

**UNIVERSITY COUNCIL
ACADEMIC PROGRAMS COMMITTEE
REQUEST FOR DECISION**

PRESENTED BY: Roy Dobson, chair

DATE OF MEETING: January 22, 2015

SUBJECT: **Graduate Certificate in Social Economy and Co-operatives**

DECISION REQUESTED: *It is recommended:*

That Council approve the Graduate Certificate in Social Economy and Co-operatives, effective May 1, 2015, and that Council's Bylaws be amended to reflect the name of the new program.

PURPOSE:

The Graduate Certificate in Social Economy and Co-operatives will provide graduates with specialized knowledge of the co-operative sector and is structured as an interdisciplinary offering, which combines policy and governance experience with community-level experiential learning. As there is no graduate-level program focused on co-operatives in western Canada, the program is unique among the western provinces and territories.

DISCUSSION SUMMARY:

The proposal takes advantage of the affiliation of the Centre for Co-operative Studies with the Johnson-Shoyama Graduate School of Public Policy (JSGS). The certificate builds upon the success of the graduate certificate programs offered at the University Regina campus of the JSGS, which have proven to be a recruitment tool to the school's degree-level graduate programs. The program meets the university goals of: (1) actively shaping the student body through its appeal to working professionals; (2) increased experiential learning opportunities through the study of research questions in co-operative and social economy organizations; and (3) an increased focus on learner-centre programming, based on the background and interests of the students in the program.

The certificate is a certificate of proficiency comprised of 9 credit units at the graduate level, selected from the 15 credit units that constitute the program's course offerings. All courses are offered on a regular basis.

COMMITTEE REVIEW:

The academic programs committee discussed the proposal with Murray Fulton, director of the Centre for Co-operatives and Dr. Trevor Crowe, associate dean, College of Graduate Studies and Research on November 5, 2014, and recommended approval of the program, conditional upon receipt of a program budget which outlined the estimated incremental revenues and expenses associated with the program. Program tuition follows the non-standard tuition rate of the Master's of Public Administration (MPA) program. Upon receipt and clarification of the budget, the committee recommended approval of the certificate program, believing the program to complement the existing degree offerings of the Johnson-Shoyama Graduate School of Public Policy

ATTACHMENTS:

1. Proposal: Graduate Certificate in Social Economy and Co-operatives [Certificate of Proficiency]



UNIVERSITY OF SASKATCHEWAN

College of Graduate Studies and Research

MEMORANDUM

To: Dr. Alex Beldan, Committee Coordinator, Academic Programs Committee of University Council

From: Dr. Trever Crowe, Associate Dean, College of Graduate Studies and Research (CGSR)

CC: Dr. Trever Crowe, Associate Dean, College of Graduate Studies and Research
Dr. Murray Fulton, Professor Johnson-Shoyama Graduate School of Public Policy,
Director, Centre for the Study of Co-operatives

Date: October 24, 2014

Re: Proposal for Graduate Certificate in the Social Economy and Co-operatives

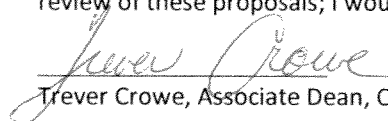
Consistent with the Curricular Changes Authority Chart approved by University Council in January 2013, for the consideration of the Academic Programs Committee of Council, please find appended to this memo:

- A recommendation for approval from the Executive Committee of CGSR
- A recommendation for approval from the Programs Committee of CGSR
- A proposal for the creation of a new Graduate Certificate of Proficiency
- Consultation with the Registrar Form
- Response from Planning & Priorities Committee to Notice of Intent
- Notice of Intent for Program Proposal

The College of Graduate Studies and Research supported the creation of the new Graduate Certificate with a final motion to recommend these proposals to the Academic Programs Committee, carried by the College Executive Committee on October 21, 2014.

The Graduate Certificate in the Social Economy and Co-operatives is designed to provide the opportunity for bachelor qualified individuals, who may not choose to undertake a full master's program, to further develop their knowledge in this field, and to acquire a post-graduate certificate attesting to their proficiency. All of the courses eligible for credit towards the certificate are currently offered, 3-cu graduate courses. The certificate also provides a laddering opportunity into a master's program for students who might otherwise not have had the experience or confidence to apply. In such cases, the student can request that the courses completed for the Certificate of Proficiency be applied for credit towards the master's degree. This is consistent with current CGSR policy.

Please do not hesitate to contact me if any questions or concerns arise during the Academic Programs Committee's review of these proposals; I would be happy to address them.


Trever Crowe, Associate Dean, CGSR



UNIVERSITY OF SASKATCHEWAN

College of Graduate Studies and Research

MEMORANDUM

To: Dr. Alex Beldan, Committee Coordinator, Academic Programs Committee of University Council

From: Dr. Adam Baxter-Jones, Interim Dean, College of Graduate Studies and Research (CGSR)
Chair CGSR Executive Committee

CC: Dr. Trevor Crowe, Associate Dean, College of Graduate Studies and Research
Dr. Murray Fulton, Professor Johnson-Shoyama Graduate School of Public Policy,
Director, Centre for the Study of Co-operatives

Date: October 23, 2014

Re: Decision by CGSR Executive Committee, regarding Graduate Certificate in the Social Economy and Co-operatives

The Executive Committee of the CGSR considered the proposal for the creation of a new Graduate Certificate of Proficiency in the Social Economy and Co-operatives at its meeting October 21, 2014. The committee heard about the administrative structures that will support the certificate and the background work that had been completed to develop the proposal. This approach of developing certificates and allowing students to "ladder" into a graduate degree has been successful within the School of Public Policy at the University of Regina. This would be the first of its kind at the University of Saskatchewan. The committee confirmed that all of the courses eligible for credit towards the certificate have already been approved and are currently being offered. The committee also spent some time talking about the concept of completing courses as part of a certificate, then subsequently allowing those same courses to partially satisfy the requirements of a degree. The committee was satisfied that this practice is appropriate.

