







# GRADUATE PROGRAMS AT A GLANCE

PROGRAMS	DELIVERY	LENGTH	START	PAGE
<b>BUSINESS</b>				
Doctor of Business Administration		4 years	January	18
Master of Business Administration in Executive Management		18 months	January/November	29
		31 months	August	
Master of Global Management		12 or 18 months	Jan/May/Sept	31
		19 months	September	
Graduate Certificate in Asia Pacific Trade and Investment		1 year	November	37
Graduate Certificate in International Business and Innovation – Europe		6 months	May	44
Graduate Certificate in Management Consulting		5 months	January/August	46
Graduate Certificate in Personal and Professional Leadership Development		5 months	January/August	47
<b>COMMUNICATION AND CULTURE</b>				
Master of Arts in Intercultural and International Communication		18 months	September	24
		2 years	March	
Master of Arts in Professional Communication		2 years	May/September	28
Graduate Certificate in Professional Communication Management		10 weeks	October	48
Graduate Certificate in Strategic Global Communication		33 weeks	September	50
		22 weeks	March	
<b>EDUCATION AND TECHNOLOGY</b>				
Master of Arts in Educational Leadership and Management		2 years	June	20
Master of Arts in Higher Education Administration and Leadership		2 years	June	22
Master of Arts in Learning and Technology		2 years	March	27
Graduate Diploma in Educational Leadership and Management		1 year	June	33
Graduate Diploma in Higher Education Administration and Leadership		1 year	June	35
Graduate Diploma in Learning and Technology		1 year	June	37
		1 year	April	
Graduate Diploma in Technology-enhanced Learning and Design		1 year	January	38
Graduate Certificate in Business Development in International Education		7 months	October	40
Graduate Certificate in Instructional Design		7 months	January	43
Graduate Certificate in Strategic Enrolment Management		7 months	August	49
Graduate Certificate in Systems Leadership in Higher Education		7 months	August	51
<b>ENVIRONMENT AND SUSTAINABILITY</b>				
Master of Arts in Climate Action Leadership		2 years	April	19
Master of Arts in Environmental Education and Communication		2 years	July	34
Master of Arts / Master of Science in Environmental Practice		2+ years	Jan/Sept	30
Master of Arts / Master of Science in Environment and Management		2 years	March/September	30
Graduate Diploma in Climate Action Leadership		15 months	March	32
Graduate Diploma in Environmental Education and Communication		1 year	July	31
Graduate Certificate in Environmental Education and Communication		5 months	July	41
Graduate Certificate in Science and Policy of Climate Change		10 months	January	49
Graduate Certificate in Sustainable Community Development		6 months	March	51

Delivery Method  on-campus  online  blended

PROGRAMS	DELIVERY	LENGTH	START	PAGE
<b>EXECUTIVE EDUCATION</b>				
Graduate Diploma in Project Management and Organizational Leadership		8 months	September	38
Graduate Certificate in Advanced Coaching Practices		8 months	March	39
Graduate Certificate in Change Management		6 months	September	40
Graduate Certificate in Corporate Social Innovation		6 months	March	41
Graduate Certificate in Executive Coaching		7.5 months	Jan/Apr/Aug	42
Graduate Certificate in Management and Leadership		6 months	November	46
Graduate Certificate in Organization Design and Development		6 months	September	47
Graduate Certificate in Project Management		6 months	February/September	48
Graduate Certificate in Strategic Human Resources Management		6 months	January	50
Graduate Certificate in Workplace Innovation		6 months	October	53
<b>HUMANITARIAN STUDIES</b>				
Master of Arts in Conflict Analysis and Management		2 years	January	19
Master of Arts in Disaster and Emergency Management		2 years	January	20
Master of Arts in Human Security and Peacebuilding		26 months	November	23
		2.5 years	June	
Master of Arts in Justice Studies		2 years	January	25
Graduate Diploma in Conflict Analysis and Management		1 year	January	32
Graduate Diploma in Disaster and Emergency Management		1 year	November	33
		16 months	June	
Graduate Diploma in Human Security and Peacebuilding		1 year	January	35
Graduate Diploma in Justice Studies		1 year	January	36
Graduate Certificate Transforming Child Protection to Wellbeing		9 months	September	52
<b>INTERDISCIPLINARY STUDIES</b>				
Doctor of Social Sciences		4 years	January/July	18
Master of Arts in Interdisciplinary Studies		2 years	January/September	24
Graduate Diploma in Interdisciplinary Studies		2.5 years	January/September	36
Graduate Certificate in Interdisciplinary Studies		8 months	January/September	44
<b>LEADERSHIP STUDIES</b>				
Master of Arts in Global Leadership		13 months or 2 years	October	22
Master of Arts in Leadership		2 years	June/December	26
Master of Arts in Leadership – Executive Leadership Specialization		2 years	April	27
Master of Arts in Leadership – Health Specialization		2 years	September	26
Graduate Diploma in Global Leadership		9 months	October	34
Graduate Diploma in Leadership		1 year	June/December	37
Graduate Certificate in Global Leadership		5 months	October	43
Graduate Certificate in Leadership		3 months	June	45
Graduate Certificate in Values-Based Leadership		6 months	April	53
<b>TOURISM AND HOSPITALITY MANAGEMENT</b>				
Master of Arts in Tourism Management		2 years	Apr/Aug/Dec	28
		2 years	September	
Graduate Certificate in Tourism Management		3-18 months	Apr/Aug/Dec	52

# PROGRAM DETAILS

## DOCTOR of Business Administration

Shape the future landscape of your field and industry by making valuable, original contributions to management practice and research. Take your place among today's leaders and pursue a higher calling in academic scholarship, leadership and business research with the Doctor of Business Administration (DBA) program at Royal Roads University.

- Unique to British Columbia and Canada, the innovative hybrid nature of the DBA program combines the strengths of a professional doctorate with the research emphasis and rigour of a more conventional PhD program.
- The blended-delivery format is comprised of short, intensive residencies and sections of distance learning with your cohort. This program is designed to support your current professional and personal commitments while you take your expertise to the highest level.
- The program will prepare you for multiple career paths within and beyond academia; it will enable you to be a critical thinker, reflective practitioner, responsible leader and change agent to make a meaningful impact in your field.


### TUITION

**\$89,464** (Domestic & International)

### STANDARD ADMISSION

- Relevant master's degree from a recognized university, normally with a minimum 'B' (3.00/4.33 GPA).
- Normally, a minimum of seven years of relevant full-time work experience, with five years at a management level and increasing levels of responsibility.

### DELIVERY

 **4 YEARS BLENDED** – online learning with three immersive 1- and 2-week on-campus residencies

## DOCTOR of Social Sciences

The Doctor of Social Sciences (DSocSci) is an applied research doctorate that responds to the growing global demand for scholar-practitioners. It is designed specifically for career professionals who seek to provide intellectual leadership in the workplace, organizations, communities and society at large.

- The DSocSci focuses on interdisciplinary applications of the social sciences to real-world problems.
- This program combines the rigour of a research base for a traditional PhD with the professional and applied nature of a professional doctorate.
- The first portion of the program is focused on cohort-based immersion in coursework. The second portion is dedicated to candidacy exams and dissertation.
- You may pursue a traditional monograph dissertation or a dissertation by portfolio.
- In support of your research needs and dissertation, we maintain a flexible, collaborative supervisory model that enables you to select a supervisor at Royal Roads University or another post-secondary institution.
- With short intensive residencies combined with online courses and dissertation research, students can complete their program while staying in their home communities and continue in their workplace.


### TUITION

**\$89,464** (Domestic & International)

### STANDARD ADMISSION

- A master's degree in one of the Social Sciences or related fields.
- Evidence of experience related to the degree program.
- Normally a minimum of 10 years with senior-level decision-making authority.
- An interdisciplinary, applied research proposal that is within the social sciences.

### DELIVERY

 **4 YEARS BLENDED** – online learning with two immersive 3-week on-campus residencies

## MASTER OF ARTS In Climate Action Leadership

This graduate program is your invitation to join the international movement working to change the climate story from a tale of disaster to one of transformation — and from activism to organizational and societal leadership. As a climate-action leader, you can do more than drive immediate change. By pursuing a leadership role, you can help to shift behaviour, culture, beliefs and values to mitigate climate change and address the underlying systemic issues that fuel this crisis.

- Respond to widespread demand across all sectors and help to address the complex challenges ahead for our planet, and lead change toward a resilient future.
- Develop the knowledge and skills necessary to design, grow and lead climate action and resiliency measures and initiatives.
- Discover and generate knowledge that contributes to important global conversations and actions to address climate change, all while aligning your educational journey with a meaningful career path.
- Open learning: engage firsthand with real-world problems, real-world experts and a comprehensive curriculum designed to help you create ground-breaking solutions.
- A 12-month Graduate Diploma in Climate Action Leadership is also offered.

### TUITION


**\$26,301** (Domestic)

**\$33,146** (International)

### STANDARD ADMISSION

- Four year (or comparable) Education, Arts, Science or other undergraduate degree in a related field from a recognized post-secondary institution, with a GPA of 'B+' (3.33/4.33) in the final 20 courses (or last 2 years).
- At least 3 years of professional experience in a leadership or management position that is directly related to the Master of Arts in Climate Action Leadership program learning outcomes.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **2 YEARS BLENDED** – online learning with two immersive 2- and 1-week on-campus residencies

## MASTER OF ARTS In Conflict Analysis & Management

Conflict exists everywhere. While sometimes devastating, conflict can also be a catalyst for change. The program will provide you with a strong foundation to analyze and address conflict across a range of contexts from interpersonal to international, including a closer focus on organizational and community conflict within the Canadian context.

- Build your capacity to engage constructively with conflict in this interdisciplinary graduate program, taught by seasoned practitioners and scholars.
- Learn how to leverage your own role within a system to become a critical, reflective and highly valuable conflict management practitioner.
- Study and thrive in an academic context committed to diversity, equity and inclusion with students and instructors from a variety of personal and professional backgrounds.
- Complete the second year of your master's program with your choice of pathway – coursework, thesis or internship – that is most suitable to your personal and professional aspirations.
- A 12-month Graduate Diploma in Conflict Analysis and Management is also offered.

### TUITION


**\$26,301** (Domestic)

**\$33,146** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a relevant and related field, with a minimum GPA of 'B+' (3.33/4.33), from a recognized post-secondary institution.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **26 MONTHS BLENDED** – online learning with two immersive 2-week on-campus residencies

# PROGRAM DETAILS

## MASTER OF ARTS

### In Disaster & Emergency Management

This graduate program is based on the understanding that disasters are more than hazards: they are products of the interrelationship and mutual construction of the environmental, socio-economic and political spheres. It is designed for aspiring and experienced disaster and emergency management professionals, this program will help you develop and advance your knowledge and skills for working in the public, private and not-for-profit sectors.

- This program is recognized as meeting the educational requirements for becoming a Certified Emergency Manager (CEM<sup>®</sup>) through the International Association of Emergency Managers.
- Students will learn how to support individuals, organizations and communities to prevent, prepare for and respond to a range of different hazard types.
- The program takes an integrated and holistic approach that supports the notion that disaster and emergency management processes and practices can and should contribute to risk reduction, community resilience and sustainable communities.
- In the second year, internship, thesis or course-based options allow students to choose the pathway to program completion that best fits their aspirations.
- A 12-month Graduate Diploma in Disaster and Emergency Management is also offered.

