



PUBLIC POLICY & ADMINISTRATION

GRADUATE AND EXECUTIVE EDUCATION PROGRAMS | 2022-2023
University of Regina | University of Saskatchewan

**JOHNSON
SHOYAMA**



GRADUATE SCHOOL OF PUBLIC POLICY

UREGINA  **USASK**





**Dare to think
about the
world in a
new way.**

Government and the workings of the public sector impact us all. Those who understand how and why public decisions are made have an edge—not only in the public service but also in the private and non-profit sectors. Being able to visualize the complex network of public and private interests that impacts society is what will set you apart in the workforce.

Think boldly. Get ahead.



Advance your career in the public sector. Enroll in the Johnson Shoyama Graduate School of Public Policy.

A unique collaboration between the **University of Regina** and **University of Saskatchewan**, the Johnson Shoyama Graduate School (JSGS) is recognized nationally for our innovative programming and ambitious way of thinking about government and society. At JSGS, you will learn in an innovative environment that integrates both academic teachings and practical experience. Courses are delivered by both scholars and former senior public servants, and you will be given opportunities to apply course work through real-world scenarios. We will challenge you to think strategically, to take evidence-based approaches, to build relationships and harness diverse perspectives, and to lead teams and manage change.

Our graduates work across the impact sectors—navigating among governments, non-profit organizations, and businesses, including cooperatives and credit unions—to support society. Join them in shaping the future of policy.



2 **UNIVERSITIES**
UOFR &
USASK

LOCATED ON TREATY

4 & 6

TERRITORY AND THE
HOMELAND OF THE MÉTIS



FACULTY &
34 **EXECUTIVES**
IN-RESIDENCE



NATIONALLY
ACCREDITED
programs

+1,500

ALUMNI
WORLDWIDE



2 **research**
CENTRES



ONLINE
Graduate Degrees

+320

years of combined
PUBLIC SECTOR EXPERIENCE
to draw from through our
EXECUTIVE EDUCATION TEAM

3 **IN-PERSON**
graduate degrees



7

graduate
CERTIFICATES

+50

POLICY WORKSHOP
themes taught by
EXECUTIVES-
IN-RESIDENCE

Experience online programs designed for working professionals.

The online format, flexible study options and brief residencies are key components that make our programs truly unique.



MASTER OF PUBLIC ADMINISTRATION

(ONLINE PROGRAM FOR MID- AND EXECUTIVE-LEVEL PROFESSIONALS)

Designed for working professionals, our online Master of Public Administration (MPA) program provides you with the confidence, management knowledge and leadership skills to make a difference in your career.

At JSGS, we have developed a competency framework for the skills and knowledge we want to instill in our students. This framework is meant to evolve with the changing needs of the public sector. During your program, you will gain valuable experience and knowledge in the following competency areas:

- **Evidence & Strategic Thinking:** how to develop and apply an evidence-informed approach to policy issues and policy options;
- **Connection & Collaboration:** how to communicate with different audiences to build relationships and harness a diversity of perspectives to gain understanding, design, and advance policy solutions; and
- **Implementation & Improvement:** how to lead self, teams, and partners to implement policy decisions, manage change initiatives, monitor progress, and support continuous improvement.

LEARNING APPROACH

We also understand that working professionals, like yourself, want a program that meets your needs. Our online MPA has been developed with a three-pillar approach to learning:

Pillar 1: Flexible Learning

Work-life balance can be tough. Work-life-school balance is even more difficult. This is why flexibility is core to each module and course in the program. You will have conveniently organized learning material with pre-recorded videos, readings, and instructions ready when the time is right for you.

Pillar 2: Engaged Learning

You will not be alone in this program. You will be part of a community of diverse working professionals, like yourself, from around the country. Group-based interactive assignments, discussion boards and simulations will allow you to engage with your cohort in a dynamic learning environment.

There will also be two, brief **in-person residencies in Saskatoon**—one at the start and one at the end of your program. By coming together as a group, you will have an opportunity to build lasting professional networks and relationships with your fellow students, while hearing first-hand from JSGS faculty, executives-in-residence and guests.

