

UNIVERSITY COUNCIL
ACADEMIC PROGRAMS COMMITTEE
REQUEST FOR DECISION

PRESENTED BY: Carolyn Augusta, Chair, Academic Programs Committee

DATE OF MEETING: December 19, 2024

SUBJECT: Graduate Certificate in Financial Management

MOTION: *It is recommended by the Academic Programs Committee that Council approve the Graduate Certificate in Financial Management effective May 2025.*

CONTEXT AND BACKGROUND:

The College of Graduate and Postdoctoral Studies is proposing a new Graduate Certificate in Financial Management offered by the Edwards School of Business. The purpose of this certificate is to attract current and emerging managers looking to grow professionally as well as faculty who are new to working with research grants or moving into administrative roles. The hope is that this certificate will also give students an interest in the MBA program and the potential for enrollment to increase in the future.

CONSULTATION:

On December 4, 2024, the College of Graduate and Postdoctoral Studies along with the Edwards School of Business put forward a proposal to the Academic Programs Committee of Council (APC). This new certificate and possible pathway to the MBA program was well received by the committee. APC voted in favor of the proposal.

ATTACHMENTS:

1. Graduate Certificate in Financial Management Proposal

Graduate Certificate in Financial Management Proposal

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MEMORANDUM

To: Academic Programs Committee of Council

From: Graduate Programs Committee, CGPS

Date: November 13, 2024

Re: New Program Proposal – Graduate Certificate in Financial Management

The College of Graduate and Postdoctoral Studies is recommending the approval of a new Graduate Certificate in Financial Management (GCFM), offered by the Edwards School of Business. This certificate will attract current and emerging managers looking to enhance their fiscal skillset and grow professionally, as well as faculty members who are new to working with research grants or stepping into new administrative roles. The program will be available on a part-time or full-time basis to meet the needs of working professionals. The admission pathway is similar to the Master of Business Administration (MBA) program with all applicants considered using a holistic admission approach. The GCFM is nine credit units and may be used to ladder into the MBA program. The program will be effective for the 2025-26 University Catalogue, with the first cohort starting September 2025.

The Graduate Programs Committee of the College of Graduate and Postdoctoral Studies reviewed the proposed revisions at its meeting on November 13, 2024 and recommended approval of the proposal with the following motion:

Motion: “To recommend approval of the new Graduate Certificate in Financial Management”
McIntyre/Yang – CARRIED unanimously

Attached please find the proposal for the Graduate Certificate in Financial Management.

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



UNIVERSITY OF SASKATCHEWAN
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PROPOSAL IDENTIFICATION

Title of proposal:

Degree(s): **Graduate Certificate in Financial Management (GCFM)**

Field(s) of Study: n/a

Level(s) of Concentration: n/a

Option(s): n/a

Degree College: **College of Graduate and Postdoctoral Studies / Edwards School of Business**

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

Dr. Craig Wilson | Professor of Finance & Acting Associate Dean of Research, Graduate Programs, and Faculty Relations | wilson@edwards.usask.ca | 306-966-8430

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Proposed date of implementation: **September 2025**

Proposal Document

Academic Justification:

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

One of the key components in the efficient and effective running of any business is understanding finance and accounting. The Graduate Certificate in Financial Management (GCFM) will provide a student with necessary skills to understand and interpret financial statements, including the development of a performance measurement system, recommending management control systems to enable strategic execution, making decisions using fiscal knowledge, and depending on their situation, learning and honing skills that are crucial for developing business plans, budgeting techniques, securing funding, and evaluating investments.

The GCFM will be attractive to current or emerging managers looking to enhance their fiscal skillset and grow professionally. It will enable managers to understand financials from a user instead of a preparer perspective. This program may also be attractive to faculty members who are new to working with research grants, or to those stepping into new administrative roles. The program will cater to part-time or full-time, working professionals through convenient evening and weekend offerings, with the potential to eventually offer blended (online and in-person), remote, or high-flex (combination of blended and remote) delivery. Students who complete the GCFM can apply the completed courses to the MBA program if they choose.

The Edwards School of Business currently offers a Master of Business Administration (MBA) program and a Graduate Certificate in Leadership (GCL). A holistic review of the MBA program and current market conditions for Graduate Business programs identified opportunities to better serve our university and province with 'stackable' programming. The proposed certificate would allow the Edwards School the opportunity to increase accessibility to graduate and managerial level programming in Saskatoon, especially for those students who are unable to commit to the full MBA.

- b. *Considering strategic objectives, specify how the new program fits the university signature areas and/or institutional plans and/or the college/school and/or department plans.*

The vision of the Edwards School is to be recognized as a Canadian leader in preparing learners the world needs and creating knowledge for sustainable business and communities. Our strategic goals are to accomplish this through impactful research and knowledge creation, provide transformative learning experiences, and entrepreneurial thought at USask. This certificate will provide fiscal knowledge that will positively impact businesses and communities in Saskatchewan and beyond.

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

This program is specifically targeted to managers at any level in an organization who aim to enhance their understanding of finance and accounting and be better stewards of making fiscally responsible decisions that affect their own business or the organization that they work in. This in turn will help them grow in their current position or seek new opportunities. The Edwards GCFM aims to attract senior, mid-career professionals, faculty members, mature working students, and recent graduates from all disciplines. Conversations, inquiries, and observations within the on and off campus communities/associations/departments indicate that this program will address a need for fiscal skills that would uplift professionals who are supporting the strategic objectives of their organization. The program will allow flexibility for those working traditional hours due to the timing of the offerings.

International students interested in pursuing this program would need to take the certificate alongside another program to be eligible for Immigration, Refugee and Citizenship Canada (IRCC) requirements.

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

Several Canadian institutions offer non-credit financial and accounting programming through their centres for Executive or Continuing Education; we have not found any other graduate degree level certificates in finance and accounting that would ladder into an MBA program, in Canada nor Saskatchewan. Using this program as a ladder to the MBA is especially attractive to mature students who are looking to get back into academic studies and are looking for a way to ease back into studies, and give themselves a chance to learn how to balance their work, school, and personal lives.

McGill offers a Graduate Certificate in Financial Analysis, the competencies of which are directly relevant to the Level 1 CFA® Exam. Our program is not tied to any designation, and that is not our target market. This program will be attractive to students who are managers and leaders in any industry or academic sectors that are seeking to better understand and thereby make better financial decisions for their organizations.

