

## Operating Principles:

Addendum to the June 2007  
Memorandum of Understanding  
between the  
University of Regina  
and the  
University of Saskatchewan  
on a partnership to create a single  
provincial graduate school of public policy

December 2009

# Operating Principles: Addendum to the June 2007 Memorandum of Understanding

## Background

In June 2007, the presidents of the University of Regina and University of Saskatchewan signed a Memorandum of Understanding (MOU) to create a single graduate school of public policy in Saskatchewan to advance the agenda of research, graduate programming, and outreach in the areas of public policy and public administration. At the institutional level, the University of Regina and the University of Saskatchewan have expressed continued commitment to overcoming organizational and logistical obstacles to achieve an optimal level of integration in what is a unique collaborative endeavor.

The impetus behind the joint school is the conviction that the Province of Saskatchewan deserves an internationally competitive policy school and that we are much more likely to achieve that goal by combining the resources of the province's two universities. Not only does a joint school increase our size and impact, it also merges the complementary strengths of the two institutions. The University of Regina has established strong links to the provincial public service and serves the local community exceptionally well. The University of Saskatchewan draws on a host of policy expertise across a wide range of professional colleges including Law, Agriculture and Bioresources, and Medicine.

Since the signing of the MOU, a growing spirit of cooperation and collaboration, coupled with a commitment to balance and equity, has characterized interactions among the component parts of the School: the University of Regina campus, the University of Saskatchewan campus, and the Outreach and Training Unit. Outreach and Training builds on the work of the former Saskatchewan Institute for Public Policy, adding responsibility for executive training and student internships to an established record of research communication and event planning

## Objective

As befits a high-level document, the 2007 MOU did not outline all of the specific principles that would have to be followed to permit a provincial entity, spanning two separate institutions, to operate seamlessly. This addendum to the MOU is intended to assist both the School and the two universities as they address the task of integration. It identifies specific principles that need to be respected and acted upon for the School to develop into an organizational entity that embodies academic singularity while respecting separate institutional norms and requirements.

## Principles

The following principles will guide decisions taken by senior administrators and responsible officers in the two universities and by the leadership, faculty, and staff of the School itself.

### Principle 1: Program Consistency and Integrity

The School's two campuses will offer the same core programs with the same content and requirements. Initially, these core programs are as follows: Master of Public Administration (MPA), Master of Public Policy (MPP), and Doctor of Philosophy (PhD). Other programs, that may be specific to one or the other campus, will be agreed to by the entire School.

#### *Implications*

- 1.1 All required courses in the core programs, as well as other courses having similar objectives and offered by both campuses, will have a substantially comparable curriculum and will be assigned the same number and title at both campuses. Readings and assignments may differ in minor respects, but the objectives of the course and the standards used to assess student performance will be identical.
- 1.2 Any given offering of a course will be governed by the relevant withdrawal and refund dates, grading schemes, and other course-related protocols, including academic misconduct in a course or grade appeals in a course, of the campus offering the course. Similarly, the campus at which a course is offered has jurisdiction regarding academic misconduct or other matters that could culminate in a student appeal.
- 1.3 Teaching evaluations may differ in format, but all courses will be evaluated, and all evaluations will be shared with the School's Executive and Associate Directors.

### Principle 2: Enrolment Management

The School will develop agreed-upon enrolment targets, admission standards, and advertising strategies for each program. An enrolment plan will also address related issues, including the distribution of domestic and international applicants. The enrolment plan will be predicated on the understanding that neither campus should be disadvantaged in the recruitment of students.

#### *Implications*

- 2.1 A Joint Admissions Policy Committee, comprising members from both campuses, will establish enrolment goals at each campus and in each core program. Attention will be paid to each university's overall enrolment objectives.
- 2.2 Application procedures and admission criteria for jointly offered programs will be parallel at each campus, subject to such reasonable deviations as are required to accommodate local information technologies, processes, and capacities.

### Principle 3: Student Mobility/Course Accessibility

Students will be admitted to one campus, their "home campus", but will be eligible to readily access courses at both campuses. Credits earned at one campus will be applied without limit for purposes of degree completion at the other campus.