As an added bonus to the online MPA program, you will be provided with opportunities to connect with and learn from

our Executives-in-Residence, and access to advanced career planning guidance.

Pillar 3: Applied Learning

We know that working professionals want skills and tools that you can immediately apply in your workplace. That is why we have tailored each course to include a series of case studies that require practical tools and academic insights for their solution. Since each case study will be weaved throughout three or four different courses, you will get an opportunity to see how different aspects of the program—e.g., economics, ethical leadership, public finance and governance—play out in each scenario.

Why case studies? Within the public, private and non-profit sectors, policy professionals must engage with complex and challenging issues and must know how to frame, prioritize, and analyze problems. Case studies are a proven and effective tool that will be used to develop your core competencies and skills, while you learn how to bridge theory and practice. Examples of case study topics may include carbon taxes, duty to consult, the Phoenix pay system, affordable housing, and Indigenous self-governance.

COURSES

Online MPA students are required to complete 36 credit units, consisting of ten core courses and two elective courses.

- JSGS 801 - Governance and Administration
- JSGS 802 - Public Finance
- JSGS 805 - Economics for Public Policy Analysis
- JSGS 806 - Public Policy Analysis
- JSGS 807 - Statistics for Public Managers
- JSGS 808 - Ethical Leadership and Democracy in Public Service
- JSGS 838 - Public Sector Financial Management
- JSGS 882 - Strategic Management in the Public Sector
- JSGS 891 - Public Policy Professionalism
- JSGS 892 - MPA Capstone Class

Upon completion of your program, you will be able to:

1. Inspire support for a vision or course of action and successfully direct the teams, processes, and changes required to accomplish it;
2. Analyze and contribute content to at least

one applied policy field;

3. Identify key issues and problems, analyze them systematically, and reach sound, innovative conclusions;
4. Understand how organizational and public policies are formulated, their impact on public policy and management, and how to influence their development;
5. Communicate effectively and build enduring, trust-based interpersonal, professional relationships; and
6. Undertake on-going evaluation for continuous organizational and personal improvement.

LENGTH OF PROGRAM

The online MPA has been designed to be completed in two, three or four years. You determine how quickly you wish to complete the program!

APPLICATION QUALIFICATIONS

Applicants to the online MPA program must have completed a four-year honours degree, or equivalent, from a recognized college or university with a cumulative average of at least 75%. If you are offered admission into the online MPA program, a non-refundable tuition deposit of \$1,000 CAD is required to save your seat.

TUITION AND FUNDING

The tuition rate for the online MPA program is \$31,800.00 (program rate), plus off-campus graduate student fees. Tuition is paid as you take courses and is charged on a per-credit unit basis.

Some funding is available for online MPA students. Financial support will be considered when completed applications are assessed.



MASTER OF HEALTH ADMINISTRATION

(ONLINE, PROFESSIONAL DEGREE)

Designed for working professionals in health-related fields, the LEADS accredited online Master of Health Administration (MHA) program builds management, administrative and policy capacity for the next generation of emerging leaders. During the program, you will gain valuable experience and knowledge in:

- Health Administration and Human Resource Management
- Decision Making
- Health Policy Development
- Health Program Planning and Evaluation
- Program Management and Delivery

You will also gain core competencies and skills in leadership, advanced management and strategic thinking, and analytical and performance evaluation.

Are you looking to specialize within your MHA degree? We now offer a major in Health Informatics and Information Management (HIIM) that is accredited by the Canadian College of Health Information Management. The HIIM major focuses on the capture, quality, protection, and use of health information for the management and administration of the Canadian health care system.

ENGAGED LEARNING

As part of your MHA program, you will participate in **two, brief in-person residencies in Regina**. The residencies are offered once per academic year, with one scheduled in the Fall and the other in the Spring. Organized as three-day sessions, the residency focuses largely on group exercises including case studies, management simulations, breakouts and presentations. Themes you may encounter include leadership, public engagement, health system centralization, and managing and evaluating quality improvement initiatives. To ensure program flexibility, the two residencies do not need to be done in a specific order but must be completed during your program.

