

UNIVERSITY COUNCIL
ACADEMIC PROGRAMS COMMITTEE
REQUEST FOR DECISION

PRESENTED BY: Carolyn Augusta, Chair, Academic Programs Committee

DATE OF MEETING: January 30, 2025

SUBJECT: **Johnson Shoyama Graduate School for Public Policy: New Graduate Certificates and Certificate Terminations**

MOTION: *It is recommended by the Academic Programs Committee that Council approve the new certificates and certificate terminations from the Johnson Shoyama Graduate School for Public Policy as noted below effective May 2025.*

CONTEXT AND BACKGROUND:

The College of Graduate and Postdoctoral Studies is proposing two new Graduate Certificates delivered through the Johnson Shoyama Graduate School for Public Policy (JSGS):

Graduate Certificate in Public Administration
Graduate Certificate in Public Policy Research

CGPS is also recommending the **termination** of three existing Graduate Certificates in JSGS:

Graduate Certificate in Public Management
Graduate Certificate in Economic Analysis for Public Policy
Graduate Certificate in Public Policy Analysis

The intent of the new programs and terminations is to streamline the Graduate Certificate offerings in JSGS and provide students with clear pathways into the professional Master of Public Administration program, the research-focused Master of Public Policy and the PhD in Public Policy programs. Applications to these programs will be reviewed holistically to assess an applicant's skills, personal attributes, background and experiences. The new certificates will utilize existing courses, eliminate redundancies that currently exist within JSGS certificate programming, and create two new distinct programs.

CONSULTATION:

On December 18, 2024, the College of Graduate and Postdoctoral Studies and the Johnson Shoyama Graduate School for Public Policy brought forward a proposal to the Academic Programs Committee of Council (APC). Members had the opportunity to review the proposal and ask questions. A thorough discussion was had between committee members and the proponents. APC voted in favour of these new certificates and terminations.

ATTACHMENTS:

1. Johnson Shoyama Graduate School for Public Policy: New Graduate Certificates and Certificate Terminations Proposal



MEMORANDUM

To: Academic Programs Committee of Council
From: Graduate Programs Committee, College of Graduate and Postdoctoral Studies (CGPS)
Date: December 2, 2024
Re: Johnson Shoyama Graduate School for Public Policy – New grad certificates and certificate terminations

The College of Graduate and Postdoctoral Studies is recommending the approval of two new Graduate Certificates delivered through the Johnson Shoyama Graduate School for Public Policy (JSGS), the Graduate Certificate in Public Administration and the Graduate Certificate in Public Policy Research. CGPS is also recommending the termination of three existing Graduate Certificates in JGSS, the Graduate Certificate in Public Management, the Graduate Certificate in Economic Analysis and Public Policy, and the Graduate Certificate in Public Policy Analysis.

The intent of the new programs and terminations is to streamline the Graduate Certificate offerings in JSGS and provide students with clear pathways into the professional Master of Public Administration program, and the research-focused Master of Public Policy and PhD in Public Policy programs. Applications to these programs will be reviewed holistically to assess and applicant's skills, personal attributes, background and experiences. The new certificates will utilize existing courses, will eliminate redundancies that currently exist within JSGS certificate programming, and create two new distinct programs. The new programs and terminations will be effective May 1, 2025.

The Graduate Programs Committee reviewed the proposals on November 27, 2024, and approved the new graduate certificates and terminations with the following motions:

Motions:

1. To recommend approval of the new Graduate Certificate in Public Administration
Heavin/Singh – CARRIED unanimously
2. To recommend approval of the new Graduate Certificate in Public Policy Research
Yang/Singh – CARRIED unanimously
3. To recommend termination of the Graduate Certificate in Economic Analysis for Public Policy
Martin/Yang – CARRIED unanimously
4. To recommend termination of the Graduate Certificate in Public Management -
Martin/Yang – CARRIED unanimously
5. To recommend termination of the Graduate Certificate in Public Policy Analysis
Yang/Al-Aneed – CARRIED unanimously

Attached please find the proposal for the new Graduate Certificate in Public Administration and the Graduate Certificate in Public Policy Research and terminations of the Graduate Certificate in Public Management, the Graduate Certificate in Economic Analysis and Public Policy, and the Graduate Certificate in Public Policy Analysis.

If you have any questions, please contact the Academic Affairs Specialist at gradprograms.academicaffairs@usask.ca.

November 8, 2024

Graduate Programs Committee
University of Saskatchewan

Dear committee members:

I am pleased to provide this letter confirming the proposals of the Johnson Shoyama Graduate School of Public Policy (JSGS) to terminate the Economic Analysis for Public Policy, Public Management, and Public Policy Analysis certificate programs and to create the Public Administration and the Public Policy Research certificate programs at the School's University of Saskatchewan and University of Regina campuses.

These proposed changes are based on recommendations developed through a comprehensive process led by the JSGS Certificates Working Group, which included programs staff and faculty from both the University of Regina and University of Saskatchewan JSGS campuses. The group conducted thorough discussions and analyses to arrive at the proposed changes.

Based on the work and recommendations of the JSGS Certificates Working Group, the JSGS Joint Faculty Council (JFC) passed the following motions at a meeting held May 3, 2024:

1. *That JSGS discontinue the Economic Analysis for Public Policy certificate at both campuses following 2024-25 admissions.*
2. *That JSGS discontinue the Public Management certificate at both campuses following 2024-25 admissions.*
3. *That JSGS discontinue the Public Policy Analysis certificate at both campuses following 2024-25 admissions.*
4. *That JSGS create a new Public Administration (PA) certificate at both campuses with one required course (JSGS 801: Governance and Administration or another course approved by the graduate chair) and two elective courses (two of: JSGS 802 - Public Finance; JSGS 805 - Economics for Public Policy Analysis; JSGS 806 - Public Policy Analysis; JSGS 807 - Statistics for Public Managers; JSGS 808 - Ethical Leadership and Democracy in Public Service; JSGS 838 - Public Sector Financial Management; JSGS 882 - Strategic Management in the Public Sector).*
5. *That JSGS create a new Public Policy Research (PPR) certificate at both campuses with three elective courses (any three of: JSGS 803 - Quantitative Methods, JSGS 851 - Qualitative Methods, JSGS 865 - Decision Making in Organizations or JSGS 869 - Ideas in Public Policy Analysis).*

The PA certificate (motion 4) can serve as an on-ramp to the Master of Public Administration (MPA) and online MPA (OMPA) programs. This certificate will also be attractive to students as a standalone certificate. This certificate will be offered in two formats – in person (both campuses) and online (USask only) – with course pricing matching the respective MPA program.