The committee passed the following motion.

MOTION: *"That the proposed new Certificate of Proficiency in the Social Economy and Co-operatives be recommended to the Academic Programs Committee for approval."*

Crowe/Arnold - Carried

Adam Baxter-Jones
Interim Dean

Memorandum

To: Executive Committee, College of Graduate Studies and Research

CC: Dr. Dionne Pohler, Johnson-Shoyama Graduate School of Public Policy, Chair of Graduate Programs Committee

From: Dr. Trevor Crowe, Acting Chair, Graduate Programs Committee, CGSR

Date: October 17, 2014

Re: Proposal for Certificate of Proficiency, Johnson-Shoyama Graduate School of Public Policy – *Social Economy and Co-operatives*

The Graduate Programs Committee of CGSR met on October 6, 2014, to consider the proposal for a Certificate of Proficiency within the Johnson-Shoyama Graduate School of Public Policy – *Social Economy and Co-operatives*. The committee discussed the proposal at length and noted the following:

- All course offerings that can be completed to satisfy the program requirements are existing courses that have been approved previously.
- The maximum timeline to completion would be 5 years, with average completion expected to be 2 years or less.
- The University of Regina and the social economy sector were consulted as part of the program development process.
- Expected enrolment is 4-10 students.
- The Centre for the Study of Co-operatives is now under the Johnson-Shoyama Graduate School of Public Policy governance structure.
- Students from both the University of Saskatchewan and the University of Regina could complete the program through the joint School. Applications would be considered at the University of Saskatchewan campus, and the University of Saskatchewan would award the certificate.
- Courses completed through the certificate could be applied to Johnson-Shoyama master's degree programs offered at the University of Saskatchewan and/or the University of Regina.
- Funding had been secured for support in developing the program, and additional resources are not expected to be required because projected enrolment is low.

The Graduate Programs Committee of CGSR is recommending approval of the Certificate of Proficiency, Johnson-Shoyama Graduate School of Public Policy – *Social Economy and Co-operatives*.

TC:kc

Attachments (2):

Proposal for Certificate of Proficiency, Johnson-Shoyama Graduate School of Public Policy – *Social Economy and Co-operatives*

Consultation with the Registrar



UNIVERSITY OF
SASKATCHEWAN

**Proposal for Graduate
Certificate in the Social
Economy and Co-operatives**

Proposal Identification

Title of Proposal: Graduate Certificate in the Social Economy and Co-operatives

Degree(s):

Field(s) of Specialization:

Level(s) of Concentration:

Option(s):

Degree College: Johnson-Shoyama Graduate School of Public Policy (JSGS)

Contact Person:

Murray Fulton, Professor, Johnson-Shoyama Graduate School of Public Policy
Director, Centre for the Study of Co-operatives
966-8507
murray.fulton@usask.ca

Proposed Date of Implementation: September 2015

Graduate Certificate in the Social Economy and Co-operatives
Program Proposal

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Graduate Certificate in the Social Economy and Co-operatives **Program Proposal**

RATIONALE

Background and Motivation

The Johnson-Shoyama Graduate School of Public Policy (JSGS) is exploring ways to attract new graduate students and to offer programs that speak to key policy issues in society. The Graduate Certificate in the Social Economy and Co-operatives offers a way to address both these goals. In terms of attracting new students, the proposed certificate builds on a similar, successful certificate program offered by the JSGS's Regina campus.¹ The Regina program is designed to meet the needs of practising public administrators, policy analysts, and non-profit managers who have an interest in a particular area (the certificates are in public management, health systems, public policy analysis, and economic analysis) but who either do not want to enroll in a full degree program or are testing the waters to see if graduate studies is for them.² Students can either complete the certificates as stand-alone activities or roll the courses into the regular Master of Public Administration (MPA) program.

In terms of key policy issues, the global economic downturn, concerns about income inequality, and limitations in the goods and services being provided by the market and the government have led to a renewed interest in co-operatives and organizations operating in the social economy. The interests include understanding how co-operatives and social economy organizations form and operate, the role of the state in supporting the development of co-ops and social enterprises, and the social and economic context in which these organizations function. The proposed certificate would appeal to all of these interests as well as to managers in co-operatives, credit unions, and social economy organizations who wish to increase their conceptual and technical skills along with their ability to take leadership in the organizations in which they work.

The proposed certificate would be a collaborative offering by the JSGS and the Centre for the Study of Co-operatives (Co-op Studies). The certificate would involve students taking a package of three graduate classes (nine credit units) selected from a group of five courses.

On 1 July 2013, Co-op Studies became formally affiliated with the JSGS. The certificate would leverage this new relationship by utilizing current JSGS courses, including a course on the social economy and two courses that focus on co-operatives. Overall, this would give JSGS students more course options, access to a new area of study/research, and new experiential learning opportunities.

Coinciding with the formal affiliation with Co-op Studies, the JSGS welcomed a new faculty member, Dionne Pohler, who also became a Fellow in Co-op Studies. Dionne has a background

¹ The Johnson-Shoyama Graduate School of Public Policy is based on two campuses — the University of Saskatchewan and the University of Regina.

² Details regarding the Regina certificate programs can be found at http://www.schoolofpublicpolicy.sk.ca/Academic_Programs/MCert.php.

in human resources and industrial relations, as well as an interest in co-operatives and employee participation and ownership. Dionne is an excellent addition to the strong group of fellows and scholars associated with Co-op Studies, which includes Murray Fulton, Lou Hammond Ketilson, Brett Fairbairn, Michael Gertler, and Isobel Findlay, all of whom have an extensive knowledge of co-operatives and the social economy and are doing active research and outreach in the area.