APPLIED LEARNING

As part of your applied learning, you have an opportunity to apply for an MHA Placement, where you spend one month embedded in a

partner organization such as the Government of Saskatchewan's Ministry of Health. During this time, you would work on a designated policy project under the supervision of a mentor within the organization and the course instructor.

COURSES

MHA students are required to complete 30 credit units, consisting of two in-person residencies (JSGS 830) and nine of the following online courses:

- JSGS 812 - Indigenous Health Policy
- JSGS 814 - Biostatistics for Public Health
- JSGS 817 - Health Policy
- JSGS 823 - Health Promotion
- JSGS 824 - Health Program Planning and Evaluation
- JSGS 826 - Human Resources Management in Health Care
- JSGS 827 - Health Care Organization and Administration
- JSGS 829 - Decision Making and Leadership in Healthcare Organizations
- JSGS 832 - Population Based Health Program Management
- JSGS 833 - Performance Measurement in Healthcare Organizations
- JSGS 834 - Financial Management of Healthcare Organizations
- JSGS 837 - Health Economics
- JSGS 841 - Health Law and Policy

Those of you wanting to major in HIIM are required to complete 30 credit units, consisting of seven required online courses (21 credit units), two elective online courses (6 credit units), and the two in-person residencies (1.5 credit units each).

LENGTH OF PROGRAM

The online MHA has been designed to be completed in two, three or four years.

APPLICATION QUALIFICATIONS

Applicants to the MHA program must have a minimum of three years relevant health sector experience, and a four-year honours degree, or equivalent, from a recognized college or university with a cumulative average of at least 75%. For those without an undergraduate degree, but who have considerable relevant health sector experience, there is an option to apply as a mid-career professional.

TUITION

The tuition for the MHA program is \$2,673.75/course or \$26,737.50 for the degree, plus student fees and an international surcharge (if applicable). Tuition is paid as you take courses and is charged on a per-credit unit basis.

“ *The MHA Residency is a beautiful opportunity where students can share their experience in the health care system and not only learn from others but learn from the socio-political landscape of other provinces. I really enjoyed the various presenters and having spoken with other students there was a lot of stimulating discussion that came from the discussions, whether it was their first or second residency.”*

Stefany Kawka, Manager, Patient Services
Champlain Local Health Integration Network, Ottawa (ON)

“ *The MHA-HIIM was developed to address the demand for advanced education in the management of health information in Canada. Research suggests a masters degree in MHA-HIIM will broaden the skills of those already working in the field, increase the number of skilled workers, and advance the professional core competencies. Real-time, high volume data is being created; however the derived information must be of a high quality to be trusted and useful. The information must also support multiple purposes including direct patient care, population health planning, and financial/resource allocation. Graduates of the MHA-HIIM will be well equipped to enter this fast-paced dynamic work environment and make a meaningful contribution to any health team.”*

Kelly Abrams, PhD
JSGS Adjunct Professor and former Vice President,
Canadian College of Health Information Management



MASTER OF GOVERNANCE AND ENTREPRENEURSHIP IN NORTHERN AND INDIGENOUS AREAS

(ONLINE, HYBRID COURSE-AND-RESEARCH BASED DEGREE)

The Master of Governance and Entrepreneurship in Northern and Indigenous Areas (GENI) is jointly delivered with the UiT, the Arctic University of Norway.

Designed for working professionals, this program gives you the knowledge, tools, and skills to support and lead governance, social, health, economic, and environmental opportunities within northern and Indigenous communities..

Throughout your program, you will gain entrepreneurial competencies and real-world experience in governance, consultation, and public policy.

ENGAGED LEARNING

As a GENI student, you will join an international network of like-minded professionals that strive to understand the current and future challenges of the North, such as climate change and globalization, and how best to resolve them in ways that strengthen the position of the communities and the peoples of the region.

The **two field schools to Northern Saskatchewan and Norway** create a platform for building a strong student cohort and provide you with an intensive learning experience.