There was agreement by the JSGS JFC that nonstandard admissions be permitted and that international students should be accepted only on a case-by-case basis (due to permit/visa issues).

It is proposed that this program be established at each campus for introduction in the 2025-26 academic year.

The PPR certificate (motion 5) is intended to serve as an academic exit for MPP and PhD students who cannot complete their program but would also be available as a standalone certificate.

There was agreement that the program would be available by remote delivery only (both campuses).

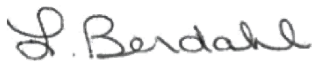
It is proposed that this program be established at each campus for introduction in the 2025-26 academic year.

Summary of Issues Discussed

1. On-site (MPA) vs. online (OMPA) tuition:
 - Issue: Significant tuition difference between on-site and online graduate certificate courses, despite students taking the same section.
 - Resolution: Align course pricing with the respective MPA or OMPA program and ensure clarity in communication about tuition differences.
2. Certificate redundancy and off-ramp issues:
 - Issue: Overlapping courses and designations exist among the existing certificates, and there is a lack of guaranteed off-ramps for students in the MPA and OMPA programs.
 - Resolution: Reduce the three core certificates to two (Public Administration and Public Policy) to streamline pathways and ensure all core courses can ladder into the MPA and OMPA.
3. Program structure and accessibility:
 - Issue: Need a streamlined and accessible certificate structure.
 - Resolution: Create flexible, accessible certificate programs that can serve as both standalone qualifications and pathways to advanced degrees.

The proposed deletion of existing certificate and the creation of two new certificates and resolutions are intended to enhance the efficiency, accessibility, and attractiveness of the JSGS certificate programs.

Sincerely,



Loleen Berdahl, PhD
Executive Director

c: Jim Farney, Professor and Director, JSGS-University of Regina
Iryna Khovrenkov, Associate Professor and Graduate Chair, JSGS-University of Regina
Michelle Prytula, Associate Professor and Graduate Chair, JSGS-USask



UNIVERSITY OF
SASKATCHEWAN

Proposal for Academic or Curricular Change

PROPOSAL IDENTIFICATION

Title of proposal: Johnson Shoyama Graduate School of Public Policy – Creation of Graduate Certificate in Public Administration (GCPA) and Graduate Certificate in Public Policy Research (GCPPR)

Degree(s): Graduate Certificate in Public Administration
Graduate Certificate in Public Policy Research

Field(s) of Specialization:

Level(s) of Concentration:

Option(s):

Degree College: College of Graduate and Postdoctoral Studies

Contact person(s) (name, telephone, fax, e-mail):

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Proposed date of implementation: September 2025

Proposal Document

Please provide information which covers the following subtopics. The length and detail should reflect the scale or importance of the program or revision. Documents prepared for your college may be used. Please expand this document as needed to embrace all your information.

1. Academic justification:

- a. *Describe why the program would be a useful addition to the university, from an academic programming perspective.*

The existing Graduate Certificate in Public Management (GCPM), Graduate Certificate in Economic Analysis and Public Policy (GCEAPP), and Graduate Certificate in Public Policy Analysis (GCPPA) programs include courses from the Master of Public Administration (MPA), Master of Public Policy (MPP), and PhD in Public Policy programs. Instead of offering these three separate certificates, the Johnson Shoyama Graduate School of Public Policy (JSGS) proposes to delete and replace them with two new certificates: the Graduate Certificate in Public Administration (GCPA) and the Graduate Certificate in Public Policy Research (GCPPR).

The GCPA will encompass courses from the MPA program, while the GCPPR will include courses from both the MPP and PhD programs. These changes will streamline the certificate offerings, providing a clearer pathway for students to progress into either the professional course-based MPA program or the research-focused MPP and PhD programs.

Each of the three certificates (GCPM, GCEAPP, GCPPA) is available in both in-person and online formats (with a different tuition rate depending on delivery mode), resulting in six different certificate options. The GCPA will be offered in both in-person and online formats, reflecting the same options as the MPA/online MPA. This will allow students in the online GCPA (OGCPA) to access the online MPA (OMPA) courses, which have a different (higher) tuition rate. Students in the in-person GCPA will have access only to in-person courses and will pay the associated (lower) tuition rate. The GCPPR will be available only in a remote format and will follow the in-person (lower) tuition rate.

Regarding the terms used above, online refers to asynchronous online presentation of course materials and modules with optional synchronous Zoom sessions. Remote refers to required synchronous presentation of course materials with students expected to participate during class via the Zoom session.

Additionally, the current structure of the GCEAPP and GCPPA allows students to take the same courses and receive two different certificate designations. For example, courses like JSGS 805, JSGS 806, and JSGS 865 can be taken to complete either the GCEAPP or the GCPPA program. The proposed changes will eliminate this redundancy and create two distinct programs.

- b. Giving consideration to strategic objectives, specify how the new program fits the university signature areas and/or integrated plan areas, and/or the college/school, and/or department plans.*

The GCPA and the GCPPR will build on the existing strengths of JSGS. These strengths include our deep understanding of public sector leadership, the involvement of Executives-in-Residence (former senior public servants), faculty expertise in public administration and public policy, and sessional lecturers with professional backgrounds in the public sector.

These new certificates are designed to be attractive to both public servants and working professionals in other sectors, aligning with the School's strategic goal of providing an evidence-based, whole-career training model. There is a clear need for training public servants to implement strategic political decisions made by elected officials and translate them into actions that positively impact residents' lives. Public sector professionals, through various ministries, departments, divisions, and branches, play a crucial role in developing, delivering, evaluating, and enhancing public programs and services. They conduct research, evaluate opportunities, and provide evidence-based, non-partisan advice to inform policy making.