Admissions:

- a. ***What are the admissions requirements of this program – high school subjects, secondary or post-secondary standing, minimum averages, English proficiency, and minimum scores on standardized tests?***

As the GCFM may be used to ladder into the Master of Business Administration program, the admission requirements are the same for the certificate as they are for the Master's program **with the exception of the GMAT and the leadership experience requirement.**

- Language Proficiency Requirements: Proof of English proficiency may be required for international applicants and for applicants whose first language is not English.
- 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 four-year degree, or equivalent, from a recognized college or university
 - Applicants with three-year degrees and strong demonstrable potential for success in the program may be considered for admission. All applicants will be considered using a holistic admissions approach.
- Statement of Intent: Applicants must provide a written Statement of Intent (1000-word maximum) describing why they want to undertake the program and how their expertise, work and/or volunteer experience make them an ideal candidate for the program and their chosen field of study. This statement is a key component in adjudicating each applicant's suitability to the program. An interview may also be required to assess communication skills.
- Current resume detailing positions held and a description of responsibilities
- Two confidential letters of recommendation (minimum one academic)
- Completion of the following two [GMAC Business Fundamentals](#)* courses and their scores submitted to the school before starting the GCFM:
 - GMAC Business Fundamentals: Finance
 - GMAC Business Fundamentals: Accounting

This requirement may be waived if:

- An applicant has successfully completed a Bachelor of Commerce degree from the Edwards School of Business within the last 10 years and achieved an average of 75% in their last two years of full-time study (60 credit units).
- An applicant has successfully completed the Edwards School of Business Master of Professional Accounting program.
- An applicant holds a PMI issued PMP, or a recognized Canadian professional designation, namely, CPA, CFA, CPHR and PEng.
- An applicant is currently enrolled in the University of Saskatchewan's Doctor of Veterinary Medicine program or Doctor of Pharmacy program.
- An applicant has achieved the minimum required score on the LSAT, MCAT, or DAT, and have been admitted to the respective University of Saskatchewan colleges
- An applicant holds one of the following degrees from a Canadian university:
 - Doctor of Veterinary Medicine (DVM)
 - Medical Doctor (MD)
 - Juris Doctor (JD)

- Doctor of Pharmacy (PharmD)
- Doctor of Dental Medicine (DMD)
- Earned Doctoral Degree
- An applicant has successfully completed an undergraduate business degree from an accredited Canadian business school (i.e. AACSB) and has a converted entrance average of a minimum of 80% in the last two years of full-time study (60 credit units) of their respective business program.

Please note: Meeting the minimum requirements does not guarantee admission.

* GMAC Business Fundamentals are preparatory courses designed to give students crucial quantitative knowledge and a vocabulary on critical concepts in Finance and Accounting to gain a good foundation for success in the program.

*b. **What are the selection criteria** – how will you rank and select applicants? For example, ranking by admission average, admission test scores, interview scores, departmental recommendations, auditions, portfolios, letters of reference, admission essays, and definition of essential abilities for professional practice?*

Applicants will be assessed on a holistic basis for admission purposes. We will look at a variety of factors when making admission decisions including undergraduate degree, grade point average, work experience, and reference letters. Applicants whose qualifications do not meet the minimum requirements will be encouraged to contact the Edwards graduate programs office to discuss potential opportunities for admission. Applications will be accepted on a rolling basis as their applications are completed.

*c. **What are admission categories** – regular admission, special admission, and Indigenous equity admission?*

Regular and Special Admission: Applicants whose qualifications do not meet the minimum requirements or whose academic qualifications are difficult to assess may be admitted on a probationary status to a program. Applicants in this category will be required to participate in an interview with the Edwards Admissions Committee and may be required to take certain preparatory courses to improve their qualifications. In this case they will be required to pay additional fees. The student's status will be reviewed after a specified amount of academic work is completed. If progress is satisfactory, the Edwards Admissions Committee may recommend to CGPS that the student be considered fully qualified. Students who do not achieve the probationary conditions may withdraw voluntarily or, failing this, will be required to discontinue. In certain exceptional situations, the academic unit may extend the probationary period with a new set of conditions, agreed to by the student and by the College of Graduate and Postdoctoral Studies.

- d. What are the **admission models** – direct entry, non-direct entry, ranked competitive or cut-off average? Is a confirmation of admission required?

The GCFM is a non-direct entry program.

- e. **Intake** - how many seats are required to be filled – for first year and transfer students, reserved for Indigenous, Saskatchewan, out-of-province, and international students?

Since the GCFM is part of the MBA, there are no minimum seats that are required to be filled. No seats are reserved for any student category as applications are accepted on a rolling basis. Having said that, the program expects to enroll 5-10 students in the first year with a goal to grow to 15 students by the programs fifth year. We are seeing the success of our Graduate Certificate in Leadership. We had 12 participants in Year 1, 18 in Year 2, and 20 in Year 3. We have heard from participants that they like the shorter nature of the program and appreciate that it ladders to the MBA.

This program is specifically targeted to managers at any level in an organization who aim to enhance their understanding of finance and accounting and be better stewards of making fiscally responsible decisions that affect their own business or the organization that they work in. This in turn will help them grow in their current position or seek new opportunities. The Edwards GCFM aims to attract senior, mid-career professionals and recent graduates from all disciplines. Conversations, inquiries, and observations within the on and off campus communities/associations/departments indicate that this program will address a need for fiscal skills that would uplift professionals who are supporting the strategic objectives of their organization. The program will allow flexibility for those working traditional hours due to the timing of the offerings.

- f. What are the application process and timelines – September or January intakes, online application, application and document deadlines, and scholarship deadlines to consider?

Applications will open in October of the previous year for Fall enrollment of the following year; same pattern as the MBA and GCL programs. There will only be one intake in September, with the same deadlines as the MBA program, i.e: May 31st.

- g. Which office will manage the admission process – TLSE, college, department, or a combination?

The Edwards School of Business MBA office and CGPS.

- h. Marketing and Promotion of New Program – consideration needs to be given to a communications plan and marketing of the new program.*

We have started working on the development of this program with our marketing and communications team. Once we have received formal approval of this program a more concrete communications and marketing plan will be developed. This plan will likely be similar to our GCL and MBA programs with advertisements through (but not limited to) the following: On-campus newsletters, PAWS, ASPA emails, Edwards/CGPS/USask website, LinkedIn, Instagram, Facebook, professional newsletters such as APEGS and PMP, and others. We would also aim to target external businesses as well by leveraging college relationships and contacts.

Similar to other new programs here at the Edwards School of Business there will likely be a “launch” of the program in which our communications team works with the USask central communications team to create stories, web content, social media content, and other advertisements to showcase the new program.

- i. Admissions Appeal – what will this process be.*

Admissions appeals are handled by the College of Graduate and Postdoctoral Studies.

