UNIVERSITY COUNCIL

Joint Committee on Chairs and Professorships

REQUEST FOR DECISION

PRESENTED BY: Ken Wilson
Chair, Joint Committee on Chairs and Professorships

DATE OF MEETING: June 18, 2020

SUBJECT: Co-operative Retailing System (CRS) Chair in Co-operative Governance

DECISION REQUESTED: It is recommended:

That Council approve the Federated Co-operatives Chair (Co-operative Retailing System Chair) in Co-operative Governance and recommend to the Board of Governors authorization of this chair’s establishment.

PURPOSE:
The purpose of the CRS Chair in Co-operative Governance is to provide funding for an outstanding individual who would provide continued leadership for a research program on co-operative governance that has taken shape over the last five years.

CONTEXT AND BACKGROUND:
The Johnson-Shoyama Graduate School of Public Policy (JSGS) and the Centre for the Study of Co-operatives have governance as key research theme. In recent years, governance has emerged as the term that best conveys how organizations and groups of organizations are organized and controlled, and it has become part of the lexicon in policy, organization and business circles. The continuance of the CRS Chair in Co-operative Governance would focus attention on a unique form of governance, namely co-operative governance, that is important both in its own right and because it sheds light on governance mechanisms at work in the larger economy and society.

The Limited Term chair would have major benefits for the Canadian Centre for the Study of Co-operatives as it continues to position establish itself as a global leader in co-operative research. In addition to providing funds that would support co-operative research, a chair provides other benefits. In the increasingly competitive academic world, research chairs have emerged as an important signal of the quality and stature of research units. The presence of a research chair indicates that an outside group believes the quality of a research unit’s work is strong and thus is willing to fund it. From this perspective, the CRS Co-operative Governance would be beneficial in terms of securing research funds (e.g., from the Social Sciences and Humanities Research Council), attracting top-level graduate students to the Centre, and providing added credence to research results.
**CONSULTATION:**
The chair builds on an existing CRS Chair in Co-operative Governance that will conclude at the end of June, 2020. The Canadian Centre for the Study of Co-operatives has engaged in discussions with FCL, JSGS leadership, and its advisory board in seeking to renew and adapt the chair position.

**SUMMARY:**
The chair will support each of the University’s three commitments as part of its larger strategic objective of being the *University the World Needs.*

*Courageous Curiosity*
The chair will help unleash discovery by building on a research program into co-operative governance that is already been used to address some of the co-operative sector’s major problems, including adapting to rapid technological, regulatory and environmental changes. By honing and further developing the existing research program, the Chair will continue to influence the sector, tease out important case studies for teaching purposes, support training of the next generation of co-operative leaders, and influence scholarly research in Canada and around the globe.

From these efforts, there will be opportunities to shed new light on governance mechanisms at work elsewhere in non-co-operative areas. Aside from business and government, these other areas include the JSGS’s efforts to establish a research hub on Indigenous governance through Honouring Indigenous Nations (HIN) Canada. The co-operative dimension has been often neglected in the research around Indigenous governance. The Chair will be in a position to make a meaningful contribution to this area of research, supporting the University’s reputation as a leader in Indigenization as well as innovation.

From an interdisciplinarity perspective, the governance research will draw on the Centre’s decades-long practice of working across disciplines, a value also deeply embedded in the JSGS’s research and teaching philosophy. In particular, we expect the Chair’s governance research to continue drawing on disciplines as varied as economics, political science, management theory, history, sociology, and human resource management.

*Boundless Collaboration*
The study of co-operative governance – and the extension of learnings into other domains like government, the private sector and Indigenous governance – is inherently collaborative. The existing governance research program has evolved from interactions with the sector combined with academic research. The chair will deepen these ties with the sector and through those interactions, demonstrate how research into co-operative governance can help the sector solve its problems. Through this kind of successful trust-building collaboration, and the resulting research output, the chair will draw attention to the JSGS and the University of Saskatchewan, increasing the ability to draw global faculty and students to the University.

*Inspired Communities*
From the beginning, the co-operative sector has been a grassroots community-based movement, one that puts faith in the ability of people to assume control over their economic and social lives and, correspondingly, tell their own stories. The Chair’s research into co-operative governance will reflect back this empowering historical element and position the Centre, the JSGS and the University as valuable community partners that listen respectfully and share willingly, helping spread the stories of these successful community organizations.

**ATTACHMENTS:**
The Co-operative Retailing System (CRS) Chair in Co-operative Governance Terms of Reference.
Co-operative Retailing System (CRS) Chair in Co-operative Governance
Terms of Reference

Purpose: The objective of the Co-operative Retailing System (CRS) Chair in Co-operative Governance is to enhance the activities of an outstanding individual who would provide continued leadership for a research program on co-operative governance that has taken shape over the last five years.