The same skills and decision-making processes are essential in publicly funded institutions, non-profit organizations, cooperatives, and social economy organizations. Therefore, the GCPA and GCPPR programs directly support the University of Saskatchewan's (USask) strategic objectives to "Seek Solutions" and create "Meaningful Impact."

Furthermore, these certificate programs aim to enhance diversity in graduate education by finding new ways to support and collaborate with our partners in the public service and the not-for-profit sectors in Canada. The certificates will make graduate education and professional development more accessible to a variety of students who are currently unable to commit (at least initially) to a full Master's program. These working professionals bring interdisciplinary perspectives to our programs, elevate class discussions, and help fellow students apply the theories and concepts presented in class to their work experience.

- c. Is there a particular student demographic this program is targeted towards and, if so, what is that target? (e.g., Aboriginal, mature, international, returning)*

The GCPA and the GCPPR are designed for two main demographics:

1. Early- to mid-career professionals in the public sector and working or aspiring public administrators who want to deepen their understanding of the sector responsible for delivering public services.

It is anticipated that many students who enroll in the GCPA will transition into either the MPA or the OMPA program.

Additionally, these certificate programs, which require a 70% entrance average (compared to 75% for the MPA/MPP/PhD programs), provide opportunities for:

- Early- to mid-career professionals;
- Mature students; and
- Under-represented populations, including Indigenous peoples.

These groups can use the certificate programs to establish a track record in graduate studies and strengthen their case for admission to one of MPA, OMPA, or MPP programs, either through the standard admission process or the non-standard admission process.

- a. *What are the most similar competing programs in Saskatchewan, and in Canada? How is this program different?*

Similar Programs in Canada

1. Public Policy and Program Evaluation Diploma at Carleton University - This program is designed to equip students with the skills needed to evaluate public policies and programs effectively (16 Months – Six Courses Online).
 1. <https://graduate.carleton.ca/cu-programs/public-policy-program-evaluation-diploma/>
2. Graduate Diploma in Public Administration at Dalhousie University - This program offers courses in public administration, policy analysis, and public sector management (Seven Courses - 21 Credit Units).
 1. <https://www.dal.ca/study/programs/graduate-professional/public-administration-gdpa.html>
3. Graduate Certificate in Public Sector Management at the University of Victoria - This program targets mid-career professionals looking to advance their knowledge and skills in public sector management (Four Courses - 12 Credit Units).
 1. <https://www.uvic.ca/hsd/publicadmin/professional-undergraduate/professional-specialization-certificates/psc-psm/index.php>

How the GCPA and GCPPR Stand Out

1. **Targeted Demographics:** The GCPA and GCPPR specifically target early- to mid-career professionals and working or aspiring public administrators, making the certificate programs accessible to those who may not be able to commit to a full Master's program, at least initially.
2. **Flexible Learning Options:** The GCPA offers both in-person and online formats, providing flexibility for working professionals. The GCPPR, while available only in a remote format, follows the in-person (lower) tuition structure, making it more accessible.
3. **Pathway to Advanced Degrees:** These certificates are designed to provide a clear pathway to the MPA, OMPA, and MPP programs, allowing students to build a track record in graduate studies and ideally transition into these advanced degrees.

4. **Entrance Requirements:** The GCPA and GCPPR have a lower entrance average requirement (70%) compared to the MPA/MPP/PhD programs (75%), making them more accessible to a broader range of students, including under-represented populations such as Indigenous peoples.
5. **Professional Development Focus:** Both programs emphasize practical, evidence-based training that aligns with the strategic goals of JSGS, aiming to equip public sector professionals with the skills needed to implement strategic decisions and influence public policy effectively.

These unique features make the GCPA and GCPPR stand out among similar programs in Canada.

2. Admissions

a. *What are the admissions requirements of this program?*

Admissions will follow the standard admission process for the current GCPM, GCPPA, and GCEAPP programs, as well as the non-standard admission process that JSGS currently has in place for its two other certificates: Graduate Certificate in Social Economy, Co-operatives, and the Non-Profit Sector and Graduate Certificate in Indigenous Nation Building.

Standard Admission Requirements:

- **Language Proficiency Requirements:** Proof of English proficiency may be required for applicants to graduate programs. Proof of English proficiency may be demonstrated through:
 - A minimum of three consecutive years of full-time study or completion of a graduate degree at a recognized post-secondary institution, where the exclusive language of instruction and examination of the program and/or institution is English; or
 - Provision of evidence of English language proficiency, using one of the approved tests listed in the English Language Proficiency Policy.
- a four-year degree, or equivalent, from a recognized college or university in an academic discipline relevant to the proposed field of study
- a cumulative weighted average of at least a 70% (U of S grade system equivalent) in the last two years of study (i.e. 60 credit units)
- a current resume that includes background and relevant employment history
- a letter of intent
- three letters of reference

Applications will be reviewed holistically to assess an applicant's skills, personal attributes, background, and experiences. The standard admission requirements may be waived if the following are met:

- Recognized completion of at least one year (18 credit units) of higher education;
- A break of at least five years from formal higher education; and

- At least 10 years of work experience and at least five years of management experience.

3. Description of the program

a. What are the curricular objectives, and how are these accomplished?

GCPA: This certificate should be of interest to individuals currently aspiring to work or currently working in the public sector who do not have a background in administration and who want to improve their analytical and management skills. Students will develop the ability to analyze governing institutions and the processes of modern government along with some of the basic skills and techniques required to effectively manage in the public sector.

The GCPA program consists of one required three credit-unit course ([JSGS 801: Governance and Administration](#) or another course approved by the graduate chair) and two elective courses (six credit units total) from:

- [JSGS 802 - Public Finance](#)
- [JSGS 805 - Economics for Public Policy Analysis](#)
- [JSGS 806 - Public Policy Analysis](#)
- [JSGS 807 - Statistics for Public Managers](#)
- [JSGS 808 - Ethical Leadership and Democracy in Public Service](#)
- [JSGS 838 - Public Sector Financial Management](#)
- [JSGS 882 - Strategic Management in the Public Sector](#).

This certificate can serve as an on-ramp to the MPA and OMPA programs. This certificate will also be attractive to students as a standalone certificate. This certificate will be offered in two formats – in person and online – with course pricing matching the respective MPA program.

