

Second round of applications just opened!
Final date for applications: October 30, 2009

Co-operative Management Certificate Program

Apply now

to secure your place in the groundbreaking **Co-operative Management Course** at the Schulich School of Business – a leadership and management program for managers, executives and leaders in the co-operative sector providing a broad understanding of the co-operative sector and **innovative strategies for addressing key issues in co-operative management.**



Schulich
School of Business
York University



Lead. Cultivate. Connect.

A program designed for you

How you will benefit

- Gain **pertinent knowledge and information** about the co-operative sector in areas such as governance, membership development, legislation, financing and co-op development.
- Develop critical thinking, **management and leadership skills.**
- Further your **career.**
- Develop **alliances and partnerships** with sector colleagues.

The Co-operative Management Program is a nine-month course, beginning in fall 2009 and completed by spring 2010. It consists of five core e-learning modules

and your choice of two sector-specific e-learning sessions. Each e-learning module takes about five hours in total to complete, approximately one hour of which will be spent online.

This is complemented by three two-day intensive learning sessions, in which you will engage critically with top professionals and peers in a learning network focused on contemporary co-operative management issues.

Your cost is only \$3500.00 plus GST.

Developed by the Ontario Co-operative Association with the support of the co-operative industry leaders, and offered by the Schulich School of Business, the Program is affordable, practical and accessible.

E-learning allows you to continue with your day-to-day life while gaining co-operative and management knowledge and tools. With the exception of the intensive sessions, all modules can be completed at any time at your home or work computer.

Topics covered

- The co-op advantage
- The size, scope and impact of co-operatives
- Managing in the unique co-op environment
- Legislative and regulatory requirements
- Staff, board and member development
- Strategic planning
- Starting up and developing a co-operative
- Financial tools to manage your co-operative enterprise
- Contemporary governance issues and strategies
- Sector-specific content

Intensive Classroom Retreats

The three intensive sessions, each two days long, are designed to give you relevant and current knowledge of the co-operative sector. Delivered by academic experts and industry leaders, these classroom sessions will deliver up-to-the minute content and provide a space for reflection, debate, and analysis. Accommodation and meetings will be held at the Executive Learning Centre at the Schulich School of Business at York University in Toronto, a world-class facility providing a state-of-the-art learning environment and top accommodation and meals.



Co-operative Management Certificate Program Outline

Part I: Co-op Nuts and Bolts

Must take all 5 of these e-learning courses

Online Module One: An Overview of Co-operatives

This module will take you through a discussion about co-operative enterprise and what makes it different from other business. You will learn about the size and scope of the co-operative sector in Ontario, Canada and internationally. The co-operative advantage will be introduced as a framework for thinking about how the co-operative sector contributes to the economy. Co-operative history and philosophy will also provide context to this discussion. There will be an overview of how globalization has impacted co-ops. Finally, you will learn about several co-operatives that have incorporated co-operative social responsibility into their operations.

Online Module Two: Legislative and Regulatory Framework

This module will introduce you to the legal and regulatory framework within which co-operatives operate. We will answer questions you may have about 1) how to start a co-op, 2) what and who is legally required to govern a co-op, 3) what is required to maintain a co-operative in terms of documentation and other issues, 4) the rights and responsibilities of members, and 5) changing co-op status, as well as dissolution.

Online Module Three: Governance, Management and Membership

This module will begin by clarifying questions you may have had about the difference between governance and management and who is responsible for what functions within the framework presented. Various governance models and associated advantages and disadvantages will also be presented. The importance of the strategic planning process, board development programs and management development programs are also included in this module. This module concludes with a discussion of member development, a relatively new area for many co-ops, and a new member development tool, namely the statement of commitment to members.

Online Module Four: Developing a Co-operative

This module will introduce you to the multi-faceted process of co-operative business development. Topics covered include 1) how to decide what structure is right for your business, 2) how to conduct a feasibility study, 3) how to develop a forecasted income statement, 4) the role of co-op developers in helping you start your business and 5) the key components of a good business plan.