The reputation of Co-op Studies has attracted the attention of the co-operative sector. In fall 2013, Co-op Studies received major funding from two large co-operatives — Federated Co-operatives Limited (FCL), Saskatchewan's top company, and CHS, Inc., the largest agricultural co-operative in the United States. The FCL funding (\$1 million over two years) is directed towards co-operative development in northern and Aboriginal communities, while the CHS funding (\$250,000) is for the development of new graduate education in the area of co-operatives (including the proposed certificate). The presence of these ongoing projects, combined with Co-op Studies' excellent relations with the co-operative sector, will provide a rich source of experiential learning opportunities for students and create research synergies that will result in new knowledge in co-op governance and policy.

College Process for Proposal Review and Consultation

The JSGS and Co-op Studies have worked extensively to acquire internal approvals and collect sufficient feedback on the content, design, and demand for the proposed certificate. Two main activities contributed to this achievement:

1. Formal college review process by JSGS and Co-op Studies
2. Needs consultation with stakeholders, including interviews and inventory of existing programs

The proposed certificate has been presented to decision-making bodies at both the JSGS and Co-op Studies and their rigorous review has been instrumental in shaping the program.

JSGS faculty reviewed the proposal in the winter of 2014. They supported the concept and gave their approval for further development. The JSGS Joint Curriculum Committee (JCC) formally reviewed the proposal in March 2014. See appendix 1 for the committee's comments. JCC members at the time of review included Greg Marchildon, Kathy McNutt, and Wynne Young from the Regina campus and Daniel Béland, Keith Walker, Michael Atkinson, and Peter Phillips from the Saskatoon campus. Following the JCC's recommendation, JSGS faculty formally approved the certificate on 9 April 2014.

The Co-op Studies Management Advisory Board (MAB) reviewed the proposed certificate in March 2013, with follow-ups in June and November. The MAB includes individuals from the university community as well as the co-operative sector. At the time of review this included Sanjeev Anand, dean of Law; Mary Buhr, dean of Agriculture and Bioresources; Peter Stoicheff, dean of Arts and Science; Daphne Taras, dean of the Edwards School of Business; Herb Carlson from Federated Co-operatives Limited; Loretta Elford from Concentra Financial; Ken Sherwin from SaskCentral; and Barbara Turley-McIntyre from The Co-operators Group. Members from the university community considered the major academic features of the certificate, its learning objectives, and its connection to other programs and university priorities, while members from

the co-operative sector considered the needs of employers as well as important research areas in need of exploration.

A critical part of the consultation process took the form of conversations, in person and via the telephone, with co-op sector board members, senior executives, academics, and potential students, with an open-ended set of questions guiding the discussion. It was gratifying to hear that a demand did indeed exist for graduate-level educational programs focused on co-operatives and social economy enterprises. The conversations revealed a strong demand for teaching cases in this area, since the current supply of cases is limited and out of date. Moreover, the conversations clearly indicated the need for a program that was relatively short, that focused on policy and governance, and that could be used as a stepping-stone to a full degree (e.g., the Master of Public Administration).

As a complementary exercise, we developed an inventory of existing educational programs that focus on co-operatives and the social economy. This was extremely helpful, giving us a systematic evaluation of the content, delivery, and audience, as well as cost, of each of the existing graduate programs in Canada (see table 1 below).

Overall, the consultation and the inventory were invaluable and helped to clarify the educational goals, audience, and content of the certificate. Specifically, these activities indicated that there was a demand for a program that was relatively short in duration and that was located in western Canada, a geographical area currently being underserved by graduate programming in the area of co-operatives. The process also provided us with assurance that we had taken measures that will assist with the acquisition of research partnerships, case study topics, and students.

Table1: Master of Co-operative Studies in Canada 2014

University and Department	Credit Units	Length of Program, Delivery, and Area of Focus	Tuition (Canadian)
Saint Mary's Sobeys School of Business, Master of Management, Co-operative and Credit Unions	42	<ul style="list-style-type: none"> Completed in less than 3 years Consists of a mandatory face-to-face orientation week, online courses, a study tour, and a 6-credit research project Focus on business model 	\$28,000
Saint Mary's Sobeys School of Business, Graduate Diploma in Co-operative Management	21	<ul style="list-style-type: none"> Completed in 16-20 months Consists of a mandatory face-to-face orientation week, online courses, and a 3-credit research project Focus on business model 	\$9,500
Saint Mary's University and Université de Sherbrooke Bilingual Certificate in Co-operative Management: Level 1 or Level 2	7.5	<ul style="list-style-type: none"> Completed in 10 months Completed on-line; assignments can be in either French or English Focus on history, philosophy, marketing 	\$5,000 (level 1)
	15	<ul style="list-style-type: none"> Completed in 20 months (must complete level 1 before enrolling in level 2) Focus on global economy, financial management, IT and communications 	\$10,000 (level 2)
Université de Sherbrooke, Masters in Management and Governance of Cooperatives and Mutuels (IRECUS)	45	<ul style="list-style-type: none"> Completed in 12 months of full-time study Housed in the Faculty of Business Administration. All courses are in French Focus on professional competencies and entrepreneurial knowledge 	\$4,284 (Quebec residents)
			\$10,824 (Canadian non-residents of Quebec)
Ontario Co-operative Association and The Schulich School of Business, York University, Co-operative Management Certificate	Professional program	<ul style="list-style-type: none"> Completed in 6 months Combination of electronic and face-to-face lessons Focus on broad understanding of sector and innovative strategies for co-op management issues 	\$5,000
University of Saskatchewan, JSGS, Certificate in Social Economy and Co-operatives	9	<ul style="list-style-type: none"> Completed in 12 months of part-time study Face-to-face format Lecture style and experiential courses Courses can be rolled into an MPA in JSGS Focus on case studies and on problem-based research 	\$3,681

Relationship and Impact of Implementation

Currently, there are no other programs at the University of Saskatchewan that focus on co-operatives, policy, and governance. Hence, there is no duplication and no need for program deletion. The courses being developed for this certificate are regular JSGS graduate-level courses and will be available as electives to students in other programs on campus.