- j. Transfer Credit – when will this be assessed and by which office?*

n/a

Description of the program:

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

Students who complete Graduate Certificate in Financial Management will be prepared to:

- Master financial statement analysis to evaluate organizational performance.
- Apply various financial valuation techniques, including discounted cash flow analysis, to assess investments.
- Utilize management accounting calculations for cost analysis, break-even points, and profitability.
- Develop performance measurement systems like the balanced scorecard.
- Create budgets, understand the process, and implement business process improvement projects.
- Craft value propositions and recommend management control systems for strategic execution.
- Utilize accounting knowledge to make informed decisions, measure cash flows, assess financial health, and manage operational assets.

These objectives will be accomplished via these three courses:

- 1) **MBA 860.3 Financial Analysis (new course):** This course integrates key principles of finance and accounting from two existing courses that will be blended, preparing students to interpret and evaluate financial statements and understand organizational operations through revenue and expense cycles. Core topics include financial statement analysis, discounted cash flow, and capital budgeting techniques, with a strong practical component using Microsoft Excel for financial modeling.

Pre-requisite to MBA 865.3 and MBA 870.3

- 2) **MBA 865.3 Accounting for Planning and Decision Making:** This course introduces students to the vital role that management accounting information plays in business, including concepts, definitions and calculations. It integrates this knowledge into the decision-making aspects of management control systems that assist managers in executing their business strategy.

Pre-requisite: MBA 860.3

- 3) **MBA 870.3 Corporate Finance:** This course focuses on developing skills of the financial manager at an executive level through deeper understanding of finance concepts, theories and methodologies. Students will gain a deeper understanding of how to value investment opportunities, measure risk and return, negotiate and structure deals, raise capital in private and public markets and manage risk.

Pre-requisite: MBA 860.3

- 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.*

Modes of delivery. The Edwards MBA is offered in a modular format that students can complete in one to four years. At implementation, students will have access to existing MBA offerings which are offered on campus or remotely (as dictated by university guidelines). The School is currently exploring flexible and blended modes of delivery for MBA courses.

Experiential learning opportunities. All three classes employ case studies where students work with groups through real-world scenarios. Some classes may have simulation activities and/or guest speakers from industry.

General teaching philosophy. The mission of the Edwards School of Business is: Together, we enable learners to become socially conscious professionals through transformative educational experiences and we create knowledge that positively impacts business and communities in Saskatchewan and beyond. The vision of the school is to be recognized as a Canadian leader in preparing learners the world needs and creating knowledge for sustainable business and communities. This vision is supported by three strategic goals: Impactful research and knowledge creation, transformative learning experiences, and entrepreneurial thought at USask. The Edwards School of Business keeps the following values at the forefront: Respect & Reconciliation, Integrity & Critical Thinking, Collaboration & Support, and Open Inquiry & Critique. The school wishes to extend its reach and provide those students not seeking a full MBA program access to management programming, the opportunity to benefit from our scholars, and gain the financial skills they need to succeed in a quickly changing workforce.

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

The courses selected to be a part of Graduate Certificate in Financial Management are designed to equip students with the skills they need to understand and interpret financial statements, including the development of a performance measurement system, recommending management control systems to enable strategic execution, making decisions using fiscal knowledge, and depending on their situation, learning and honing skills that are crucial for developing business plans, budgeting techniques, securing funding, and evaluating investments.

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

GCFM Courses	Acquiring Business Knowledge	Fostering Sustainability and Social Consciousness in Business	Nurturing Successful Relationships	Leveraging Technology	Solving Problems and Adaptive Design	Communicating Meaningfully
MBA 860.3 Financial Analysis	X		X	X	X	X
MBA 865.3 Accounting for Planning and Decision Making	X		X	X	X	X
MBA 870.3 Corporate Finance	X	X	X	X	X	X

e. *Explain the comprehensive breadth of the program.*

n/a

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

The table below illustrates how the Graduate Certificate in Financial Management addresses each of the five learning goals.

Learning Goal	Description	GCFM
Pursuit of Truth and Understanding	Critical Thinking	X
	Multiple ways of knowing and learning	X
	Intellectual flexibility	X
Pursuit of Knowledges	Depth of understanding in subject area	X
	Breadth of understanding how subject area intersects with related subject areas	X
	Understanding how one’s subject area impacts communities	X
	Using and applying one’s knowledge with respect to all individuals	X
Pursuit of Integrity and Respect	Exercising intellectual integrity and ethical behaviour	X
	Recognizing and thinking through moral and ethical issues	X
	Recognizing the limits to one’s knowledge, skills, and understanding and acting in accordance with these limits	X
Recognizing and thinking through moral and ethical issues	Develop and apply research, inquiry, knowledge creation, and translation skills	
	Communicate substantively and persuasively in different contexts	X
	Locate, understand, evaluate, and use information effectively, ethically, legally, and with cultural appropriateness	x
Pursuit of Skills and Practices	Commit to positive growth and change for oneself and for local, national, and global communities	X
	Act with confidence and strength of purpose for the good of oneself and different communities	X
	Embrace responsibilities to oneself and others in ways that are authentic and meaningful	X
	Sharing knowledges and exercise leadership as acts of individual and community responsibility	x

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

Classes from other programs/institutions are not transferable to this program. Students must meet the admission requirements for the program. Students may pursue this program alongside another graduate level program.

- h. Specify the criteria that will be used to evaluate whether the program is a success within a specified timeframe

Low enrolment in the Certificate does not present a financial risk to the College given the fact that it is completed with existing courses.

Measures of success will include:

- Tracking student enrolment and completion;
- A survey of graduating students to understand the perceived value of the program (e.g: increased salary, promotion, etc.);
- Usefulness of attracting more students to the MBA program; ie. Number of students pursuing the MBA program after completing the GCFM.

After five years of programming if expected enrollment does not meet expectations (minimum of 5-10 new students per year) the program will be reviewed.

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.

n/a

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?*

Edwards MBA. The Certificate will be comprised of three MBA courses, thereby, Certificate students will share the classroom experience with MBA students, encouraging collaboration and connectivity. Students who complete the GCFM will be eligible to apply to the MBA program with advanced standing. Students must meet the admission requirements for the MBA program as outlined in the ADMISSIONS section of this document.

Edwards Executive Education. The Edwards School of Business offers assorted business programming through its Executive Education program. The GCFM will be attractive to emerging managers who are pursuing a university experience. As Edwards manages both programs, administrators will be able to advise prospective students which program is right for them.

U of S Programming. The GCFM will be of interest to anyone that is interested in becoming more effective in managing the financial aspects of the department or organization they are in. It will help them make better financial decisions and plan more effectively and strategically for the future.

