



An intimate exploration of the **inner operations and challenges** of creating and managing a co-operative. The program is delivered through a multitude of media, including online modules, readings and face-to-face group intensives. This program provides **invaluable information to everyone from co-op beginners to senior management.**”

– Shelly Juurlink, Member Relations Manager, **Organic Meadow Co-operative**

Co-operative Management Certificate Program

SECOND
COHORT
STARTING
OCTOBER
22, 2010
COMPLETING
MAY 28, 2011



A program
designed
for you.

Apply now!

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. This unique program provides a broad understanding of the co-operative sector and innovative strategies for addressing key issues in co-operative management.



“A meaningful introduction and explanation of **important concepts** in governance, management, finances and strategic planning tailored to the co-op sector.”

– Kristin Schwartz,
Cycling Outreach Co-ordinator,
**Partnership for Sustainable
Transportation and Interaction**



“Excellent mix of content and instructors. Modules are thought-provoking.”

“Such important information. Really key learning.”

“Was able to put new concepts to me in understandable terms.”

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.

Make alliances and partnerships with colleagues.

The Co-operative Management Certificate Program is a nine-month course, starting October 22, 2010 and completing May 28, 2011. It consists of five core e-learning modules and your choice of two sector-specific e-learning sessions. Five webcasts reinforce the e-module content.

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 for 3 intensive sessions, 5 webcasts and 7 e-learning modules is \$3,900.00 plus HST.

The Program is affordable, practical and accessible. It has been developed by the Ontario Co-operative Association in partnership with the Schulich School of Business.

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 and developing a co-operative
- Financial tools to manage a co-operative enterprise
- Contemporary governance issues and strategies
- Co-op 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.

“ This program has really sparked my enthusiasm in the co-op structure for a business model – but based on a **realistic understanding** of the sector.

– Diane Laakso, President, **Graceland Africa**



Part I: Co-op Nuts and Bolts

You must take all five of these e-learning courses.

Each e-learning module takes about seven hours in total to complete.

“We were really made to feel that we were important – valued and cared for. Extra care was taken to be sure we felt comfortable and knew what to expect.”

“I really enjoyed the wide experience and the obvious knowledge all the instructors brought to the table.”

Online Module One: The Co-operative Context

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 explore 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 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 forecasted financial statements,
- 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 module 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.

E-learning

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 and webcasts, all modules can be completed at any time at your home or work computer.

“ Having worked for a co-operative for almost 10 years, I now realize how much I didn't know about the sector I worked *in*. **Many “a-ha” moments.** I have an even greater appreciation for the potential of operations based on co-operative principles.

– Paul Roberts, Business Analyst, **The Co-operators**



Part II: Co-op Sector Overview

You must take any two of these sector-specific e-learning courses.

“Group work was pointed and helpful.

“Made me think and gave me practical take-aways.

“Realistic and real world examples are very helpful.

“The participants were a great cross-section with lots to offer each other.”

Online Module Six: Agricultural Co-ops

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 focus on the New Generation Model. An examination of current niche agricultural co-operatives will provide critical analysis of local and organic co-operative businesses. The module concludes with an exploration of the challenges and opportunities of new agricultural co-operative models.

Online Module Seven: Social, Health and Homecare Co-ops

This module will provide an overview of how the co-operative model is used to deliver social, health and homecare services, and examines the benefits and challenges associated with developing this type of co-operative. The idea that co-operatives can act as delivery agents of social services, either in lieu of government action or by working in conjunction with government, is one that has been gaining prominence in Ontario over the last 20 years. Models from Quebec and elsewhere are also explored.

Online Module Eight: Renewable Energy Co-operatives

This module focuses on how the co-operative model is being applied in the new area of renewable energy – particularly wind and solar. The province of Ontario is a leader in this field with the new *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 available for renewable energy co-operatives.

Online Module Nine: Worker Co-ops, Rural Revitalization and Business Succession

This module examines the worker co-operative model and how it is different from other types of co-op models, while also discussing the context, social motivations and rural development needs that encourage or facilitate the creation of worker and other co-operatives in rural or remote communities. Outlining the opportunities for worker and other co-op models in the business succession process and how to manage co-ops and the process in this situation will also be covered.

Online Module Ten: Child Care and Housing Co-operatives

The housing and childcare co-operative sectors are the largest in Ontario and the module includes an overview of important aspects of their development. Government legislation and operating agreements that have facilitated the development of these sectors are examined, 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.

Ongoing resource

Course packs and reading materials are included with each e-module. Once you have completed an e-module, you may go back to it again and again to use as an ongoing resource.

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.

The 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.

Intensives are held Friday and Saturday, with a social event organized on Thursday evening.

“This course was accessible, inspiring and engaging. It has given me many practical tools to improve the governance, financial stability of management and my co-op.

– Lynn Bishop, Secretary of the Board, **Everpure Biodiesel Co-operative**

Intensive Module One – January 20–22, 2011: The Context of Co-operative Management

The first 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 take part in an examination of the specific strategic issues that pertain to governance and finances in democratic and participatory institutions

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

→ *Pre-requisites to Intensive I: Online Modules 1, 2 and 3.*

Intensive Module Two – March 24–26, 2011: Key Challenges in Co-operative Management

The second intensive focuses on two central issues: financial management and adapting to change. 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 analysis of strategic approaches to change management within co-operatives – a critical issue for twenty-first century co-operation.

→ *Pre-requisites to Intensive II: Online Modules 4 and 5.*

Intensive Module Three – May 26–28, 2011: Moving Ahead: Organization, Industry and Sector Perspectives

The final 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) 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 final intensive, offering a unique learning experience with respect to the variety of existing practices, challenges and opportunities across the co-operative sector.

E-learning modules incorporate quizzes and reflective assignments based on material presented online and in the required readings.

Graduation

A graduation ceremony will be held at the end of the third intensive session. 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.

Webcasts

A number of interactive webcasts will be scheduled throughout the Certificate Program. The first webinar provides an orientation to the online learning system and an introduction to the Program. The remainder will reinforce material discussed in the e-modules, and further link the students together into a peer-learning network.

To Apply

The program is designed for those who are working for, governing or developing co-operatives and credit unions. Those interested in co-operatives or those who are not based in Ontario will also find value in the course.

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 e-mail contact information form, statement of interest and résumé to:
Maia Saneblidze
Nonprofit Management & 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 2010–11 program based on their experience, interest and commitment.
- All applications will be reviewed by the Schulich School of Business.
- Full payment required by October 21, 2010.

Apply now!

Contact Information

NAME _____

POSITION _____

ORGANIZATION _____

MAILING ADDRESS _____

CITY _____ PROV _____ POSTAL CODE _____

PHONE _____ FAX _____

WORK E-MAIL _____

PERSONAL E-MAIL _____

Key Dates

September 22, 2010
Application deadline

October 21, 2010
Full payment is due

October 22, 2010
Program begins

January 20–22, 2011
First Intensive Session

March 24–26, 2011
Second Intensive Session

May 26–28, 2011
Third Intensive Session

May 28, 2011
Graduation



Schulich
School of Business
York University



For more information:
tinyurl.com/CMCProgram