Online Module Five: Financing Your Co-operative

This is one of the most difficult and least understood areas of co-operative management. This program will briefly introduce you to the need to raise capital, the sources of capital, the type of structures that exist to facilitate the process, share structure and options related to redeeming shares. We will also briefly review what is required to develop an offering statement as well as provide an overview of the importance of financial statements and how these can, with the assistance of financial ratios, give you the information tools you need to manage your co-operative business.

Part II: Co-op Sector Overview

Online Module Six: Agriculture

The focus of this module is the development and use of the co-operative model in the agricultural sector. An overview of the current climate and key issues affecting agriculture in Canada and in Ontario is included. We will discuss how the co-op model has adapted to change with a special focus on the New Generation Model. An examination of current niche agricultural co-operatives will provide critical analysis of local, organic and fair trade co-operative businesses. The module concludes with an exploration of the challenges and opportunities of new agricultural co-operative models.

Online Module Seven: Community, Social, Health and Homecare

This module will provide an overview of how the co-operative model is used to deliver social, health and homecare and examines the benefits and challenges associated with developing this type of co-operative. Models from Quebec and elsewhere in Canada are explored. Sample by-laws, policies and procedures, job descriptions, operational checklists, budgets and potential contracts or agreements with government will also be provided.

Online Module Eight: Renewable Energy

This module focuses on how the co-operative model is being applied in the new area of renewable energy – particularly wind, solar and biomass. The province of Ontario is a leader in this field with the Standard Energy Contract and the Green Energy Act and this module will examine key issues involved in developing co-operatives in this context. The module includes an overview of current practices and provides specific examples of a range of policies and analytical tools in current use among renewable energy co-operatives.

Online Module Nine: Worker Co-ops

The history of the worker co-operative sector in Ontario provides a rich overview of the worker co-operative model while highlighting the different types of replication of the model in such sectors as restaurants and cafes, organic food and services such as bicycle shops. Practical tools and specific procedures in use in this sector will be studied. Examples of worker co-operatives in other provinces and in Europe will be explored in order to provide the opportunity for critical analysis of the model.

Online Module Ten: Child Care and Housing

The childcare and housing co-operative sectors are the largest in Ontario and the module begins with an overview of important aspects of their development. Government legislation and operating agreements that have facilitated the development of these sectors are studied in detail, as is the federated system that has supported the development of these sectors. The module includes specific examples of the financial, governance and human resources management tools used by childcare and housing co-operatives.



Part III: Intensive Classroom Retreats

Three exciting intensive modules, each two days long, will be scheduled throughout the nine-month program. These sessions go beyond the e-learning course content to develop practical and critical skills for the co-operative sector in a classroom setting. These intensives, facilitated by top academics from York University and leading sector representatives, will foster advanced discussion and help to create long-term networks and a transferable practical skill-set for participants.

Intensives will be held in residence at the Executive Learning Centre at the Schulich School of Business in Toronto. The cost of accommodation and meals are included in the Program registration fee.

Intensive Module One – December 3–5, 2009: The Context of Co-operative Management

The first weekend intensive focuses on three key themes. First, the history, practice, opportunities and challenges of co-operation will be placed in a global economic and political context. Second, there will be an analytical discussion of the benefits and limitations of the Ontario Co-operative Corporations Act as the legal framework within which co-operatives operate in Ontario. The Act will be compared to other provincial and national contexts. Third, participants will be exposed to strategic approaches to change management within co-operatives – a critical issue for twenty-first century co-operation.

A special evening “mixer” and keynote address will take place on the first Thursday evening of the December intensive, allowing participants to mingle with their peers, the program faculty and the course organizers.

Pre-requisites to Intensive I: Online Modules 1 and 2.