Chair Type: This will be a Limited Term Chair.

Background: The Johnson-Shoyama Graduate School of Public Policy (JSGS) and the Canadian Centre for the Study of Co-operatives have governance as a key research theme. In recent years, governance has emerged as the term that best conveys how organizations and groups of organizations are organized and controlled, and it has become part of the lexicon in policy, organization and business circles. The continuance of the CRS Chair in Co-operative Governance will focus attention on a unique form of governance, namely co-operative governance, that is important both in its own right and because it sheds light on governance mechanisms at work in the larger economy and society.

The Limited Term chair will have major benefits for the Canadian Centre for the Study of Co-operatives as it continues to position establish itself as a global leader in co-operative research. In addition to providing funds that would support co-operative research, the CRS chair provides other benefits. In the increasingly competitive academic world, research chairs have emerged as an important signal of the quality and stature of research units. The presence of a chair indicates that an outside group believes the quality of a research centre’s work is strong and thus is willing to fund it. From this perspective, the CRS Chair in Co-operative Governance will be beneficial in terms of securing research funds (e.g., from the Social Sciences and Humanities Research Council), attracting top-level graduate students to the Centre, and providing added credence to research results.

Source and Amount of Funding: A gift of $300,000 from Federated Co-operatives Limited. The gift will be received in the following five equal instalments:
- $60,000 by September 30, 2020;
- $60,000 by September 30, 2021;
- $60,000 by September 30, 2022;
• $60,000 by September 30, 2023;
• $60,000 by September 30, 2024.

FCL is the second-largest business in Saskatchewan and the largest non-financial co-operative in Canada. FCL is a major donor to the university, with contributions to the Canadian Centre for the Study of Co-operatives and to agricultural-related activities.

The Chair will continue to be named after the Co-operative Retailing System (CRS), the network of 150-plus retail co-operatives across Western Canada that co-operatively own FCL, the wholesaler to the CRS. FCL’s head office is in Saskatoon. The Limited Term Chair reinforces the University of Saskatchewan’s relationship with FCL, an important partner whose co-operative ownership structure provides strength to the University of Saskatchewan’s sense of connection to place.

Tenability:
It is anticipated that the annual gifts from FCL will be expended in the year it is received. It is expected that the full $300,000 will be fully utilized by the end of the chairholder’s five-year term.

Selection Committee:
In accordance with Section 4.1 of the Guidelines for the Establishment of Chairs and Professorships, the provost and vice-president academic, or designate, and the dean or executive director, in consultation with the department or faculty in the school or college, shall appoint a selection committee for selection of an appropriate candidate. The selection committee will consist of the provost and vice-president academic or designate, the dean or executive director, and the department head, and may include other members, including a representative of the funder(s) (where the funder has requested that opportunity), appointed by the provost and vice-president academic or designate and the dean. In appointing the selection committee, due consideration will be given to selecting Johnson-Shoyama Graduate School (JSGS) faculty members with an interest in Canadian Centre for the Study of Co-operatives.

Chairholder Responsibilities:
The CRS chairholder will be a faculty member in the Johnson-Shoyama Graduate School of Public Policy (JSGS). The CRS chairholder is expected to be an outstanding researcher who will build on the existing research program in co-operative governance. The funds may be used to support the costs associated with expanding and invigorating the Chairholder’s research program (e.g., hiring post-doctoral fellows, providing graduate student scholarships, covering costs associated with research (e.g., travel, data purchase) and disseminating research results (e.g., conference travel)), or they may be used, as per the terms of a limited-term chair, to fund the development of a base-budget tenure-track position (e.g., supporting the annual costs of the chair, including salaries, benefits and research activities).
The CRS chairholder is expected to provide a report on their activities to the Canadian Centre for the Study of Co-operative’s Advisory Board once a year. The Centre’s Advisory Board provides strategic direction to the Centre concerning its research, teaching and training activities and is made up of representatives from the Centre’s sponsors. It would be expected that the CRC Chair’s activities would be an integral part of the activities of the Centre.

For academic purposes, the individual will report to the Executive Director of JSGS.

**Term of Chair:**

The successful incumbent will be appointed for a term of up to five-years.