Learning from local experts, the field schools provide you with an opportunity to:

- Compare public policy, governance and entrepreneurial models for social development;
- Explore the economic concepts related to the management of renewable and non-renewable resources;
- Examine competing theories in resource and environmental economics; and to
- Experience how theory is applied across geographic regions.

FLEXIBLE LEARNING

Due to the nature of administering a program across vastly different time zones, the GENI is designed to provide you with flexible study options using videoconferencing, web-based learning and streamed lectures.

APPLIED LEARNING

Working with community partners on Applied Research Projects a core component of the GENI program. Through your ARP, you will get an opportunity to conduct research and develop a project that is relevant and important to the people of the North. The duration of the project is 90 hours, in addition to orientation classes and the research paper.

The goal of the Applied Research Project is to build capacity by:

- Providing you with experience working with industry, government, Indigenous organizations and institutions, and other organizations and stakeholders
- Fostering professional networks
- Serving the research needs of Northern community organizations and stakeholders.

At the same time, it builds your analytical and communication skills and allows you to apply new skills in a real-life setting.

COURSES

The GENI program includes the following course themes:

- Professional communication
- Northern governance
- Northern public policy
- Circumpolar innovation and entrepreneurship
- Northern resource economics and policy
- Negotiations in Indigenous and northern areas
- Research methods and Indigenous research ethics
- Indigenous peoples' rights
- Contemporary topics in the GENI seminar series
- Applied research project
- Final thesis project



UiT The Arctic
University of Norway

LENGTH OF PROGRAM

Taught in English, the GENI program can be completed over two years (full-time) or four years (part-time) of study.

APPLICATION QUALIFICATIONS

All applicants must have a four-year undergraduate degree or equivalent from a recognized college or university in academic fields of the social sciences, law or education. Alternatively, a three-year first cycle undergraduate degree, in an academic discipline relevant to the proposed field of study from an institution that meets the criteria outlined in the Bologna Declaration, would also be acceptable as the equivalent of an undergraduate honours degree.

Applicants must have a cumulative weighted average of at least 70% (USask grade system equivalent) in the last two years of full-time study (e.g. 60 credit units USask equivalent).

Proof of English language proficiency may be required for international applicants and for those whose first language is not English.

TUITION

The tuition for the GENI program is \$27,560.00, plus off-campus graduate student fees. Tuition is paid as you take courses and is charged on a per-credit unit basis.



We also offer in-person graduate and certificate programs in both Regina and Saskatoon!



MASTER OF PUBLIC ADMINISTRATION

(IN-PERSON, PROFESSIONAL DEGREE)

Like our online MPA, the in-person program will provide you with the confidence, management knowledge and leadership skills to make a difference in your career. You will learn core concepts in policy formation and analysis, and will be provided with a competency-based education from some of Canada's leading policy scholars and practitioners. In addition to your core and elective courses (*same as the online offering*), the in-person program provides you with significant opportunities to enhance your degree by participating in various experiential activities such as our 8-month executive internship program, internal and national policy case competition, and the poster competition presented at the annual Tansley Lecture.

LENGTH OF PROGRAM

The standard completion time for the in-person MPA is two years. However, you can finish your degree in a period as short as 16 months and as long as five years.

TUITION

Tuition for the in-person MPA is approximately \$18,090, plus graduate fees. If offered admission into the program, a non-refundable tuition deposit of \$1,000 CAD is required to save your seat.

MASTER OF PUBLIC POLICY

(IN-PERSON, RESEARCH DEGREE)

Interested in conducting policy research alongside internationally acclaimed faculty, while discovering solutions that benefit society? The MPP program provides you with knowledge of classical and contemporary theories of public policy, different frameworks used for policy analysis, decision making, and different research concepts and techniques for collecting and analyzing quantitative or qualitative data. Plus, you will conduct original research and contribute to the study of policy!

Examples of past student research include:

- Policy enforcement of cannabis laws
- Impact of digital technologies on labour in the mining sector
- Business development and nation (re)building in Canadian First Nations

LENGTH OF PROGRAM

The MPP program can be completed in two years of full-time study. However, you can take up to five years to complete the program.