#### TUITION


**\$26,301** (Domestic)


**\$33,146** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a relevant and related field, with a minimum GPA of 'B+' (3.33/4.33), from a recognized post-secondary institution.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **26 MONTHS BLENDED** – online learning with two immersive 2-week on-campus residencies

 **2.5 YEARS ONLINE** – complete the entire program through our online-learning platforms

## MASTER OF ARTS

### In Educational Leadership & Management

Are you a motivated educator, change-maker and leader who aspires to make a difference? Then the Master of Arts in Educational Leadership and Management (MAELM) program is designed to help you succeed. The MAELM program, made for working professionals in K-12 education and other institutional settings, is Teacher Qualification Service (TQS) approved and offered in a blended-delivery format comprising online learning and an intensive two-week, on-campus residency period.

- Acquire the knowledge, critical-thinking skills and confidence to influence cultures and processes to better support teachers and staff, and nurture the learning aspirations and potential of your students.
- This two-year program provides graduates with an in-depth, reflective understanding of the core concepts, research, challenges and future of educational institutions today.
- A one-year Graduate Diploma in Educational Leadership and Management is also offered.

#### TUITION


**\$25,265** (Domestic)

**\$31,976** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a relevant and related field from a recognized post-secondary institution.
- Professionals in the education sector.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **2 YEARS BLENDED** – online learning with an immersive 2-week on-campus residency

## MASTER OF ARTS

### In Environmental Education & Communication

Designed with the earth in mind, this program interrupts the 'business as usual' conversation. It cultivates awareness and insight as to how we live, work, teach and learn, how we relate to and communicate with each other, and how we might act to inspire change through education and communication. The program challenges you to critically examine your perceptions and worldviews, while inviting your deepest co-creative capacities and generative approaches as world citizens at this watershed moment in our history.

- At the intersection of theory and practice, this degree is specifically designed for working professionals who are keen on contributing to a more humane and habitable existence for all.
- This interdisciplinary program is delivered in a richly blended model of online and face-to-face learning with the distinct benefit of three on-campus residencies and offers completion options of either a thesis or a major research project/elective combination.
- Exceptional learning experiences: A week-long field school takes place within various Indigenous coastal communities during the second residency.
- A one-year Graduate Diploma and five-month Graduate Certificate in Environmental Education & Communication are also available, which can be used to ladder credits earned toward completion of the master's program.

#### TUITION


**\$27,675** (Domestic)

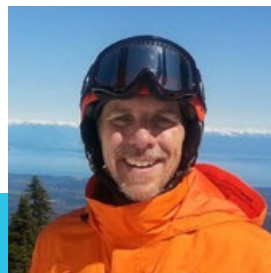
**\$34,519** (International)

#### STANDARD ADMISSION

- Four-year (or comparable) undergraduate degree in a related field, with a minimum GPA of 'B' (3.00/4.33), from a recognized post-secondary institution.
- At least two years of relevant work or volunteer experience.
- Applicants who meet the degree requirement, but not the GPA requirement, will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University and obtain a minimum final grade of 'B' (73%) prior to commencing the program.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **24 MONTHS BLENDED** – online learning with three immersive 3-week on-campus residencies



#### Andrew Young

Master of Arts in Environmental Education and Communication

“I felt the need to learn more in order to push myself forward.”

I could have slipped into the second half of my teaching career secure in my job but mired in mediocrity. I felt I needed to learn more in order to push myself forward. I was at the mid-point of my career as a teacher and felt a little stale, so I decided to challenge myself and spice things up.

Royal Roads reinvigorated my passion for learning and challenged me to be a better educational practitioner. The experiences I developed for my students were born through the knowledge and skills I gained in my classes at Royal Roads. I was forced to examine my identity and make decisions about the person I was and who I wanted to become. RRU challenged me and encouraged me to make changes in my life.

The Royal Canadian Geographical Society and its educational arm, Canadian Geographic Education, awarded me the inaugural Innovation in Teaching Geography Award in 2013. This national award is, in my mind, a direct result of my experiences at Royal Roads.

# PROGRAM DETAILS

## MASTER OF ARTS In Global Leadership

This program is designed to fill the growing demand for globally minded professionals capable of leading effectively across a multicultural context.

Elective courses will allow you to further explore topics of interest, with an additional option to participate in a field study trip to bolster your academic theory. If you yearn to become a more resilient, self-aware global leader, this master's program is for you.

- Explore the drivers of global change (and how to respond to them).
- Obtain a comprehensive understanding of the economic and socio-political dynamics that contextualize organizations and communities.
- Learn how to transcend social, political, and cultural barriers to manage tensions and create opportunities for collaboration.
- Develop the competencies to lead and manage change, and respectfully lead across multicultural and multi-generational contexts.

### TUITION

**\$28,663** (Domestic)

**\$35,508** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution, with a minimum GPA of 'B' (3.00/4.33).
- A minimum of three years of general leadership experience.
- Demonstrate significant cross-cultural experience gained through travel or work.
- Applicants who meet the degree requirement but who been away from academic writing for more than 10 years will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University, and must obtain a minimum 'B+' (77%), prior to commencing the program.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY OPTIONS

 **24 MONTHS OR 13 MONTHS BLENDED** – online learning with two immersive 2 week on campus residencies

 **24 MONTHS OR 13 MONTHS ON-CAMPUS** – full-time, face-to-face classes

## MASTER OF ARTS In Higher Education Administration & Leadership

To advance your career in higher education, you'll need to lead with mastery. Whether you're an experienced or aspiring leader, the Master of Arts in Higher Education Administration and Leadership program is a comprehensive, two-year, blended-delivery graduate program that will help you optimize your expertise, fulfill your leadership potential and gain the credentials needed to ascend.

- Learn how to critically examine the relationship between theory and practice in higher education.
- Identify, analyze and evaluate the key factors that impact your field and contribute to leading change.
- Cultivate real-world skills, theoretical foundations and a confident mindset.
- Choose the completion option that works for you. Select from two specializations, Business Development in International Education or Systems Leadership in Higher Education, and completion by coursework or a thesis.

### TUITION


**\$25,771** (Domestic)

**\$32,615** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution.
- Minimum of three years of relevant, paid work experience within recognized higher education institutions, including some leadership experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **2 YEARS BLENDED** – online learning with an immersive 2-week on-campus residency and an optional 3-day residency in year 2

## MASTER OF ARTS In Human Security & Peacebuilding

When the world's most vulnerable populations need help, will you answer their call? This graduate program responds to the increasing demand for leadership in international humanitarian assistance, social reconstruction, conflict management and peacebuilding. Successful peacebuilding requires the integration of short-term development initiatives into long-term, sustainable social transformation.

- This program will deepen your understanding of the interrelationship between human security and social, economic and political factors.
- Learn to create strategic plans and operational programs to address the needs of affected populations, while working to restore peace and civil society in post-conflict contexts.
- Complete the second year of your master's program with your choice of pathway – coursework, thesis or internship – that is most suitable to your personal and professional aspirations.
- A 12-month Graduate Diploma in Human Security and Peacebuilding is also offered.


### TUITION

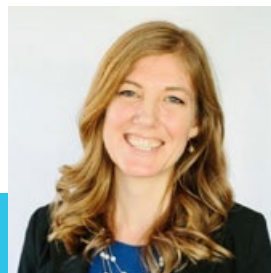
**\$26,301** (Domestic)                      **\$33,146** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a relevant and related field from a recognized post-secondary institution.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **26 MONTHS BLENDED** – online learning with two immersive 2-week on-campus residencies



### Laurel Collins

Master of Arts in Human Security and Peacebuilding

“The program was the perfect mix of theory and practical learning.”

The MA in Human Security and Peacebuilding at Royal Roads University was a truly transformative experience for me. For my professional field placement, I got a position with the UN Refugee Agency in Northern Uganda, and that research and field work launched me first into a PhD program focused on nonviolence and social change, and then subsequently into politics.

The program was the perfect mix of theoretical rigor and practical learning, and it taught me how to bring these elements together to make change. My classmates in my cohort had much more diverse backgrounds than I had expected, and it made the learning even more rich and meaningful.

The unique model of distance learning and on campus intensives made it possible for me to continue working while in my program, and to continue to gain valuable experience outside the program. In my work as an educator, program coordinator, and community organizer, I am constantly using the skills and experience I gained in my MA program and in my professional field placement. I am incredibly grateful for the academic and experiential foundation it gave me, and I would not be where I am today without this foundation.



# PROGRAM DETAILS

## MASTER OF ARTS

### In Intercultural & International Communication

Serving the growing demand for strategic communication professionals, this innovative program is designed for students who wish to pursue a communication career that bridges our increasingly diversified, media-rich and globalized world. You will gain the skills necessary to communicate effectively in complex cultural circumstances.

- Explore communication and media relations in a global context, from advocacy and public affairs to social marketing and more.
- Learn to use a variety of media and communication to engage different audiences across multiple settings.
- Complete your program by choosing either a learning project or a research paper.

#### TUITION


**\$26,301** (Domestic)

**\$33,146** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution.
- Evidence of having sufficient knowledge, skills and abilities to complete a demanding academic course of study at a master's level.
- Work or volunteer experience is an asset.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY OPTIONS

 **2 YEARS BLENDED** – online learning with an immersive 2-week on-campus residency

 **18 MONTHS ON-CAMPUS** – full-time, face-to-face classes

## MASTER OF ARTS

### In Interdisciplinary Studies

This degree program allows you to integrate knowledge from related academic areas of study and professional fields of practice. The result is a program that speaks directly to individual learning goals. Our program advisors support and guide you in tailoring a program to your career and/or research interest.

- Create a schedule that suits your life, allowing you to benefit from an individualized education.
- Combine personal passion and professional interest to shape an education driven by your distinct aspirations.
- Choose a course-based, major project or thesis pathway. You will be able to select a supervisor at Royal Roads University or another post-secondary institution for your major project or thesis.
- A Graduate Diploma and Graduate Certificate in Interdisciplinary Studies are also offered.

#### TUITION


**\$30,078** (Domestic)


**\$36,923** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field from a recognized post-secondary institution, with a minimum GPA of 'B+' (3.33/4.33).
- Normally, a minimum of three years of professional experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **2.5 YEARS BLENDED** – online learning with an optional immersive 2- or 3-week on-campus residency

 **2 YEARS ONLINE** – complete the entire program through our online-learning platforms



### Tracy Steere

Master of Arts in Interdisciplinary Studies

The biggest impact of my RRU experience was the increased confidence I have in myself.

The blended learning model of the on-campus residencies and online study at RRU is great. The residency provides an opportunity to make friends, see and experience the campus, and learn from other students about 'being' a student.

During the residency, you have the ability to focus primarily on school because you can stay on campus for the duration of your residency. After your residency, the balance between family, online courses and work begins. The great thing about the online courses is having a continuous connection with the other students and your instructors, and being able to participate each week when it fits your schedule.

The biggest impact of my RRU experience was the increased confidence I have in myself. I started gaining more confidence early in my RRU education, and this boost came from sticking with the program, being successful in my courses and discovering that I 'could' do it.