**Management Committee:**

The CRS Chair will be managed as per Section 5.0 of the *Guidelines for the Establishment of Chairs and Professorships*. The Management Committee shall consist of at a minimum:

- Executive Director, Johnson-Shoyama Graduate School;
- Provost and Vice President Academic (or their respective designates);
- Director of of the Canadian Centre for the Study Co-operatives Advisory Board;
- A representative from Federated Co-operatives Limited (e.g., General Counsel and Corporate Secretary) may be invited to attend the Management Committee Meetings. The representative from Federated Co-operatives Limited will be a non-voting member of the committee and may provide comment on general research direction. For greater clarity the representative from Federated Co-operatives Limited will not have input on specific research or academic matters or have a vote on budget items.
- Others, as may be deemed by the Committee to be beneficial to achieving the objectives of the Co-operative Retailing System (CRS) Chair in Co-operative Governance.

The Executive Director, Johnson-Shoyama Graduate School will act as Chairperson of the Management Committee.

The Management Committee’s responsibilities shall include the following:

1) Oversee the activities of the CRS Chair to ensure they are in keeping with the CRS Chair’s purpose and are integrated with the Centre and JSGS.
2) Approve annual budgets.
3) Receive and review the annual report and financial report on the activities of the CRS Chair.

4) Provide an annual financial report and a report on the activities of the CRS Chair to Federated Co-operatives Ltd., and the Joint Committee on Chairs and Professorships.

**Eligible Expenditures:**

Expenditures will be in alignment with Section. 2.0 of the *Guidelines for the Establishment of Chairs and Professorships*.

**Unspent Funds:**

At such time that the CRS Chair ceases to be in existence, any unspent funds will be used for other co-operative research at the University of Saskatchewan.
The creation of the Co-operative Retailing System (CRS) Chair in Co-operative Governance was approved by the University of Saskatchewan Council and Board of Governors in December 2014.

It is hereby acknowledged that these terms are acceptable and are in keeping with the intent of my gift.

Scott Banda  
Chief Executive Officer  
Federated Co-operatives Limited

The Johnson-Shoyama Graduate School recommends the acceptance of the above terms.

Murray Fulton  
Director, Johnson-Shoyama Graduate School

University Relations recommends the establishment of a Professorship based on the above terms.

Debra Pozega Osburn, Vice President, 
University Relations.
Co-operative Retailing System (CRS) Chair in Co-operative Governance

Terms of Reference

Purpose:
The objective of the Co-operative Retailing System (CRS) Chair in Co-operative Governance is to enhance the activities of an outstanding individual currently employed at the University of Saskatchewan who is doing leading edge research on co-operatives.

Chair Type:
This will be a Limited Term Chair.

Background:
The Johnson-Shoyama Graduate School of Public Policy (JSGS) and the Centre for the Study of Co-operatives have governance as a key research theme. In recent years, governance has emerged as the term that best conveys how organizations and groups of organizations are organized and controlled, and it has become part of the lexicon in policy, organization and business circles. The continuance of the CRS Chair in Co-operative Governance will focus attention on a unique form of governance, namely co-operative governance, that is important both in its own right and because it sheds light on governance mechanisms at work in the larger economy and society.

The Limited Term chair will have major benefits for the Canadian Centre for the Study of Co-operatives as it continues to position establish itself as a global leader in co-operative research. In addition to providing funds that would support co-operative research, the CRS chair provides other benefits. In the increasingly competitive academic world, research chairs have emerged as an important signal of the quality and stature of research units. The presence of a research chair indicates that an outside group believes the quality of a research centre's work is strong and thus is willing to fund it. From this perspective, the CRS Chair in Co-operative Governance will be beneficial in terms of securing research funds (e.g., from the Social Sciences and Humanities Research Council), attracting top-level graduate students to the Centre, and providing added credence to research results.

Source and Amount of Funding:
A gift of $300,000 from Federated Co-operatives Limited. The gift will be received in the following five equal instalments:
- $60,000 by September 30, 2015;
- $60,000 by September 30, 2016;
- $60,000 by September 30, 2017;
- $60,000 by September 30, 2018;
- $60,000 by September 30, 2019;
FCL is the second-largest business in Saskatchewan and the largest financial co-operative in Canada. FCL is a major donor to the university, contributing to the Canadian Centre for the Study of Co-operatives and to agricultural-related activities.

The Chair will continue to be named after the Co-operative Retailing System (CRS), the network of 150-plus retail co-operatives across Western Canada that co-operatively own FCL, the wholesaler to the CRS. FCL's head office is in Saskatoon. The Limited Term Chair reinforces the University of Saskatchewan's relationship with FCL, an important partner whose co-operative ownership structure provides strength to the University of Saskatchewan's sense of connection to place.

Tenability: 

It is anticipated that the annual gifts from FCL will be expended in the year they are received. It is expected that the full $300,000 will be fully utilized by the end of the Chairholder's five-year term.