TUITION

Tuition for the MPP program is approximately \$1,969/term, plus graduate fees. Please note that continuous registration is required.

DOCTOR OF PHILOSOPHY IN PUBLIC POLICY

(IN-PERSON, RESEARCH DEGREE)

The Doctor of Philosophy (PhD) in Public Policy offers learning and research opportunities for highly qualified students to advance knowledge and move the study of public policy forward.

It involves a combination of course work (culminating in a comprehensive exam) and proposing, writing and defending a dissertation. Upon entry into the program, you will be assigned a research advisor and an advisory committee.

Students graduating from this program will be in a position to train the next generation of public service professionals and to conduct public policy and management research for government, business, think tanks and other research organizations.

LENGTH OF PROGRAM

The PhD program can be completed in three years of full-time study. However, you can take up to six years to complete the program.

TUITION

Tuition for the PhD program is approximately \$1,917/term, plus graduate fees. Please note that continuous registration is required. Students engaged in the program on a full-time basis will be considered for funding at a competitive rate.

GRADUATE CERTIFICATES

(IN-PERSON, CERTIFICATE PROGRAM)

Graduate certificates are a great way for you to re-engage in post-secondary education! Each certificate is comprised of three, graduate-level classes. Courses are available in the evenings, weekends, as block classes, and online, to accommodate busy work and life schedules.

We currently offer the following certificates:

- **Economic Analysis for Public Policy** provides you with the basic skills and techniques for sound economic analysis of public policy, along with an understanding of the advantages or disadvantages of various policy models.
- **Health Systems Management** provides you with an understanding of the complex issues encountered by those managing health systems.
- **Indigenous Nation-Building** provides you with an in-depth understanding of the traditional and modern governance approaches Indigenous nations are taking as they assert self-determination and self-governance.
- **Public Management** provides you with an understanding of public-sector management, including how to analyze governing institutions and the processes of modern government.
- **Public Policy Analysis** provides you with analytical skills and a foundation in public policy analysis, development, and implementation.
- **Science and Innovation Policy** provides you with a foundation in science and innovation policy theory, methodology and practical policy applications.
- **Social Economy, Co-operatives, and the Nonprofit Sector** provides you with an understanding of the role of co-operatives, social economy organizations, and non-profits in the modern economy.

DID YOU KNOW? Students who have successfully completed a certificate program may have their course work count towards a full JSGS master's degree.

LENGTH OF PROGRAM

The certificate program can be completed in as little as six months (depending on course availability), or over five years (no continuous registration required).

TUITION

Tuition for the certificate program is approximately \$1,507/class, plus a mandatory graduate student fee.

Build your knowledge from the experiences of those who have come before you.



EXECUTIVE EDUCATION

(PROFESSIONAL DEVELOPMENT)

Today's complex economic and social challenges require decision-makers to be flexible, collaborative and well-informed about the political and legislative context of their work.

At JSGS, we have a competency framework for the skills and knowledge we want to instill in our students and participants of our executive education programs. This framework is meant to evolve as the public sector and its' needs evolve and is based on the themes of *Evidence & Strategic Thinking*, *Connection & Collaboration*, and *Implementation & Improvement*. Through this framework, we can build capacity within your team to:

- Communicate more effectively, especially to decision-makers and elected officials;
- Foster a culture which encourages people to innovate within your organization;
- Effectively collaborate with stakeholders, including Indigenous communities and public sector boards; and
- Effectively identify, review and evaluate outcomes.

Facilitated by JSGS Executives-in-Residence—former senior public sector practitioners with significant policy experience—our workshops provide tools for tackling problems through diverse perspectives, innovative thinking and a focus on outcomes.

POLICY WORKSHOP SERIES

We currently offer more than 50 policy workshops offered online and in-person. Here are a few examples:

Lay the Foundation

These workshops provides a strong grounding in the context of political systems and an introduction to tools for public administration and policy development and implementation.