- 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.*

Consultations were initially held internally between Dr. Marjorie Delbaere, Associate Dean Research, Graduate Programs & Faculty Relations, and the Accounting and Finance Department Heads, Dr. Regan Schmidt and Dr. Craig Wilson respectively. Following those discussions, two Associate Professors from Accounting and Finance, Dr. Mark Klassen and Dr. Brian Lane, respectively, along with a Lecturer from Accounting, Gerry Visentini, all current professors teaching in the MBA were approached and they assisted with the design of the new course and development of the certificate.

We have had informal conversations with students who have expressed learning financial management from a user perspective versus getting into preparer mode. Dr. Devan Mescall was recently in a central role as Chief Financial Officer, and in our conversations with him, he too was supportive of this certificate even for university administrators.

A Town Hall was held on May 14th, 2024, with Edwards Faculty to present this new program. There were no concerns raised, on the contrary, everybody was excited and complimentary about this certificate. PowerPoint presentation attached.

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 requirements when including courses from other colleges.

n/a

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

Discussed concept at the Edwards School of Business & CGPS Spring Leadership Meeting on May 2nd, 2024 and was positively received.

Budget:

The [Financial Implications Form](#) must be completed to determine the cost impact of the proposed program. **Information about budget and financial implications appears in that form.**

Please refer to the completed Financial Implications Form.

College Statement

Please provide here 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.

The Edwards School of Business is pleased to support and highly recommend the proposed Graduate Certificate in Financial Management (GCFM). This certificate will equip students with essential skills to interpret financial statements, develop performance measurement systems, and make strategic fiscal decisions. It is designed for current or emerging managers seeking to enhance their financial acumen.

The College has been closely monitoring application and admission trends, staying informed about the latest directions in graduate management education, and gathering insights on industry expectations for Edwards MBA graduates. Discussions have been held with staff, faculty, the MBA Committee, and the Accounting and Finance departments to address any issues. Since this program will be integrated into the MBA, no additional resources are required in terms of faculty and staff. Students without a commerce or business background will be advised to take Business Fundamentals courses in Accounting and Finance through GMAC, the agency that administers the GMAT.

Feedback from faculty at the town hall where this certificate was introduced was overwhelmingly positive and supportive. Faculty members also collaborated to blend two existing courses into a new one, specifically designed to make this certificate practical from a user perspective.

The Edwards School of Business aims to increase accessibility to graduate-level programs through this stackable certificate, complementing their existing MBA and Graduate Certificate in Leadership (GCL) offerings. Graduates can apply their GCFM courses towards an MBA.

The College has no reservations in recommending this program. (Please refer to included support letter)

Appendix i: Financial Implications Form



University of Saskatchewan
Financial Implications - New or Major Revision of Existing Program Proposal

Requirements:

Of primary importance to the University of Saskatchewan is that academic programs:

- be of high quality
- be in demand by students and the public
- use resources efficiently.

This form identifies the relevant financial implications that should be summarized in your proposal and is to be completed for all new programs and major revisions (that require new resources).

Please ensure that this form is completed and reviewed with Office of Institutional Planning & Assessment prior to submission of the program proposal to the Academic Programs Committee of Council.

Program Information:

- 1 Name of the program: **Graduate Certificate in Financial Management**
- 2 Sponsoring unit (department/college/school): *Edwards School of Business*
- 3 Is this an interdisciplinary program? If yes, provide details: *No*
- 4 Is there a formal agreement required with any parties external to USask for this program? *No*

Enrolment Expectations:

- 5 What is the projected student enrolment in the program initially, and over time, and on what evidence is the projection based?
 Comment upon whether the program is primarily designed to: a) cater to graduates of sponsoring college/school/USask, b) meet a provincial demand (as presented in the SK Growth Plan), c) meet national demand, or d) meet an international demand?
*The program expects to enroll 5-10 students in the first year with a goal to grow to 15 students by the programs fifth year. We are seeing the success of our Graduate Certificate in Leadership. We had 12 participants in Year 1, 18 in Year 2, and are expecting 20 in Year 3. We have heard from participants that they like the shorter nature of the program and appreciate that it ladders to the MBA.
 This program is specifically targeted to managers at any level in an organization who aim to enhance their understanding of finance and accounting and be better stewards of making fiscally responsible decisions that affect their own business or the organization that they work in. This in turn will help them grow in their current position or seek new opportunities. The Edwards GCFM aims to attract senior, mid-career professionals and recent graduates from all disciplines. Conversations, inquiries, and observations within the on and off campus communities/associations/departments indicate that this program will address a need for fiscal skills that would uplift professionals who are supporting the strategic objectives of their organization. The program will allow flexibility for those working traditional hours due to the timing of the offerings.*
- 6 What is the minimum number of students needed for this program to be viable? Please provide support for calculation.
Delivery of the program does not depend on the number of students enrolled, as the required courses are already offered in the MBA program. Low enrollment will not impact course offering.
- 7 What is the maximum enrolment, given the limitations of the resources allocated to the program?
20
- 8 How is enrolment expected to increase or decrease in the sponsoring college/department, and in other colleges/departments as a result of this new program?
 Is the expectation that total enrolment for USask would increase as a result of this new program? Especially comment if any new courses are being created.
Based on our experience with the GCL, students appreciate the laddering into the MBA and some have availed of that opportunity thereby increasing enrolment in the MBA.

Faculty and Staff:

- 9 Are there sufficient numbers of appropriately qualified faculty and staff to support the program (teaching, advising, etc)? *Yes*
 If not, will you be looking to hire? If hiring, what positions and FTE are needed? *No, existing staff and faculty will respectively administer and teach in this program.*
- 10 Please explain if/how teaching assignments of (each) unit and instructor are affected by this proposal? *Not affected*
- 11 Are courses or programs being eliminated in order to provide time to teach the additional courses? If so, please list. *No*

Resource Implications

- 12 Are there any capital or start-up costs anticipated, and how will these costs be covered? *Proposed shift of some of the marketing & promotion costs from GCL to GCFM. Costs can include new space, renovations, equipment, computer hardware and software, marketing and promotion, faculty recruitment, curriculum development, etc. Please provide the exact amounts on sheet titled "Budget".*
- 13 Explain budget allocations and how the unit resources will be reallocated to accommodate this proposal. (Unit administrative support, space issues, classroom availability, studio/practice rooms laboratory/clinical or other instructional space requirements)? *N/A*
- 14 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. Please describe the resources available and committed to the program, both in terms of one-time costs and ongoing operating costs. *N/A*
- 15 If this is an interdisciplinary program, please indicate whether there is a pool of resources available from other colleges involved in the program. *N/A*
- 16 List all new funding sources and amounts (including in-kind) and the anticipated contribution of each to offset incremental program costs. Please identify if any indicated funding is contingent on subsequent approval by a funding authority and/or future conditions. *N/A*