## MASTER OF ARTS in Justice Studies

This graduate program is ideal for aspiring and experienced professionals in the justice-related sectors interested in the social, economic and cultural challenges facing Canada in the 21st century, and the injustices experienced by people in other cultural contexts. This program emphasizes a collaborative and problem-focused approach to justice through innovative, interdisciplinary and transdisciplinary studies.

- Gain a comprehensive understanding of modern societal problems and explore action-oriented, context-specific solutions that are often missed under more traditional approaches to justice.
- Join a student body of critical thinkers, independent researchers and responsible leaders who are driven to better understand complex social issues.
- In the second year, internship, thesis or course-based options allow you to choose the pathway to program completion that best fits your aspirations.
- A 12-month Graduate Diploma in Justice Studies is also offered.

### TUITION


**\$26,301** (Domestic)

**\$33,146** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a relevant and related field from a recognized post-secondary institution.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **26 MONTHS BLENDED** – online learning with two immersive 2-week on-campus residencies

# PROGRAM DETAILS

## MASTER OF ARTS in Leadership

Striking a balance between interdisciplinary study and sector-specific problem solving, this program incorporates both collaborative and self-directed instructional techniques to equip you with the skills to lead effectively in today's changing world. This program is specifically designed for working professionals wishing to learn advanced leadership skills and enhance their educational credentials.

- Blending online learning with two intensive on-campus residencies, this program challenges you to think both critically and creatively as you grow into your leadership potential.
- Examine real-world problems grounded in a rigorous theoretical understanding of the complex nature of organizations and communities, along with the changing role of leadership within them.
- Develop the leadership competencies to drive organizational and social change, build high-performance, collaborative teams, navigate complex interpersonal systems and create more effective, resilient organizations and communities.

### TUITION


**\$26,301** (Domestic)

**\$33,146** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution, with a minimum GPA of 'B+' (3.33/4.33).
- Normally a minimum of five years of leadership experience.
- Applicants who meet the degree requirement but not the GPA, or have been away from academic writing for more than 10 years, will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University and obtain a minimum 'B+' (77%) prior to commencing the program.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **2 YEARS BLENDED** – online learning with two immersive 2-week on-campus residencies

## MASTER OF ARTS

### In Leadership – Health Specialization

This unique program is designed to support health leaders to lead amidst complex, adaptive, and systemic change. Blending healthcare specific topics with applied leadership studies, this program will enable you to facilitate meaningful collaborations and change within your unique health leadership context.

- This learning experience is taught by instructors with health leadership expertise and taps into your practical wisdom as a health leader.
- Through online learning and two on-campus residencies, you'll develop strong interpersonal relationships and will explore health leadership challenges through intersectional lenses.
- Upon completion, you'll have the skill-set, mind-set, and heart-set to nurture leadership within your health organization to create meaningful and sustained change.

### TUITION


**\$26,301** (Domestic)

**\$33,146** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution, with a minimum GPA of 'B+' (3.33/4.33).
- Normally a minimum of five years of leadership experience in a healthcare organization or health-related capacity.
- Applicants who meet the degree requirement but not the GPA, or have been away from academic writing for more than 10 years, will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University and obtain a minimum 'B+' (77%) prior to commencing the program.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **2 YEARS BLENDED** – online learning with two immersive 2-week on-campus residencies

## MASTER OF ARTS

### In Leadership – Executive Leadership Specialization

The Master of Arts in Leadership with an Executive Leadership specialization is a 36-credit program designed to meet the leadership and learning needs of mid- to senior-level leaders. It is specifically specifically related to cultural change for sustained successful innovation within organizations. Learn to think on your feet and prepare for the unexpected in a rapidly changing world that demands dynamic, highly capable leaders.

- Through online learning and two on-campus residencies, this specialization offers three elective choices that can be taken individually or as an approved 9-credit RRU graduate certificate with a capstone that is engaged and action-oriented.
- Upon completion, you'll have the knowledge and skills to foster sustainable organizational change through attention to values and culture.

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#### TUITION

**\$26,301** (Domestic)

**\$33,146** (International)


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#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution, with a minimum GPA of 'B+' (3.33/4.33).
- Normally a minimum of five years of leadership experience with a minimum of three years as a designated organizational leader.
- Applicants who meet the degree requirement but not the GPA, or have been away from academic writing for more than 10 years, will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University and obtain a minimum 'B+' (77%) prior to commencing the program.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

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#### DELIVERY

-  **2 YEARS BLENDED** – online learning with two immersive 1-week on-campus residencies

## MASTER OF ARTS

### In Learning & Technology

Become one of the world's next leaders in learning and technology. The Master of Arts in Learning and Technology (MALAT) is a comprehensive, two-year graduate program that responds to the demand for qualified professionals to lead the planning, design, development, implementation and evaluation of contemporary learning environments.

- Available in two delivery options, fully online or blended, with three unique completion pathways, it caters to professionals in the field of learning and technology looking to advance into a leadership position while maintaining their current work-related or personal responsibilities.
- Use networked learning, open educational practices and a digital mindset to examine the research, principles and practices required to engage in the creation and evaluation of digital-learning environments.
- Apply theoretical and practical knowledge to critically analyze learning innovations and their impact on society.
- Contribute meaningfully to digital learning network(s) and communities.
- Combine critical theory with applied learning to design engaging digital learning environments.

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#### TUITION

**\$26,301** (Domestic)

**\$33,146** (International)



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#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution.
- At least three years of professional experience in a leadership or management position directly related to the MALAT program learning outcomes.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

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#### DELIVERY OPTIONS

-  **2 YEARS BLENDED** – online learning with an immersive 2-week on-campus residency
-  **2 YEARS ONLINE** – complete the entire program through our online-learning platforms

# PROGRAM DETAILS

## MASTER OF ARTS

### In Professional Communication

This program provides a broad understanding of communication as a human activity. The program demands that learners ground their practice within a strong theoretical foundation, applying learned concepts and principles to real scenarios, including a core live organizational case study.

- Thrive in environments that require effective teamwork, written and verbal communications, adaptability, strategic planning, intercultural mediation, and a sophisticated understanding of interpersonal discourse.
- This program challenges you to expand your professional knowledge and develop your critical thinking, credibility, creativity, and cultural competence.
- Gain a better understanding of systems and processes that will enable you to design and facilitate systemic, sustainable solutions for teams, organizations and communities.
- The program culminates in a choice of elective courses and individualized research in an area of your choice.

#### TUITION

**\$26,301** (Domestic)

**\$33,146** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a relevant field, from a recognized post-secondary institution.
- Evidence of having sufficient knowledge, skills and abilities to complete a demanding academic course of study at a master's level.
- Normally, at least two years of work or volunteer experience, preferably in a leadership capacity.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

- ▶ **2 YEARS BLENDED** – online learning with two immersive 2- and 3-week on-campus residencies

## MASTER OF ARTS

### In Tourism Management

Calling all changemakers, here's your chance to transform yourself and your world. In this master's program, you'll discover more about the tourism and hospitality industry than you ever imagined while learning concepts you can apply the next day. Regardless of when you were last in school, you'll get the support you need to be successful in this comprehensive 36-credit program. We designed this flexible program to fit your life.

- Three different course-completion paths – thesis, major research project or capstone course – mean you can design what you need for your future career and make this graduate degree work for you.
- New specializations available in Social Entrepreneurship, Disaster and Emergency Management or Sustainability.
- Field study and semester abroad opportunities put you in the heart of tourism management.
- Whether you want to lead the industry, lead the change or help create a better world through tourism, your master's degree in tourism management will get you there.

#### TUITION (Blended)

**\$26,884** (Domestic)

**\$33,729** (International)

#### TUITION (On Campus)

**\$26,884** (Domestic)

**\$33,729** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree, preferably in a related field, from a recognized post-secondary institution, normally with a minimum admissions GPA of 'B' (3.00/4.33).
- At least two years of full-time work experience within the tourism or hospitality industry.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY OPTIONS

- ▶ **2 YEARS BLENDED** – online learning with two immersive 1-week on-campus residencies
- ▶ **2 YEARS ON-CAMPUS** – full-time, face-to-face classes.

#### SPECIALIZATIONS

Visit our website to learn more about the specializations offered for MA in Tourism Management students.

## MASTER OF BUSINESS ADMINISTRATION In Executive Management

The Master of Business Administration (MBA) in Executive Management offers distinct advantages to those who seek to take their career and expertise to a new level. Designed to recognize your work and life experience, our flexible admission policy creates professional pathways for those who may lack a formal education. Royal Roads has 20 years of experience delivering a business program specifically designed for experienced executive managers from diverse educational and professional backgrounds.

- The program offers over 20 specialization options, letting you create an individualized learning experience tailored to your personal career goals.
- Earn an MBA + Master of Global Management dual degree: apply to the MGM program and receive recognition for some of the credits completed in the MBA program.
- Choose to study full time on campus or through a blended format with online learning that allows you to complete your degree without interrupting your career.
- Connect with industry-experienced instructors and a network of executive peers in our 18- or 31-month program.
- Gain the confidence, abilities and credentials that will help you to achieve a higher position in your organization, launch your consulting career or explore new positions or industries.

### TUITION

**\$45,289** (Domestic)

**\$52,133** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field from a recognized post-secondary institution.
- Normally, at least seven years of full-time relevant work experience, with three years at a management level and increasing levels of responsibility.
- GMAT/GRE is not required.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

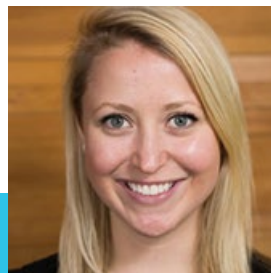
### DELIVERY

 **18 OR 31 MONTHS BLENDED** – online learning with two immersive 3-week on-campus residencies

 **18 MONTHS ON-CAMPUS** – full-time, face-to-face classes.

### SPECIALIZATIONS

Visit our website to learn more about the specializations and graduate certificates offered for MBA students.



### Kathryn Oliver

Master of Business Administration in  
Executive Management

“The program opened doors to new areas of business for me to impact!”

As the Manager of Training and Development for my organization, I wanted to show others in the business that pursuing advanced education while working was possible and supported by the company. I am an advocate for ongoing education, and personally, I wanted to pursue learning opportunities beyond my undergraduate degree. I chose the Master of Business Administration in Executive Management at Royal Roads University to broaden my experience and knowledge in business and learn about topics outside of my specific field.

Almost all of the courses within the MBA program have directly impacted my work. I was challenged and forced to stretch outside my comfort zones, while at the same time, the experience was rewarding, humbling, and inspiring. The courses and content are general enough that they can be applied to many different work settings and industries, and specific enough that I am confident that my new practices, tools, and philosophies can be applied directly to my day-to-day role.

The program has given me a greater understanding of my organization, and has shone a light on new opportunities for me to explore beyond my specific department, opening doors to new areas of the business for me to impact.

# PROGRAM DETAILS

## MASTER OF ARTS OR MASTER OF SCIENCE In Environment & Management

The Master in Environment and Management is an integrated program that combines leading-edge research with on-the-ground practices and theory. Delivered in a blended format that combines online courses with short on-campus residencies, the program is designed for working professionals who are deeply interested and involved in practical environmental issues.