Fit with University of Saskatchewan and JSGS Priorities

The proposed certificate supports a number of the goals set out by the University of Saskatchewan's Third Integrated Plan 2012-2016 and also JSGS goals as described in Strategic Directions 2011-2015. There are three key areas of overlap in the JSGS and university planning documents: (1) the active shaping of the student body; (2) an increase in experiential learning opportunities; and (3) a focus on learner-centred programming.

The certificate is an innovative academic program that will actively shape the student body at the University of Saskatchewan. In addition to increasing the number of graduate students, the certificate offers a nuanced means to problem solving in complex situations, thus appealing to individuals looking for creative solutions to some of the world's most challenging issues. Further, the length of the program will make it possible for working professionals to acquire meaningful credentials in a feasible amount of time, giving managers and others looking to advance their careers an opportunity to undertake post-secondary study without taking them away from work or family for long periods of time. Moreover, a program that encourages the participation of working professionals will enrich class discussion as students will inevitably ask questions about work experience to help them understand the theories and concepts presented in class.

The proposed certificate will increase experiential learning opportunities for students. Experiential learning helps students develop their research skills while investigating real-world problems. Co-op Studies will build on its long-standing relationships with the co-op sector to bring students into co-operative and social economy organizations to examine pressing research questions. One of the courses, JSGS 885.3: Co-operative Governance and Leadership in Action, will require students to work with a co-operative or social enterprise to address and critically reflect upon an identified governance or policy issue. Students will visit the organizations and conduct interviews with senior executives and/or board members, thus gaining first-hand knowledge of real-world problems. Some students may examine and write reports on a specific issue; others may undertake case studies. The course offers not only an experiential learning opportunity for students but will also generate new knowledge and expertise for co-operative and social economy organizations.

Co-op Studies is a pioneer in community-engaged research and scholarship, and the proposed certificate will build upon this groundwork. The recent "Linking, Learning, Leveraging" SSHRC project generated \$6.45 million in funding for community-engaged research and involved 24 academics from 12 universities plus more than 120 graduate students who worked closely with over 50 community partners in three provinces and produced almost 90 individual research projects. Currently, the \$1.0 million "Co-operative Innovation Project," funded by Federated Co-

operatives Limited, the largest company in the province and the largest co-operative in the country, is focused on the application of concepts from areas such as economics, business, political economy, and sociology to understand co-operative development in rural and Aboriginal communities.

The certificate has been designed from a learner-centred perspective. The consultation process (with prospective students and students enrolled in other postsecondary co-operative programs) indicated strong demand for a learner-centred methodology in design and delivery. Students spoke about the importance of a program that focused on the background, work experience, talents, interests, and needs of individual learners. They emphasized the need for teaching practices that would encourage the highest levels of motivation, learning, and achievement, which led us to consult the Curriculum Innovation team at the Gwenna Moss Centre for Teaching Effectiveness. The certificate allows for an individualized methodology, encouraging learners to build on their experiences in co-operatives and social economy organizations. It will also allow students new to the field of co-ops to identify the most important areas of knowledge acquisition and to pursue them through experiential learning activities and/or research/case study writing assignments.

Reflecting our local and global sense of place, the proposed certificate addresses priorities unique to the University of Saskatchewan's Integrated Plan. Saskatchewan is known as the heart of the co-operative movement in English Canada, and co-ops and co-op values have grown out of our culture and community as local populations have undertaken innovative solutions to challenging environmental, social, and economic problems.

The proposed certificate also reflects JSGS goals and principles prioritized in its planning document. It provides a venue for the expression of a core JSGS value — interdisciplinarity. Students will engage with course content through an interdisciplinary lens; new and existing JSGS courses draw extensively on literature from economics, political science, management theory, history, sociology, and human resource management. Moreover, the students in the certificate will come from a variety of educational backgrounds, further strengthening the interdisciplinary nature of the program.

The certificate will focus on one of the defining characteristics of co-operatives — their governance structure. Unlike investor-owned firms, co-operatives are organized by and for the people who use their goods and services, governed by the critical one-member, one-vote principle. The focus on governance will encourage students to explore the JSGS core learning outcomes of multi-level governance, decision making, ethical leadership, and good governance.

The opportunities for co-operative development increase as governments around the world reduce their role in areas such as social housing, eldercare, healthcare, recycling, green energy production, and business incubation. In many jurisdictions, governments are encouraging democratic, citizen-led initiatives because they can deliver services in a cost-effective, transparent, and responsive way. The certificate course work and experiential activities will investigate this trend, supporting the JSGS content areas of social policy, innovation policy, and resource and environmental policy.

ANTICIPATED DEMAND

The consultations made it clear that there was a demonstrated need for a program that was relatively short, focused on policy and governance, and that could be rolled into a full degree (e.g., MPA). At the same time, the consultations and the experience at the JSGS Regina campus both indicated that the demand for the program is likely be relatively modest (the three Regina certificates started with an enrolment of 5 students; this quickly jumped to just over 20 students where it has stabilized). Most importantly, the Regina example provides strong evidence that students use the certificate as a means to test the possibility of completing full degrees: 14 certificate students at that campus have moved on to the MPA.

