers (School of Engineering Science), and Kathy Sayers (President, International Wordsmiths).

Budgetary Implications
The certificates will operate, as the current courses do now, on a cost-recovery basis. The additional costs incurred by the recording of student evaluations and administering entrance procedures will be covered by a fee for the certificate. There are no budgetary implications, therefore, for the university.

BUSINESS WRITING

Participants must take a minimum 120 hours of courses. Required courses are:
- WRIT 103 - Ethics and the Writer. 12 hrs
- WRIT 117 - Managing Communications in Organizations. 7 hrs
- WRIT 205 - Advanced Study in Writing for Business and the Professions. 30 hrs
- WRIT 410 - Basic Proofreading. 5 hrs

Participants will be required to take one of the following courses in Internal Communications:
- WRIT 215 - Developing Policy and Procedures Manuals. 7 hrs
- WRIT 220 - Grammar: A Quick Review of Common Puzzles in Today's English. 10 hrs.
- WRIT 231 - Writing Successful Proposals: A Process Approach. 12 hrs
- WRIT 240 - Effective Letter and Memo Writing. 7 hrs

and one of the following courses in External Communications:
- WRIT 112 - Public Participation. 13 hrs
- WRIT 115 - Giving Effective Speeches and Presentations. 14 hrs
- WRIT 122 - Introduction to Public Relations. 8 hrs
- WRIT 145 - Writing Speeches. 14 hrs
- WRIT 150 - You and the Media: Appearing at Your Best. 7 hrs
- WRIT 225 - Writing Better News Releases. 13 hrs
- WRIT 310 - Copywriting: Words That Motivate. 12 hrs

In addition, participants can choose from the following:
- WRIT 416 - Publication Design and Print Production (lab). 12 hrs
- WRIT 417 - Publication Design and Print Production (lecture). 12 hrs
- WRIT 426 - Editing Techniques. 10 hrs
- WRIT 440 - From Outline to Blueline: Publishing Effective Newsletters and Brochures. 15 hrs

The core courses are comparable to undergraduate composition and rhetoric courses and writing courses offered in business faculties. The optional courses are typical of skill-based professional development courses. All but two have been offered regularly by the Writing and Publishing Program for five to ten years. Writers choosing courses from the External Communications stream will be well positioned to take the Canadian Public Relations Society accreditation exams.

TECHNICAL WRITING

All courses (128 hours) are required:

- WRIT 103 - Ethics and the Writer. 12 hrs
- WRIT 205 - Advanced Study in Writing for Business and the Professions. 30 hrs
- WRIT 426 - Editing Techniques. 10 hrs
- WRIT 510 - Writing Approaches. 20 hrs
- WRIT 518 - Document Design. 10 hrs
- WRIT 525 - Online Documentation. 10 hrs
- WRIT 540 - Project Management. 10 hrs
- WRIT 545 - The Tools of Technical Writing. 10 hrs
- WRIT 580 - Final Project. 16 hrs

Courses in Technical Writing have been developed in conjunction with an advisory committee made up of employers and senior technical writers in the industry.

PUBLISHING

Participants will be required to complete 120 hours. Required courses are:
- WRIT 103 - Ethics and the Writer. 12 hrs
- WRIT 205 - Advanced Study in Writing for Business and the Professions. 30 hrs
- WRIT 426 - Editing Techniques. 10 hrs
- WRIT 427 - Editorial Vision and Literate Design. 8 hrs
- WRIT 460 - Marketing/Management. 20 hrs

In addition, they may choose from the following:
- WRIT 403 - The Art and Science of Indexing. 12 hrs
- WRIT 410 - Basic Proofreading. 5 hrs
- WRIT 411 - Book Design Principles. 10 hrs
- WRIT 416 - Publication Design and Print Production (lab). 12 hrs
- WRIT 417 - Publication Design and Print Production (lecture). 12 hrs
- WRIT 420 - Introduction to PageMaker as Aldus Would Teach It. 8 hrs
- WRIT 425 - Designing With PageMaker. 8 hrs
- WRIT 437 - Aldus Freehand for the Macintosh. 8 hrs
- WRIT 440 - From Outline to Blueline: Publishing Effective Newsletters and Brochures. 15 hrs
- WRIT 446 - Successful Publishing on a Small Scale. 13 hrs
- WRIT 447 - Substantive Editing. 20 hrs
- WRIT 450 - Typography. 6 hrs

COURSE DESCRIPTIONS: BUSINESS WRITING

WRIT 103 - Ethics and the Writer. 12 hrs (required)
Participants in this seminar will focus on case material and examples of applied ethical issues faced by the writer. The course is intended to sharpen and aid in the development of critical, moral and evaluative reasoning particularly as it applies to the changing role of the writer in the modern society. The role of the writer whether as storyteller, analyst, commentator, interpreter, consultant, translator technician or administrator will be addressed. Three levels of ethical analyses will be brought to bear upon the changing role of the writer—the writer as an individual, the writer in institutional settings and the writer in society. Examples of issues to be discussed in case studies and within seminar participants' diaries will include: plagiarism and its many guises; misusing the trust of audiences: style versus substance, changing views on intellectual property, representing others' views, contractual relationships, stress and the livelihood of writing, censorship and regulation, and the duties and rights of authorship.

Evaluation: Participants will be evaluated on the basis of a take-home exam.

Mark Wexler, B.A., M.A., Ph.D., is professor of policy analysis and the director of research in the Faculty of Business Administration. His teaching and research focus on the social and moral complexities of conducting business.

WRIT 117 - Managing Communications in Organizations. 7 hrs (required)

Knowledge of organization theory will benefit business writers. This one-day course will examine organization structures, how organizations work, and how people fit into organizations.

Topics include:
- mechanistic and organic structures of organizations.
- strengths and weaknesses of both types of organizations.
- how organizational strategies are developed to fit business environments.
- how strategies reflect preferences of management, availability of human resources, and the organizational culture.
- the five kinds of organizational climates.
- how organizational culture defines the kind of information used to make decisions.

Evaluation: Participants will be evaluated on a written assignment.

Neil Abramson, M.B.A, Ph.D., is Assistant Professor of International Business in the Faculty of Business Administration. He has worked in insurance and advertising, as a consultant to business and government, and has run a small business.

WRIT 205 - Advanced Study in Writing for Business and the Professions. 30 hrs (required)

The course focuses on the process approach to writing, an approach based on research conducted over the past decade which emphasizes the process by which the successful writer creates effective, well-crafted documents. Participants in the course are introduced to each stage of the experienced writer's composing process—inventing, drafting, and revising—and study in detail the techniques and strategies the good writer uses to overcome procrastination, generate ideas, draft quickly, revise effectively, and communicate clearly.

The course is offered in ten sessions to allow for individual consultation with the instructor and includes:
- an introduction to the writing process and an analysis of writing habits
- invention—some proven techniques for getting started
- rhetorical context—methods for defining audience, establishing purpose and occasion
- drafting—how to draft quickly
- revision—the key to good writing; time allocation, point of view; techniques for revising the structure of the whole piece, individual paragraphs and sentences.
- mechanics—punctuation and grammar

Texts:
- Elbow, Peter, *Writing with Power*
- Bell, James B and Corbett, Edward P.J., *The Little English Handbook for Canadians*

Evaluation: Participants will be evaluated on written assignments.

Anne Hungerford, B.A., M.A., Ph.D. candidate, is the senior business writing faculty member in Simon Fraser University's Writing and Publishing Program and heads the business writing consulting service. For several years she was part of the writing referral centre at the Burnaby campus where she has taught composition at all levels. She is also an instructor in the Department of English.

WRIT 410 - Basic Proofreading. 5 hrs (required)

Everyone responsible for written material needs to know how to proofread. This course is suitable for the novice and experienced proofreader.

Topics include:
- the importance of proofreading and the process of proofreading
- budgeting time to ensure that proofreading can be done effectively and publication deadlines met
- the difference between copy editing and proofreading
- kinds of errors
- marking copy for correction and checking corrections

- the word processor and proofreading
- avoiding common errors of style, punctuation, grammar, and spelling

Evaluation: Participants will be evaluated through a written exam.

Barbara Tomlin, B.A., M.A., has worked as an editor, copy editor and proofreader for 12 years. As both an employee and a freelancer, she has completed projects for trade and educational publishers, magazine publishers, advertising agencies, non-profit organizations, professional associations, university departments, and government offices.

Business Writing Certificate: Internal Communications

WRIT 215 - Developing Policy and Procedures Manuals. 7 hrs
This course defines the concepts, explains the processes and provides the tools for an agency to develop its own policy and procedures manual.

Topics include:
- development: analysis, infrastructure, writing
- implementation
- maintenance
- development of policies
- development of procedural guidelines
- desktop publishing in manual production
- electronic manuals

Evaluation: Participants will be evaluated on a written assignment.

Christopher Curtis, B.A., is a communications consultant specializing in the research, development and writing of policy and procedures manuals. He has been retained by both private and public sector organizations to speak on policies and procedures and the development of manuals to contain them. Recent clients include MacMillan Bloedel and the Department of Fisheries and Oceans.