- Offered as a Master of Arts or Master of Science. Your prior learning and professional experiences, elective choices and thesis or major project topic will determine the degree you receive.
- Focus your studies in theory and practice of systems, sustainability and the understanding of the interrelationships between human, social and ecological systems, as well as critical management concepts.
- Take a deep dive into reconciliation and accelerating the take-up of social and community innovations.
- Apply frameworks from a wide diversity of research to critical problem solving grounded in the international sustainable goals for the globe.
- You'll be prepared to excel and lead change in your life-long career trajectory in multiple sectors – government, private and public as well as nongovernment organizations.

### TUITION

**\$26,853** (Domestic)

**\$33,698** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field, with a minimum GPA of 'B' (3.00/4.33), from a recognized post-secondary institution.
- At least two years of relevant work or volunteer experience.
- Applicants who meet the degree requirement, but not the GPA requirement, will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University and obtain a minimum final grade of 'B' (73%) prior to commencing the program.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **2 YEARS BLENDED** – online learning with three immersive 2- and 3-week on-campus residencies

 **2 YEAR ON-CAMPUS** – full-time, face-to-face classes (Master of Arts only)

## MASTER OF ARTS OR MASTER OF SCIENCE In Environmental Practice

The Master in Environmental Practice is designed to promote environmental professionals and leaders in Canada and beyond. Offered as a Master of Arts or Science, this program prepares you to advance your career or transition into the rapidly growing range of environmental careers that are emerging to address sustainability and urgent environmental problems, such as climate change, biodiversity loss and environmental pollution.

- This flexible, self-directed, online delivery model allows you to obtain your graduate degree while continuing to work from anywhere on the globe.
- Personalize your program and pursue your interests by choosing from a variety of core and elective courses and by taking courses in each session. The length of the program depends on the number of courses you take per session.
- Developed in partnership with ECO Canada (Environmental Careers Organization Canada), this program addresses the academic and knowledge requirements consistent with National Occupational Standards and Environmental Professional (EP) certification.
- As a graduate, you will possess skills and knowledge to effectively address all dimensions of environmental problems in public and private sectors.

### TUITION


The tuition for these programs is per credit course.

Visit [royalroads.ca/search-tuition-fees](https://royalroads.ca/search-tuition-fees) to learn more.

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field, with a minimum GPA of 'B' (3.00/4.33), from a recognized post-secondary institution.
- At least two years of relevant work or volunteer experience.
- Applicants who meet the degree requirement, but not the GPA requirement, will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University and obtain a minimum final grade of 'B' (73%) prior to commencing the program.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **2+ YEARS ONLINE** – complete the entire program through our online-learning platforms



**Sylwia Knapczyk**  
Master of Global Management

This is one of the best things you can do.

I picked Royal Roads University because the Master in Global Management (MGM) fulfilled the academic requirements for my chosen field, international development. After starting my classes, I realized this school, and the program, was so much more than I ever expected: the class sizes were small, the teachers had industry experience and the students came from all over the world. In my cohort, a small and diverse group of students from North America, India and Africa, it was fascinating and rewarding to dissect cases based not just on personal perspectives, but also cultural backgrounds. I've come away from the MGM program with an increased sensitivity and understanding towards others.

The campus, with views of the ocean and mountains, is perfect for those moments when you're completely stressed out by schoolwork. And I love how the Learning and Innovation building, built with student convenience and the environment in mind, have kitchens on every floor, are sustainable and provide opportunities to compost and recycle (an important reminder of the triple bottom line). If you're looking to get international experience and want to enroll in a program that prepares you for the workforce, the MGM is the way to go. This is one of the best things you can do.

## MASTER of Global Management

Manage more successfully, across borders and across cultures. RRU's Master of Global Management (MGM) is an MBA-like program that offers business and management education through meaningful cultural experience, preparing graduates with job-ready skills to thrive in complex global environments and excel in the art of leadership.

- Build your capacity to navigate cross-cultural conflict and work effectively with people from a wide range of perspectives.
- You will be given the choice of completing the program through applied completion options, so you can personalize your learning: global management project, internship research project, one of the graduate certificates or MITx Micromaster specialization, or select course-based options. The completion option chosen may affect program length.
- As an MGM graduate, you will have the business skills and industry-recognized competencies required to successfully lead in today's international business market.
- To earn an MGM + MBA dual degree: apply to the MBA program and receive recognition for some of the credits completed in the MGM program.

### TUITION


**\$27,300** (Domestic)

**\$34,145** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree, preferably in a related field, from a recognized post-secondary institution, with a minimum GPA of 'B' (3.00/4.33).
- Minimum of two years of relevant, full-time work experience when not enrolled in school, normally including experience in a variety of business functions in different areas of an organization, preferably with some supervisory or management experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY OPTIONS

 **19+ MONTHS BLENDED** – online learning with an immersive 2-week on-campus residency and a 2-week international residency

 **12 OR 18+ MONTHS ON-CAMPUS** – full-time, face-to-face classes

### SPECIALIZATIONS

Visit our website to learn more about the specializations and graduate certificates offered for MGM students.



# PROGRAM DETAILS

## GRADUATE DIPLOMA

### In Climate Action Leadership

Take your career to the next level and join the movement of climate action leaders working to change the climate story from a tale of disaster to one of transformation. When you step into a leadership role with the program, you'll discover how to create immediate impact by designing effective adaptation and mitigation projects. You'll also start to shift the underlying behaviour, beliefs and systemic issues that continue to stoke the climate crisis.

- Respond to widespread demand for change leadership across sectors, translate climate science into action to reduce risk and impact, and create new opportunities for a low-carbon future.
- Develop the knowledge and skills necessary to envision, design and mobilize new solutions to emerging climate challenges.
- Discover and generate knowledge that contributes to important global conversations and actions to address climate change, all while aligning your educational journey with a meaningful career path.
- Engage firsthand with real-world problems, real-world experts and a comprehensive curriculum through an open-learning approach designed to help you create ground-breaking solutions.

#### TUITION


**\$13,151** (Domestic)

**\$16,573** (International)

#### STANDARD ADMISSION

- Four year (or comparable) Education, Arts, Science or other undergraduate degree in a related field from a recognized post-secondary institution with a GPA of 'B+' (3.33/4.33) in the final 20 courses (or last two years).
- At least three years of professional experience in a leadership or management position directly related to the Graduate Diploma in Climate Action Leadership program learning outcomes.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **1 YEAR BLENDED** – online learning with an immersive 1- and 2-week on-campus residency

## GRADUATE DIPLOMA

### In Conflict Analysis and Management

Conflict exists everywhere. While sometimes devastating, conflict can also be a catalyst for change. The program will provide you with a strong foundation to analyze and address conflict across a range of contexts from interpersonal to international, including a closer focus on organizational and community conflict within the Canadian context.

- Build your capacity to engage constructively with conflict in this interdisciplinary graduate program, taught by seasoned practitioners and scholars.
- Learn how to leverage your own role within a system to become a critical, reflective and highly valuable conflict management practitioner.
- Study and thrive in an academic context committed to diversity, equity and inclusion with students and instructors from a variety of personal and professional backgrounds.
- This diploma ladders directly into the Master of Arts in Conflict Analysis and Management program, giving you the flexibility to complete it as a stand-alone diploma or transfer credits toward your master's degree.

#### TUITION


**\$13,244** (Domestic)

**\$16,667** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a relevant and related field, with a minimum GPA of 'B+' (3.33/4.33), from a recognized post-secondary institution.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **1 YEAR BLENDED** – online learning with an immersive 2-week on-campus residency

## GRADUATE DIPLOMA In Disaster & Emergency Management

This program is based on the understanding that disasters are more than hazards: they are products of the interrelationship and mutual construction of the environmental, socio-economic and political spheres. It is designed for aspiring and experienced disaster and emergency management professionals, this program will help you develop and advance your knowledge and skills for working in the public, private and not-for-profit sectors.

- Learn how to support individuals, organizations and communities to prevent, prepare for and respond to a range of different hazard types.
- The program takes an integrated and holistic approach that supports the notion that disaster and emergency management processes and practices can and should contribute to risk reduction, community resilience and sustainable communities.
- This diploma ladders directly into the Master of Arts in Disaster and Emergency Management program, giving you the flexibility to complete it as a stand-alone diploma or transfer credits toward your master's degree.

### TUITION


**\$13,244** (Domestic)


**\$16,667** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a relevant and related field, with a minimum GPA of 'B+' (3.33/4.33), from a recognized post-secondary institution.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **1 YEAR BLENDED** – online learning with an immersive 2-week on-campus residency

 **16 MONTHS ONLINE** – complete the entire program through our online-learning platforms

## GRADUATE DIPLOMA In Educational Leadership & Management

Excel in leadership and accelerate your career. As a K-12 educator, principal or administrator, you want to advance academically and be a more effective practitioner. This 12-month graduate diploma program lets you do that and more—all while maintaining existing commitments.

- Tackle trends, embrace leading-edge learning technologies, critically apply systems thinking and develop the skills and relationships to take your career to the next level.
- Provided in a blended delivery through a combination of online learning and a two-week residency, you'll explore leadership strategies to address the challenges and opportunities related to supporting student achievement and institutional growth.
- This diploma ladders directly into the Master of Arts in Educational Leadership and Management program, giving you the flexibility to complete it as a stand-alone diploma or transfer credits toward your master's degree.

### TUITION


**\$14,035** (Domestic)

**\$17,458** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a relevant and related field, with a minimum GPA of 'B+' (3.33/4.33), from a recognized post-secondary institution.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **1 YEAR BLENDED** – online learning with an immersive 2-week on-campus residency

# PROGRAM DETAILS

## GRADUATE DIPLOMA

### In Environmental Education & Communication

Designed with the earth in mind, this graduate diploma interrupts the 'business as usual' conversation, cultivates awareness and insight as to how we live, work, teach and learn, how we relate to and communicate with each other, and how we might act to inspire change through education and communication.

- At the intersection of theory and practice, this program is specifically designed for working professionals who are keen on contributing to a more humane and habitable existence for all.
- An interdisciplinary program, the diploma is delivered in a richly blended model of online and face-to-face learning with the distinct benefit of two on-campus residencies.
- Exceptional learning experiences: A week-long field school takes place within various Indigenous coastal communities during the second residency. This and other formative and experiential learning challenges you to critically examine your perceptions and worldviews while inviting your deepest co-creative capacities and generative approaches as world citizens at this watershed moment in our history.
- This diploma ladders directly into the Master of Arts in Environmental Education & Communication program, giving you the flexibility to complete it as a stand-alone diploma or transfer credits toward your master's degree.

#### TUITION


**\$16,490** (Domestic)

**\$19,913** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field, with a minimum GPA of 'B' (3.00/4.33), from a recognized post-secondary institution.
- At least two years of relevant work or volunteer experience.
- Applicants who meet the degree requirement, but not the GPA requirement, will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University and obtain a minimum final grade of 'B' (73%) prior to commencing the program.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

-  **1 YEAR BLENDED** – online learning with two immersive 3-week on-campus residencies

## GRADUATE DIPLOMA

### In Global Leadership

This nine-month program builds on the content of the Graduate Certificate in Global Leadership to enhance your cross-cultural leadership and communication capacities. Combining online learning with an intensive two-week on-campus residency, this program addresses the theoretical and practical foundations of global leadership.