Objectives in the certificate are accomplished through course work, regular faculty-student and student-student interactions, and the in-depth analyses of problems in the context of term papers and other assignments for courses.

GCPPR: This certificate will be of interest to those directly involved in policy analysis and development and to those involved in policy decisions who want to increase their understanding of the overall policy process. It will provide students with a basic foundation in public policy analysis, development, and evaluation. Students will develop analytic skills and gain a solid understanding of the basics of public policy implementation and development.

The GCPPR program consists of three courses (nine credit units total) from:

- [JSGS 803 - Quantitative Methods](#)
- [JSGS 851 - Qualitative Methods](#)
- [JSGS 865 - Decision Making in Organizations](#)
- [JSGS 869 - Ideas in Public Policy Analysis](#)

This certificate can serve as an on- or off- ramp to the MPP and PhD programs. However, the intent is to use this certificate on a case-by-case basis, and it will not be open for application

without prior JSGS approval. This certificate may be used as an off-ramp for those in the MPP and PhD programs unable to continue. As well, it may be used as an on-ramp for exceptional circumstances. This certificate will be offered in a remote format with course pricing matching the on-site MPA program.

Objectives in the certificate are accomplished through course work, regular faculty-student and student-student interactions, and the in-depth analyses of problems in the context of term papers and other assignments for courses.

- b. Describe the modes of delivery, experiential learning opportunities, and general teaching philosophy relevant to the programming. Where appropriate, include information about whether this program is being delivered in a distributed format.*

The GCPA will be offered in two formats: 1) in-person delivery; and 2) online delivery.

The GCPPR will be offered in one format: remote delivery.

Students enrolled in the certificate programs will be strongly encouraged to participate in the *Get Connected!* orientation for new students held each fall, the case competition that provides students with an opportunity to participate on a team that analyzes and evaluates a real-world policy scenario, the IPAC Student Essay Competition, the Policy Research Poster Competition, and the many 990 and public seminars offered by JSGS.

JSGS is committed to developing teaching methods and curriculums that are based on adult learning processes and professional expectations to produce exemplary professionals through our programs and teaching. We do this by providing effective academic support for our diverse student body; ensuring our teachers have access to training in various types of adult learning appropriate for both pre-service and in-service students; expanding online and distance-learning opportunities; adopting technologies that support integrated and collaborative learning environments; embracing the effective use of technology to engage, educate, and inform; and supporting experiential learning.

- c. Provide an overview of the curriculum mapping.*

The GCPA program consists of one required three-credit-unit course ([JSGS 801: Governance and Administration](#) or another course approved by the graduate chair) and two elective courses (six credit units total) from:

- [JSGS 802 - Public Finance](#)
- [JSGS 805 - Economics for Public Policy Analysis](#)
- [JSGS 806 - Public Policy Analysis](#)
- [JSGS 807 - Statistics for Public Managers](#)
- [JSGS 808 - Ethical Leadership and Democracy in Public Service](#)
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- [JSGS 803 - Quantitative Methods](#)
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- [JSGS 869 - Ideas in Public Policy Analysis](#)

d. Identify where the opportunities for synthesis, analysis, application, critical thinking, problem solving are, and other relevant identifiers.

Problem Solving: This is a key component of the coursework, with students completing in-depth assignments in each course. It is also integral to the problems addressed both in class and through activities like the Case Study Competition, the IPAC Student Essay Competition, and the Policy Research Poster Competition.

Synthesis and Critical Thinking: These skills are developed primarily through the preparation of term papers and final exam questions, where students reflect on and incorporate different perspectives and arguments.

Analysis: Analytical skills are honed throughout the courses via the completion of assignments.

Application: Applying theory and concepts to real-world problems is central to the certificate program and is embedded in all aspects of the courses, including readings, assignments, and term papers.

e. Explain the comprehensive breadth of the program.

The certificate program is designed to meet the needs of aspiring and practicing public sector administrators, policy analysts, and non-profit managers who wish to enhance their conceptual and technical skills in the fields of public administration or public policy.

As the curriculum map above demonstrates, students who earn the certificate designation will be competent in key areas that are vital to success in the roles to which the certificate is targeted.

f. Referring to the university “Learning Charter”, explain how the 5 learning goals are addressed, and what degree attributes and skills will be acquired by graduates of the program.

The University of Saskatchewan’s Learning Charter sets out the following five learning goals. The manner in which these goals will be addressed, and the attributes and skills that will be acquired by graduates, are listed under each goal.

Discovery Goals

- Apply critical and creative thinking to problems, including analysis, synthesis, and evaluation.
- Be adept at learning in various ways, including independently, experientially, and in teams.

- Possess intellectual flexibility, ability to manage change, and a zest for life-long learning.

These goals will be achieved through problem-solving exercises embedded in the coursework. Students will work both collaboratively and independently to complete various assignments. The program's problem-based learning approach ensures that students not only understand and develop theories but also apply them to real-world issues.

Knowledge Goals

- Have a comprehensive knowledge of their subject area, discipline, or profession.
- Understand how their subject area may intersect with related disciplines.
- Utilize and apply their knowledge with judgement and prudence.

Students will gain deep knowledge through coursework that connects ideas and concepts across different subjects. They will be held to high academic standards, expected to master their subject area, and extend their understanding beyond it. The applied nature of the program in public policy and administration requires students to understand complex problems, institutional behaviors, and the motivations and interactions of various stakeholders.

Integrity Goals

- Exercise intellectual integrity and ethical behaviour.
- Recognize and think through moral and ethical issues in a variety of contexts.
- Recognize the limits to their knowledge and act accordingly.

These goals will be addressed by discussing the broader context of public policy and administration, emphasizing the moral and ethical dimensions of issues. Students will be encouraged to consider these aspects in their assignments and presentations.

Skills Goals

- Communicate clearly, substantively, and persuasively.
- Be able to locate and use information effectively, ethically, and legally.
- Be technologically literate and able to apply appropriate skills of research and inquiry.

Students will develop these skills through active participation in presentations, both in the classroom and at events like the poster competition. The program's focus on public policy debate fosters a healthy skepticism and the ability to construct clear, evidence-based arguments.