Tuition and Student Cost:

- 17 What tuition will the program be charging (Will the program utilize a special tuition model or existing tuition categories)? *Note: As per the Tuition & Fees policy, authority for tuition approval is delegated to the Provost on behalf of the Board of Governors. Existing tuition categories. Please see Budget Sheet*
- 18 If this is an interdisciplinary program, please explain the proposal for how tuition could be shared amongst the participating colleges/schools? (please provide supporting documents) *N/A*
- 19 What is the total annual cost of the program for a student (tuition and fees included, if any)? *\$6734.29*
- 20 Will there be a tuition deposit for this program? if yes, what is the planned rate? *\$500*
Please visit the Fee Review Committee website for information on the processes to set-up a tuition deposit
- 21 Compare the proposed total annual cost of the program per student (both domestic and international) with that of similar programs at USask or other relevant institutions (i.e. U15). *N/A*
- 22 What provisions are being provided for student financial aid and to promote accessibility of the program? What scholarships will students be able to apply for, and what proportion of students would be eligible? *None at the moment as this is a certificate program. We will work with our Advancement Team to seek donors for potential funding.*



University of Saskatchewan
Financial Implications - New or Major Revision of Existing Program Proposal

Instructions:

1. Identify limited term and ongoing revenue and expenditure estimates directly in the worksheet below.
2. Areas shaded in grey denote required inputs. All other cells are auto-calculated.
3. For programs expected to generate a deficit in any given year, provide an explanation (in the Comments section) of how that deficit will be managed in future year(s) in order to ensure long-term financial sustainability.

	Academic Year					Comments
	2025-26	2026-27	2027-28	2028-29	Year 5	
Revenue						
Tuition						
New domestic students	5	7	9	11		
Domestic students continuing in the program						
Total # of domestic students (headcount)	5	7	9	11	0	
Domestic tuition rate per credit unit, <i>if known</i>	\$ 740.82	\$ 814.90	\$ 855.65	\$ 898.43		10%, 10%, 5%, 5%
Domestic tuition rate per student	6121.61	6182.83	6491.97	6816.57		10%, 10%, 5%, 5%
Total tuition revenue - domestic	\$ 30,608.05	\$ 43,279.81	\$ 58,427.73	\$ 74,982.27	\$ -	
New international students						Not enough credits to maintain full time status
Int'l students continuing in the program	0					
Total # of international students (headcount)	0	0	0	0	0	
Int'l tuition rate per credit unit, <i>if known</i>						
International tuition rate per student						
Total tuition revenue - international	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Tuition Revenue	\$ 30,608.05	\$ 43,279.81	\$ 58,427.73	\$ 74,982.27	\$ -	
Student fees (specific to course or program) <i>use total amount, not per student</i>						
(Choose from drop down menu)	\$ 612.68	\$ 612.68	\$ 612.68	\$ 612.68		from: https://students.usask.ca/money/tuition-fees/graduate-tuition.php?_ga=2.193874091.726880660.1720115643-468875613.1716845734
(Choose from drop down menu)						
Other <i>(list in Comments)</i>						
Total Student Fees	\$ 612.68	\$ 612.68	\$ 612.68	\$ 612.68	\$ -	
External funding support <i>(list in Comments)</i>						
Internal re-allocation <i>(list in Comments)</i>						
Total Revenue	\$ 31,220.73	\$ 43,892.49	\$ 59,040.41	\$ 75,594.95	\$ -	
Costs						
Start-up costs						
New space/renovations <i>(classroom, office, laboratory, workshop, etc.)</i>						
Equipment, including IT <i>(e.g. hardware, software, lab material)</i>						
Faculty Recruitment						
Marketing and Promotion, <i>if not using centralized services</i>	20,000					
Curriculum Development, <i>if not using centralized services</i>						
Other start-up costs						
Total Start-up Costs	\$ 20,000.00					
Salary and benefits (if hired new)						
Faculty						
Sessionals or limited term instructional support						
Students (Teaching and/or Marking Assistants)						
Staff						
Honoraria						
Total New Salary and Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Operational Costs						
Scholarships and bursaries						
Marketing and promotion		\$ 20,000.00	\$ 20,000.00	\$ 20,000.00		
Materials and supplies						
Travel						
Equipment and IT						
Other costs <i>(list in Comments)</i>						
Total Other Operational Costs	\$ -	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ -	
Total Costs	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ -	
Estimated Surplus or Deficit*	\$ 11,220.73	\$ 23,892.49	\$ 39,040.41	\$ 55,594.95	\$ -	
per student	\$ 2,244.15	\$ 3,413.21	\$ 4,337.82	\$ 5,054.09	#DIV/0!	

* If deficit in any given year, explain how it will be managed:

Appendix ii: GCFM Town Hall Presentation – May 14, 2024

Graduate Certificate in Financial Management (GCFM)

Town Hall – Tuesday, May 14, 2024

Why a new Certificate?

- Landscape of Graduate Management education is changing
 - Continued interest and value in MBA
 - Desire to acquire credentials in smaller offerings
 - Stackable Certificates
- 2 years of Graduate Certificate in Leadership (GCL)
 - Positive feedback
 - Desire for more certificates
 - Increased accessibility for those unable to commit to the full MBA
- Understand financials from a 'user' instead of a 'preparer' perspective

External Scan

- Many non-credit certificates through Centres for Executive or Continuing Education
- McGill offers a Graduate Certificate in Financial Analysis, directly relevant to the Level 1 CFA[®] Exam
- No graduate level Financial Certificate that ladders into MBA

Proposed Program Structure

- MBA xxx.3 Financial Analysis (new course)
- MBA 865.3 Accounting for Planning and Decision Making
- MBA 870.3 Corporate Finance