WRIT 220 - Grammar: A Quick Review of
Common Puzzles in Today's English. 10 hrs
The workshop offers participants a review of basic grammar and some practical techniques for improving style. It is not intended as an ESL course but is helpful to those without recent formal training in grammar. We offer Errors and Expectations: *A Writing Workshop for Professionals Whose First Language Is Not English* and would direct individuals with difficulty in written English to that course as a possible prerequisite to entering the Certificate Program.

Topics include:
- a short review of the parts of speech
- a review of sentence structure
- a review of punctuation
- an analysis of common grammatical errors
- techniques for editing sentences
- techniques for developing and combining sentences

Texts:
- *Fowler's Modern English Usage*
- *Executive Guide to Grammar*

Evaluation: Participants will be evaluated on written assignments.

Anne Hungerford, B.A., M.A., Ph.D. candidate, is the senior business writing faculty member in Simon Fraser University's Writing and Publishing Program and heads the business writing consulting service. For several years she has been part of the writing referral centre at the Burnaby campus where she has taught composition at all levels. She is also a lecturer in the Department of English.

WRIT 231 - Writing Successful Proposals: A Process Approach. 12 hrs
This course examines personal writing processes and will examine strategies for writing proposals and other targeted documents with greater speed and effectiveness. The course outlines the special qualities of successful proposals and the characteristics of the variety of formats they may take.

Topics include:
- researching and targeting the proposal
- drafting the proposal
- revising the draft quickly

Evaluation: Participants will be evaluated on a written assignment.

Vlad Konieczny, B.A., M.A., is Director of Publications, Office of University Development at Simon Fraser University. His responsibilities include writing and editing proposals to foundations and corporations.

WRIT 240 - Effective Letter and Memo Writing. 7 hrs
The course provides a framework within which participants consider the purpose of the correspondence, its intended audience, and the message to be conveyed. The course will examine the importance of tone and structure and in a workshop atmosphere explore the nuances of language. Participants also learn basic writing techniques to make their correspondence clear and concise.

Evaluation: Participants will be evaluated on a written assignment.

Gary Harper, LL.B., teaches writing and conflict resolution to a variety of clients. He is a former general manager of the Insurance Council of BC and was a lawyer for the Workers' Compensation Board.

Business Writing Certificate: External Communications

WRIT 112 - Public Participation. 13 hrs

This interactive workshop is designed for managers and executives who want to know more about the benefits to an organization of a community relations program. Participants will identify the knowledge and skills needed to carry out an effective community relations program, and discuss strategies for incorporating it into the corporate planning structure.

Topics:
- community relations and corporate planning
- research and issues identification
- preparing, communicating, implementing, monitoring and evaluating the plan
- developing media opportunities
- running effective meetings
- using external meetings, advertising, presentations/seminars, and special events as community relations tools.

Evaluation: Participants will be evaluated on a written assignment.

Heather Stewart has 15 years experience in community and economic development in government and not-for-profit organizations. Since 1986 she has received numerous local and national awards from the Canadian Public Relations Society and the International Association of Business Communicators.

Greg Tolliday, B.Ed., has extensive experience in directing and implementing community relations activities throughout British Columbia and the Yukon.

WRIT 115 - Giving Effective Speeches and Presentations. 14 hrs

The course uses a combination of instructional techniques, including individual private coaching. Activities include writing, speaking, evaluating others, small group discussion, question periods, and quizzes. On the second day, participants present a five- to seven-minute work-related speech. During the week between sessions, the instructor schedules individual half-hour coaching sessions.

- importance of communication attitude
- impromptu speaking techniques
- physical skills: voice, body language, word choice, mannerisms

- speechwriting skills and exercises
- preparation: talking through, positive visualization, situational analysis
- speech assignment
- stories, anecdotes, humour; handling the question period
- speeches and evaluations (including videotaping of speech assignments with oral and written feedback from peers and instructor)

Evaluation: Participants will be evaluated on a written assignment and an in-class presentation.

Margaret Hope, B.P.E., MEd. (Speech), teaches speech and presentation skills to a variety of clients. She worked with Expo 86 staff to teach more than 300 volunteer speakers to handle public relations for the world's fair. A member of Toastmasters International, she has been selected six times to speak at its international convention. She has taught presentation skills in the School of Engineering undergraduate program and the Engineering Management Program for several years.

WRIT 122 - Introduction to Public Relations. 8 hrs
This seminar explores the specialized field of public relations and introduces basic concepts and skills that participants require if they are to become effective managers in public relations or if their position requires a knowledge of public relations.

Topics:
- types of public relations—government, media, special interest group
- strategic planning model for public relations
- difference between asymmetrical and symmetrical communication
- how to get your message across—matching messages, media and audiences
- law as it applies to public relations
- ethical dilemmas faced by public relations practitioners

Evaluation: Participants will be evaluated on a written assignment.

Susan Tinker, B.A., M.A., has been a journalist, university public affairs officer, and public affairs advisor at a major oil company. She has a broad background in a variety of public relations activities.

WRIT 145 - Writing Speeches for Senior Managers. 14 hrs
Corporate communications professionals are required to ensure that senior managers are provided with an appropriate speech and that the best use is made of the individual's delivery skills, and that the individual is prepared for questions. This course covers both speechwriting and coaching and preparation for questions that accompany many assignments.

Topics include:
- purpose and limitations of a speech
- background preparation for speechwriting assignments
- analyzing the subject and the presenter and developing the best approach
- structure of an effective speech
- shape of a speech
- writing for effective presentation
- research techniques
- reviewing and rewriting
- coaching techniques including the handling of questions from the audience and the media
- preparing your speaker to handle questions from the audience and from the media
- recycling and maximizing material
- the venue (checking out the facility—a check list)

Evaluation: Participants will be evaluated on a written assignment.

Leslie Millin, B.A., C.M.S., is a writer, policy analyst and consultant with an international practice. He has written speeches for business people, cabinet ministers, and senior academics for more than 20 years, as well as for himself. He has addressed major conferences in Italy, England, Mexico, and the United States as well as Canada. He studied clinical psychology at the University of British Columbia and management studies at Oxford University, and has been a visiting professor of communications at the University of Ottawa. Most recently, Leslie was editor in chief and advisor to the chairman, Citizens' Forum on Canada's Future.

WRIT 150 - You and the Media. 7 hrs
Media relations is becoming an increasingly important part of today's world. More people in business, politics, the arts, voluntary agencies are finding themselves faced with requests for television appearances or interviews from print or broadcast reporters.

Media skills can be learned. Knowledge of media requirements and constraints plus practice in interview situations can improve performance.

Topics include:
- media relations theory
- how to get your message across to the media
- media overview
- general guidelines for media relations success with reporters
- generating news
- after the interview

Each participant is interviewed on videotape. Tapes are assessed by the individual and by the group.

Evaluation: Participants will be evaluated on their participation in class, including improvement in interview skills.

Christine Hearn, B.A., M.A., has taught executives and managers from a number of crown corporations, private companies, and other agencies. She brings to her media teaching and consulting 19 years as a journalist in television, radio and print. She was Ottawa bureau chief for BCTV for six years following her stint as a reporter for the *Vancouver Sun*, and did a daily political commentary for a Vancouver radio station. She is currently director of Simon Fraser University's Writing and Publishing Program.

WRIT 225 - Writing Better News Releases. 13 hrs

The seminar offers practical information to help participants write, package, and distribute releases which will be treated seriously by the media.

In a workshop/seminar, participants create, from their own experience, case studies for the group. Participants also become familiar with formats and distribution.

Topics include:
- an examination of what defines a news release and how news releases fit into the overall news process
- a procedure for targeting news releases to appropriate media, and timing news releases to get maximum coverage
- techniques for appealing to editors
- elements of writing style in a good news release and appropriate format
- how and when to expand a news release into a press kit
- how and when to organize a news conference

Texts:
- *Canadian Press (CP) Stylebook*
- *CAPS and Spelling* (Canadian Press)
- Reilley, David, *Canadian News Release Handbook*

Evaluation: Participants will be evaluated on a written assignment.

David Reilley, B.Sc., is a communications consultant and president of Integrate Creative Services, an accredited advertising agency based in Victoria, B.C. Clients include government, resource corporations, community groups and retail businesses. Reilley is a former weekly newspaper reporter and government communications officer.

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WRIT 310 - Copywriting: Words That Motivate. 12 hrs
This course examines the principles of motivational writing for a variety of purposes
in several formats. Participants through weekly assignments, develop copy for a
range of advertising media.

Topics:
- an analysis of audience and the rhetoric and psychology of persuasion
- format and structure of display advertising
- production and the relationship between the copy writer and art director
- the professional practice of copywriting, including client relations.

Evaluation: Participants will be evaluated on the basis of a written assignment and
an in-class presentation.

Trudy Lancelyn is Manager of Communications at the Vancouver Board of Trade,
where she is responsible for media relations, the editing and publication of the
Board's newspaper, *The Sounding Board*, and the production of various promotional
materials. Prior to joining the Board of Trade, Trudy was managing editor at
Business in Vancouver.
Note: She was one of the first participants in the Writing and Publishing Program
and is typical of the professional writing community in that she is a dedicated
instructor and student.