Audience

The certificate will be specifically directed at students living and working in western Canada. Although there are programs in co-operative management in Ontario, Quebec, and Nova Scotia, none of them focus on policy and governance. In addition, there is no graduate-level program focused on co-operatives in western Canada. Housing the certificate at the University of Saskatchewan will enable students with an interest in the area from across Saskatchewan and the other western provinces to access graduate training. The uniqueness of the content and the delivery of the certificate could also pull in students looking to advance their careers in co-operatives from across Canada. In time, there is also an opportunity to market the certificate to an international audience.

DESCRIPTION OF PROGRAM CHARACTERISTICS

Draft Calendar Entry

The Graduate Certificate in Social Economy and Co-operatives provides students with an understanding of the role played by co-operatives and social economy organizations in modern society. The certificate covers policy and governance topics relevant to understanding why co-operatives and social economy organizations form, how they operate, the challenges they face, the role of government and public policy in encouraging and supporting co-operative and social economy development, and the extent to which initiatives directed at co-operatives and the social economy represent good public policy.

Admission Requirements

- a four-year honours 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)
- Language Proficiency Requirements: Proof of English proficiency may be required for international applicants and for applicants whose first language is not English. See the College of Graduate Studies and Research Academic Information and Policies in this Catalogue for more information

- Please note that only those registered in the Graduate Certificate in the Social Economy and Co-operatives will earn the certificate. The certificate can be taken as a stand-alone program and the courses can be applied to the completion of an MPA.

Although the courses will be taught in Saskatoon, the certificate will be available to JSGS students in Regina as well.

Degree Requirements

The certificate program is comprised of 9 credit units (3 courses) as follows:

Required courses

JSGS 846.3: Co-operatives in the New Economy: Institutions, Governance, and Policy

Please note that this course is a prerequisite for JSGS 885.3: Co-operative Governance and Leadership in Action

GSR 960.0: Introduction to Ethics and Integrity

3 credit units from the following:

JSGS 849: Social Economy and Public Policy

JSGS 885.3: Co-operative Governance and Leadership in Action (Prerequisite: JSGS 846.3: Co-operatives in the New Economy: Institutions, Governance and Policy)

3 credit units from the following (Note: courses can only be taken once):

JSGS 801.3: Governance and Administration

JSGS 808.3: Ethical Leadership and Democracy in Public Service

JSGS 849.3: Social Economy and Public Policy

JSGS 885.3: Co-operative Governance and Leadership in Action

All courses taken by students in this program have a minimum passing grade of 70%. The Johnson-Shoyama Graduate School of Public Policy provides academic advising for this certificate.

Graduate Attributes

After completing this certificate, students are expected to be able to:

- analyze the historical and present-day conditions that led/lead to the formation of co-operatives and social economy organizations
- articulate the policy conditions that support the development of co-operatives and social enterprises
- evaluate the role of co-operatives and social economy enterprises in delivering services
- compare and contrast the governance structures in co-operatives, social economy, and other organizations
- reflect on a range of leadership and decision-making theories
- describe the relationship between co-operatives, the social economy, and the state

- apply the ideas and concepts learned in the program to specific co-operative and social economy organizations using the case study method

RESOURCES

The majority of the development costs of the proposed certificate have been related to staff time to undertake the consultation process and faculty time to develop two courses: JSGS 846.3: Co-operatives in the New Economy: Institutions, Governance, and Policy and JSGS 885.3: Co-operative Governance and Leadership in Action. These costs have been supported by external funding from CHS, Inc. (the largest agricultural co-operative in the United States) and therefore have not represented a drain of resources. The leadership and faculty of the JSGS have reviewed the proposed certificate and have integrated the courses listed above into the regular teaching assignments of JSGS faculty. Although the faculty associated with the new courses will have additional demands on their time, the research synergies created from teaching and the supervision of experiential learning projects will yield many opportunities for faculty to pursue their individual research agendas. There will be incremental demands on classroom space, but this impact will be small. The demand on IT support and library resources will be minimal.

Because the proposed certificate does not represent a significant demand on new resources, we have not approached the Provost's Committee on Integrated Planning.

Budget

This program will not change the budget allocations within the JSGS.

RELATED DOCUMENTATION

Appendix 1: Memorandum from JSGS Joint Curriculum Committee

Appendix 2: Letters of Support

Appendix 3: Existing JSGS Course Outlines

- JSGS 846.3: Co-operatives in the New Economy: Institutions, Governance, and Policy
- JSGS 885.3: Co-operative Governance and Leadership in Action
- JSGS 849.3: Social Economy and Public Policy
- JSGS 801.3: Governance and Administration
- JSGS 808.3: Ethical Leadership and Democracy in Public Service

CONSULTATION FORMS

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

Required for all submissions:

☐ Consultation with the Registrar form

MEMORANDUM

TO: Dr. Dionne Pohler, Johnson-Shoyama Graduate School of Public Policy (JSGS)
Ms. Audra Krueger, Research, Education, and Liaison Officer, Centre for the
Study of Co-operatives

FROM: Kathleen McNutt, Chair of Joint Curriculum Committee, Associate Director
Johnson-Shoyama Graduate School of Public Policy

DATE: July 18, 2014

RE: **Graduate-level certificate in Social Economy and Co-operatives**

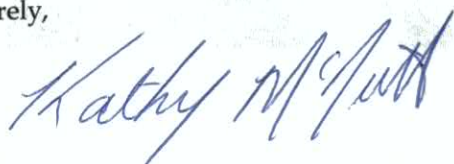
Thank you once again for attending the joint curriculum committee (JCC) meeting on March 28, 2014 to present the proposal for a new graduate-level certificate in Social Economy and Co-operatives. As was outlined at our meeting, the committee supports the proposed certificate. It will be a very useful addition to the successful certificate program offerings available at the University of Regina campus of the Johnson-Shoyama Graduate School of Public Policy and thus will provide another avenue for students to explore public policy and governance topics. The program will also facilitate students who wish to gain specialized knowledge regarding the social economy and co-operative.