Citizenship Goals

- Value diversity and the positive contributions this brings to society.
- Share their knowledge and exercise leadership.
- Contribute to society locally, nationally, or globally.

Citizenship goals will be met by constantly showing students that the problems being dealt with in public policy are critical to societal wellbeing and involve the pressing issues of the time – everything from climate change to social policy to health care to natural resource management to immigration. Citizenship goals will also be met by students' interactions with their peers in a diverse student body from all parts of the world and different racial and ethnic groups with a safe place to explore ideas and discuss issues.

- g. Describe how students can enter this program from other programs (program transferability).*

The certificate is open to students from all disciplines; thus, students could enter from any other graduate program on campus. Realistically, since the certificate is a standalone program, we anticipate that the number of students who would seek to transfer would be very small to none. Students are eligible to apply for entry into the certificate program upon completion of any four-year undergraduate degree with a minimum overall GPA of 70 percent or through the non-standard admission route.

- h. Specify the criteria that will be used to evaluate whether the program is a success within a timeframe clearly specified by the proponents in the proposal.*

Success will be evaluated using the following criteria:

1. **Student Enrolment:** Monitoring the number of students enrolling in the GCPA and GCPPR programs beginning three years from launch
2. **Progression to Advanced Programs:** Tracking the number of students who transition annually from the GCPA to the MPA and OMPA programs.
3. **Student Satisfaction:** Gathering feedback through student evaluations and other qualitative measures to assess satisfaction with the programs.
4. **Administrative Efficiency:** Evaluating the reduction in administrative overhead as a result of consolidating the certificate programs.

These criteria will help determine the overall success and impact of the GCPA and GCPPR programs.

- i. If applicable, is accreditation or certification available, and if so how will the program meet professional standard criteria. Specify in the budget below any costs that may be associated.*

The MPA program is accredited by the Canadian Association of Programs in Public Administration (CAPPA).

4. Consultation

- a. Describe how the program relates to existing programs in the department, in the college or school, and with other colleges. Establish where students from other programs may benefit from courses in this program. Does the proposed program lead into other programs offered at the university or elsewhere?*

The courses comprising the certificate program are currently offered for the MPA, OMPA, MPP, and PhD programs. Students who have successfully completed a GCPA are eligible to ladder into the MPA or OMPA program if they so choose and meet all of the qualifications. Students who have successfully completed a GCPPR are eligible to ladder into the MPP or PhD program if they so choose and meet all of the qualifications for those programs. Because no new course offerings are proposed, it is not anticipated that students from other programs will benefit. In fact, JSGS courses will be more fully subscribed by JSGS students.

- b. List units that were consulted formally, and provide a summary of how consultation was conducted and how concerns that were raised in consultations have been addressed. Attach the relevant communication in an appendix.*

No new course offerings are being proposed, and no courses are being deleted. In addition, none of these courses are required in programs in other areas of the University. Therefore, it was deemed that consultation with other units was not necessary.

- c. Proposals that involve courses or other resources from colleges outside the sponsoring unit should include evidence of consultation and approval. Please give special consideration to pre- and co-requisite requires when including courses from other colleges.*

Resources from other colleges are not required for the certificate programs, and therefore no consultation was conducted.

- d. Provide evidence of consultation with the University Library to ensure that appropriate library resources are available.*

Because the courses that comprise the certificate program are existing JSGS courses, it is anticipated that demand on library resources will be minimal. Therefore, no consultation was conducted.

- e. List other pertinent consultations and evidence of support, if applicable (e.g., professional associations, accreditation bodies, potential employers, etc.)*

No other consultation was conducted.

5. Budget

- a. How many instructors will participate in teaching, advising and other activities related to core program delivery (not including distribution/ breadth requirements or electives)? (estimate the percentage time for each person).*

The courses that are part of the GCPA and GCPPR programs are currently being offered for the MPA and OMPA programs. Typically, there is one section of each course offered per academic year for each of the MPA and OMPA programs. The GCPPR courses typically have additional room in them. The GCPA courses can be full at times; however, JSGS will manage its intake for the GCPA in alignment with the MPA and OMPA programs, taking into account course capacity factors.

- b. What courses or programs are being eliminated in order to provide time to teach the additional courses?*

Because the courses are existing JSGS offerings, no courses are being deleted. The GCPM, GCPPA, and GCEAPP programs are being eliminated.

- c. *How are the teaching assignments of each unit and instructor affected by this proposal?*

There will be no effect on teaching assignments, because no new courses (or sections at this time) are being added.

- d. *Describe budget allocations and how the unit resources are reallocated to accommodate this proposal. (Unit administrative support, space issues, class room availability, studio/practice rooms laboratory/clinical or other instructional space requirements).*

Because no new courses are being added, no additional resources are required. Existing courses, both in person and online, will be more fully subscribed, thereby offering an opportunity to better utilize existing resources.

JSGS is not requesting any additional resources to support these programs.

- e. *If this program is to be offered in a distributed context, please describe the costs associated with this approach of delivery and how these costs will be covered.*

Not applicable.

- f. *If this is an interdisciplinary program, please indicate whether there is a pool of resources available from other colleges involved in the program.*

The certificates are interdisciplinary, as are all JSGS programs. The JSGS faculty complement includes individuals from a range of disciplines (such as economics, political studies, and education), thereby providing a pool of resources for students.

- g. *What scholarships will students be able to apply for, and how many? What other provisions are being provided for student financial aid and to promote accessibility of the program?*

Students enrolled in these certificate programs are typically not eligible for scholarship funding; however, they can apply for needs-based bursaries, where applicable. Professionals applying as part of a professional development program may have access to funding from their employer or from government programs that offer employers a rebate if they train their workers.

- h. *What is the program tuition? Will the program utilize a special tuition model or standard tuition categories? (The approval authority for tuition is the Board of Governors).*

There is no change in the tuition rate or structure from the existing certificates. The courses comprising the certificate program are part of JSGS' special tuition programs. We expect these changes will generate the same number of tuition dollars as per the existing certificates.

For the in-person GCPA and GCPPR:

- Effective September 1, 2024, the tuition rate per three-credit-unit course is approximately \$1,725.87 for domestic students and \$3,020.27 for international students. Total program tuition: \$5,177.61 for domestic students and \$9,060.81 for international students.