Business Writing Certificate: Publishing

WRIT 416 - Design and Print Production (lab). 12 hrs
This lab/critique course is taught in the Macintosh lab at the Harbour Centre
campus using Microsoft Word and Aldus PageMaker. Participants are required to
bring a current print production project they are working on or to set up a sample
project with the instructor in advance of the first class.

Students will be expected to work on their projects between sessions and can access
the labs at the Harbour Centre campus for this purpose. In the last full-day session,
final output will be produced on all the projects in the morning and the afternoon
will include critique and information on how to use a second colour and how to
prepare the final artwork for the printer. Students should have some prior
knowledge of the Apple Macintosh computer as well as some experience using
Aldus PageMaker.

Texts:
- Nelson, Roy Paul, *Publication Design*
- *Pocket Pal*

Evaluation: Students will be evaluated on their ability to incorporate principles of publication design and typography into their production project. A final mock-up will be presented at the last class and turned in for evaluation purposes.

Ron Woodward, B.A., M.A. and Ph.D. candidate, has been working and teaching in the printing and publishing fields for the past twenty years. For ten years he operated a commercial print, design, and publishing house in the West Kootenays. In 1984 he was hired by Selkirk College to develop the graphic communications department where he was chairperson, taught electronic publishing, and guided the development of the curriculum. Current consulting assignments include several newsletters and magazines. He also is a regular instructor in the Design and Book Publishing programs at the Banff Publishing Workshop.

WRIT 417 - Publication Design and Print Production (Lecture). 12 hrs
The lecture/demonstration course goes through the entire process of publishing from concept to printed piece including planning, design, typography, photography, illustration, and print production. This course will expose participants to the terminology and rules of thumb used in the print publishing industry. Examples are used to illustrate the principles of design, typography, and print production that are discussed in the course. Information on freelancing, client relations, and cost estimating desktop design and production jobs is included. The class is informal and participants are encouraged to ask questions. It is useful for writers who are responsible for the publication of material, whether or not they carry out the production process.

Texts:
  • Nelson, Roy Paul, *Publication Design*
  • *Pocket Pal*

Evaluation: One advance assignment and one take-home assignment between sessions will be used to evaluate this course.

Ron Woodward, B.A., M.A. and Ph.D. candidate, has been working and teaching in the printing and publishing fields for the past twenty years. For ten years he operated a commercial print, design, and publishing house in the West Kootenays. In 1984 he was hired by Selkirk College to develop the graphic communications department where he was chairperson, taught electronic publishing, and guided the development of the curriculum. Current consulting assignments include several newsletters and magazines. He also is a regular instructor in the Design and Book Publishing programs at the Banff Publishing Workshop.

WRIT 426 - Editing Techniques. 10 hrs

Business and professional editing requires a specialized mindset sensitive to the communications objectives of the corporation or the expectations of the professional discipline. This course will provide both practical techniques and conceptual strategies for adapting basic editorial skills to these fields, from both freelance and in-house viewpoints.

Topics will include:
- Determining industry/professional editorial standards
- Establishing a house editorial style
- Maintaining editorial consistency across a coordinated communications program
- Issues of confidentiality, copyright and libel

Evaluation: Students will be assessed upon their application of principles taught in the course to projects from their own workplace.

Brian Scrivener, B.A., M.A., has been active in publishing for 15 years. He has served on the executive of the Association of Canadian University Presses and the Association of Book Publishers of British Columbia. From 1978-86, he worked at UBC press in editing, production and acquisition. Currently, he is proprietor of Scrivener Communications, providing editing and writing services to corporate and institutional clients.

WRIT 440 - From Outline to Blueline:
Professional Newsletters and Brochures. 15 hrs

Many businesses and business-related associations rely on newsletters to project their message-to staff, the public and the media. This course discusses issues of editorial policy, design, and production in the context of effective business communications.

This workshop begins with a session devoted to production planning. Practical solutions to common problems which occur at the planning, editorial, production and distribution stages are covered, as are strategies for implementing new ideas and procedures. The first day focuses on design and production (including principles of layout, choosing formats, printing techniques, desktop publishing, illustration and basic typography). Knowledge of desktop publishing is not a prerequisite. The second day focuses on setting editorial goals, an overview of editing and writing for newsletters, copyediting and proofreading.

Topics include:
- production
- editorial planning and content
- design
- analysis and critique

Texts:
- *Canadian Press Style Book*
- *Pocket Pal: Graphic Arts Production Handbook*
- *Chicago Manual of Style, 13th edition*
- White, Jan, *Editing by Design*

Evaluation: participants will be evaluated on a take-home assignment—a sample newsletter mock-up. Marks will be awarded on editorial content and the student's newsletter design.

Constance Brissenden is a Vancouver-based magazine and corporate writer and editor. As managing editor for Expo 86, she produced eight monthly newsletters including *Communiqué*, awarded Best Canadian Newsletter of 1985 by the International Association of Business Communicators. As a freelance writer, she has been published in *Maclean's, The Globe and Mail, Western Living, B.C. Business, V, The Province Weekend Magazine* and many others. She is the editor of the Vancouver YMCA's *Info to Go for Women on the Go,* and a contributing editor to *Chinese Edition Lifestyle Magazine.*

Stephen Osborne, B.A., founded Pulp Press in 1971. He has been designing books, newsletters and magazines since the mid-1970s. He is the desktop publishing consultant to dozens of publishers across Canada, past president of the Association of Book Publishers of British Columbia and director of the Vancouver Desktop Publishing Centre.

COURSE DESCRIPTIONS: TECHNICAL WRITING

WRIT 103 - Ethics and the Writer. 12 hrs (required)
Participants in this seminar will focus on case material and examples of applied ethical issues faced by the writer. The course is intended to sharpen and aid in the development of critical, moral and evaluative reasoning particularly as it applies to the changing role of the writer in the modern society. The role of the writer whether as storyteller, analyst, commentator, interpreter, consultant, translator technician or administrator will be addressed. Three levels of ethical analyses will be brought to bear upon the changing role of the writer—the writer as an individual, the writer in institutional settings and the writer in society. Examples of issues to be discussed in case studies and within seminar participants' diaries will include: plagiarism and its many guises; misusing the trust of audiences: style versus substance, changing views on intellectual property, representing others' views, contractual relationships, stress and the livelihood of writing, censorship and regulation, and the duties and rights of authorship.

Evaluation: Participants will be evaluated on the basis of a take-home exam.

Mark Wexler, B.A., M.A., Ph.D., is professor of policy analysis and the director of research in the Faculty of Business Administration. His teaching and research focus on the social and moral complexities of conducting business.

WRIT 205 - Advanced Study in Writing
for Business and the Professions. 30 hrs (required)
The course focuses on the process approach to writing, an approach based on research conducted over the past decade which emphasizes the process by which the successful writer creates effective, well-crafted documents. Participants in the course are introduced to each stage of the experienced writer's composing process— inventing, drafting, and revising—and study in detail the techniques and strategies the good writer uses to overcome procrastination, generate ideas, draft quickly, revise effectively, and communicate clearly.

The course is offered in ten sessions to allow for individual consultation with the instructor and includes:
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- rhetorical context—methods for defining audience, establishing purpose and occasion
- drafting—how to draft quickly
- revision—the key to good writing; time allocation, point of view; techniques for revising the structure of the whole piece, individual paragraphs and sentences.
- mechanics—punctuation and grammar

Texts:
- Elbow, Peter, Writing *with Power*
- Bell, James B and Edward P.J. Corbett, *The Little English Handbook for Canadians*

Evaluation: Participants will be evaluated on written assignments.

Anne Hungerford, B.A., M.A., Ph.D. candidate, is the senior business writing faculty member in Simon Fraser University's Writing and Publishing Program and heads the business writing consulting service. For several years she was part of the writing referral centre at the Burnaby campus where she has taught composition at all levels. She is also an instructor in the Department of English.

WRIT 426 - Editing Techniques. 10 hrs (required)
Business and professional editing requires a specialized mindset sensitive to the communications objectives of the corporation or the expectations of the professional discipline. This course will provide both practical techniques and conceptual strategies for adapting basic editorial skills to these fields, from both freelance and in-house viewpoints.

Topics will include:
- Determining industry/professional editorial standards
- Establishing a house editorial style
- Maintaining editorial consistency across a coordinated communications program
- Issues of confidentiality, copyright and libel

Evaluation: Students will be assessed upon their application of principles taught in the course to projects from their own workplace.

Brian Scrivener, B.A., M.A., has been active in publishing for 15 years. He has served on the executive of the Association of Canadian University Presses and the Association of Book Publishers of British Columbia. From 1978-86, he worked at UBC press in editing, production and acquisition. Currently, he is proprietor of Scrivener Communications, providing editing and writing services to corporate and institutional clients.

WRIT 510 - Writing Approaches. 20 hrs (required)
The purpose of this course is to identify and apply techniques and approaches specific to technical writing:

Analyzing information: identify purpose, audience, tasks
- who are the users? (audience)
- what will they do? (task)
- where will they do it? (environment)
- what do they know? what do they need to know?
- what's the mandate for the document? (purpose)

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Selecting organizing principles
- what are the choices?
- when do you use each?
- what are major types of technical documents?