As was discussed at the meeting, the committee suggested the following changes be included in the full program proposal:

- The name of the experiential course be changed from "Co-operative Governance and Policy in Action" to "Co-operative Governance and Leadership in Action." The replacement of the word "policy" with "leadership" will better reflect the learning objectives of the course as well as help to distinguish the course from the theory course, "Co-operatives in the New Economy: Institutions, Governance and Policy."
- JSGS 846.3 Co-operatives in the New Economy: Institutions, Governance and Policy should be a prerequisite for JSGS 885.3 Co-operative Governance and Leadership in Action. Requiring the theory course as a prerequisite would ensure that students have the background in co-operatives necessary to undertake the experiential course and that they are able to view their experiences in a larger conceptual framework. Moreover, requiring JSGS 846.3 as a prerequisite would ensure that the experiential course is not over subscribed.

Please let me know if you have any questions regarding any of the items listed above. I wish you every success as you move your proposal through the approval process.

Sincerely,



May 27, 2014

College of Graduate Studies and Research
Academic Programs Committee
University of Saskatchewan

Dear Academic Programs Committee:

On behalf of the Edwards School of Business, I am pleased to express support for the *Graduate Certificate in Social Economy and Co-operatives* being proposed by the Johnson-Shoyama Graduate School of Public Policy (JSGS) in collaboration with the Centre for the Study of Co-operatives (CSC).

We have been consulted about the purpose and structure of this certificate program, and we do not have any objections to its introduction.

At this time, we do not see any potential for cross-listing of courses being offered between this program and the graduate programs offered at Edwards, and we are not providing any direct support for the introduction of this program. However, discussions about cross-collaborations across a variety of programs at Edwards and JSGS are ongoing.

I am available to provide any elaborations or clarifications you may require.

Sincerely,



Daphne G. Taras, Ph.D.
Dean, Edwards School of Business

DGT:see

Certificate in the Social Economy and Co-operatives

Estimated Incremental Revenues and Expenses

Year	2015-16	2016-17	2017-18	2018-19	2019-20
Tuition Revenue	\$ 10,719	\$ 14,435	\$ 18,224	\$ 18,406	\$ 18,590
Faculty Teaching Resources	\$ -	\$ -	\$ -	\$ -	\$ -
Net Incremental Surplus (Deficit)	\$10,719	\$14,435	\$18,224	\$18,406	\$18,590
Cumulative Net Surplus (Deficit)	\$10,719	\$25,154	\$43,378	\$61,784	\$80,375
Assumptions					
Number of new students per year	3	4	5	5	5
Tuition rate per course	\$1,191	\$1,203	\$1,215	\$1,227	\$1,239
Number of courses per student	3	3	3	3	3
Rate of tuition/cost increase per year	1%	1%	1%	1%	1%

September 8, 2014

College of Graduate Studies and Research, and
Academic Programs Committee
University of Saskatchewan

Dear Committee Members:

I am pleased to support the program proposal for the Graduate Certificate in the Social Economy and Co-operatives. Following the recommendation of the Johnson-Shoyama Graduate School of Public Policy (JSGS) Curriculum Committee, the proposal received a unanimous vote of approval from the school's Faculty Council on April 9, 2014.

The Graduate Certificate in the Social Economy and Co-operatives builds on the successful certificate program offered by the JSGS's Regina campus. The Regina campus program has been very valuable as a way of attracting new graduate students (both to the program alone and to the Masters of Public Administration via laddering). We expect a similar outcome at the Saskatoon campus.

The certificate can be offered using existing resources within the JSGS and the Centre for the Study of Co-operatives, which is now affiliated with the JSGS. The JSGS has three faculty with an expertise in this area and who are prepared to teach in the program. Moreover, the subject area of the certificate, with its focus on governance and policy, nicely fits JSGS's teaching and research interests. There is no need to approach the Provost's Committee on Integrated Planning (PCIP) for additional resources.

Please do not hesitate to contact me if there are any questions or concerns. This letter conveys my strong support and that of the JSGS.

Sincerely,



Michael Atkinson, Executive Director
Johnson-Shoyama Graduate School of Public Policy

/tlhp

MEMORANDUM

TO: Dr. Dionne Pohler, Johnson-Shoyama Graduate School of Public Policy (JSGS)
Ms. Audra Krueger, research officer, education, outreach and engagement, Centre for the
Study of Co-operatives

FROM: Fran Walley, chair, planning and priorities committee of Council

DATE: May 9, 2014

RE: **Notice of Intent for a graduate-level certificate of proficiency in Social Economy and
Co-operatives**

Thank you once again for attending the planning and priorities committee meeting on May 1st to present the notice of intent for a new graduate-level certificate of proficiency in Social Economy and Co-operatives. The committee supports the opportunities the certificate provides to offer flexible programming in a unique area to a variety of students, from those already enrolled in graduate studies to those students who wish to gain specialized knowledge regarding public policy and co-operatives without undertaking a master's degree. The new certificate builds upon the successful certificate program offerings available at the University of Regina campus of the Johnson-Shoyama Graduate School of Public Policy.