- Core topics address global change, international governance and cross-cultural conflict resolution.
- A range of electives allows you to dive into specific topics of interest, with an additional option to participate in an international cultural leadership field trip.
- Upon completion, you'll have a broad foundation of global leadership skills that will help you lead effectively and enact positive, global minded change. But why stop there? Credits from this program can be transferred directly into our Master of Arts in Global Leadership program.

#### TUITION



**\$14,326** (Domestic)

**\$17,749** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution, with a minimum GPA of 'B' (3.00/4.33).
- A minimum of three years of general leadership experience.
- Demonstrate significant cross-cultural experience gained through travel or work.
- Applicants who meet the degree requirement, but not the GPA requirement, will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University and obtain a minimum final grade of 'B+' (77%) prior to commencing the program.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

-  **9 MONTHS BLENDED** – online learning with an immersive 2-week on-campus residency
-  **9 MONTHS ON-CAMPUS** – full-time, face-to-face classes

## GRADUATE DIPLOMA

### In Higher Education Administration & Leadership

In times of change, higher education leadership is vital. Designed for higher education professionals who wish to advance as leaders but aren't currently able to complete a full master's-level program, this 12-month diploma provides a strong foundation from which to build your leadership capacity. Delivered through our blended learning model of online study, this graduate diploma program includes an intensive two-week residency on campus.

- Advance your leadership expertise, awareness and understanding of core educational improvement concepts and research requirements.
- Cultivate a holistic understanding of today's trends and challenges as they pertain to higher education leadership and administration.
- You can complete this program as a stand-alone diploma or ladder into the Master of Arts in Higher Education Administration and Leadership.

#### TUITION


**\$14,347** (Domestic)

**\$17,770** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution.
- Minimum of three years of relevant, paid work experience within recognized higher-education institutions, including some leadership experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **1 YEAR BLENDED** – online learning with an immersive 2-week on-campus residency

## GRADUATE DIPLOMA

### In Human Security and Peacebuilding

When the world's most vulnerable populations need help, will you answer their call? This graduate program responds to the increasing demand for leadership in international humanitarian assistance, social reconstruction, conflict management and peacebuilding. Successful peacebuilding requires the integration of short-term development initiatives into long-term, sustainable social transformation.

- Deepen your understanding of the interrelationship between human security and social, economic and political factors.
- Learn to create strategic plans and operational programs to address the needs of affected populations, while working to restore peace and civil society in post-conflict contexts.
- This diploma ladders directly into the Master of Arts in Human Security and Peacebuilding program, giving you the flexibility to complete it as a stand-alone diploma or transfer credits toward your master's degree.

#### TUITION


**\$13,244** (Domestic)

**\$16,667** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a relevant and related field from a recognized post-secondary institution.
- Relevant work experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **1 YEAR BLENDED** – online learning with an immersive 2-week on-campus residency

## DID YOU KNOW? Elite athletes learn here.

Victoria and the surrounding area are home to several National Training Centres. Triathlon Canada, Rugby Canada, Athletics Canada's Middle Distance Team, Rowing Canada, and the Canadian National Mountain Bike Team are all based here. Affiliated with GamePlan, Canada's national athlete support network, RRU helps elite athletes gain an education while they train and compete in order to ensure a smooth transition after their competitive sports career.



# PROGRAM DETAILS

## GRADUATE DIPLOMA

### In Interdisciplinary Studies

This program allows you to integrate knowledge from related academic areas of study and professional fields of practice. The result is a program that speaks directly to individual learning goals.

- Our program advisors support and guide you in tailoring a program to your career or research interest.
- Create a schedule that suits your life, allowing you to benefit from an individualized education.
- Combine personal passion and professional interest to shape an education driven by your distinct aspirations.
- This diploma ladders into the Master of Arts in Interdisciplinary Studies program, giving you the flexibility to complete it as a stand-alone diploma or transfer credits toward your master's degree.

#### TUITION


**\$15,034** (Domestic)

**\$18,457** (International)

#### STANDARD ADMISSION

- Four years (or comparable) undergraduate degree in a related field from a recognized post-secondary institution with a minimum GPA of 'B+' (3.33/4.33).
- Normally, a minimum of three years of professional experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **12+ MONTHS BLENDED** – online learning with an optional immersive 2- or 3-week on-campus residency

 **12+ MONTHS ONLINE** – complete the entire program through our online-learning platforms

## GRADUATE DIPLOMA

### In Justice Studies

This graduate program is ideal for aspiring and experienced professionals in justice-related sectors who are interested in the social, economic and cultural challenges facing Canada in the 21st century, or the injustices experienced by people in other cultural contexts. This program emphasizes a collaborative and problem-focused approach to justice through innovative, interdisciplinary and transdisciplinary studies.

- Gain a comprehensive understanding of modern societal problems and explore action-oriented, context-specific solutions that are often missed under more traditional approaches to justice.
- Join a student body of critical thinkers, independent researchers and responsible leaders driven to better understand complex social issues.
- This diploma ladders directly into the Master of Arts in Justice Studies program, giving you the flexibility to complete it as a stand-alone diploma or transfer credits toward your master's degree.

#### TUITION


**\$13,244** (Domestic)

**\$16,667** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a relevant and related field, with a minimum GPA of 'B+' (3.33/4.33), from a recognized post-secondary institution.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **1 YEAR BLENDED** – online learning with an immersive 2-week on-campus residency

## GRADUATE DIPLOMA In Leadership

The Graduate Diploma in Leadership is an 18-credit program that will enhance your awareness of the current leadership theories while developing practical knowledge and skills in creating engaged and productive work environments. This immersive program consists of the first three courses of the Master of Arts in Leadership program plus three additional relevant graduate-level courses of your choice. It is ideal for students who want to improve their leadership abilities but aren't available for a master's-level program. Electives could include another nine-credit graduate certificate at RRU.

- Examine theory and practice personal leadership.
- Learn how to communicate and effectively lead teams and larger groups.
- Combine systems thinking theory and concepts with leadership experience.
- Select elective options relating directly to your area of practice.
- Students enrolled in the Graduate Diploma in Leadership will have the option to transfer directly into the Master of Arts in Leadership.

### TUITION


**\$13,151** (Domestic)

**\$16,573** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution, with a minimum GPA of 'B+' (3.33/4.33).
- Normally a minimum of five years of leadership experience.
- Applicants who meet the degree requirement but not the GPA, or have been away from academic writing for more than 10 years, will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University and obtain a minimum 'B+' (77%) prior to commencing the program.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

-  **12 MONTHS BLENDED** – with a 2-week residency (plus the timing of three electives)

## GRADUATE DIPLOMA In Learning & Technology

Explore a world where learning and technologies intersect to incite meaningful change. This 12-month program is designed to propel the careers of professionals in the field of technology-mediated education. Two delivery options are available: fully online or blended (online with a two-week residency). This diploma offers the flexibility and freedom to advance your education without compromising your current commitments.

- Combine critical theory with applied learning to design engaging digital-learning environments.
- Use networked learning, open educational practices and a digital mindset to examine the research, principles and practices required to engage in the creation and evaluation of digital-learning environments.
- Contribute meaningfully to digital learning network(s) and communities.
- The Graduate Diploma in Learning and Technology can be completed as a stand-alone diploma or ladder into the Master of Arts in Learning and Technology (MALAT).

### TUITION



**\$14,347** (Domestic)

**\$17,770** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution.
- At least three years of professional experience in a leadership or management position directly related to the Master of Arts in Learning and Technology program learning outcomes.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY OPTIONS

-  **1 YEAR BLENDED** – online learning with an immersive 2-week on-campus residency
-  **1 YEAR ONLINE** – complete the entire program through our online-learning platforms

# PROGRAM DETAILS

## GRADUATE DIPLOMA

### In Project Management & Organizational Leadership

As the desire for a different way of exercising leadership has become clearer, so too has the importance of project management skill sets. The Graduate Diploma in Project Management and Organizational Leadership is an eight-month on-campus program designed to equip professionals in management and leadership positions with the essential skills of project management.

- Gain leading-edge instruction in project management best practices, project leadership, team dynamics and project negotiations.
- Learn a leadership framework to help you to implement innovation in both the strategy and culture of your organization.
- Graduates of the Graduate Certificate in Project Management or the Graduate Certificate in Management and Leadership may wish to further their learning and transfer credits to this diploma.
- Royal Roads is a Registered Education Provider with the Project Management Institute (PMI). Earn Professional Development Units toward the Project Management Professional (PMP)<sup>®</sup> and Certified Associate in Project Management (CAPM)<sup>®</sup> certifications.

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#### TUITION

**\$14,784** (Domestic)

**\$18,207** (International)

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#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in arts, business or environmental studies (or another acceptable alternative, including either a master's or doctorate degree).
- At least two years relevant work experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

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#### DELIVERY

 **8 MONTHS ON-CAMPUS** – full-time, face-to-face classes

## GRADUATE DIPLOMA

### In Technology-Enhanced Learning & Design

Unlock your passion and creative potential with a graduate diploma in technology-enhanced learning and design. Created for instructional designers in both public and private sectors, this 12-month online graduate diploma equips you with the theoretical and practical foundations to thrive in today's learning and technology settings. It builds on the content presented in the Graduate Certificate in Instructional Design, while also incorporating three essential course offerings from our Master of Arts in Learning and Technology program to provide graduates with a firm grasp on principles of openness, networked learning and digital mindsets.

- Develop advanced skills, critically evaluate learning contexts and discover how to balance the needs of stakeholders, organizations and communities, all while expanding your knowledge of educational theory at a graduate level.
- Use networked learning, open educational practices and a digital mindset to examine the research, principles and practices required to engage in the creation and evaluation of digital-learning environments.
- Apply theoretical and practical knowledge to design, and critically analyze learning innovations and their impact on society.

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#### TUITION

**\$14,347** (Domestic)

**\$17,770** (International)

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#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field from a recognized post-secondary institution.
- At least three years of professional experience in a leadership or management position directly related to the program outcomes.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

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#### DELIVERY

 **12 MONTHS ONLINE** – complete the entire program through our online-learning platforms

## GRADUATE CERTIFICATE In Advanced Coaching Practices

Achieve your full potential as a leader, a mentor and an experienced professional coach. The Advanced Coaching Practices Graduate Certificate is a nine-credit program tailored to certified business and executive coaches who seek the expertise necessary to drive unparalleled performance and results within their organizations. Learn how to create inclusive coaching cultures that support global business knowledge and worldviews, and enrich your approach with evidence-based perspectives drawn from modern psychology.

- Depending on the electives you choose, you can complete this graduate certificate either completely online or via a blended-delivery format, so you can earn the qualification you need without placing your professional commitments on pause.
- You may choose to apply the credits earned toward the MBA in Executive Management, Master of Global Management programs, Master of Arts in Tourism Management or Master of Arts in Interdisciplinary Studies programs.
- Upon completion, you'll have earned education hours toward the highly regarded International Coach Federation (ICF) credential.