Selecting presentation techniques
- what are your graphic choices, and
- when do you use them?
- what are your choices of writing techniques, and
- when do you use them?
- graphics vs writing

Writing in style
- elements of technical writing
- stripped back style
- words as visuals
- graphics as visuals for words

Evaluation: Written assignment to rewrite documents based on specific examples, applications.

Duncan Kent, B.A., M.A., has more than 13 years experience as a business and technical writer. Through his firm, Duncan Kent and Associates Ltd., he provides consulting, editorial, and production services to clients in business and government. The firm specializes in preparing computer end-user manuals and policy and procedures manuals. Duncan has directed manual writing projects for numerous provincial ministries, high-tech firms, software developers and mega-projects, including SkyTrain, the Los Angeles mass transit program and the EuroTunnel project in London, England.

WRIT 518 - Document Design. 10 hrs (required)
This course will introduce the basic elements of document design that lead to good (written and online) communication. By the end, students will be able to identify typefaces and page layouts that produce readable and legible documents. They will recognize standards to follow in choosing paper stock, page sizes, binders and tabs. Students will be introduced to basic design concepts and learn how to work with designers and printers. They will learn when it's appropriate to use tables, charts, logos, graphics, illustrations and callouts. In the final class, a technical writer will join the designer to discuss the basic elements of a manual and a screen. They will discuss the design decisions involved in producing manuals and online documentation.

Topics:
- review of typefaces, page sizes, page layouts, paper stock, binders, tabs.
- review of graphic elements used in technical writing: tables, charts, logos, graphics, illustrations and callouts.

- review of basic design concepts, working with designers and printers.
- discussion of the design decisions involved in producing manuals and online documentation.

Prerequisite: Writing Approaches, The Tools of Technical Writing

Evaluation: Students will be evaluated on their ability to review manual and screen samples, measure them against design standards and recommend improvements to their design.

Lynda Bennett, B.Ed., B.A., has had fourteen years experience documenting mainframe and microcomputer software products. This includes the research, planning, writing, review and production of guides and manuals, as well as training and reference.

David Lim, a graphic designer with 14 years experience, has been a graphic design consultant for the last 10 years.

WRIT 525 - Online Documentation. 10 hrs (required)
By the end of this course, students will be able to identify the strengths and weaknesses of paper and online documents, evaluate what kind of information is appropriate for online, identify the kinds of online documentation, and describe the characteristics of good online documentation. They will also be able to select and apply appropriate methods of organizing information for online retrieval and to write in a style that works for electronic media. The course consists of two lectures and two labs.

Topics:
- kinds of online documentation, paper vs online; characteristics of a successful online document; online development strategies; appropriate documents for online
- select organizing principles to produce an online tutorial
- select appropriate presentation technique for a tutorial
- create an online review of typefaces, page sizes and layouts, paper stock, binders and tabs

Prerequisite: Writing Approaches, The Tools of Technical Writing, Document Design

Evaluation: Students will be evaluated on the basis of an online tutorial they produce.

Kathleen Sayers, M.P.A., is co-founder of International Wordsmiths, Vancouver's oldest and largest technical writing firm.

WRIT 540 - Project Management. 10 hrs (required)
The purpose of this course is to identify and apply the methodology for planning a documentation project. By the end of the course, students will be able to identify elements of a document plan and will know how to gather appropriate information for each element in the plan. They will know the steps involved in constructing a plan and be able to produce one. The document plan will tie together all the course work completed to date.

Topics:
- audience analysis: purpose, objective, audience profile, task analysis
- document specification: detailed outline of document; page design and layout; sample section; print specifications; tools, equipment, materials.
- work plan: breakdown of work activities; time estimates for each activity; person assigned to each activity; resources needed; schedule of deliverables.
- review of Document Plans prepared by students.

Prerequisite: Completion of all course work except for the Final Project.

Evaluation: Students will be evaluated on their ability to prepare a document plan for an assigned project.

Sheila Conlin-Jones, B.A., is president of International Wordsmiths, Western Canada's largest provider of technical writing services to the high-tech industry. She has managed major technical writing projects for government and industry, and has led teams of editors to establish guidelines for manual projects.

WRIT 545 - The Tools of Technical Writing. 10 hrs (required)
This course is intended to teach the principles common to software tools that technical writers use. By the end of the course, students will understand the concepts behind word processing packages. The course presents an overview of text processing packages with emphasis on how they work and how to use them efficiently. Students will learn how to create a document that can be maintained and revised easily. The course will be taught through lecture-demonstrations with lab assignments. At the end of each session, a lab problem will be assigned, which is due at the following session.

Topics:
- writing: entering text, selecting fonts, page breaks, directories and subdirectories
- editing: selecting, cut/copy/paste, search/replace, spell check, dictionaries, merging documents, create and edit dictionaries.
- formatting: fonts, bold, indents, justification, tab sets, page breaks, styles (defining, changing, loading, catalogues), columns and tables, tables of contents, import and maintain styles.
- importing from other packages (graphics, spreadsheet data, data links); set up and maintain indexes; using a thesaurus, grammar checker (reading level checks).

Prerequisite: Basic computer skills: how to start up an application; how to save a file. Some limited experience on any word processing package.

Evaluation: Students will be evaluated on a combination of assignments and a final written exam.

Eric Brown, B.A., is Managing Editor, Publications Services Department for Dynapro Systems Inc. Dynapro publications have won Society for Technical Communication awards for quality. He has been a Sessional Lecturer in the Cinema Department at Concordia University and has worked extensively in educational video production and sound recording.

WRIT 580 - Final Project. 16 hrs (required)
This course will require students to demonstrate the ability to apply concepts learned in this program.

By the end of the course, students will have produced a document that incorporates all the elements outlined in the Document Plan. They will have carried through a documentation project from start to finish.

Schedule:
- Week 1: Class will meet to discuss criteria for appropriate projects. Students are encouraged to seek out their own projects.
- Week 2: Class will submit project ideas for evaluation.
- Week 3: Class will present document plans for discussion and   review.
- With instructor's approval, students will work independently on documentation projects. They will have access to one instructor informally during the following weeks. The "telephone tutor" will answer questions and provide guidance.
- Weeks 5–8: Students will present progress reports at weekly meetings until the final class, when documents are submitted for a grade.

Prerequisite: All previous courses in the program.

Evaluation: Students will be evaluated on the quality of the document they produce.

Bob Allin, B.A., M.A., is a freelance technical writer and consultant. Before developing a private practice, he was a faculty member at the British Columbia Institute of Technology and the University of British Columbia.

Diane Forsyth, B.A., Extended Studies Diploma, has been a technical writer in the Vancouver area for the past 10 years. She is currently a senior technical writer at Mobile Data International.

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COURSE DESCRIPTIONS: PUBLISHING

WRIT 103 - Ethics and the Writer. 12 hrs (required)
Participants in this seminar will focus on case material and examples of applied ethical issues faced by the writer. The course is intended to sharpen and aid in the development of critical, moral and evaluative reasoning particularly as it applies to the changing role of the writer in the modern society. The role of the writer whether as storyteller, analyst, commentator, interpreter, consultant, translator technician or administrator will be addressed. Three levels of ethical analyses will be brought to bear upon the changing role of the writer—the writer as an individual, the writer in institutional settings and the writer in society. Examples of issues to be discussed in cases and within seminar participants' diaries will include: plagiarism and its many guises; misusing the trust of audiences: style versus substance, changing views on intellectual property, representing others' views, contractual relationships, stress and the livelihood of writing, censorship and regulation, and the duties and rights of authorship.

Evaluation: Participants will be evaluated on the basis of a take-home exam.

Mark Wexler, B.A., M.A., Ph.D., is professor of policy analysis and the director of research in the Faculty of Business Administration. His teaching and research focus on the social and moral complexities of conducting business.

**WRIT 205 - Advanced Study in Writing
for Business and the Professions. 30 hrs (required)**
The course focuses on the process approach to writing, an approach based on research conducted over the past decade which emphasizes the process by which the successful writer creates effective, well-crafted documents. Participants in the course are introduced to each stage of the experienced writer's composing process—inventing, drafting, and revising—and study in detail the techniques and strategies the good writer uses to overcome procrastination, generate ideas, draft quickly, revise effectively, and communicate clearly.

The course is offered in ten sessions to allow for individual consultation with the instructor and includes:
- an introduction to the writing process and an analysis of writing habits
- invention—some proven techniques for getting started
- rhetorical context—methods for defining audience, establishing purpose and occasion
- drafting—how to draft quickly
- revision—the key to good writing; how to make sure you have time left to revise, and how to revise from the point of view of your reader; techniques for revising the structure of the whole piece, individual paragraphs and sentences to achieve your purpose
- mechanics—punctuation and grammar

Texts:
- Elbow, Peter, Writing *with Power*
- Bell, James B. and Corbett, Edward P.J., *The Little English Handbook for Canadians*

Evaluation: Participants will be evaluated on written assignments.

Anne Hungerford, B.A., M.A., Ph.D. candidate, is the senior business writing faculty member in Simon Fraser University's Writing and Publishing Program and heads the business writing consulting service. For several years she was part of the writing referral centre at the Burnaby campus where she has taught composition at all levels. She is also an instructor in the Department of English.