Program Design

Pre-requisite	MBA xxx: Financial Analysis	MBA 865: Accounting for Planning & Decision Making	MBA 870: Corporate Finance	
GMAC Business Fundamentals courses in Finance and Accounting	Finance: Day 1: Intro to TVM Day 2: Discounted Cash Flow Day 3: DCF, Stock Valuation Day 4: Stock, Bond Valuation Day 5: Investment Criteria	Management Accounting Calculations • Management Accounting Concepts • Costing • Cost Volume Profit & Profitability Analysis	<ul style="list-style-type: none"> • Short term Finance • Dividend Policy • Mergers & Acquisitions • Risk Management • Leasing? 	
	Financial Accounting: Day 6: Assets, Liabilities and Equity Day 7: Revenues, Expenses and Accruals Day 8: Financial Statement & Ratio Analysis Day 9: Financial Statement & Ratio Analysis Day 10: Financial Statement & Ratio Analysis	Performance Measurement (e.g. KPIs & Balanced Scorecards) Management Control Systems Business Process Improvement Budgeting Business Cases Decision Making using Accounting Information	<ul style="list-style-type: none"> • Capital Structure • Behavioural Finance • Raising Capital 	
	At the end of the course students will be able to:			
	Understand and interpret financial statements	Perform basic management accounting calculations: costing an object, break-even, profitability analysis	Measure cash flows and determine the financial health of a company	
	Understand revenue and expense cycles	Develop a performance measurement system (e.g. balanced scorecard)	Value projects, strategic business units and the firm itself	
	Evaluate an organization's performance using financial statement analysis.	Create a budget and understand the budget process	Measure risk, determine a cost of capital for the firm, and finance a company's assets and operations	
	Analyze corporate statements in a finance context, recognizing and articulating the links between accounting and finance	Run a business process improvement project	Manage operational assets.	
	Apply discounted cash flow analysis to bond and stock valuation; apply project valuation methods in Microsoft Excel	Create a value case and sell it		
	Apply capital budgeting techniques, including pro forma financial analysis	Recommend management control systems to enable strategic execution		
	Plan for working capital requirements	Make decisions using their accounting and control knowledge		

Timeline – Approvals to Acceptance

- Present to MBA Executive Committee - May 27, 2024
- Endorsement by Edwards Faculty Council – Sept 2024
- Budget Consultation with Strategic Finance Office – June 2024
- Submit New Course and Program proposal to CGPS - Oct 2024
- Academic Program Committee - Nov/Dec 2024
- University Council – Jan 2025
- Application Launch – Winter 2025
- Finalize Marketing & Promotion Plan – Winter 2025
- First Cohort – Sept 2025

Curiosities

Appendix iii: Edwards School of Business Strategic Plan



Edwards Strategic Plan

Mission

Together, we enable learners to become socially conscious professionals through transformative educational experiences and we create knowledge that positively impacts businesses and communities in Saskatchewan and beyond.

Vision

Our vision at the Edwards School of Business is to be recognized as a Canadian leader in preparing learners the world needs and creating knowledge for sustainable business and communities.

Values

Respect and Reconciliation

Integrity and Critical Thinking

Collaboration and Support

Open Inquiry and Critique

Strategic Commitments

Integrate the sustainable development goals across all strategic areas.

Develop meaningful collaborations with Indigenous Peoples and Indigenous communities to foster our growth and strengthen our impact.

Build collaborative relationships with alumni and employers to enhance the value of the research and education offered by Edwards.

Strategic Goals

Impactful research and knowledge creation

Transformative learning experiences

Entrepreneurial thought at USask

Values

At the Edwards School of Business we are guided by the following values:

Respect and Reconciliation

We commit to integrating Indigenous perspectives and knowledge into our curriculum and our research, fostering meaningful relationships with Indigenous Peoples and communities, and creating an inclusive campus environment for Indigenous students, faculty, and staff.

Collaboration and Support

We encourage a collaborative environment where students, faculty, staff, and alumni come together, leveraging their diverse perspectives, talents, and expertise in the classroom, in research, and in our community. We are committed to providing students and researchers with the support they need to realize their full potential.

Integrity and Critical Thinking

We foster an environment where honesty, ethical conduct, and accountability are upheld by all members of the Edwards community. We encourage and nurture the development of critical thinking skills, empowering individuals to approach challenges and opportunities with open-mindedness, intellectual rigor, and analytical reasoning.

Open Inquiry and Critique

We believe that intellectual growth and progress are fostered through an environment that encourages the free exchange of ideas and respectful dialogue. We value curiosity and encourage our students, faculty, and staff to respectfully explore diverse perspectives, challenge assumptions, and engage in intellectual exploration.

The culture at Edwards leads to a sense of community amongst all students, staff, faculty, and partners in which principles of equity, diversity, and inclusion are integral to all activities and strategies.

Strategic Goals and Commitments

The three goals of the Edwards strategic plan are:

1. to advance impactful research and knowledge creation;
 - focus on the relevance of research
 - expand research-based graduate programs
 - increase ability for faculty to focus on research
2. to provide transformational learning experiences;
 - enrich our teaching and learning environments to position all students for success
 - advance the development of core skills and enable lifelong learning to grow leaders at all levels
3. to lead entrepreneurial thought and action at USask
 - nurture the entrepreneurial mindset
 - support innovation and entrepreneurial thinking across USask and our community

Woven throughout all our goals are three commitments:

1. to develop meaningful collaborations with Indigenous Peoples and Indigenous communities to foster our growth and strengthen our impact;
2. to integrate the sustainable development goals across all strategic areas; and
3. to build collaborative relationships with alumni and employers to enhance the value of the research and education offered by Edwards.

TOGETHER

Appendix iv: Letters of Support

GCFM Letter of Support – Edwards School of Business (Marjorie Delbaere)

GCFM Letter of Support – CGPS (Dean Debbie Burshtyn)

GCFM Letter of Support – Edwards Department of Accounting (Regan Schmidt)

GCFM Letter of Support – Edwards Department of Finance (Abdullah Mamun)

GCFM Letter of Support – School of Rehabilitation Science (Brenna Bath)

September 11, 2024

College of Graduate and Postdoctoral Studies
116 Thorvaldson Building
110 Science Place
University of Saskatchewan
Saskatoon SK S7N 5C9

To whom it may concern:

The Edwards School of Business is pleased to support and highly recommend the proposed Graduate Certificate in Financial Management (GCFM). This certificate will equip students with essential skills to interpret financial statements, develop performance measurement systems, and make strategic fiscal decisions. It is designed for current or emerging managers seeking to enhance their financial acumen.

The College has been closely monitoring application and admission trends, staying informed about the latest directions in graduate management education, and gathering insights on industry expectations for Edwards MBA graduates. Discussions have been held with staff, faculty, the MBA Committee, and the Accounting and Finance departments to address any issues. Since this program will be integrated into the MBA, no additional resources are required in terms of faculty and staff. Students without a commerce or business background will be advised to take Business Fundamentals courses in Accounting and Finance through GMAC, the agency that administers the GMAT.

Feedback from faculty at the town hall where this certificate was introduced was overwhelmingly positive and supportive. Faculty members also collaborated to blend two existing courses into a new one, specifically designed to make this certificate practical from a user perspective.

The Edwards School of Business aims to increase accessibility to graduate-level programs through this stackable certificate, complementing their existing MBA and Graduate Certificate in Leadership (GCL) offerings. Graduates can apply their GCFM courses towards an MBA.