As proponents advance the proposal, the committee suggests the following information be included in the full program proposal:

- That the proposal articulate the courses associated with the certificate, and whether the courses required are new courses or existing courses to provide a clearer semblance of the teaching resources required to offer the program; and that the proposal affirm that the teaching resources required are in place.
- That consideration be given to having the two new courses being developed for the certificate program as required core courses in the program, to provide further cohesion within the program;
- That the proposal provide a clearer idea of the expected enrolment in the certificate program, informed by enrolment data from the certificate programs offered by the JSGS at the University of Regina;

- That the proposal and letters of support identify that the certificate program aligns with the university's planning with respect to promoting experiential learning and interdisciplinary programs; that the program focuses on community engaged scholarship and learning as a major area of strength; and that the program draws upon and features major institutes on campus;
- That the proposal clarify on whether current graduate students who have completed the five courses comprising the certificate program will be eligible to be awarded the certificate, regardless of their degree program;
- That consideration be given to promoting the certificate program to students already in programs in the school relative to the unique experience the program offers to interact in the classroom with professionals in co-operative and social economy organizations;
- That the proposal highlight that the program and its research synergies will result in new knowledge creation in the area of governance and policies surrounding co-operatives;
- That the accessibility of the program to students registered at either campus be noted in the proposal.

Please let me know if you have any questions regarding any of the items listed above. I wish you every success as you move your proposal through the approval process.

Sincerely,



c Roy Dobson, chair, academic programs committee
Brett Fairbairn, provost and vice-president academic
Russ Isinger, registrar and director of student services
Michael Atkinson, Executive Director, JSGS
Murray Fulton, director, Centre for the Study of Co-operatives

Notice of Intent
Johnson-Shoyama Graduate School of Public Policy and
Centre for the Study of Co-operatives
Social Economy and Co-operatives Certificate

1. What is the motivation for proposing this program at this time? What elements of the University and/or society support and/or require this program?

The Johnson-Shoyama Graduate School of Public Policy (JSGS) is exploring ways of attracting new graduate students and of offering programs that speak to key policy issues in society. The *Social Economy and Co-operatives Certificate* is a way of addressing both of these goals. In terms of attracting new students, the Certificate builds on a similar and very successful certificate program offered at the University of Regina by the JSGS's Regina campus. The Regina campus certificates are designed to meet the needs of practicing public administrators, policy analysts and non-profit managers who have an interest in a particular area (the Regina certificates are in public management, health systems, public policy analysis and economic analysis) but who either do not want to enroll in a full degree program or are "testing" the waters to see if graduate studies is for them. Students can either complete the certificates as stand-alone activities or can ladder the courses they take into the regular Masters of Public Administration (MPA) program.

In terms of key policy issues, the global economic downturn, concerns about income inequality, and limitations in the goods and services being provided by the market and government have lead to a renewed interest in co-operatives and organizations operating in the social economy. The interests range from understanding how co-operatives and social economy organizations form and operate, to understanding the role of the state in encouraging and supporting co-operative and social economy development, to understanding the larger social and economic context in which co-operatives and social economy organizations operate. The proposed certificate would appeal to all of these interests. As well, the proposed certificate would appeal to managers in co-operatives, credit unions and social economy organizations that wish to increase their conceptual and technical skills along with their knowledge of the organizations in which they work.

The JSGS has been in discussions with the Centre for the Study of Co-operatives (Co-op Studies) regarding the collaborative offering of the *Social Economy and Co-operatives Certificate*. The certificate would involve students taking a package of three graduate courses (nine credit units) selected from a group of five courses. The JSGS's University of Regina campus has developed a number of certificate programs and the certificate proposed here would be similar to those offered at the U of R campus (please see http://www.schoolofpublicpolicy.sk.ca/Academic_Programs/MCert.php).

2. What is the anticipated student demand for the program? Does the program meet a perceived need, particularly within a national context? How have these needs been assessed?

Following discussions with the JSGS and Co-op Studies management advisory board, Co-op Studies developed an inventory of existing educational programs that focus on co-operatives and the social economy. It then undertook an extensive consultation with local and national leaders (board members and executives) in the co-operative sector, academics, potential students and other stakeholders. This process helped to clarify the educational goals and to shape the content of the certificate. Specifically, the consultations made it clear that there was a demonstrated need for a program that was relatively short in length, that had a focus on policy and governance, and that could be used to ladder up to the completion of a full degree (e.g., the MPA).

The certificate will be specifically directed at students living and working in Western Canada. Although there are programs in co-operative management in Ontario, Quebec and Nova Scotia, none of them focus on policy and governance. As well, no graduate-level program focusing on co-operatives exists in Western Canada. Since proximity to the university is important in drawing in students, it is believed that housing the *Social Economy and Co-operatives Certificate* at the University of Saskatchewan will enable students from across Saskatchewan and the other western provinces with an interest in this area to access graduate training. The uniqueness of the content and the delivery of the proposed certificate could also be an opportunity to pull in students looking to advance their careers in co-operatives from across Canada. In time, there is also an opportunity to market the certificate to an international audience.

3. How does this proposal fit with the priorities of the current college or school plan and the University's integrated plan? If the program was not envisioned during the integrated planning process, what circumstances have provided the impetus to offer the program at this time?

On 1 July 2013, Co-op Studies became formally affiliated with the JSGS, which provides administrative oversight of the Centre. The certificate will leverage this new relationship by utilizing existing courses in JSGS and by augmenting the available courses through the development of two new ones. Overall JSGS students will have more course options, access to a new area of study/research and new experiential learning opportunities.