For the online GCPA program:

- Effective September 1, 2024, the tuition rate per three-credit-unit course is \$2,977.50 for domestic students and approximately \$5,210.62 for international students. Total program tuition: \$8,932.50 for domestic students and \$15,631.86 for international students.

Please note that while the international student rate is provided, JSGS does not recommend graduate certificate programs to international students.

- i. What are the estimated costs of program delivery, based on the total time commitment estimates provided? (Use TABBS information, as provided by the College/School financial officer)*

There is no change since these courses are already being taught.

- j. What is the enrolment target for the program? How many years to reach this target? What is the minimum enrolment, below which the program ceases to be feasible? What is the maximum enrolment, given the limitations of the resources allocated to the program?*

There are no programmatic or resource changes being made to accommodate the certificate programs; therefore, there is no minimum enrolment target that is essential to achieve. We expect the same level of enrolment in the new certificates as is currently enrolled in the current certificates.

However, the following enrolment targets are used as a guide:

- 2025/2026
 - o OGCPA - 15
 - o GCPA - 0
 - o GCPPR – no target, used for exceptional circumstances
- 2026/2027
 - o OGCPA - 17
 - o GCPA - 4
 - o GCPPR – no target, used for exceptional circumstances
- 2027/2028
 - o OGCPA - 25
 - o GCPA - 4
 - o GCPPR – no target, used for exceptional circumstances

However, enrolment numbers will be reviewed annually and targets adjusted if necessary. Certificate enrolment will be capped to ensure that students in the MPA and OMPA programs can access required courses. If admissions to the MPA and OMPA fall below the target, additional OGCPA and/or GCPA could be admitted.

- k. *What are the total expected revenues at the target enrolment level, separated into core program delivery and distribution/breadth requirements or electives? What portion of this expected revenue can be thought of as incremental (or new) revenue?*

Based on the provided enrolment targets and assuming each student completes three courses over one year, here are the total expected revenues:

2025/2026 Academic Year

- **OGCPA (Online GCPA):** 15 students
 - **GCPA (In-person GCPA):** 0 students
 - **GCPPR:** No target, used for exceptional circumstances
- Assuming all students are domestic and using the September 1, 2024, tuition rate:
- **Tuition rate for OGCPA:** \$2,977.50 per three-credit-unit course
- Calculation:**
- Total revenue for OGCPA = 15 students * \$2,977.50 per course * 3 courses = \$133,987.50

2026/2027 Academic Year

- **OGCPA (Online GCPA):** 17 students
 - **GCPA (In-person GCPA):** 4 students
 - **GCPPR:** No target, used for exceptional circumstances
- Assuming all students are domestic and anticipating 6% tuition increase:
- **Tuition rate for OGCPA:** \$3,156.15 per three-credit-unit course
 - **Tuition rate for GCPA:** \$1,829.42 per three-credit-unit course
- Calculation:**
- Total revenue for OGCPA = 17 students * \$3,156.15 per course * 3 courses = \$160,963.65
 - Total revenue for GCPA = 4 students * \$1,829.42 per course * 3 courses = \$21,953.07
- Total expected revenue:** \$182,916.72

2027/2028 Academic Year

- **OGCPA (Online GCPA):** 25 students
 - **GCPA (In-person GCPA):** 4 students
 - **GCPPR:** No target, used for exceptional circumstances
- Assuming all students are domestic and anticipating 6% tuition increase:
- **Tuition rate for OGCPA:** \$3,345.52 per three-credit-unit course
 - **Tuition rate for GCPA:** \$1,939.19 per three-credit-unit course
- Calculation:**
- Total revenue for OGCPA = 25 students * \$3,345.52 per course * 3 courses = \$250,913.93
 - Total revenue for GCPA = 4 students * \$1,939.19 per course * 3 courses = \$23,270.22
- Total expected revenue:** \$274,184.15

Additional Notes

- GCPA and OGCPA students may ladder into the MPA or OMPA program, generating a significant amount of additional revenue.
 - l. At what enrolment number will this program be independently sustainable? If this enrolment number is higher than the enrolment target, where will the resources come from to sustain the program, and what commitments define the supply of those resources?*

It is not JSJS' intention to make the certificate programs independently sustainable.

- m. Proponents are required to clearly explain the total incremental costs of the program. This is to be expressed as: (i) total cost of resources needed to deliver the program: (ii) existing resources (including in-kind and tagged as such) applied against the total cost: and (iii) a listing of those resource costs that will require additional funding (including new in-kind support).*

Because no new courses are being added, there are no incremental costs anticipated. Existing courses, both in person and online, will be more fully subscribed, thereby offering an opportunity to better utilize existing resources.

- n. List all new funding sources and amounts (including in-kind) and the anticipated contribution of each to offsetting increment program costs. Please identify if any indicated funding is contingent on subsequent approval by a funding authority and/or future conditions. Also indicate under what conditions the program is expected to be cost neutral. The proponents should also indicated any anticipated surpluses/deficits associated with the new program*

Because no new courses are being added, there are no incremental costs anticipated.

College Statement

Please provide here or attach to the online portal, a statement from the College which contains the following:

- Recommendation from the College regarding the program
- Description of the College process used to arrive at that recommendation
- Summary of issues that the College discussed and how they were resolved

Related Documentation

At the online portal, attach any related documentation which is relevant to this proposal to the online portal, such as:

- Excerpts from the College Plan and Planning Parameters
- SPR recommendations
- Relevant sections of the College plan
- Accreditation review recommendations
- Letters of support

- Memos of consultation

It is particularly important for Council committees to know if a curriculum changes are being made in response to College Plans and Planning Parameters, review recommendations or accreditation recommendations.