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### TUITION

**\$7,803** (Domestic)

**\$9,514** (International)

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### STANDARD ADMISSION

- Either a four year (or comparable) undergraduate degree or a graduate degree in arts, science or education from a recognized post-secondary institution.
- Prerequisite education in the field of coaching (e.g., the Graduate Certificate in Executive Coaching or an acceptable alternative).
- Normally, at least three years of full-time experience working as an internal or external executive coach.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

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### DELIVERY

 **6+ MONTHS BLENDED** – online learning with an immersive 3-day on-campus residency

 **6+ MONTHS ONLINE** – complete the entire program through our online-learning platforms

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### TRANSFER CREDITS

Completed courses can also be transferred directly into select Royal Roads master's program

## GRADUATE CERTIFICATE In Asia Pacific Trade and Investment

Forward-thinking organizations are looking for leaders with direct experience and a relevant understanding of the diverse Asia Pacific regions. The Graduate Certificate in Asia Pacific Trade and Investment is designed for those interested in understanding business practices in the region through first-hand experience.

- Gain a robust understanding of the complexities of overseas ventures, world markets and the growing influence of Asia-based organizations.
- Complete an eight-day face-to-face residency in Asia for a globally focused, culturally insightful exploration of key regions, issues and networks.
- Provided in a blended-delivery format, you will complete most of the program online, so you can continue to work while you study.
- The Graduate Certificate in Asia Pacific Trade and Investment is laddered, which allows you to apply the credits earned toward the MBA in Executive Management. You may also choose to complete it as a specialization option in our MBA or MGM program.

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### TUITION

**\$7,990** (Domestic)

**\$9,702** (International)


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### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field from a recognized post-secondary institution.
- Normally, at least seven years of full-time relevant work experience, with three years at a management level and increasing levels of responsibility.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

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### DELIVERY

 **6 MONTHS BLENDED** – online learning with an 8-day immersive residency



# PROGRAM DETAILS

## GRADUATE CERTIFICATE

### In Business Development in International Education

The growing global sector of international education programs calls for a new category of leaders. We need frontrunners with heightened intercultural competence, strategic vision and a capacity to deftly navigate programs and practices related to global institutional ventures. This online seven-month graduate certificate program will open a new world of opportunities.

- Conquer new frontiers with a focus on developing, growing and managing international education programs aligned with the strategic interests of educational organizations.
- Through a combination of theoretical study and experiential activities, enhance your understanding of global awareness, intercultural communication and internationalization efforts, both from academic and business perspectives.
- Explore core topics that include business development, marketing and recruitment strategies, policy analysis and risk management, and examine how these facets influence your own organization.

#### TUITION

**\$7,002** (Domestic)

**\$8,713** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution.
- Minimum of three years of relevant, paid work experience within recognized higher education institutions, including some leadership experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

**7 MONTHS ONLINE** – complete the entire program through our online-learning platforms

## GRADUATE CERTIFICATE

### In Change Management

You're driven to influence change. And you understand that it starts with you. This six-month graduate certificate program will show you how to lead change in strategic systems and culture, as well as enhance your understanding of the models, methodologies and measurements influencing organizational change.

- Studying both online and on campus, you'll complete your graduate-level studies while continuing to advance in your career.
- You'll examine change through a whole-systems perspective, developing everything you'll need to boldly navigate the processes, practices and theoretical principles for creating successful change-management initiatives within organizations.
- Royal Roads University is a Qualified Educational Provider (QEP™) for the Association of Change Management Professionals (ACMP®). This graduate certificate aligns with ACMP's Standard for Change Management® (The Standard) and adult education best practices.

#### TUITION

**\$7,803** (Domestic)

**\$9,514** (International)

#### STANDARD ADMISSION

- Either a four year (or comparable) undergraduate degree or a graduate degree in a related field from a recognized post-secondary institution.
- Normally, at least three years of relevant full-time work experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

**6 MONTHS BLENDED** – online learning with two immersive 3- and 5-day on-campus residencies

#### TRANSFER CREDITS

Completed courses can also be transferred directly into select Royal Roads master's programs.

## GRADUATE CERTIFICATE In Corporate Social Innovation

Want to affect social and environmental change? Then learn to pioneer creative solutions with us. We're looking for corporate leaders driven by the pursuit of higher social purpose – those inspired to use business not only to achieve profit, but also to improve social conditions.

- This six-month Graduate Certificate in Corporate Social Innovation program teaches leaders, managers and “intrapreneurs” how to incorporate the best practices, principles and advances in social innovation into the fabric of their organizations.
- Combining online and on-campus learning, and under the tutelage of industry-experienced instructors, you'll explore real-world case studies, creative strategies and theoretical concepts.
- Draw upon design thinking and advanced concepts to identify new ways of increasing corporate value and enable positive social change in your organization, community and the world at large.

### TUITION


**\$7,803** (Domestic)

**\$9,514** (International)

### STANDARD ADMISSION

- Either a four year (or comparable) undergraduate degree or a graduate degree in arts, business or environmental studies (or other acceptable alternative) from a recognized post-secondary institution.
- Normally, at least two years of relevant full-time experience in leadership, management, communication, training, marketing or consultant roles.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **6 MONTHS BLENDED** – online learning with an immersive 5-day on-campus residency

### TRANSFER CREDITS

Completed courses can also be transferred directly into select Royal Roads master's programs.

## GRADUATE CERTIFICATE In Environmental Education & Communication

Designed with the earth in mind, this program interrupts the 'business as usual' conversation, cultivates awareness and insight as to how we live, work, teach and learn, how we relate to and communicate with each other, and how we might act to inspire change through education and communication.

- At the intersection of theory and practice, this three-course certificate is specifically designed for working professionals who are keen to embrace foundational learning that traverses environmental, educational and communications terrain to further develop their skills.
- An interdisciplinary program, the certificate is delivered in a richly blended model of online and face-to-face learning with the distinct benefit of beginning your learning with an on-campus residency.
- The Graduate Certificate in Environmental Education & Communication program is ladder, which can allow you to apply the nine credits earned here toward the Graduate Diploma or the Master of Arts in Environmental Education & Communication.

### TUITION


**\$6,669** (Domestic)

**\$8,380** (International)

### STANDARD ADMISSION

- Four-year (or comparable) undergraduate degree in a related field, with a minimum GPA of 'B' (3.00/4.33), from a recognized post-secondary institution.
- At least two years of relevant work or volunteer experience.
- Applicants who meet the degree requirement, but not the GPA requirement, will normally be required to complete the “Academic Writing and Critical Thinking” course offered through Continuing Studies at Royal Roads University and obtain a minimum final grade of 'B' (73%) prior to commencing the program.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **5 MONTHS BLENDED** – online learning with an immersive 2-week on-campus residency

# PROGRAM DETAILS

## GRADUATE CERTIFICATE

### In Executive Coaching

Acquire a mastery of exemplary executive coaching techniques. The Graduate Certificate in Executive Coaching will strengthen your existing leadership skills and help you achieve all your coaching goals, by building upon the foundations, ethics and best practices of executive coaching.

- Offered in blended-delivery format, combining online study with two residencies, you'll learn how to lead more effectively in today's organizational cultures – all while maintaining your current career.
- Hone your expertise in measuring individual progress against established organizational goals, as well as solving organizational challenges, developing advanced communication and leadership skills and combining proven models, methods and techniques to lead performance.
- This program is an Accredited Coach Training Program (ACTP) through the International Coaching Federation (ICF) and graduates receive the Certified Executive Coach designation.

#### TUITION

**\$10,300** (Domestic)

**\$12,011** (International)

#### STANDARD ADMISSION

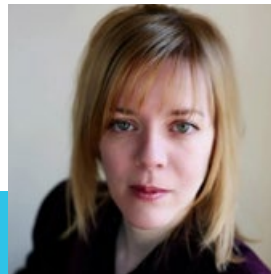
- Either a four year (or comparable) undergraduate degree or a graduate degree in a related field from a recognized post-secondary institution.
- Normally, at least three years of relevant full-time work experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **6 TO 8 MONTHS BLENDED** – online learning with two immersive 3- and 6-day on-campus residencies

#### TRANSFER CREDITS

Completed courses can also be transferred directly into select Royal Roads master's programs.



### Janis Hutton

Graduate Certificate in Executive Coaching

“The Royal Roads University education has reignited my desire to create and dream again.”

I was told by someone working as a full-time coach that Royal Roads University was the ‘place to be’ for training in the field; RRU has a solid reputation in this unregulated profession, which will help me develop credibility while building a practise.

The RRU experience was intimate and personal from the get-go. The program structure played a large part in the building of our cohort and team-coaching communities. The wide variety of ages, backgrounds, and experience made for rewarding discussion forums and networking opportunities. I learned as much from others on my team/triad/cohort as I did from the actual course deliverables.

The Graduate Certificate in Executive Coaching at Royal Roads University has reignited my desire to create and dream again. This course has succeeded in providing the impetus I needed to get moving again, and will serve me well no matter where work or life takes me next.

## GRADUATE CERTIFICATE In Global Leadership

Are you a motivated professional driven by a higher social purpose? Are you ready to expand your leadership capacity and become more globally minded, self-aware and socially responsible? This program will help you build the foundational leadership skills required to work – and lead – within a global context.

- Learn key concepts such as global governance systems, challenges faced in today's globalized community and the distribution of power and privilege across gender, race, class and cultural parameters.
- Through theoretical study and experiential activities, build your capacity to navigate cross-cultural conflict and work effectively with people from a wide range of perspectives.
- Want to continue your education in global leadership? Transfer these credits directly toward our Graduate Diploma in Global Leadership program.

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### TUITION

**\$9,551** (Domestic)

**\$11,262** (International)


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### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution, with a minimum GPA of 'B' (3.00/4.33).
- A minimum of three years of general leadership experience.
- Demonstrate significant cross-cultural experience gained through travel or work.
- Applicants who meet the degree requirement but who been away from academic writing for more than 10 years will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University and obtain a minimum final grade of 'B+' (77%) prior to commencing the program.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

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### DELIVERY

 **5 MONTHS BLENDED** – online learning with an immersive 2-week on-campus residency

 **5 MONTHS ON-CAMPUS** – full-time, face-to-face classes

## GRADUATE CERTIFICATE In Instructional Design

Embrace your inner designer. Learn to design and create engaging digital-learning environments. Completed entirely online, this nine-credit certificate program gives you the flexibility to advance your academic knowledge and professional experience without interfering with your professional or personal life.

- Advance your design skills, critically evaluate learning contexts and discover how to balance the needs of stakeholders, organizations and communities, all while expanding your knowledge of educational theory at a graduate level.
- Connect with a cohort of like-minded professional peers who share your passion, goals and vision, as you build the foundational skills to succeed in making lasting contributions to the design of digital-learning environments.
- Want to continue your education in instructional design? Transfer your credits toward a Graduate Diploma in Technology-Enhanced Learning and Design.

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### TUITION

**\$6,950** (Domestic)

**\$8,661** (International)


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### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field from a recognized post-secondary institution.
- At least three years of professional experience in a leadership or management position directly related to the Graduate Certificate in Instructional Design program learning outcomes.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

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### DELIVERY

 **7 MONTHS ONLINE** – complete the entire program through our online-learning platforms

# PROGRAM DETAILS

## GRADUATE CERTIFICATE

### In Interdisciplinary Studies

Interdisciplinary studies can be a great fit if you seek answers to complex problems in unique, multidisciplinary ways. This program comprises three core courses of the Master of Arts in Interdisciplinary Studies. You will have the flexibility to complete it as a standalone certificate or transfer credits toward your master's degree.