### *Implications*

- 3.1 Registration in a course at the alternate campus will be convenient and straightforward for students.
- 3.2 At program completion, students will be able to arrange for release of a complete record of their academic program.
- 3.3 Students seeking to transfer their registration from one campus to the other will be free to do so with no academic or other penalty, provided they are deemed by the School to be making suitable progress toward the completion of their degree.

### **Principle 4: Regulatory Primacy**

The approval of all programs and courses at each campus will follow the requirements and processes of their respective university's governing bodies. Students will be subject to the regulations and procedures regarding non-academic discipline, scholarships, promotion, and approval for the awarding of degrees that prevail at their home campus.

### *Implications*

- 4.1 The home institution, on the approval of the relevant faculty council and university council, will confer degrees.
- 4.2 Personal information of applicants, as well as names of students registered at each campus, may be shared between the University of Regina and the University of Saskatchewan, but the School and both universities are bound by and will comply with *The Local Authority Freedom of Information and Protection of Privacy Act (Saskatchewan)*.

### **Principle 5: Equitable Treatment**

Subject to internal budgeting priorities, best efforts will be made to ensure that there is an equitable distribution of learning, research, and career opportunities for all students regardless of their home campus. The senior leadership of the two universities (defined for the purpose of this document as the Vice-Presidents Academic and Presidents) will make best efforts to ensure that the programs and activities of the School are funded as equitably as possible. Similarly, with the goal of preserving equitable treatment, students taking the same degree program will pay tuition and student fees that are as closely aligned as possible, regardless of which campus is their home campus.

### *Implications*

- 5.1 Scholarship support levels will be roughly equal, internship opportunities will be open to all on an equitable basis, placement services will be available on both campuses, and all students will be included in jointly developed orientation functions and other similar events.

- 5.2 Best efforts will be made to ensure that the physical space devoted to teaching, research, and outreach at both campuses will be as equitable as possible. This commitment extends to classroom space, the accommodation of graduate students, and the office facilities and working conditions of faculty and staff members.
- 5.3 Student fees will be subject to the regulations imposed by each institution, but these student fees should not introduce significant disparities between the two campuses. Students will be charged student fees at only one institution per term, and this will normally be their home campus. If a student is registered at one campus and taking a majority of courses at the other, the student can elect the campus where they access services and will be assessed student fees for that institution only.
- 5.4 Without detracting from the authority of the respective Boards of Governors to set tuition and fees, all changes to tuition and fees will be implemented in close collaboration with the academic leadership (the Executive Director and the Associate Director) of the School.

### **Principle 6: Collegiality**

The hiring of all faculty (including primary and joint appointments and associate members) and the supervision of career development will be undertaken in a collegial fashion and consistent with the respective collective agreements.

#### *Implications*

- 6.1 A coordinated advertising and application process will be undertaken whenever there is a vacancy in the academic complement.
- 6.2 The search committees, as provided for in respective collective agreements, will consult as they see fit to ensure that decisions taken are in the best interests of the School as a whole. The Executive Director and the Associate Director will participate in a consultative capacity in searches at both campuses.
- 6.3 Faculty will hold a principal appointment at one of the two institutions and will be appointed as an adjunct professor at the other. The collective agreements at the respective campuses will govern annual reviews, the assignment of duties, leaves, and other personnel issues.
- 6.4 The Executive Director and the Associate Director will consult on the appointment of policy fellows and adjunct professors.

### **Principle 7: Organizational Autonomy**

At both the University of Saskatchewan and the University of Regina, the School will operate as a stand-alone entity similar to a faculty or college for administrative and reporting purposes. As such, it will represent itself in academic and collegial forums, be invited to participate (where appropriate) in collective decision making, and adhere to procedures developed for colleges and faculties at the respective universities.

### *Implications*

- 7.1 The Executive Director of the School will report directly to the Vice-Presidents Academic at both institutions, and the appointment letter will formally recognize his or her responsibility to do so.
- 7.2 A meeting of the Executive Director, the Associate Director, and the two Vice-Presidents will occur on an annual basis.

## **Principle 8: Joint Leadership**

The Executive Director and the Associate Director will be jointly responsible for supporting the overall objectives of the School, managing the collegial processes, overseeing campus operations, and supervising the faculty and staff. The Executive Director will be the principal public contact and spokesperson for the School, but the day-to-day leadership and administration will be based on the concept of shared responsibility.