Consultation Forms At the online portal, attach the following forms, as required

Required for all submissions:

- Consultation with the Registrar form
- Complete Catalogue entry, if proposing a new program, or excerpt of existing of existing program with proposed changes marked in red

Required for all new courses:

- New Course Proposal forms - NONE
- Calendar-draft list of new and revised courses - NONE

Required if resources needed:

- Information Technology Requirements form – NOT APPLICABLE
- Library Requirements form – NOT APPLICABLE
- Physical Resource Requirements form – NOT APPLICABLE
- Budget Consultation form – NOT APPLICABLE, SINCE NO NEW RESOURCES ARE REQUIRED

Graduate Certificate in Public Administration (GCPA)

This certificate should be of interest to individuals aspiring to work or currently working in the public sector who do not have a background in administration and who want to improve their analytical and management skills. Students will develop the ability to analyze governing institutions and the processes of modern government along with some of the basic skills and techniques required to effectively manage in the public sector.

Admission Requirements

- Language Proficiency Requirements: Proof of English proficiency may be required for applicants to graduate programs. Proof of English proficiency may be demonstrated through:
 - A minimum of three consecutive years of full-time study or completion of a graduate degree at a recognized post-secondary institution, where the exclusive language of instruction and examination of the program and/or institution is English; or
 - Provision of evidence of English language proficiency, using one of the approved tests listed in the English Language Proficiency Policy.
- a four-year degree, or equivalent, from a recognized college or university in an academic discipline relevant to the proposed field of study
- a cumulative weighted average of at least a 70% (U of S grade system equivalent) in the last two years of study (i.e. 60 credit units)
- a current resume that includes background and relevant employment history
- a letter of intent
- three letters of reference

Applications will be reviewed holistically to assess an applicant's skills, personal attributes, background, and experiences. The standard admission requirements may be waived if the following are met:

- Recognized completion of at least one year (18 credit units) of higher education;
- A break of at least five years from formal higher education; and
- At least 10 years of work experience and at least five years of management experience.

Certificate Requirements (9 credit units)

The certificate can be taken as a stand-alone program and the courses can be applied toward the completion of the Master of Public Administration (M.P.A.). Courses completed for one graduate certificate may not be used toward another certificate. This program is offered in both in-person and online formats. Please visit grad.usask.ca for details.

The certificate program consists of one required three-credit-unit course, JSGS 801 Governance and Administration and two electives (six credit units), as follows:

Required Course:

- [JSGS 801.3](#) Governance and Administration (or another course approved by the graduate chair)

6 credit units from the following:

- [JSGS 802.3](#) Public Finance
- [JSGS 805.3](#) Economics for Public Policy Analysis
- [JSGS 806.3](#) Public Policy Analysis
- [JSGS 807.3](#) Statistics for Public Managers
- [JSGS 808.3](#) Ethical Leadership and Democracy in Public Service
- [JSGS 838.3](#) Public Sector Financial Management
- [JSGS 882.3](#) Strategic Management in the Public Sector).

Graduate Certificate in Public Policy Research

This certificate will be of interest to those directly involved in policy analysis and development and to those involved in policy decisions who want to increase their understanding of the overall policy process. It will provide students with a basic foundation in public policy analysis, development, and evaluation. Students will develop analytic skills and gain a solid understanding of the basics of public policy implementation and development.

Admission Requirements

- Language Proficiency Requirements: Proof of English proficiency may be required for applicants to graduate programs. Proof of English proficiency may be demonstrated through:
 - A minimum of three consecutive years of full-time study or completion of a graduate degree at a recognized post-secondary institution, where the exclusive language of instruction and examination of the program and/or institution is English; or
 - Provision of evidence of English language proficiency, using one of the approved tests listed in the English Language Proficiency Policy.
- a four-year degree, or equivalent, from a recognized college or university in an academic discipline relevant to the proposed field of study
- a cumulative weighted average of at least a 70% (U of S grade system equivalent) in the last two years of study (i.e. 60 credit units)
- a current resume that includes background and relevant employment history
- a letter of intent
- three letters of reference

Applications will be reviewed holistically to assess an applicant's skills, personal attributes, background, and experiences. The standard admission requirements may be waived if the following are met:

- Recognized completion of at least one year (18 credit units) of higher education;
- A break of at least five years from formal higher education; and
- At least 10 years of work experience and at least five years of management experience.

Certificate Requirements (9 credit units)

The certificate can be taken as a stand-alone program and the courses can be applied to the completion of the Master of Public Policy (M.P.P.). Courses completed for one graduate certificate may not be used toward another certificate. Please visit grad.usask.ca for details.

The certificate program consists of three electives (nine credit units) from the following options

- **JSGS 803.3** Quantitative Methods
- **JSGS 851.3** Qualitative Methods

- **JSGS 865.3** Decision Making in Organizations
- **JSGS 869.3** Ideas in Public Policy Analysis



UNIVERSITY OF
SASKATCHEWAN

Report Form for Program Termination

Program(s) to be deleted:

- Graduate Certificate in Public Management (GCPM)
- Graduate Certificate in Economic Analysis for Public Policy (GCEAPP)
- Graduate Certificate in Public Policy Analysis (GCPPA)

Effective date of termination: September 2025

1. List reasons for termination and describe the background leading to this decision.

Reasons for Termination

The existing Graduate Certificate in Public Management (GCPM), Graduate Certificate in Economic Analysis and Public Policy (GCEAPP), and Graduate Certificate in Public Policy Analysis (GCPPA) programs include courses from the Master of Public Administration (MPA), Master of Public Policy (MPP), and PhD in Public Policy programs. Instead of offering these three separate certificates, the Johnson Shoyama Graduate School of Public Policy (JSGS) proposes to delete and replace them with two new certificates: the Graduate Certificate in Public Administration (GCPA) and the Graduate Certificate in Public Policy Research (GCPPR). A separate proposal has been submitted for the creation of the new programs.

The GCPA will encompass courses from the MPA program, while the GCPPR will include courses from both the MPP and PhD programs. These changes will streamline the certificate offerings, providing a clearer pathway for students to progress into either the professional course-based MPA program or the research-focused MPP and PhD programs.

Each of the three certificates (GCPM, GCEAPP, GCPPA) is available in both in-person and online formats (with a different tuition rate depending on delivery mode), resulting in six different certificate options. The GCPA will be offered in both in-person and online formats, reflecting the same options as the MPA/online MPA. This will allow students in the online GCPA (OGCPA) to access the online MPA (OMPA) courses, which have a different (higher) tuition rate. Students in the in-person GCPA will have access only to in-person courses and will pay the associated (lower) tuition rate. The GCPPR will be available only in a remote format and will follow the in-person (lower) tuition rate.