The proposed certificate supports a number of the goals set out by the *University of Saskatchewan's Third Integrated Plan 2012-2016* and the organizational goals of JSGS as described in *Strategic Directions 2011-2015* (Adopted February 2nd, 2011). There are three key areas of overlap in the JSGS and University planning documents: (1) the active shaping of the student body; (2) an increase in experiential learning opportunities; and (3) a focus on learner-centered programming

The certificate is an innovative academic program that will actively shape the student body at the University of Saskatchewan. The certificate will increase the number of

graduate students enrolled at the University of Saskatchewan. It will also affect the type of students enrolled, since the study of co-operatives and the social economy offers a nuanced means to problem solve in complex situations, thus appealing to individuals looking for creative solutions to some of the world's most challenging problems. Further, the shorter format of the certificate makes it possible for working professionals to acquire meaningful credentials in a feasible amount of time. Managers and others who are looking to advance their careers in their co-operatives would now have an opportunity to undertake relevant post-secondary study that does not take them away from work or family for long periods of time. Working professionals elevate class discussion and help students apply the theories and concepts presented in class to examples related to their work experience.

The proposed certificate is designed to increase experiential learning opportunities for students. An important component of experiential learning is to have students develop their research skills while investigating real-world problems. To accomplish this goal, the Centre will build on its long-standing relationships with the co-op sector to bring students into co-operative and social economy organizations to examine research questions that have been identified as relevant and pressing. One of the proposed new courses, Co-operative Governance and Policy in Action, will require students to work with with a co-operative or social economy organization to address an identified governance or policy issue and to critically reflect on this issue. Students will visit the co-operatives/social economy organizations and conduct interviews with senior level executives and/or board members. Through linkages with the decision makers, students will gain first hand knowledge of the real world problems with which these organizations are grappling. For some students their work may take the form of a project and report directed at a specific issue that a co-operative, credit union or social economy organization is facing. For other students their work may take the form of a written case study of a co-operative, credit union or social economy organization. In all cases, the result will be an experiential learning opportunity for students and new knowledge and expertise for co-operative and social economy organizations.

The certificate has been designed from a learner-centered perspective. The consultation process (with prospective certificate students, and students enrolled in other post-secondary co-operative programs) indicated strong demand for a learner-centered methodology in the design and delivery of the program. Students spoke about the importance of a program that had a focus on the background, work experience, talents, interests and needs of individual learners. Students also spoke about the need for attention to be paid to teaching practices that would encourage the highest levels of motivation, learning and achievement. To achieve this goal the Curriculum Innovation team at the Gwenna Moss Centre for Teaching Effectiveness was consulted. The certificate allows for an individualized methodology in that it encourages learners to build on their experience in co-operatives and social economy organizations. Likewise it will also allow students who are new to the field of co-ops to identify the most important areas of knowledge acquisition and to pursue them through the experiential learning activities and/or research/case study writing assignments.

It should also be noted that the proposed certificate addresses priorities that are unique to the University of Saskatchewan's integrated plan. The proposed certificate is a reflection of our local and global sense of place, as Saskatchewan is known as the heart of the co-operative movement in English Canada. Co-operatives and co-operatives values are a product of our culture and community as local populations undertake innovative and creative solutions to challenging environmental, social and economic problems.

The proposed certificate also reflects JSGS goals and principles that are prioritized in its planning document. The certificate provides a venue for expression of a core JSGS value – interdisciplinarity. The required courses and electives associated with the certificate will require students to engage with course content through an interdisciplinary lens as the proposed courses and existing courses draw extensively on literature from economics, political science, management theory, history, sociology and human resource management. Moreover the students in the certificate will come from a variety of educational backgrounds further strengthening the interdisciplinarity nature.

The proposed certificate will focus on one of the defining characteristics of co-operatives – governance. Unlike standard investor shareholder firms, co-operatives are organized by and for the people who use the goods/services, utilizing the critical one-member, one-vote principle. The focus on governance will allow students to explore JSGS core learning outcomes of multi-level governance, decision-making, ethical leadership and good governance.

As governments around the world redefine the areas in which they are active by reducing their role in such things as social housing, eldercare, healthcare, recycling, green energy production and business incubation, the opportunities for co-operatives increase. In many jurisdictions governments are encouraging democratic, citizen-lead initiatives because they are a means to deliver services in a cost effective, transparent and responsive way. This trend will be investigated through the certificate's course work and experiential opportunities, and will illuminate the JSGS content areas of social policy, innovation policy, resource and environmental policy.

4. What is the relationship of the proposed program to other programs offered by the college or school and to programs offered elsewhere (interactions, similarities, differences, relative priorities)? Is there justification to proceed regardless of any perceived duplication? Will a program be deleted as a result of offering the new program?

Currently there are no other programs at the University of Saskatchewan that focus on co-operatives, policy and governance. As a result there is no duplication and no need for program deletion. Since the courses being developed for this certificate are regular JSGS graduate-level courses, they will be available to students in other programs on campus.

5. Does the college or school possess the resources required to implement and support the program (faculty teaching, administrative and other support, student funding, classroom space, infrastructure)? Will additional university resources be required, for

example, library resources, IT support? Has the Provost's Committee on Integrated Planning (PCIP) been involved in any discussions related to resources?

The development costs of the proposed certificate have been supported by external funding, and therefore have not represented a drain of resources. The leadership and faculty of JSGS have reviewed the proposed certificate and have integrated the new course offerings into the regular teaching assignments. Although there will be incremental demands on classroom space, this impact is small. The demand on IT support and library resources will be minimal.

Because the proposed certificate does not represent a significant demand on new resources the Provost's Committee on Integrated Planning (PCIP) has not been involved.

Please submit through the Academic and Curricular Change Portal. For more information, contact:

**Sandra Calver, Secretary, Planning & Priorities Committee of Council
c/o Office of the University Secretary
phone 2192;
email sandra.calver@usask.ca**

Certificate in the Social Economy and Co-operatives

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