### *Implications*

- 8.1 The Executive Director position will alternate between the two campuses to the degree feasible.
- 8.2 The annual performance review for both the Executive Director and Associate Director will be defined by the requirements of the university at which their appointments are held, but vice-presidents will consult, as appropriate, within the School as a whole.
- 8.3 Procedures governing the search for both the Executive Director and the Associate Director positions will be those laid out in both universities' search and review procedures as approved by their respective boards, but provision will be made to ensure appropriate membership from both universities.
- 8.4 All adjustments to the governance structure of the School, including the job descriptions of the Executive Director and Associate Director, will be discussed and agreed to by the senior administration at both universities and the School's academic leadership.

## **Principle 9: Entrepreneurship and External Relations**

The School's Outreach and Training unit will seek opportunities to extend its programming in a manner that permits it to operate with a minimum of direct support from the two universities. This entrepreneurial orientation will assist in connecting the School's work to a broad national audience and in drawing support from donors, as well as those who contract for services.

### *Implications*

- 9.1 The Outreach and Training unit will conform to professional accounting standards as interpreted by the universities but will be exempt from budgetary requirements, such as carry-forward policies, that may inhibit the unit's capacity to develop long-term plans for the generation of alternative revenue sources.

9.2 The School will create an Advisory Council comprising prominent leaders from both the public and private sectors that will meet periodically to provide guidance to the School's Executive Director, feedback on programs and initiatives, advice on trends in public affairs, and contacts and networking opportunities. The Presidents of both universities will approve the membership and the terms of reference.

### Principle 10: Enhancing the Universities' Images

As a unique entity, created by the province's two universities, the School will develop a branding and image strategy that provides generous recognition of the two universities while, at the same time, developing the School's singular identity.

#### *Implications*

10.1 Both of the universities' logos will appear on formal documents and announcements, and promotional materials will take care to provide equitable exposure for both institutions.

10.2 The School's website and communication materials will contain a judicious blend of colors and images adopted by the two universities, and the School will make best efforts to conform to the branding policies of both universities.

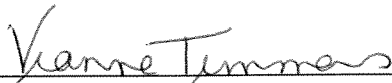
10.3 As much as possible, the two universities will ensure that convocation materials and procedures at each university clearly acknowledge the joint character of the School from which students are graduating, even where programs are offered at only one campus.

10.4 The School's official acronym will be "JSGS" and the name can be shortened, as needed, to "Johnson-Shoyama Graduate School". Campuses will be referred to as the "University of Regina campus" and the "University of Saskatchewan campus".

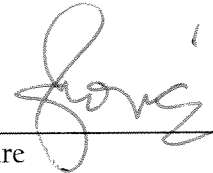
### Implementation

A Working Group will be formed within the School to oversee the implementation of initiatives. The group will solicit the assistance, as needed, of Registrars, University Secretaries, Deans of Graduate Studies, and finance officials to ensure that the principles agreed to here are implemented as effectively as possible.

UNIVERSITY OF REGINA


  
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Vianne Timmons  
President

Jan 11/10  
Date

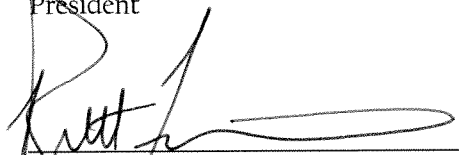
  
\_\_\_\_\_  
Gary Boire  
Vice-President Academic

Jan 18/10  
Date

UNIVERSITY OF SASKATCHEWAN

  
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Peter MacKinnon  
President

Jan 6, 2010  
Date

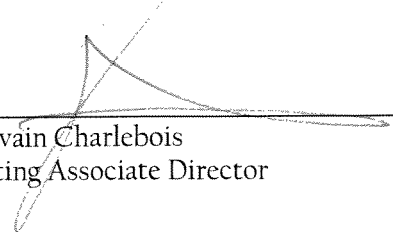
  
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Brett Fairbairn  
Provost and Vice-President Academic

6 Jan. 2010  
Date

JOHNSON-SHOYAMA GRADUATE SCHOOL OF PUBLIC POLICY

  
\_\_\_\_\_  
Michael Atkinson  
Executive Director

27 Jan 2010  
Date

  
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Sylvain Charlebois  
Acting Associate Director

21/1/2010  
Date