WRIT 426 - Editing Techniques. 10 hrs (required)

Business and professional editing requires a specialized mindset sensitive to the communications objectives of the corporation or the expectations of the professional discipline. This course will provide both practical techniques and conceptual strategies for adapting basic editorial skills to these fields, from both freelance and in-house viewpoints.

Topics will include:
- Determining industry/professional editorial standards
- Establishing a house editorial style
- Maintaining editorial consistency across a coordinated communications program
- Issues of confidentiality, copyright and libel

Evaluation: Students will be assessed upon their application of principles taught in the course to projects from their own workplace.

Brian Scrivener, B.A., M.A., has been active in publishing for 15 years. He has served on the executive of the Association of Canadian University Presses and the Association of Book Publishers of British Columbia. From 1978-86, he worked at UBC press in editing, production and acquisition. Currently, he is proprietor of Scrivener Communications, providing editing and writing services to corporate and institutional clients.

WRIT 427 - Editorial Vision and Literate Design. 8 hrs (required)

Much can be accomplished in the fruitful though sometimes dangerous borderland between editing and typography. This course is designed to be of intellectual interest and practical value to working editors and typographers, and to writers who are seriously concerned with the final form of their work. Its intent is to make substantial improvements in the level of communication and cooperation among practitioners in all three fields.

Evaluation: Participants will be evaluated on a written assignment.

Robert Bringhurst is a poet and cultural historian. His recent books include *The Elements of Typographic Style* and *The Black Canoe: Bill Reid and the Spirit of Haida Gwaii.*

WRIT 460 - Marketing/Management. 20 hrs (required)

This course covers the management responsibilities particular to the publishing enterprise which is entrepreneurial in nature. Publishers must establish a business plan for each publication and manage both new titles and backlist. Therefore, essential knowledge includes:
- market research,
- financial planning,
- inventory control,
- production management and cost control,
- distribution,
- import and export strategies,
- contracts, libel, copyright
- the aquisition and sale of foreign rights, and
- new technologies as they affect production, management and distribution

James Douglas, LL.D., founder of Douglas and McIntyre, British Columbia's largest publisher; *Peter Milroy*, Director, University of British Columbia Press, and *Karl Siegler*, B.A., M.A., Publisher, TalonBooks, have all taught a similar course in the undergraduate program. *Ralph Hancox*, President, Readers Digest Canada is also available to teach this course once or twice a year.

Evaluation: class assignments, final project.

Publishing Certificate: Electives

WRIT 403 - The Art and Science of Indexing. 12 hrs

The course covers both the science and the art of preparing a good index. The mechanics of indexing include such topics as alphabetization, punctuation, subdividing entries, and the unique grammar of indexes. Many of the tedious tasks in indexing such as sorting and typing can now be done using specialized computer software. We will examine several of these programs, discuss how they can help with the indexing task, and demonstrate features of an index in progress. Also covered will be the process of adapting traditional indexing work procedures to computerization and presentation formats of the final product.

Equal time is given to the creative side of indexing: putting yourself into the reader's mind, distilling a concept into a few words, choosing one term over another, leading the readers to related topics, and developing your judgement —what to include and what to leave out.

Evaluation: Participants will be evaluated on a written assignment.

Annette Lorek, B.A., M.L.S. (McGill University) has been involved in computer applications for a variety of information management tasks over the past 10 years. She is principal of Infoplex Information Associates Inc., which specializes in computer-assisted indexing, technical writing, online research training, and database management projects. Ms. Lorek is a member of the British Columbia Library Association and the Indexing and Abstracting Society of Canada.

Claudette Reed Upton, B.A., has a business specializing in indexing, editing, writing, and proofreading.

WRIT 410 - Basic Proofreading. 5 hrs

Everyone responsible for written material needs to know how to proofread. If you have no proofreading training or experience, this course will be particularly useful; if you have had some proofreading training or experience, you will find the course a worthwhile refresher.

Topics include:
- convincing others of the importance of proofreading
- budgeting time to ensure that proofreading can be done effectively, particularly in cases where publication deadlines must be met
- the difference between copy editing and proofreading
- kinds of errors to look for
- the process of proofreading
- marking copy for correction
- checking corrections
- the word processor and proofreading
- avoiding common errors of style, punctuation, grammar, and spelling
- where and when to hire professional proofreaders

Evaluation: Participants will be evaluated through a final exam.

Barbara Tomlin, B.A., M.A., has worked as an editor, copy editor and proofreader for 12 years. As both an employee and a freelancer, she has completed projects for trade and educational publishers, magazine publishers, advertising agencies, non-profit organizations, professional associations, university departments, and government offices.

WRIT 411 - Book Design Principles:
Understanding the Form and Developing a Design Style. 10 hrs
This course examines book design principles and how to use those principles to develop a personal design style. This is not a production course.

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Topics:
- cover design—the role of the cover, design considerations, balancing market concerns, audience, design trends
- text design—including legibility, aesthetic considerations; and books with images—editing and sequencing.

Evaluation: Participants will be evaluated on a written assignment.

Barbara Hodgson is a freelance book designer and art director whose clients include publishers and corporations. She also teaches graphic design at the Emily Carr College of Art and Design.

WRIT 416 - Design and Print Production (lab). 12 hrs

This lab/critique course is taught in the Macintosh lab at the Harbour Centre campus using Microsoft Word and Aldus PageMaker. Participants are required to have a print production project they are working on or to set up a sample project with the instructor in advance of the first class.

Students will be expected to work on their projects between sessions and can access the labs at the Harbour Centre campus for this purpose. In the last full-day session, final output will be produced on all the projects in the morning and the afternoon will include critique and information on how to use a second colour and how to prepare the final artwork for the printer. Students should have some prior knowledge of the Apple Macintosh computer as well as some experience using Aldus PageMaker.

Texts:
- Nelson, Roy Paul, *Publication Design*
- *Pocket Pal*

Evaluation: Students will be evaluated on their ability to incorporate principles of publication design and typography into their production project. A final mock-up will be presented at the last class and turned in for evaluation purposes.

Ron Woodward, B.A., M.A. and Ph.D. candidate, has been working and teaching in the printing and publishing fields for the past twenty years. For ten years he operated a commercial print, design, and publishing house in the West Kootenays. In 1984 he was hired by Selkirk College to develop the graphic communications department where he was chairperson, taught electronic publishing, and guided the development of the curriculum.

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WRIT 417 - Publication Design and Print Production (Lecture). 12 hrs
The lecture/demonstration course goes through the entire process of publishing from concept to printed piece including planning, design, typography, photography, illustration, and print production. This course will expose participants to the terminology and rules of thumb used in the print publishing industry. Examples are used to illustrate the principles of design, typography, and print production that are discussed in the course. Information on freelancing, client relations, and cost estimating desktop design and production jobs is included. The class is informal and participants are encouraged to ask questions.

Texts:
- Nelson, Roy Paul, *Publication Design*
- *Pocket Pal*

Evaluation: One advance assignment and one take-home assignment between sessions will be used to evaluate this course.

Ron Woodward, B.A., M.A. and Ph.D. candidate, has been working and teaching in the printing and publishing fields for the past twenty years. For ten years he operated a commercial print, design, and publishing house in the West Kootenays. In 1984 he was hired by Selkirk College to develop the graphic communications department where he was chairperson, taught electronic publishing, and guided the development of the curriculum.

WRIT 420 - Introduction to PageMaker® as Aldus Would Teach It. 8 hrs
This course provides a function-oriented introduction to Aldus PageMaker®, the international standard for desktop publishing software. The course uses the curriculum developed by Aldus in its PageMaker Discovery Series®. Each participant will work at a Macintosh station.

Topics:
- setting up a publication by specifying margins and column guides
- setting up master pages with text and graphics
- placing text and graphics created with other applications
- creating additional text and graphics right on the page
- positioning items exactly using PageMaker's "snap to" guides, rulers
- changing text specifications, with and without style sheets
- editing text and adjusting its placement
- adjusting graphics right on the page—from basic techniques such as resizing and cropping to special effects such as wrapping text around the graphic
- applying spot colour so that a commercial printer can change black-and-white originals to multicolour publications

The course assumes that participants are experienced with the Macintosh® personal computer but new to desktop publishing.

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Evaluation: Participants will be evaluated on an assignment.

Ellen Sangster, B.Sc., is Manager of the Microcomputer Store and has been a systems consultant with the publishing support group in Computing Services at Simon Fraser University. She is a proficient user of PageMaker, and began teaching PageMaker on a regular basis for computing services in February 1988.

WRIT 425 - Designing With PageMaker. 8 hrs

Using a combination of lectures, slides and several exercises, the course provides a basic vocabulary of graphic design and typography, and includes:
- using PageMaker's advanced features and capabilities for design
- analysing information about the nature of a company in order to produce materials that reinforce the feeling or message the company is trying to convey to its market
- examining each element in a design to ensure that it enhances both the legibility and the overall visual appearance of the design
- distinguishing between various typefaces and type styles
- using PageMaker to create non-printing grids for designing page layouts and to actually design page formats, sizing text and graphics according to that grid
- repeating design elements to create strength and consistency   throughout a design
- designing technical publications (such as user manuals or spec sheets) and marketing brochures

The course assumes that participants are familiar with the basic operation of the Macintosh® and PageMaker but are new to layout and design. The course content is applicable to both Macintosh and IBM PC versions of PageMaker.