The College has no reservations in recommending this program.

Yours truly,

A handwritten signature in blue ink, appearing to read 'M. Delbaere', with a large, stylized flourish at the end.

Marjorie Delbaere, Ph.D.
Acting Dean
Professor of Marketing
Edwards School of Business, University of Saskatchewan
E-mail: delbaere@edwards.usask.ca



August 26, 2024

Marjorie Delbaere
Acting Dean
Edwards School of Business
University of Alberta

Dear Dean Delbaere,

It is a pleasure to provide a letter of support for the proposed Graduate Certificate in Financial Management.

Graduate certificates provide wonderful opportunities especially for working professionals to upgrade their skills and shift career trajectories without needing to make the full investment of time and resources required for a master's program. Certificates that build upon bundles of courses within master's programs that can then ladder into master's programs allow potential master's students to gain the efficiency of stackable credentials and leverage many existing resources to lower the barrier for students to gain training in specific areas.

The proposed certificate program fulfils the criteria mentioned above and provides a focused set of courses with clear objectives for training in Financial Management geared to those already in the workforce. Moreover, the courses are delivered in a format that will enable students to study while maintaining their careers. I view that having these certificate students integrated into the MBA courses to give these students a firsthand experience the quality an Edwards School of Business MBA offers to be a great benefit. Edwards School of Business has already shown that such certificates can be a gateway to the MBA program with the success of the Graduate Certificate in Leadership as I recently learned eight students from the certificate are enrolling in the MBA program this fall.

CGPS Program Services is prepared to support the certificate students from admissions to convocation and facilitate advanced standing should the students want to pursue their MBA as a model of stackable credentials.

I congratulate you and your team on creating this innovative and exciting program to meet the needs of life-long learners and their career development.

Sincerely

Debby Burshtyn
Dean Graduate and Postdoctoral Studies

Memorandum

To: Dr. Craig Wilson, Acting Associate Dean Research, Graduate Programs and Faculty Relations
From: Dr. Regan Schmidt, Department Head & Professor of Accounting
Date: September 6, 2024
Re: Graduate Certificate in Financial Management (GCFM)

The Edwards School of Business currently delivers a Graduate Certificate in Leadership (GCL) that consists of three MBA courses focused on leadership issues. The graduate certificate enables students to subsequently apply to the MBA program and receive credit for these courses already completed. Using the same approach, the college is proposing a new Graduate Certificate in Financial Management (GCFM) which will be comprised of three MBA courses – one accounting course, one finance course, and one course that integrates the subject areas. Consistent with the previous graduate certificate, students who subsequently enroll in the MBA program will receive credit for these three courses. Given the MBA renewal process, the number of accounting/finance courses for the MBA program will decrease from four to these three courses. Hence, MBA students will receive one less accounting/finance course creating flexibility for other content.

Two accounting faculty members (Dr. Mark Klassen, FCPA, FCMA and Mr. Gerry Visentini CPA, CA) have worked closely with finance faculty (Mr. Brian Lane) to structure the three courses to optimize content and flow. For example, synergies may be achieved by having the same faculty member teach both the introductory integrated course and the subsequent accounting or finance course.

I believe the proposed GCFM provides a reasonable amount of accounting and finance content to justify a graduate certificate. Graduate certificates based on MBA courses is used by other universities, albeit there are differences in approach and content. For example, Queen's University Smith School of Business offers graduate certificates for specializations in the elective phase of its MBA program with the finance specialization consisting of four finance courses.¹ For the Edwards School of Business, I believe the greatest benefit of the GCFM to both students and the college pertains to recruitment: students who are contemplating an MBA get to “try it out” with this graduate certificate which may increase future MBA enrollment. I do not see a risk of one program undermining the other. Finally, the college certainly has faculty with expertise to deliver the graduate certificate courses which would already be offered in the MBA program. As such, I support the creation of the GCFM.

If you have any questions, please do not hesitate to contact me.

¹ For more information, refer to: https://smith.queensu.ca/mba_programs/mba/customize-your-program/index.php





Memo

To: Craig Wilson, Acting Associate Dean Research, Graduate Programs and Faculty Relations
From: Abdullah Mamun, Acting Department Head, Finance and Management Science
Date: September 16, 2024
Re: Graduate Certificate in Financial Management (GCFM)

The proposed Graduate Certificate in Financial Management (GCFM) comprises of three courses one is an accounting course, one is a finance course and one course which integrates these two subject areas. All these courses are MBA courses. Two accounting faculty members (Dr. Mark Klassen, FCPA, FCMA and Mr. Gerry Visentini CPA, CA) and one finance faculty member (Brian Lane CFA, CFP) have worked closely to develop these courses. All of these faculty members have vast experience in teaching in Edwards MBA program. Student who enrolls in this program can subsequently enroll in the MBA program and can get three course credit for the three courses taken as a part of GCFM. This approach is similar to the Graduate Certificate in Leadership (GCL) which also consists of three MBA courses but with focus in the area of leadership.

These kind of certificate programs allows potential students with non-business background to explore graduate business program without committing too much financial recourse. These programs would allow new migrants who are generally financially constraint to gain necessary knowledge to compete in job market. Other universities in Canada also offers similar program in different variation, such as York University offers graduate certificate program¹ in business, accounting, marketing and human resources management. Some of these programs are even eligible for Ontario Student Assistance Program (OSAP). University of Regina² also offers such programming consistent with three courses. Both for University of Regina and York University these programs are delivered from continuing education department. Our programs are developed and delivered by Edwards School of business and the main benefit of programs like these is that it creates pathways to the MBA program. Which I think will be more sought after by potential students. As such I support this program.

If there is any question about this letter, please do not hesitate to contact me.

¹ <https://continue.yorku.ca/program/full-time/>

² <https://continue.yorku.ca/program/full-time/>



July 30, 2024

Re. Letter of support for Graduate Certificate in Financial Management (GCFM)

To Whom It May Concern:

I am writing in support of the proposal for a Graduate Certificate in Financial Management (GCFM) being submitted by the Edwards School of Business.

The University has emphasized being attentive to market demands especially in a skills-driven economy. Guided by the University Plan: The University the World needs, Edwards is doing just that by proposing this new graduate certificate in addition to their existing, successful Graduate Certificate in Leadership (GCL), which I had the privilege of being a part of their inaugural cohort in 2022-23.

Taking part in the GCL provided me with critical knowledge and skill development that facilitated my personal and professional growth as a leader. The GCL addresses a significant gap in formal leadership training with academic rigor and I believe that this new proposed certificate will also do the same. Financial management skills, especially in light of the importance of prudent fiscal administration, are crucial to any organization, including our own institution. I have not seen a graduate level certificate in this field, and I think it will be a great addition to Edwards' repertoire of programs, especially since it will ladder into the MBA.