Regarding the terms used above, online refers to asynchronous online presentation of course materials and modules with optional synchronous Zoom sessions. Remote refers to required synchronous presentation of course materials with students expected to participate during class via the Zoom session.

Additionally, the current structure of the GCEAPP and GCPPA allows students to take the same courses and receive two different certificate designations. For example, courses like JSGS 805, JSGS 806, and JSGS 865 can be taken to complete either the GCEAPP or the GCPPA program. The proposed changes will eliminate this redundancy and create two distinct programs.

Background Leading to Decision

These proposed changes are based on recommendations developed through a comprehensive process led by the JSGS Certificates Working Group, which included programs staff and faculty from both the University of Regina and University of Saskatchewan JSGS campuses. The group conducted thorough discussions and analyses to arrive at the proposed changes.

2. Technical information.

2.1 Courses offered in the program and faculty resources required for these courses. **The courses in these three certificates are core courses in the MPA, MPP, and PhD programs.**

2.2 Other resources (staff, technology, physical resources, etc) used for this program. **Same as above.**

2.3 Courses to be deleted, if any. **None.**

2.4 Number of students presently enrolled.

As of uView (uQuery Student Enrolment Headcount Detail) Fall Term as of October 7, 2024.

GCPM – 1 student

OGCPM – 1 student

GCEAPP – 0 students

OGCEAPP – 3 students

GCPPA – 3 students

OGCPPA - 4 students

2.5 Number of students enrolled and graduated over the last five years.

As of JSGS internal tracking (includes Fall 2024 Convocation) – subject to error:

GCPM – 13 students

GCEAPP – 8 students

GCPPA – 22 students

3. Impact of the termination.

Internal

3.1 What if any impact will this termination have on undergraduate and graduate students? How will they be advised to complete their programs? **No impact, all courses are still**

offered and most students will likely complete their programs before Fall 2025. The following email message was sent to students on November 14, 2024:

Dear Students,

We hope this message finds you well.

We are writing to inform you of some upcoming proposed changes to our graduate certificate programs at the Johnson Shoyama Graduate School of Public Policy (JSGS). Currently, we offer these graduate certificates:

- *Graduate Certificate in Public Management*
- *Graduate Certificate in Economic Analysis for Public Policy*
- *Graduate Certificate in Public Policy Analysis*

The school is proposing to terminate the above three certificates and create two new ones for 2025/2026:

- *Graduate Certificate in Public Administration*
- *Graduate Certificate in Public Policy Research*

Important Note: *If you are currently enrolled in one of the existing certificate programs, please rest assured that there will be no changes to your program. You will be able to continue and complete your certificate as planned.*

If you have any questions or concerns about these changes, please do not hesitate to reach out to us. We are here to support you.

Thank you for your attention to this matter.

Best regards,

- 3.2 What impact will this termination have on faculty and teaching assignments? **No impact, all courses are still offered.**
- 3.3 Will this termination affect other programs, departments or colleges? **No.**
- 3.4 If courses are also to be deleted, will these deletions affect any other programs? **No.**
- 3.5 Is it likely, or appropriate, that another department or college will develop a program to replace this one? **No – see above, JSGS is developing two new certificates.**
- 3.6 Is it likely, or appropriate, that another department or college will develop courses to replace the ones deleted? **No.**
- 3.7 Describe any impact on research projects. **None.**
- 3.8 Will this deletion affect resource areas such as library resources, physical facilities, and information technology? **No.**
- 3.9 Describe the budgetary implications of this deletion. **None.**

External

- 3.10 Describe any external impact (e.g. university reputation, accreditation, other institutions, high schools, community organizations, professional bodies). **None.**
- 3.11 Is it likely or appropriate that another educational institution will offer this program if it is deleted at the University of Saskatchewan? **No – see above, JSGS is developing two new certificates.**

Other

- 3.12 Are there any other relevant impacts or considerations?
- 3.13 Please provide any statements or opinions received about this termination.
-

(Optional)

4. Additional information. *Programs which have not undergone recent formal reviews should provide additional relevant information about quality, demand, efficiency, unique features, and relevance to the province.*

Consultation with the Registrar (CWR) – Proposal Highlights

Title of Proposal: 2 New Graduate Certificates in Public Administration (GCPA) and Public Policy Research (CGPPR); and Terminations of the existing Graduate Certificates in Economic Analysis for Public Policy; Public Management; and Public Policy Analysis

General Description: The College of Graduate and Postdoctoral Studies proposes 2 new certificates to replace the existing certificates noted above. Students completing the existing certificates will be able to complete the programs according to the Time Limit for Degree Completion rules in the College of Graduate and Postdoctoral Studies. The GCPA will be offered in both in-person and online formats, while the CGPPR will be offered exclusively remote. The new certificates will facilitate students' ability to "ladder" into the Master of Public Administration (M.P.A.) program. Laddering of credentials allows students to progress through successive programs through the practice of double-counting, or "applying credit from one course toward more than one degree requirement," per USask's *Academic and Curricular Nomenclature Guidelines*. Colleges have purview over the practice "double or multiple counting." Students may pursue this certificate on its own or alongside another degree program.

Degree College: College of Graduate and Postdoctoral Studies

College Approval: Graduate Programs Committee approval on November 27, 2024

Effective Term: May 2025

Course implications

- No new courses, course changes, or deletions

Registration and classes

- No change to standard class time slots, terms, and sessions
- Room scheduling needs will be similar to current needs

Convocation

- No new hood

Financial and Budget

- Existing JSJS tuition rate and per credit unit method of assessment
- SFO and Provost's Office approved to proceed with CWR step

Student Mobility

- No unique mobility or external partners/agreements

November 14, 2024: SFO and the Provost's Office have completed our review of these proposals, and we have no further questions for you. We will not be asking you to complete a financial implications worksheet for these proposals. However, we do ask that you specifically identify within the proposals that JSGS is not requesting any additional resources to support this program, that you expect the same level of enrolment in the new certificates as is currently enrolled in the current certificates, and that you expect the changes will generate the same number of tuition dollars.