Evaluation: Participants will be evaluated on an assignment.

Rick Sharpe, B.A., is responsible for Computer Integrated Media Development at Simon Fraser University. He has 16 years of experience in publishing, including computer-aided typesetting and word processing, typographic design and layout, and writing and editing technical documents. He has taught numerous workshops for desktop publishers, including sessions on PageMaker, typography, and design.

WRIT 437 - Aldus Freehand for the Macintosh. 8 hrs

This course provides a function-oriented introduction to Aldus Freehand®, a widely used computer graphics package. The course uses the curriculum developed by Aldus for its Freehand Classroom Series®. Each participant will work at a Macintosh station.

Topics:
- drawing basic shapes and freeform paths
- adjusting graphics by moving, adding and deleting points

- using FreeHand's autotrace function to trace objects
- working with lines, fills, patterns and colours
- cloning and duplicating objects to quickly create special effects
- using grids and layers
- working with text—creating text blocks, changing type specifications, placing text along a path
- using FreeHand's transformation tools to rotate, scale, skew and reflect objects
- opening and creating templates

The course assumes that participants are experienced with the Macintosh personal computer but new to Aldus Freehand®.

Evaluation: Participants will be evaluated on an assignment.

Ellen Sangster, B.Sc., is Manager of the Microcomputer Store and has been a systems consultant with the publishing support group in Computing Services at Simon Fraser University. She is a proficient user of PageMaker, and began teaching PageMaker on a regular basis for computing services in February 1988.

WRIT 440 - From Outline to Blueline: Professional Newsletters and Brochures. 15 hrs

Many businesses and business-related associations rely on newsletters to project their message to staff, the public and the media. But what is the message? And how—in terms of editorial policy, design, and production—can it best be expressed?

This workshop begins with an evening session devoted to production planning. Practical solutions to common problems which occur at the planning, editorial, production and distribution stages are covered, as are strategies for implementing new ideas and procedures. The first day focuses on design and production (including principles of layout, choosing formats, printing techniques, desktop publishing, illustration and basic typography). Knowledge of desktop publishing is not a prerequisite. The second day focuses on setting editorial goals, an overview of editing and writing for newsletters, copy editing and proofreading.

Topics include:
- production
- editorial planning and content
- design
- analysis

Texts:
- *Canadian Press Style Book*
- *Pocket Pal: Graphic Arts Production Handbook*
- *Chicago Manual of Style, 13th edition*
- White, Jan, *Editing by Design*

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Evaluation: participants will be evaluated on a take-home assignment—a sample newsletter mock-up. Marks will be awarded on editorial content and the student's newsletter design.

Constance Brissenden is a Vancouver-based magazine and corporate writer and editor. As managing editor for Expo 86, she produced eight monthly newsletters including *Communiqué*, awarded Best Canadian Newsletter of 1985 by the International Association of Business Communicators. As a freelance writer, she has been published in *Maclean's, The Globe and Mail, Western Living, B.C. Business, V, The Province Weekend Magazine* and many others. She is the editor of the Vancouver YMCA's *Info to Go for Women on the Go,* and a contributing editor to *Chinese Edition Lifestyle Magazine.*

Stephen Osborne, B.A., founded Pulp Press in 1971. He has been designing books, newsletters and magazines since the mid-1970s. He is the desktop publishing consultant to dozens of publishers across Canada, past president of the Association of Book Publishers of British Columbia and director of the Vancouver Desktop Publishing Centre.

WRIT 446 - Successful Publishing on a Small Scale. 13 hrs
A workshop for self-publishers and special interest publishers, as well as individuals and organizations who are contemplating publishing projects. Topics include:

Editorial Development and Project Management:
- establishing the Publishing Objective
- the editorial process
- final draft

Production and Finance:
- some simple models for establishing unit and run-on costs, forecasting profit/loss, comparing methods of production, forecasting cash flow, establishing a "safe" press run, considering financial publishing objectives, considering "ideological" publishing objectives, defining "success."
- review of production methods. The limitations and techniques of small and medium run publishing.
- cost control—finding printers and binders; developing a marketing budget.

Distribution and Marketing:
- methods of distribution—trade avenues and non-trade avenues such as direct mail, book clubs, etc. Cost controls and budgeting in distribution and advertising.
- marketing and distribution—setting goals related to your original financial and ideological reasons for publishing a title. Developing a plan to fit the production and the budget, and measuring your success against those goals.

Evaluation: participants will be evaluated on a take-home assignment—an editorial, production and marketing plan for a publication.

Stephen Osborne, B.A., founded Pulp Press in 1971. He has been designing books, newsletters and magazines since the mid-1970s. He is the desktop publishing consultant to dozens of publishers across Canada, past president of the Association of Book Publishers of British Columbia and director of the Vancouver Desktop Publishing Centre.

Mary Schendlinger has been an editor, typesetter, production manager, and marketing consultant for several book publishers. Currently managing editor at Harbour Publishing, she is also the Treasurer of the Association of Book Publishers of British Columbia. She is co-author of *Quotations from Chairman Zalm* and has won an Alcuin citation for the design of a scholarly book.

WRIT 447 - Substantive Editing. 20 hrs

The course focuses on the skills of substantive, or structural, editing: reorganizing, rewriting, clarifying content, writing transitions and summaries, and consulting effectively and diplomatically with authors and publishers. The substantive editor may also suggest places for major cuts in a manuscript and identify that need expansion. The course will take into account the professional editorial standards for structural editing adopted by the Freelance Editors' Association of Canada. The emphasis of the course will be on non-fiction books, although the principles discussed will apply to other kinds of publishing as well.

There will be a review of copy-editing techniques, but most of the eight-week course will be taken up by work on different manuscripts and discussion of the problems encountered, providing practical experience in how to perform well as a substantive editor. Those taking the course will be encouraged to raise their own editing problems for class discussion.

Often the very process of having a manuscript edited enables an author to become aware of improvements that can drastically increase the work's readability and range of audience. Editors initiate that process. Suggestions, comments, and queries made by such a person, whose business it is to spot problems and propose solutions, put the "substantive" in "editing."

Suggested reading in preparation for the course:
- Callenbach, Ernest, *Publisher's Lunch: A Dialogue Concerning the Secrets of How Publishers Think and What Authors Can Do About it.*
- *Chicago Manual of Style*, 13th edition.
- Gross, Gerald, ed., *Editors on Editing: An Inside View of What Editors Really Do.*
- Boston, Bruce O., *Stet!: Tricks of the Trade for Writers and Editors.*
- Skillin, Marjorie A, Gay, Robert M., et. al, *Words into Type.*
- Smith, Datus C., Jr. *A Guide to Book Publishing.*

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Prerequisite: Editing Techniques.

Evaluation: Participants will be evaluated on a written assignment.

Anne Norman, B.A., M.A., has been editing manuscripts since 1977. She began her editing career in Toronto working on audio-visual educational materials, worked at Douglas & McIntyre Educational for five years as Senior Editor and since 1986 has worked as a freelance substantive editor of a variety of trade and text books.

WRIT 450 - Typography for Desktop Publishers. 6 hrs

This course is designed to equip participants with a basic understanding of the fundamentals of type and design, and with "rules of thumb" which they can immediately begin to use in their own document creation. Exercises and demonstrations introduce the essential building blocks of design—picas, points, fonts, leading, styles, and typesetting conventions—before going into the details of kerning, letter spacing, and the many fine points of handling type on the page.

Also covered are the mechanics and the language of page design for brochures, books, reports, and periodicals; a primer of typestyles and their uses; and notes on copyfitting.

Participants are encouraged to bring samples of their current projects to the course. Samples of type and documents are provided at the seminar, and pica rules will be supplied to each participant.

Evaluation: participants will be evaluated on an in-class quiz based on the skills they have been taught in the class.

Stephen Osborne, B.A., founded Pulp Press in 1971. He has been designing books, newsletters and magazines since the mid-1970s. He is the desktop publishing consultant to dozens of publishers across Canada, past president of the Association of Book Publishers of British Columbia and director of the Vancouver Desktop Publishing Centre.

Proposal for a

Certificate Program in Management

with Specializations in

**General Management
Marketing
Risk Management
Employee Benefits**

Submitted by:

Dr. Carolyne Smart
Associate Dean
Faculty of Business Administration

Nancy Petersen
Program Director
Continuing Studies

March 1993

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RATIONALE

Simon Fraser University has been offering non-credit courses leading toward the certification programs of a number of professional associations since 1984. Prior to that time, students could apply to the University under a special category of admission and were allowed to take the necessary courses without meeting all the prerequisites. In the mid-1980s, due to enrolment pressures in the Faculty of Business Administration, the Faculty decided they could no longer accommodate students on this basis. With the agreement of the Faculty and the Institute of Canadian Bankers (the primary association at that time), first- and second-year level courses were made available on a non-credit basis through Continuing Studies. Since 1984 the program has grown substantially and now involves nine associations and eighteen different courses.