- Study with a group of working professionals from a wide range of careers.
- You will gain a foundation in critical thinking across disciplines, multidisciplinary and transdisciplinary frameworks, social science research methods and academic writing.
- This certificate ladders into the Master of Arts in Interdisciplinary Studies program, giving you the flexibility to complete it as a standalone certificate or transfer credits toward your master's degree.

#### TUITION

**\$7,512** (Domestic)

**\$9,223** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field from a recognized post-secondary institution with a minimum GPA of 'B+' (3.33/4.33).
- Normally, a minimum of three years of professional experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **8 MONTHS ONLINE** – complete the entire program through our online-learning platform

## GRADUATE CERTIFICATE

### In International Business & Innovation – Europe

With a focus on trade requirements and business needs, the Graduate Certificate in International Business and Innovation – Europe program provides an understanding of the complexity of the European Union (EU) and the innovation focus present in many EU organizations. This program is ideal for those currently working in a global business environment and those building their international business expertise.

- Provided in a blended delivery format, you will complete most of the program online, so you can continue to work while you study.
- The program is structured for you to complete two courses through a two-week, face-to-face residency in Grenoble, France, at the Grenoble École de Management.
- The two-week residency will include visits to one or two companies and surrounding cities for rich cultural experiences.
- The Graduate Certificate in International Business and Innovation – Europe is laddered, which allows you to apply the credits earned toward the MBA in Executive Management. You may also choose to complete it as a specialization option in our MBA or MGM program.

#### TUITION

**\$7,990** (Domestic)

**\$9,702** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field from a recognized post-secondary institution.
- Normally, at least seven years of full-time relevant work experience, with three years at a management level and increasing levels of responsibility.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **6 MONTHS BLENDED** – online learning with an immersive 2-week residency

## GRADUATE CERTIFICATE In Leadership

Are you a mid-career professional who wants to improve your effectiveness and confidence as a leader, but don't have time to take two years to complete a master's level program? This three-month certificate provides a strong foundation upon which to build your leadership capacity and prepare for the future.

- Through a combination of online learning and a two-week on-campus residency, you'll examine the practice of personal leadership, systems thinking, leading high performing teams and facilitating collaboration among diverse groups.
- Explore strategies for managing organizational change and facilitating innovative solutions to organizational challenges.
- Complete as a stand-alone course or as nine credits toward our Master of Arts in Leadership or Master of Arts in Interdisciplinary Studies program.

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### TUITION

**\$6,794** (Domestic)


**\$8,505** (International)

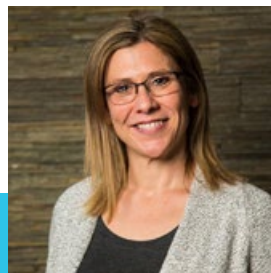
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### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution, with a minimum GPA of 'B+' (3.33/4.33).
  - Normally a minimum of five years of leadership experience.
  - Applicants who meet the degree requirement but not the GPA requirement, or have been away from academic writing for more than 10 years, will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University and obtain a minimum final grade of 'B+' (77%) prior to commencing the program.
  - Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).
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### DELIVERY

 **3 MONTHS BLENDED** – online learning with an immersive 2-week on-campus residency



**Robynne Devine**  
Graduate Certificate in Leadership

“The entire experience was amazing.”

I'd realized that my work experience was limiting my career, and that if I wanted to advance professionally I would have to return to school. As an employee of Royal Roads University, I'd heard so many students rave about their transformative experiences, and so I decided to take the plunge into graduate studies.

The entire experience of the Graduate Certificate in Leadership program was amazing. The faculty are exceptional, the two-week residency was a game-changer and the opportunity to interact with leaders from different sectors broadened my perspectives and deepened my learning.

I can't imagine performing my current role without the learning I received from Royal Roads University. I'm confident in who I am as a leader, what I value in a workplace and my ability to make strategic decisions. I don't think a day goes by that the skills I learned in the leadership program don't influence how I do my job.

I had no idea how much the program would transform how I see the world. I now have a whole new perspective – not only at work, but in life as well.

# PROGRAM DETAILS

## GRADUATE CERTIFICATE

### In Management & Leadership

The six-month interdisciplinary Graduate Certificate in Management and Leadership program will help to develop your vision, courage and drive in order to lead and manage change within organizations – even in the face of overwhelming obstacles. If you are a professional, a manager or simply want to assume more of a leadership role regardless of position, this program is a vital step toward expanding your leadership quotient.

- Delivered in a flexible blend of online and on-campus learning, you can keep your current commitments as you open new possibilities.
- Explore dimensions of personal and strategic leadership, the dynamics of change and your role as a catalyst for it.
- Apply your learning through a real-life Leadership Challenge™ – a complex, current and unresolved problem facing a real organization.
- Transfer all credits earned toward the MBA, MGM, Master of Arts in Tourism Management, and Master of Arts in Interdisciplinary Studies programs. The tuition will be adjusted accordingly.

#### TUITION

**\$7,990** (Domestic)

**\$9,702** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in arts, business, or environmental studies (or other acceptable alternative, including either a master's or doctorate degree).
- Normally, a minimum of two years' work in relevant leadership, management, communication, training, marketing or consultant roles, etc.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **6 MONTHS BLENDED** – online learning with an immersive 1-week residency

#### TRANSFER CREDITS

Completed courses can also be transferred directly into select Royal Roads master's programs.

## GRADUATE CERTIFICATE

### In Management Consulting

The Graduate Certificate in Management Consulting will equip you with the knowledge, skills and strategies to work in and consult with organizations in all sectors. The program aims to train you in leadership positions with graduate-level applied and theoretical expertise at an individual, team and organizational level.

- Master management consulting fundamentals and the processes and ethics of professional practice.
- Completion of the program provides graduates with advanced placement in the process of obtaining the highly regarded Certified Management Consultant (CMC) designation.
- Provided in a blended-delivery format, you will complete most of the program online, so you can continue to work while you study.
- The Graduate Certificate in Management Consulting is laddered, which allows you to apply the credits earned toward the MBA in Executive Management. You may also choose to complete it as a specialization option in our MBA or MGM program.

#### TUITION


**\$7,990** (Domestic)

**\$9,702** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field from a recognized post-secondary institution.
- Normally, at least seven years of full-time relevant work experience, with three years at a management level and increasing levels of responsibility.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **5 MONTHS ONLINE** – complete the entire program through our online-learning platforms

## GRADUATE CERTIFICATE In Organization Design & Development

Concentrating on the core principles and practices of organizational development, this six-month program provides an interdisciplinary approach to strategic organizational change. Uniting theoretical and experiential learning, you'll focus on building social intelligence, consulting in systems and fostering a culture of innovation.

- Acquire all the essential tools for developing effective organizational systems and cultural transformation in the workplace.
- Learn how to spearhead positive stakeholder-engaged change and effectively implement processes for organizational development.
- The blended-delivery model incorporates online learning with two residencies, allowing you to complete the program while honoring your professional commitments.

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### TUITION

**\$7,990** (Domestic)

**\$9,702** (International)


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### STANDARD ADMISSION

- Either a four year (or comparable) undergraduate degree or graduate degree in arts, science or education (or an acceptable alternative) from a recognized post-secondary institution.
- Normally, at least three years of relevant full-time work experience in leadership, management or organization development roles.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

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### DELIVERY

 **6 MONTHS BLENDED** – online learning with two immersive 3- and 5-day on-campus residencies

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### TRANSFER CREDITS

Completed courses can also be transferred directly into select Royal Roads master's programs.

## GRADUATE CERTIFICATE In Personal & Professional Leadership Development

Organizations need strong leaders with current and relevant skills to help their businesses flourish. The Graduate Certificate in Personal and Professional Leadership Development is designed for experienced managers who are looking for insight into their leadership competencies and to increase their capacity to respond to the unpredictability of intense and rapid change in the world economy.

- Develop your competencies and capacities in Emotional Intelligence (EI), and learn to exercise leadership in a global setting.
- Provided in a blended-delivery format, you will complete most of the program online, so you can continue to work while you study.
- The Graduate Certificate in Personal and Professional Leadership Development is laddered, which allows you to apply the credits earned toward the MBA in Executive Management. You may also choose to complete it as a specialization option in our MBA or MGM program.

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### TUITION

**\$7,990** (Domestic)

**\$9,702** (International)


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### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field from a recognized post-secondary institution.
- Normally, at least seven years of full-time relevant work experience, with three years at a management level and increasing levels of responsibility.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

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### DELIVERY

 **5 MONTHS BLENDED** – complete the entire program through our online-learning platforms



# PROGRAM DETAILS

## GRADUATE CERTIFICATE

### In Professional Communication Management

Whether it is managing social media, dealing with a crisis or building relationships with stakeholders, the role of the corporate communication professional is more complex than ever. This 10-week program is designed for professionals looking to improve their capacity for internal and external communications, public relations, facilitation and managing organizational leadership.

- Learn to leverage traditional and digital media, while building relationships with stakeholders, customers and other key groups.
- Develop a deeper understanding of social and digital communications strategy and governance.
- Upon completion, you will earn six credits that can be applied toward the Master of Arts in Professional Communication program.

#### TUITION


**\$6,794** (Domestic)

**\$8,505** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field from a recognized post-secondary institution.
- Evidence of having sufficient knowledge, skills and abilities to complete a demanding academic course of study at a graduate level.
- Normally, at least two years of work or volunteer experience, preferably in a leadership capacity.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **10 WEEKS BLENDED** – online learning with an immersive 2-week on-campus residency

## GRADUATE CERTIFICATE

### In Project Management

This six-month program delivers leading-edge instruction in best practices, project leadership, team dynamics and project negotiations, so you can thrive in this rapidly growing profession.

- Studying online with two short, intensive on-campus residencies, you'll develop a comprehensive understanding of project management life cycles and integration, while learning from top-calibre industry professionals.
- You'll master methods of managing complex projects and resolving conflict, as well as the art of motivating while balancing risk, data analysis, stakeholder engagement, time and budgets.
- Royal Roads is a Registered Education Provider with the Project Management Institute (PMI). Earn Professional Development Units toward maintenance of a Project Management Professional credential upon completion of the program.

#### TUITION


**\$6,794** (Domestic)

**\$8,505** (International)

#### STANDARD ADMISSION

- Either a four year (or comparable) undergraduate degree or a graduate degree in a related field from a recognized post-secondary institution.
- Normally, at least two years of relevant full-time work experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **6 MONTHS BLENDED** – online learning with two immersive 3- and 5-day on-campus residencies

#### TRANSFER CREDITS

Completed courses can also be transferred directly into select Royal Roads master's programs.

## GRADUATE CERTIFICATE In Science & Policy of Climate Change

How can we respond to the complexities of the climate change challenge and the associated urgent issues today? This one-year program is designed to provide you with the interdisciplinary and practical education that will enable you to identify climate issues and solutions and to address the climate crisis at a local and global level. Offered in partnership with Environmental Careers Organization (ECO) Canada, the program equips you for the increasing range of employment opportunities in the climate field.

- Delivered entirely online, this certificate is designed for the working professional, and you can earn it without putting your life on hold.
- Climate Solutions Project: this experiential course will give you the opportunity to work with your organization or an outside organization on a project addressing climate change.
- Upon completion, you'll be empowered to address mitigation and adaptation imperatives necessary for individuals, communities and nations to thrive in a carbon-neutral world.
- The Graduate Certificate in Science & Policy of Climate Change is laddered, which can allow you to apply the nine credits earned here toward an Master of Arts or Master of Science in Environmental Practice and other master's programs at Royal Roads University.