As the Director of the School of Rehabilitation Science in the College of Medicine, it is my hope that this new certificate at Edwards will prove a basis for future collaborations between various colleges around leadership and financial management issues. I foresee many current and future staff members within the School of Rehabilitation Science who would benefit from the new proposed GCFM along with the GCL, possibly leading to the MBA. Furthermore, I anticipate future potential for offering joint programming (i.e. joint degree and/or certificate options) for School of Rehabilitation Science students with the current Master of Physical Therapy program along with future Occupational Therapy and Speech Language Pathology programs.

Please don't hesitate to contact me if you require any further information or clarification.

Sincerely,

Brenna Bath BScPT, MSc, PhD, FCAMPT
Director & Professor
School of Rehabilitation Science
College of Medicine
University of Saskatchewan
Phone: (306) 966-6573
Email: brenna.bath@usask.ca

Appendix v: Course Catalogue Entry

GCFM Course Catalogue Entry

Financial Management Graduate Certificate (G.Cert.)

Admission Requirements

This certificate may be used to ladder into the Master of Business Administration program.

- Language Proficiency Requirements: Proof of English proficiency may be required for international applicants and for applicants whose first language is not English.
- 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 four-year degree, or equivalent, from a recognized college or university
 - Applicants with three-year degrees and strong demonstrable potential for success in the program may be considered for admission. All applicants will be considered using a holistic admissions approach.
- Statement of Intent: Applicants must provide a written Statement of Intent (1000-word maximum) describing why they want to undertake the program and how their expertise, work and/or volunteer experience make them an ideal candidate for the program and their chosen field of study. This statement is a key component in adjudicating each applicant's suitability to the program. An interview may also be required to assess communication skills.
- Current resume detailing positions held and a description of responsibilities
- Two confidential letters of recommendation (minimum one academic)
- Completion of the following two GMAC Business Fundamentals* courses and their scores submitted to the school before starting the GCFM:
 - GMAC Business Fundamentals: Finance
 - GMAC Business Fundamentals: Accounting

This requirement may be waived if:

- An applicant has successfully completed a Bachelor of Commerce degree from the Edwards School of Business within the last 10 years and achieved an average of 75% in their last two years of full-time study (60 credit units).
- An applicant has successfully completed the Edwards School of Business Master of Professional Accounting program.
- An applicant holds a PMI issued PMP, or a recognized Canadian professional designation, namely, CPA, CFA, CPHR and PEng.
- An applicant is currently enrolled in the University of Saskatchewan's Doctor of Veterinary Medicine program or Doctor of Pharmacy program.
- An applicant has achieved the minimum required score on the LSAT, MCAT, or DAT, and have been admitted to the respective University of Saskatchewan colleges
- An applicant holds one of the following degrees from a Canadian university:
 - Doctor of Veterinary Medicine (DVM)
 - Medical Doctor (MD)

- Juris Doctor (JD)
 - Doctor of Pharmacy (PharmD)
 - Doctor of Dental Medicine (DMD)
 - Earned Doctoral Degree
- o An applicant has successfully completed an undergraduate business degree from an accredited Canadian business school (i.e. AACSB) and has a converted entrance average of a minimum of 80% in the last two years of full-time study (60 credit units) of their respective business program.

Applicants will be assessed on a holistic basis for admission purposes. We will look at a variety of factors when making admission decisions including undergraduate degree, grade point average, work experience, and reference letters. Applicants whose qualifications do not meet the minimum requirements will be encouraged to contact the Edwards graduate programs office to discuss potential opportunities for admission. Applications will be accepted on a rolling basis as their applications are completed.

Regular and Special Admission: Applicants whose qualifications do not meet the minimum requirements or whose academic qualifications are difficult to assess may be admitted on a probationary status to a program. Applicants in this category will be required to participate in an interview with the Edwards Admissions Committee and may be required to take certain preparatory courses to improve their qualifications. In this case they will be required to pay additional fees. The student's status will be reviewed after a specified amount of academic work is completed. If progress is satisfactory, the Edwards Admissions Committee may recommend to CGPS that the student be considered fully qualified. Students who do not achieve the probationary conditions may withdraw voluntarily or, failing this, will be required to discontinue. In certain exceptional situations, the academic unit may extend the probationary period with a new set of conditions, agreed to by the student and by the College of Graduate and Postdoctoral Studies

Certificate Requirements (9 credit units)

The Graduate Certificate in Financial Management (GCFM) is a three-course program designed to equip students with the skills they need to understand and interpret financial statements, including the development of a performance measurement system, recommending management control systems to enable strategic execution, making decisions using fiscal knowledge, and depending on their situation, learning and honing skills that are crucial for developing business plans, budgeting techniques, securing funding, and evaluating investments.

All three of the courses in this program are fully transferrable to the Master of Business Administration (MBA) degree at the University of Saskatchewan.

- **MBA 860.3** Financial Analysis
- **MBA 865.3** Accounting for Planning and Decision Making
- **MBA 870.3** Corporate Finance

Appendix vi: GCFM Tentative Schedule

2025-26 GCFM Course Calendar (Tentative)

	September	October	November	December	January	February	March	April	May	June	July	August
1								MBA 830				
2												
3												
4		MBA 823 (New Course - Dana)		MBA 819 - Marketing for Organizational Decision Making		MBA 865 - Accounting for Planning & Decision Making	MBA 850 - Business Analytics Management			MBA 877 - Leadership & Organizational Dynamics		
5												
6												
7												
8												
9	MBA 803 - Business & Society		MBA 846 - Intro to Entrepreneurs hip & Venture Management					MBA 992				
10												
11												
12					MBA 813 - Strategic Human Resources					MBA 992		
13						MBA 992						
14												
15												
16												
17				MBA 992								
18												
19												
20												
21		MBA 860 - Financial Analysis										
22												
23												
24												
25	MBA 823 (New Course - Dana)		MBA 819 - Marketing for Organizational Decision Making									
26												
27												
28												
29												
30												
31												
	Fall Term				Winter Term			Spring Term			Summer Term	



Consultation with the Registrar (CWR) – Proposal Highlights

Title of Proposal: Graduate Degree-Level Certificate in Financial Management

General Description: The College of Graduate and Postdoctoral Studies proposes a certificate using 3 MBA courses. A key function of the program is to facilitate students' ability to "ladder" or "stack" credentials. 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: College Faculty Council meeting will review the proposal and vote on November 13, 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 MBA 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