At the present time, the courses offered through the University lead only to the certification granted by the professional associations. We are proposing that a non-credit SFU certificate with several specializations be developed, based on these courses. This would serve several purposes. For the association students, it would grant them a university certificate which would complement their professional certification. Such a certificate would be generally accepted within the business and professional communities which is of particular importance to those planning a future career change. These students are taking university-level courses and should receive university recognition of this. It may also give these students a greater sense of affiliation with the university.

For the University, a non-credit certificate would allow us to provide recognition of students' academic accomplishments. While intended primarily for those pursuing both a professional designation and the certificate, we would plan to make it available to others as we are able to meet demand. Thus, the certificate would also serve to increase the presence of the University in the business and professional communities. With an expanded market for the courses, we would also, over time, be able to develop additional courses. Currently we are unable to offer a number of elective courses to the associations because of insufficient demand within the associations themselves. We may also be able to expand the course offerings to the Burnaby Mountain Campus, given classroom and instructor availability.

Certificate programs are offered at many universities across the country. Western institutions offering certificates include the Universities of Victoria, Alberta, Calgary, Regina, Saskatchewan, and Manitoba. Most of these offer courses for certificate credit only and courses are not transferrable to a degree program. Several of our courses have already been accepted under special arrangements towards certificates at the universities of Victoria, Calgary, and Saskatchewan. Most of these programs also meet the requirements of various professional associations.

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SFU will be offering courses on a non-credit basis only and the promotion of the certificate will make it clear to students that the courses can not be applied towards an undergraduate degree.

PROGRAM STRUCTURE AND REQUIREMENTS

Course Requirements
Successful completion of eight courses would be required, and a minimum C average over all courses (2.0 CGPA). Five courses would be required with the remaining three to be chosen from *one* of the specializations. Students would also be able to select additional specializations by completing three additional courses in the specialization. Students would have up to five years to complete the certificate.

Total contact hours depends upon the specialization chosen but would include 188 hours in required courses and between 99 and 168 hours in the specialization. This is substantially beyond the minimum required for a non-credit certificate.

Required Courses
MGMT 111 Writing in the Workplace
MGMT 115 Organizational Behavior
MGMT 120 Introduction to Business Administration
MGMT 250 Fundamentals of Accounting
MGMT 420 Business Strategy (to be taken last)

Specializations
General Management Specialization (three courses)
MGMT 110 Communication in Business
MGMT 230 Introduction to Economic Theory
MGMT 240 Introduction to Marketing
MGMT 310 Human Resource Management
MGMT 350 Business Finance
MGMT 360 Business Law

Marketing Specialization (three courses)
MGMT 240 Introduction to Marketing (required)
MGMT 340 Consumer Behaviour
MGMT 342 Marketing Strategy
MGMT 343 Direct Marketing

Risk Management Specialization (three courses)
CRM 105 Structure of the Risk Management Process
CRM 205 Risk Control
CRM 305 Risk Financing

Employee Benefits Specialization (three courses)
CEBS 100 Government-Sponsored Benefit Programs
CEBS 200 Life, Health and Other Group Benefit Programs
CEBS 300 Pension Plans and Other Retirement Arrangements
These three courses have been developed by The Centre for Management
Development at Dalhousie University for the Certified Employee Benefit
Specialist Program offered nationally by the International Foundation of
Employee Benefit Plans.

Instructors
Instructors are drawn primarily from the business and professional
community. Some have been or are currently sessional instructors in the
Faculty of Business Administration. The majority have completed a
Master's degree with a few receiving one of the professional designations.
All are well established in their professional fields and have practical
experience. Instructors have been selected on the basis of a combination of
academic credentials, practical experience and teaching abilities and are
subject to review by the Faculty of Business Administration. A listing of
current instructors is included in the appendix.

Admission Requirements
Grade 12 graduation or equivalent

Advanced Standing
As many students may have taken courses previously at another university
or college, we are proposing that a maximum of three exemptions be
allowed. Students would be required to take a minimum of five courses
through Simon Fraser University. Exemptions would be approved by the
Faculty of Business Administration. A list of the most common exemptions
will be developed and others will be reviewed on an individual basis.
Students must submit official transcripts to request the exemptions.

Evaluation
Current evaluation procedures are described on a course-by-course basis
under the course descriptions. Standard university evaluation approaches
(exams, projects, assignments, participation) apply to most courses and
may vary slightly depending on the instructor. One exception to this is the
three CEBS courses used for the Employee Benefits Specialization. The
evaluation consists of a multiple choice national examination which is
developed and marked by The Centre for Management Development at
Dalhousie University, the body responsible for ensuring the quality and
credibility of the examinations. Students receive either a pass or fail based
solely on the examination. The Risk and Insurance Management Society
has also required that 75 percent of the grade for the three risk
management courses be based on the final examination; the exam itself is
developed by the individual instructors. The relationship between the
evaluation requirements for the certificate and the associations would be
monitored to ensure the academic integrity of the certificate.

Retroactive Certificates
As we have been offering courses since 1984, we are proposing that those students who have already completed courses be allowed to apply these toward the certificate.

Fees
Course tuition fees would be the same as those currently set for the association programs. They currently range from $270 to $455/course. Textbooks and course materials are in addition to any course fees.
Application Fee: $25
Exemption Fee: $50/course

Future Developments
The current proposal includes courses which are already in existence and being offered on a regular basis, with the exception of MGMT 111 Writing in the Workplace. With an expanded market there is the potential to develop additional courses and specializations. Potential courses, given sufficient demand, include Management Accounting, International Marketing, Advertising, and at least two human resources-related courses. Over time, specializations in Finance and Accounting, Purchasing and Human Resource Management may be developed. We will also continue to pursue possible relationships with other professional associations which may lead to additional courses.

COURSE DESCRIPTIONS

MGMT 110 Communication in Business (K. Harrison, V. Hunter)
This course focuses on interpersonal and group communications. Students will learn how to enhance their communication strengths and to develop attitudes and communication techniques that break down barriers and improve their work performance.
Evaluation: Midterm Exam (1/3), Group Project (1/3), Final Exam (1/3)

MGMT 111 Writing in the Workplace (P. Buitenhuis)
This course introduces writers to some proven and effective ways to write through the process approach. The course addresses common problems of expression, such as writer's block, wordiness and lack of clarity, by using material from participants' daily writing tasks. The course will cover the generation of ideas, drafting, and revising for common business formats such as letters, memos, proposals and reports.

MGMT 115 Organizational Behavior (R. Humphries, G. Holtom, S. Scott-Hallam)
This course explores organizational issues and problems in the context of individual, intra-group and inter-group behavior, as well as behavior in, and of, the total organization. The focus will be on management principles; various applied topics including delegation, productivity, and the

relationship between technology and the organizing process will also be addressed.
Evaluation: Midterm Exam 35%, Final Exam 35%, Assignment 30%

MGMT 120 Introduction to Business Administration (I. Hall, H. Gosal, B. Pleet, G. Holtom)
This course is an introduction to the fundamentals of business operation and management. Students will gain an understanding of the functional areas of business, their interrelationships, and the administrative processes necessary for effective operation. Topics to be covered include: production, finance, planning, marketing, sales, human resources, and measuring results.
Evaluation: Participation 20%, Case Study 25%, Quizzes 15%, Final Exam 40%

MGMT 230 Introduction to Economic Theory (D. Reddick)
This course introduces key concepts in both micro and macro-economics and will provide an understanding of their impact on the business environment. Topics to be covered include: supply and demand, competition and monopoly, monetary and fiscal policy, balance of payments and foreign exchange, etc.
Evaluation: Participation 5%, Assignments 25%, Midterm Exam 30%, Final Exam 40%

MGMT 240 Introduction to Marketing (R. Prepchuk, S. Mudd)
This course will introduce the concepts, items, theories and analysis techniques of marketing. It will provide a basic understanding of the marketing function within the business organization and within the economy.
Evaluation: Participation 10%, Assignments and Project 30%, Midterm Exam 25%, Final 35%

MGMT 250 Fundamentals of Accounting (P. Woolley)
An introduction to the accounting process with a full review of the important financial statements. An in-depth look at the accounting system. A review of accounting for assets, liabilities, and owner's equity. An analysis of financial statements with particular emphasis on the liquidity and solvency aspects as applied by the bank analyst. An introduction to some fundamental accounting theory.
Evaluation: Assignments 25%, Midterm Exam 25%, Final Exam 50%

MGMT 310 Human Resource Management (O. Athwal)
This course is a general introduction to the range of concerns and activities involved in human resource management. Topics include: recruitment and selection, orientation, training, performance appraisals, compensation and benefits, human rights and employment equity, conflict management, organizational development, and labour relations.
Evaluation: Participation 10%, Assignments 20%, Midterm Exam 30%, Final Exam 40%

MGMT 340 Consumer Behavior (S. Mudd, M. Sharzer)
This course aims to familiarize students with the basic concepts of
consumer behavior, including individual and group influences and the
consumer decision process; to relate consumer behavior concepts to the
development and implementation of practical marketing strategies; to
practice research into significant consumer behavior issues; and to develop
students' capability to analyze consumer behavior research with a basic
computer program. No computing background is required.
Prerequisite: Introduction to Marketing
Evaluation: Midterm Exam 15%, Project 50%, Case Study 10%, Final Exam
25%

MGMT 342 Marketing Strategy
This course provides the advanced frameworks and concepts required to
manage the marketing process strategically. Topics include market
segmentation strategy, product life cycle management, market positioning,
and competitive market analysis. The course is focussed towards the
practical applications of concepts to real life business situations.
Prerequisite: Introduction to Marketing required. Introduction to
Business Administration recommended.