Eligible Expenditures:

Expenditures will be in alignment with Section 2.0 of the Guidelines for the Establishment of Chairs and Professorships and will relate to the budget for the chair (attached).

Selection Committee:

In accordance with Section 4.1 of the Guidelines for the Establishment of Chairs and Professorships, a committee comprised of three Johnson-Shoyama Graduate School (JSGS) faculty members with an interest in Centre for the Study of Co-operatives will be responsible for appointing the Chairholder. The appointment documents will include an updated curriculum vitae, research plan and rationale for the appointment. The appointment will be reviewed by the University of Saskatchewan's Canada Research Chair (CRC) oversight committee. The expectation is the Chairholder would normally be the director of the Centre for Study of Co-operatives, although exceptions can be made if circumstances warrant.

Professor's Responsibilities:

The CRS chairholder will be a new or existing faculty member in the Johnson-Shoyama Graduate School of Public Policy (JSGS) who studies co-operative governance.

The CRS chair-holder is expected to be an outstanding researcher who will build on an existing research program in co-operative governance, regardless of whether the funds are used to support a base-budget tenured position.
track position or to support costs associated with expanding and invigorating the existing research program. In the latter case, the funds associated with the CRS Chair would be used to support activities such as the hiring of a doctoral fellow, the provision of graduate student scholarships, the covering of costs associated with research (e.g., travel, data purchase) and the dissemination of research results (e.g., conference travel).

The CRS Chairholder is expected to provide a report on their activities to the Canadian Centre for the Study of Co-operatives’s Advisory Board at least once a year. The Centre’s Advisory Board provides strategic direction to the Centre concerning its research, teaching and training activities and is made up of representatives from the Centre’s sponsors. It would be expected that the CRC Chair’s activities will be an integral part of the activities of the Centre.

The expectation is that the CRS chairholder will be the director of the Centre for the Study of Co-operatives, although exceptions may be made if circumstances warrant.

For academic purposes, the individual will report to the Executive Director of JSGS. The successful incumbent will be appointed for a term of up to five-years. If the incumbent should vacate the Director position during this period, the appointment of a new chairholder will take place based on the terms outlined in this document.

Funding will not be used to support or enhance the salary of the chairholder.
The CRS Chair will be managed as per Section 5.0 of the "Guidelines for Establishment of Chairs and Professorships". The Management Committee shall consist of at a minimum:

- Executive Director, Johnson-Shoyama Graduate School;
- Provost and Vice President Academic (or their respective designates);
- Chair of the Centre for the Study Co-operatives Advisory Board;
- A representative from Federated Co-operatives Limited (e.g., General Counsel and Corporate Secretary) may be invited to attend the Management Committee Meetings. The representative from Federated Co-operatives Limited will be a non-voting member of the committee and may provide comment on general research direction. For greater clarity the representative from Federated Co-operatives Limited will not have input on specific research or academic matters or have a vote on budget items.
- Others, as may be deemed by the Committee to be beneficial to achieving the objectives of the Co-operative Retailing System (CRS) Chair in Co-operative Governance.

The Executive Director, Johnson-Shoyama Graduate School will act as Chairperson of the Management Committee.

The Management Committee’s responsibilities shall include the following:

1) Oversee the activities of the CRS Chair to ensure they are in keeping with the CRS Chair’s purpose and are integrated with the Centre and JSGS.
2) Approve annual budgets.
3) Receive and review the annual report and financial report on the activities of the CRS Chair.
4) Provide an annual financial report and a report on the activities of the CRS Chair to Federated Co-operatives Ltd., and the Joint Committee on Chairs and Professorships.

Eligible Expenditures: Expenditures will be in alignment with Section 2.0 of the Guidelines for the Establishment of Chairs and Professorships and will relate to the budget for the chair (attached).

Unspent Funds: At such time that the CRS Chair ceases to be in existence, any unspent funds will be used for other co-operative research at the University of Saskatchewan.
The creation of the Co-operative Retailing System (CRS) Chair in Co-operative Governance was approved by the University of Saskatchewan Council and Board of Governors in December 2014.

It is hereby acknowledged that these terms are acceptable and are in keeping with the intent of my gift.

______________________________  Date
Scott Banda
Chief Executive Officer
Federated Co-operatives Limited

The Johnson-Shoyama Graduate School recommends the acceptance of the above terms.

______________________________  Date
Michael Atkinson
Director, Johnson-Shoyama Graduate School

Advancement and Community Engagement recommends the establishment of a Professorship based on the above terms.

______________________________  Date
Heather Magotiaux, Vice-President
Advancement and Community Engagement