- The Role of the Public Servant
- Policy Implementation

Gain Fundamental Tools

These workshops provide practitioners with new outlooks and tools to bring to their jobs, and help prepare them to face challenges that may arise in the public sector.

- Budget Process and Financial Literacy
- Effective Communication in Government
- Legislative Processes
- Performance Outcomes
- Program Measurement & Evaluation
- Public Service Ethics
- Risk Assessment & Mitigation
- Strategic Thinking
- The Relationship between Indigenous and Non-Indigenous People
- Trust, Innovation, & Economic Growth

Shift Your Perspective

A major challenge in the public sector is to eliminate borders and bring together varying perspectives on policy issues. These workshops prepare practitioners to identify and integrate varying perspectives.

- Business Case Analysis
- Comparative Public Policy
- Innovative Approaches to Wicked Problems
- Leading Engagement

Build Connections

The ability to function co-operatively is essential for achieving high impact outcomes. These workshops explore the importance of collaborative policy development and offer strategies for working with varying internal and stakeholder groups.

- Strategic Collaboration
- Collaborative Policy Management
- Communicating with Media & the Public
- Tools for Building Alliances
- Working with the Elected
- Working with Public Sector Boards

Achieve Advanced Understanding

Our advanced workshops provide a look at specific aspects of policy development, from innovation to implementation. They offer more in-depth training in policy tools and government communication, allowing practitioners to build on skills developed in earlier workshops.

- Behavioural Economics & Nudging
- Big Data & Analytics
- Crisis Management
- Evidence-Based Decision-Making
- Indigenous Economic Development
- Innovation
- Policy Implementation
- The ABCs of CDIs
- The Art of the Briefing Note
- Traits & Tools for Innovation
- Writing for Government

GOVERNANCE PROGRAMS

Are you a senior administrator that works with a board or a member of a municipal council? Certified by the universities of Regina and Saskatchewan, and led by our seasoned facilitators, the **Public Sector Governance Program** and the **Municipal Governance Program** explore the nuances of governing a public sector entity or a municipality. These programs use a combination of online study, including videos and interactive activities, and live sessions to engage you in discussions on how to collaborate effectively with the government.

In collaboration with the First Nations University of Canada (FNUUniv), we are also pleased to offer the **kiskēyhtamowina FNUUniv Board Governance Program**. This four-day program assists board members in building their skills and abilities while honouring the traditions and values of their Nation.

LEADERSHIP PROGRAMS

The **Indigenous Leadership Program**, offered in partnership with FNUUniv, is intended for Chiefs, Councilors, and Senior Band Administrators of First Nation communities who have regular interaction with elected officials. By the end of this workshop, participants will have an understanding of:

- The legislative frameworks and how they impact First Nations in Saskatchewan
- Good public administration tools and have management oversight skills
- The pillars of good governance and be able to model First Nations' best practices
- Effective engagement strategies to use with their communities and stakeholders

The **Excellence in Healthcare Leadership (EHL) Program** is an online training program designed to strengthen health administrators' and policy makers' visioning and leadership skills. It is built around four core topics—Teams, Results, Value and Service. Certified by the Canadian College of Healthcare Leaders, the EHL program aligns with the *LEADS in a Caring Environment* framework and provides participants with the opportunity to obtain their Certified Health Executive designation while completing their studies.

BOARD OF REVISION PROGRAM

Every property owner in Saskatchewan has a right to appeal their property assessment. Those appeals are heard by Boards of Revision (BoR), which are required for each municipality. Developed in collaboration with the provincial government, JSJS offers an online, 20-hour training program for BoR members and secretaries. Deemed mandatory for the 2023 taxation year, this program is a great example of the value that public sector training can provide the people of Saskatchewan.

For more information or to request a proposal for a custom offering, please contact us at js_training@uregina.ca.



Your future is bright.
**But, it can be
brighter.**

For more information, contact:

**Johnson Shoyama Graduate
School of Public Policy**

Email: jsgs@usask.ca

Email: jsgs@uregina.ca



www.schoolofpublicpolicy.sk.ca