MGMT 343 Direct Marketing (R. Hirsch, G. Tibbo)
The objective of this course is to educate students to become informed buyers
of direct marketing services. The course provides participants with the tools
to oversee all management aspects of direct marketing (from planning to
fulfillment) including writing a direct marketing business plan;
telemarketing; when and how to select a direct marketing agency; how to
deal with suppliers, list brokers, and "creative types"; how to manage the
fulfillment function; the role of research and testing.
Prerequisite: Introduction to Marketing
Evaluation: Midterm Exam 30%, Project 20%, Participation 20%, Final
Exam 30%

MGMT 350 Business Finance (R. Humphries)
The purpose of this course will be to study the nature and objectives of
Financial Management in Canada. The course will emphasize the role of
the financial manager in the process of maximization of shareholder
wealth. Topics to be covered include: time value of money, investment
project evaluation and selection (capital budgeting), risk and valuation of
securities, financial mix (capital structure), dividend policy and financial
analysis, evaluation and control.
Note: This course runs over two semesters.
Prerequisite: Fundamentals of Accounting
Evaluation: Midterm Exams 30%, Quizzes 40%, Final Exams 30%

MGMT 360 Business Law (K. Thornicroft)
This course is a general introduction to business law in Canada. Topics include the legal system, torts, contracts, negotiable instruments, real property, forms of business organizations and credit transactions.
Evaluation: Case Studies 20%, Midterm Exam 40%, Final Exam 40%

MGMT 420 Business Strategy (S. Scott-Hallam)
This course attempts to integrate what the student has learned in prior courses on the various functional areas of managing a business. The aim is to show how the functional areas of marketing, finance, production and personnel blend into a cohesive plan to provide a directional focus for an organization. The student will view the process from the point of view of the chief executive officer in the development of corporate strategy, matching corporate competence and resources with economic opportunities and risks and managing the strategic process. To maximize the value of this course it is essential that students have an understanding of the functional areas of business and be comfortable with the analysis ind interpretation of financial statements.
Note: This course should be taken last.
Evaluation: Group Presentation 40%, Case Studies 40%, Participation 20%

CRM 105 Structure of the Risk Management Process (K. Gibson, B. Shakespeare)
This course familiarizes students with the basic concepts and processes of risk management in a Canadian environment. Subjects treated include: risk management in an organization and its effect on profits, risk management techniques, risk identification and analysis, property risks, income risks, liability risks, personnel loss risks, probability risks, risk management decision-making and capital budgeting methods.
Evaluation: Midterm Exam 25%, Final Exam 75%

CRM 205 Risk Control (K. Gibson, B. Shakespeare)
This course explores the selection, implementation and monitoring of risk control techniques. Subjects treated include framework for risk control; criteria for risk management decision-making; accidental causes and costs; controlling personnel losses; loss control motivation; integrative approaches to risk control; non-insurance transfers; management of risk control. This course is a prerequisite to Risk Financing (tentatively planned for the fall of 1988).
Prerequisite: Structure of the Risk Management Process
Evaluation: Midterm Exam 25%, Final Exam 75%

CRM 305 Risk Financing (K. Gibson, B. Shakespeare)
This course explores the selection, implementation, and monitoring of risk financing techniques--ways in which an organization can obtain funds to pay for any accidental losses which strike it. Subjects treated are framework for risk financing; criteria for risk financing technique selection; insurance as a risk financing technique; financing property, net income and personnel losses; accounting and some income tax aspects of

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accidental losses; insurance pricing; selection of insurers and their representatives; implementing risk retention--available options, including use of affiliated insurers; and risk cost allocation.
Prerequisites: Structure of the Risk Management Process and Risk Control.
Evaluation: Midterm Exam 25%, Final Exam 75%

CEBS 100 Government-Sponsored Benefit Programs
This course is designed to give participants an understanding of the types and extent of benefits available from the public sector in Canada. Subjects covered include Unemployment Insurance, Disability Benefits, Old Age Security and Canada Pension Plan Benefits, medical benefits, and others administered by Health and Welfare Canada, and provincial and other agencies.
Evaluation: National Exam 100%

CEBS 200 Life, Health and Other Group Benefit Programs
This course analyzes how protection against the financial hazards resulting from illness, disability, unemployment and premature death is available through both government-sponsored benefit programs and group plans established by employers and unions. Among the topics covered are the administrative and funding methods of employee benefit planning, the group insurance mechanism, life insurance benefits, medical expense benefits, short and long term disability income, dental and vision care, prepaid legal services, and other direct and indirect benefit plans.
Evaluation: National Exam 100%

Course 300 Pension Plans and Other Retirement Arrangements
This course is designed to teach candidates the contemporary fundamentals of pension plans and other types of retirement plans available. Among the topics covered are profit-sharing plans, stock bonus plans, retirement savings plans (RRSPs), plan design, actuarial aspects (costs and funding), disclosure and taxation.
Evaluation: National Exam 100%

APPENDIX

Instructor Biographies

O. Athwal, M.B.A. (UBC) is the Manager of Labour Relations at the B.C. Maritime Employers Association and has taught in-house courses at Canada Post, BC Gas and BCMEA.

P. Buitenhuis, Ph.D. is the former chairman of the English Department at SFU and has taught composition at all levels of the university. He is a member of the faculty of the writing program for the Canadian Institute for the Administration of Justice, and has taught writing for many firms and organizations in Alberta and B.C.

K. Gibson, CRM, is the Risk Manager for the Municipal Insurance Association of B.C. and a director of the Risk Management Education Committee for Canada of the Risk and Insurance Management Society. He has been a guest lecturer at the Justice Institute, University of Victoria and University of Manitoba.

H. Gosal, M.P.P.M. (Yale) is an investment consultant and part-time instructor at VCC.

I. Hall, M.B.A. (Western Ontario), M.Sc. (UBC, in progress), is the Assistant Vice President for Planning at University Hospital and a sessional instructor in the Faculty of Business Administration at SFU. He has also taught at the Universities of B.C., Manitoba and Winnipeg, Red River Community College, Banff School of Management, and BCIT.

K. Harrison, B.A. is a human resource development consultant specializing in training and professional development of management and staff for small and large businesses, government and non-profit organizations. She has been teaching communications for 11 years at both UBC and SFU.

R. Hirsch, M.B.A. (UBC), is the Director of Marketing at BCAA and has taught at BCIT and the Institute of Canadian Advertising.

G. Holtom has been with IBM for 27 years in a variety of management and sales positions, and has been teaching for 15 years at both BCIT and SFU.

R. Humphries, M.B.A. (SFU), is the Manager of Financial Services for the Coquitlam School District. He has been a T.A. at SFU and has taught organizational behaviour and business finance for nine years.

S. Mudd, M.B.A. (SFU) is a self-employed marketing consultant and a sessional instructor in the Faculty of Business Administration at SFU. She has also taught at BCIT at the Emily Carr College of Art and Design.

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B. Pleet, M.B.A. (Western Ontario) is the Marketing Manager for Xerox Canada and has taught for BCIT as well as a Process Management Workshop for Xerox.

R. Prepchuk, M.B.A. (McGill), is an advertising and marketing specialist currently employed by BC Gas Inc.

D. Reddick, M.A., Ph.D. candidate (SFU) is a full-time faculty member at Kwantlen College and has taught as a sessional instructor in the Economics Department at SFU.

S. Scott-Hallam, M.B.A. (Alberta), is currently the Executive Director of the EMBA Program at SFU and has taught at the University of Alberta (certificate, undergraduate and graduate), and Kwantlen College.

B. Shakespeare, FIIC, is a Risk Manager with West Coast Energy Inc. and has taught at the University of Toronto.

K. Thornicroft, Ll.B., Ph.D. candidate (Case Western Reserve), is an Associate Professor in the Faculty of Business Administration at Memorial University. Prior to entering graduate school, he practiced litigation law in Vancouver and is the author of over 35 journal articles and conference papers. He is currently on research leave to complete his dissertation.

G.Tibbo, M.B.A. (UBC), is a consultant specializing in direct and database marketing and management assistance. She has taught a variety of seminars in marketing, consumer behaviour, market research and related techniques.

P. Woolley, M.A. (Cambridge), CA, FCA, is a full-time faculty member at BCIT, a sessional instructor in the Faculty of Business Administration at SFU, and has taught for the Foundation Program in Management for Women.

CEBS Courses - Instructors are drawn directly from the local employee benefits community. As they are teaching material prepared by Dalhousie University, attention is paid to industry qualifications (e.g., CFA, Actuary, CEBS) and background and teaching abilities, rather than academic qualifications.