### TUITION

**\$6,794** (Domestic)                      **\$8,505** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field, with a minimum GPA of 'B' (3.00/4.33), from a recognized post-secondary institution.
- At least two years of relevant work or volunteer experience.
- Applicants who meet the degree requirement, but not the GPA requirement, will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University and obtain a minimum final grade of 'B' (73%) prior to commencing the program.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **10 MONTHS ONLINE** – complete the entire program through our online-learning platforms

## GRADUATE CERTIFICATE In Strategic Enrolment Management

Learn how to support your institution in achieving optimum recruitment, retention and completion rates for students. Comprising three graduate-level courses, this academic program offers current and aspiring leaders in higher education an engaging forum to enhance their knowledge and skillset in strategic enrolment management. It is designed for people working in higher education, including administration, admissions, accounting, enrolment, finance, marketing, recruitment and registrar's office.

- Gain expertise in implementing effective and practical strategic enrolment management plans using a results-based and systems-thinking focus.
- Effectively create, implement and assess an institution's student recruitment and retention plan.
- Learn how to analyze enrolment data, financial reports and alignment of academic and co-curricular programs.


### TUITION

**\$7,028** (Domestic)                      **\$8,895** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution.
- At least three years of relevant, paid work experience within recognized higher education institutions, including some leadership experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **7 MONTHS ONLINE** – complete the entire program through our online-learning platforms

# PROGRAM DETAILS

## GRADUATE CERTIFICATE

### In Strategic Global Communication

Designed for communication professionals working within the fields of advocacy, development and social change, this program responds to the call for strategic, intercultural and international communication skills by non-governmental organizations (NGOs), public, private and not-for-profit organizations.

- Develop strategic communication skills for our increasingly global world.
- Gain tools for professional and personal development in a diverse society and workplace.
- Learn to analyze organizational structures and management styles with a focus on culture.
- Take a systems approach to leading community or organizational development, taking into consideration cultural, governance and communication principles through the lens of globalization, multiculturalism and interculturalism.

#### TUITION

**\$6,794** (Domestic)

**\$8,505** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field, with a minimum cumulative GPA of 'B' (3.00/4.33), from a recognized post-secondary institution.
- Normally, at least one year of work or volunteer experience, preferably in a leadership capacity. This experience should have immersed the applicant in a multicultural, intercultural or international setting and fostered a basic understanding of intercultural communication.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

- ▶ **7 MONTHS BLENDED** – online learning with an immersive 2-week on-campus residency

## GRADUATE CERTIFICATE

### In Strategic Human Resources Management

Propel your career in Human Resources forward. This six-month Graduate Certificate in Strategic Human Resources Management is designed for existing HR professionals who are motivated to master advanced approaches to leadership and enhance their educational credentials.

- Develop a deeper understanding of employment relations and gain the strategic skills and tactical knowledge to perform at the executive level.
- Build on your human resources experience and cultivate expertise in effectively managing a diverse workforce in organizations undergoing change.
- Through a combination of on-campus and online learning, you'll be challenged to think both critically and creatively as you grow into your leadership potential.
- Upon successful completion, you may be eligible to earn 100 hours toward recertification in the Chartered Professional in Human Resources (CPHR) designation.

#### TUITION

**\$6,794** (Domestic)

**\$8,505** (International)

#### STANDARD ADMISSION

- Either a four year (or comparable) undergraduate degree or a graduate degree in a related field from a recognized post-secondary institution.
- Normally, at least three years of relevant full-time work experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

- ▶ **6 MONTHS BLENDED** – online learning with two immersive 3- and 5-day on-campus residencies

#### TRANSFER CREDITS

Completed courses can also be transferred directly into select Royal Roads master's programs.

## GRADUATE CERTIFICATE In Sustainable Community Development

Designed for working professionals seeking graduate-level education, this program builds leadership, knowledge and practical experience through a real-world project and interdisciplinary approach to the social, ecological and economic implications of change at the community level.

- This is a flexible, blended program comprising interactive online courses and an eight-day on-campus residency.
- Delivered in partnership with varying municipal partners, you'll explore principles and practices of systems and design thinking, radical decision-making and collaborative planning by engaging in socially relevant civic projects focused on those complex challenges all cities face.
- Working in small teams and engaged with the community at all levels, your research has the potential to make a difference as your final presentations and recommendations are made directly to mayor and council.
- Upon completion, you'll be more confident to analyze, interpret and evaluate sustainable community development issues and scenarios, as well as recommend effective resolutions, strategies and actionable plans.

### TUITION

**\$6,794** (Domestic)

**\$8,505** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree in a related field, from a recognized post-secondary institution.
- Normally, at least three years of relevant, full-time work experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **6 MONTHS BLENDED** – online learning with an immersive 8-day on-campus residency

## GRADUATE CERTIFICATE In Systems Leadership in Higher Education

True visionaries are leaders who see the big picture. In this seven-month, online graduate certificate program, you'll learn to enact leadership that draws influences from global trends, national perspectives and systems thinking to more effectively support your students, staff and institutional growth.

- Deepen your understanding of the role that higher education plays in contributing to society from both Canadian and international perspectives, and critically analyze your own organizational context within these cultural norms.
- Acquire the tools, knowledge and models necessary to lead systems-oriented change.
- Explore how to both foster and sustain an inclusive institutional culture and climate.
- Learn to integrate evidence-based decision-making processes into administrative leadership practices.
- Apply systems thinking to strategically plan, manage and excel in higher-education environments.

### TUITION


**\$7,002** (Domestic)

**\$8,713** (International)

### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution.
- Minimum of three years of relevant, paid work experience within recognized higher-education institutions, including some leadership experience.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

### DELIVERY

 **7 MONTHS ONLINE** – complete the entire program through our online-learning platforms

# PROGRAM DETAILS

## GRADUATE CERTIFICATE

### In Tourism Management

The world of tourism needs people with an advanced understanding of industry trends, who possess the ability to develop and lead organizations and communities in an ever-changing global tourism marketplace. In this nine-credit graduate certificate consisting of three courses, you'll learn relevant content to provide you with skills in destination development, leadership, sustainability and tourism.

- This program provides you with the flexibility to customize your learning while developing your sustainable tourism and hospitality skills.
- Field study opportunities put you in the heart of tourism management.
- This program is offered through three delivery models – online, blended or on-campus – to fit your schedule.
- Upon completion, you'll have a broad foundation of tourism management skills that will propel your career forward. But why stop there? Credits from this program can be transferred directly into our Master of Arts in Tourism Management program.

#### TUITION (Domestic)

**\$2,218.50\*** (On Campus)      **\$2,196.42\*** (Blended)

#### TUITION (International)

**\$2,777.75\*** (On Campus)      **\$2,755.58\*** (Blended)


\*per 3 credit course

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree, preferably in a related field, from a recognized post-secondary institution, normally with a minimum admissions GPA of 'B' (3.00/4.33).
- At least two years of full-time work experience within the tourism or hospitality industry.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **3 TO 18 MONTHS ONLINE** – complete the entire program through our online-learning platforms

 **3 TO 18 MONTH BLENDED** – online learning with one immersive 1-week on-campus residency

 **3 TO 18 MONTHS ON-CAMPUS** – full-time, face-to-face classes

## GRADUATE CERTIFICATE

### In Transforming Child Protection to Wellbeing

You're a passionate advocate for child protection, child and family welfare, and children's rights in a variety of fields. You bring experience in working with children and youth at a professional or policy level. You want to engage in work that focuses on interventions that impact the lived realities of children and youth locally and internationally. This program helps you to critically reflect on and build an understanding of what's needed to work in partnership with communities to transform practices from their current state to a more holistic and effective approach to child and youth wellbeing.

Through this program, you will:

- Expand your understanding beyond ethnocentric models or solutions for child protection, child rights and child wellbeing.
- Develop an analysis of a need for reform in the current child protection and child and family welfare/wellbeing systems.

#### TUITION

**\$6,794** (Domestic)      **\$8,506** (International)

#### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree, preferably in a related field, from a recognized post-secondary institution, normally with a minimum admissions GPA of 'B' (3.00/4.33).
- At least two years of relevant work in some capacity with children, preferably at the leadership or management level.
- Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).

#### DELIVERY

 **9 MONTHS BLENDED** – online learning with optional on-campus residency.

## GRADUATE CERTIFICATE In Values-Based Leadership

The world needs inspiring, authentic leaders capable of fostering adaptability, innovation and positive cultures in their organizations, workplaces and communities. Ideal for people who have experience as leaders, coaches and consultants, this six-month program offers knowledge and best practices by emphasizing values and organizational culture change for more engaged, socially responsible organizations. Effective leadership takes more than just knowledge and tools – this program is oriented toward the development of discernment and true wisdom.

- Enhance your leadership capabilities by aligning decisions and actions with consciously chosen values and enabling others to do the same.
- Learn to identify influential patterns that are typically invisible in everyday organizational life and acquire skills to enhance your ability to lead, inspire and attract new talent to your teams.

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### TUITION

**\$6,794** (Domestic)

**\$8,505** (International)

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### STANDARD ADMISSION

- Four year (or comparable) undergraduate degree from a recognized post-secondary institution, with a minimum GPA of 'B+' (3.33/4.33).
  - Normally a minimum of five years of leadership experience, including at least three years as a designated organizational leader with responsibilities to lead others in delivering a common product or outcome with explicit values.
  - Applicants who meet the degree requirement but not the GPA requirement, or have been away from academic writing for more than 10 years, will normally be required to complete the "Academic Writing and Critical Thinking" course offered through Continuing Studies at Royal Roads University and obtain a minimum final grade of 'B+' (77%) prior to commencing the program.
  - Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).
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### DELIVERY

- ▶ **6 MONTHS BLENDED** – online learning with an immersive 1-week on-campus residency

## GRADUATE CERTIFICATE In Workplace Innovation

Unleash your imagination and shape the future of workplace innovation. Our Graduate Certificate in Workplace Innovation is a six-month, fully online program designed for motivated professionals looking to advance in their organization, but who may not have the time to commit to a two-year master's program.

- Find out how to drive creativity that supports the development of innovative initiatives and ensures organizational resiliency by cultivating confidence and competence.
  - Gain the tools and learn the processes needed to nurture innovation and support growth within the workplace.
  - Learn how to embed innovation within the strategy and culture of your organization, and get ready to make your mark.
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### TUITION

**\$7,803** (Domestic)

**\$9,514** (International)

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### STANDARD ADMISSION

- Either a four year (or comparable) undergraduate degree or a graduate degree in arts, business or environmental studies (or other acceptable alternative) from a recognized post-secondary institution.
  - Normally, at least two years of relevant full-time work experience in leadership, management, communication, training, marketing or consultant roles.
  - Applicants who do not qualify for Standard Admission may be assessed under Flexible Admission (see pg. 54).
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### DELIVERY

- ▶ **6 MONTHS ONLINE** – complete the entire program through our online-learning platforms
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### TRANSFER CREDITS

Completed courses can also be transferred directly into select Royal Roads master's programs.