Intensive Module Two – February 12–13, 2010: Key Challenges in Co-operative Management

The second intensive focuses on two central issues of co-operative management: organizational governance and financial management. Participants will learn how to analyze financial statements from the unique perspective of co-operatives and have the opportunity to work through the step-by-step process of developing a co-operative offering statement. This specific focus on co-operative financial management has previously been unavailable at any post-secondary institution in Ontario. Participants will then have the opportunity to engage in a detailed examination of the legal and financial process of developing a co-operative from the ground-up and conclude with an examination of the specific strategic issues that pertain to governance and finances in democratic and participatory institutions.

Pre-requisites to Intensive II: Online Modules 3, 4 and 5.

Intensive Module Three – April 16–17, 2010: Moving Ahead: Organization, Industry and Sector Perspectives

The final weekend intensive is dedicated to the application of the material from the online modules and intensives I and II to specific issues in the complex and multi-layered co-operative sector. Differences and similarities in the management of specific co-operatives in five broad sectors – (1) Agriculture, (2) Community, Social, Health and Homecare, (3) Renewable Energy, (4) Worker, and (5) Childcare and Housing – will be addressed. Discussion will focus on the strategic issues involved in management and leadership of a sector in which there are competing loyalties and collective priorities. Participants will leave the program equipped to meet the specific management challenges of their own organizations and to demonstrate leadership in enhancing the role played by the co-operative sector in Canadian economic and social life.

Pre-requisites to Intensive III: Two of Online Modules 6, 7, 8, 9 or 10

Assignments

Participants will have the opportunity to apply the learning from the program in two assignments that are designed to build practical skills and deepen understanding of the challenges involved in co-op management now and in the future. The assignments have been developed to be completed within a reasonable time frame over the course of the program– you can expect to spend approximately 10 hours from start to finish to complete each assignment. Participants will receive guidance and direction throughout the course as they work through these practical assignments, having the opportunity to create drafts and receive feedback as they proceed. All participants will present the results of their second assignment (a critical case study of an Ontario co-operative) in the April intensive, offering a unique learning experience with respect to the variety of existing practices, challenges and opportunities across the co-operative sector.

Graduation

A graduation ceremony will be held at the end of the third intensive. All participants who have completed the five core e-modules, two elective e-modules, the three intensive sessions and the two assignments will be awarded a Co-operative Management Certificate from the Schulich School of Business at York University. Participants may invite special guests to join them for this wrap-up event.

To Apply

Admission is open to all applicants. Participants will be selected based on their statement of interest and experience.

Step 1 Fill out Contact Information Form.

Step 2 Submit a statement of interest (no longer than two pages) detailing your history in the co-operative sector, your personal learning and organizational goals with respect to this program and providing evidence of your management and leadership.

Step 3 Submit an up-to-date résumé.

Step 4 Mail, fax or email to:

Maia Saneblidze
Nonprofit Management
and Leadership Program
Room N320 SSB
Schulich School of Business, York University
4700 Keele Street, Toronto, Ontario M3J 1P3
Phone: 416-736-5092 · Fax: 416-736-5762
Email: msaneblidze@schulich.yorku.ca

- A maximum of 25 applicants will be accepted into the 2009-10 program based on their experience, interest and commitment.
- All applications will be reviewed by the Schulich School of Business.
- Full payment required by November 1, 2009.

Second round of applications opened in the groundbreaking Co-operative Management Course at the Schulich School of Business.

Be part of history! Final date for applications: October 30, 2009. Course to start in November, 2009.

E-Learning Modules 1 and 2 must be completed before the December intensive module.

Intensive modules: December 3–5, 2009; February 12–13, 2010; April 16–17, 2010.

(in residence at the Schulich School of Business, York University, Toronto)

Graduation: April 17, 2010

Course representatives will be available for questions during the Co-op Conference and Gala, October 14, 2009.

Contact Information

Name

Address

City

Province

Postal code

Email

Phone

Fax