



## CFBSD Associate Deans of Research Conference

The conference theme is “*Building Excellence in Research Cultures for Canadian Business Schools*”, with a focus on how to enhance research productivity and quality in business schools. The purpose of this event is to provide a forum where business schools across Canada can discuss ideas, exchange perspectives, and explore potential areas of research collaboration.

Presentations and discussions at the conference are focused on addressing a number of key issues, which are central to the future of business school research in Canada, including:

- How well are Canadian business schools performing in generating research and intellectual capital, which is relevant to the needs of businesses, government, and society at large?
- What strategies are needed to help Canadian business schools improve their research productivity in quality and quantity? What are the defining characteristics of a strong business school research culture, and what are the key success factors for building and sustaining such a culture?
- How can business schools attract more research support from tri-councils and other sources to sustain innovative research and promote further the culture of research and scholarship?

While the conference is intended primarily for faculty members who serve as Associate Deans of Research (or equivalent) in their respective schools, participation is also open to other faculty who serve in positions of research leadership, or who have an interest in encouraging greater research productivity and effectiveness within business schools.

Deans and Directors are, of course, also welcome.



## Sunday March 23<sup>th</sup> 2014

Le Meridien Versailles, 1808 Sherbrooke Street West, Montreal

16h00 – 20h00      *Registration*

19h00 – 21h30      *Buffet Dinner & Informal Reception*

This will be an opportunity for delegates to relax, have a drink, informal meal and meet their colleagues. It will be held at the hotel and delegates whose flight arrives a bit late are welcome to join us at any time!

## Monday March 24<sup>th</sup>

John Molson School of Business, Concordia University, 1450 Guy St, Montreal

07h30 – 08h45      *Breakfast & Registration*

08h55 – 09h15      *Introduction and Presentation of Conference Objectives*

- Graham Carr, Vice President of Research and Graduate Studies, Concordia University
- Harjeet Bhabra, Associate Dean, John Molson School of Business, Concordia University

09h20 – 10h00      *Opening Presentation: Challenges and the Future of B-School Research*

- Scott Carson, Professor and Director, The Monieson Centre, Queens School of Business, Queens University, Past Dean at Wilfrid Laurier and Saint Mary's Universities, Past Chair CFBSD

10h00 – 10h15      *Coffee Break*



10h15 – 11h30

Plenary Session: *Defining, Evaluating and Measuring Research Success*

What are the measures and metrics that are currently used to evaluate research performance and what are the advantages and limitations associated with these? What is the impact of accreditation?

What can be done to encourage and facilitate the adoption of more consistent and uniform approaches to evaluating research performance across Canadian business schools as a whole? What are the value of external and internal journal lists? Who's using what?

- Harjeet Bhabra, Associate Dean, John Molson School of Business, Concordia University (moderator and panelist)
- Jacques Renaud, Vice-Doyen, Faculté des Sciences Administratives, Université Laval
- Loren Falkenberg, Associate Dean, Haskayne School of Business, University of Calgary
- Murtaza Haider, Associate Dean, Ted Rogers School, Ryerson University

11h30 – 11h45

Coffee break

11h45 – 12h45

*Breakout Session: How do you build a Research Culture in your B-School?*

What are the issues and challenges that business schools face in attempting to build vibrant research cultures?

What are some examples of strategies that have proven to be successful in building research cultures, and how can these strategies be more widely applied? What leadership role should an Associate Dean plan in helping to build a healthy research culture?

- Ronald Camp. Associate Dean, University of Regina (moderator)



11h45 – 12h45

*Breakout Session: Effective Recruitment and Development of Research Faculty*

What are some examples of effective strategies for recruiting younger faculty who show strong potential for research? How can business schools mentor and support younger faculty so as to help them develop the full extent of their potential for research?

What strategies do business schools need to adopt to be successful in retaining faculty who establish themselves as being top-tier researchers?

How can business schools deal effectively with faculty who consistently underperform relative to their peers in the area of research?

How can business schools develop and implement career management strategies that will help to ensure that faculty remain productive over the full course of their careers?

- Russell Currie, Dean, School of Business and Economics, Thompson Rivers University, past Associate and Acting Dean, UBC Okanagan (moderator)

12h50 – 13h10

*Morning Moderators Report Back to Group*

- Ronald Camp, Associate Dean, University of Regina
- Russell Currie, Dean, School of Business and Economics, Thompson Rivers University, past Associate and Acting Dean, UBC Okanagan

13h15 – 14h15

*Lunch*



14h30 – 15h45 Plenary Session: *Research Support and the Realities of B-School Research*

How can Canadian B-schools better align their research with the objectives of the granting councils? How can the councils better understand the realities of B-school research?

What are the new trends, pressures and realities influencing public policy related to academic research? What do B-schools need to know? What do the councils need to know?

- Eric Bastien, Acting Director, Partnerships Portfolio, SSHRC
- Susan Law, Associate Director, Partnerships, CIHR
- Bert van den Berg, Acting Vice President Research Partnerships, NSERC
- Michael Lounsbury, Associate Dean, School of Business, University of Alberta (moderator)

15h45 – 16h00 Coffee Break

16h00 – 17h00 Breakout Session: *What are the tools an ADR has to facilitate research?*

What mechanisms and structures have schools put into place to support the work of the ADR? What tools have a real impact on boosting research production in the faculty? What tools don't work?

What can an ADR do, within the limits of his or her mandate, to support faculty research output? What can the ADR do to make his or her job efficient? How can the faculty better support the tasks of the ADR?

- Naresh Agarwal, Associate Dean, DeGroote School of Business, McMaster University (moderator)



16h00 – 17h00

Breakout Session: *Working with the University*

How do you get things done? How do you build effective relationships with the University's Research Office? With ADR's from other faculties? How do you integrate with the University's Research Agenda?

- Ernest N. Biktimirov, Associate Dean, Research and Graduate Programs Goodman School of Business, Brock University

17h10 – 17h40

*Afternoon Moderators Report Back to Group*

- Naresh Agarwal, Associate Dean, DeGroote School of Business, McMaster University
- Ernest N. Biktimirov, Associate Dean, Research and Graduate Programs Goodman School of Business, Brock University

19h00 – 21h30

*Dinner & Reception*

The University Club of Montreal  
2047 Rue Mansfield, Montreal (in front of McGill main gates)

This will be another opportunity for delegates to relax, network have a drink, and a formal meal with their colleagues. We will be in a private room at the University Club (the "Billiard Room").

"Founded in 1907, the University Club of Montreal is a meeting place for men and women from business, academics, and other professionals...."



## Tuesday March 25<sup>th</sup>

Desautels Faculty of Management, McGill University, Bronfman Building,  
1001 Sherbrooke Street West, Montreal

07h45 – 08h45      *Breakfast*

08h55 – 09h15      *Welcome Address*

- Rose Goldstein, Vice-President Research, McGill University

09h15 – 10h30      *Plenary Session: Effectively Communicating Research to Academic and non-Academic Stakeholders*

What strategies can business schools adopt to identify the external constituencies they are best able to serve, and develop a clear understanding of their needs? What are the elements of an effective communication strategy and what is the role of the ADR?

What's the “right balance” between practical and theoretical research? How do you promote the value of both within the university, to the business community and to faculty?

- Saibal Ray, Associate Dean, Desautels Faculty of Management (moderator and panelist)
- Martine Spence, Vice-Dean, Telfer School of Management, University of Ottawa
- Robert Gagné, Director of Research, HEC Montréal
- Sylvain Charlebois, Associate Dean, College of Management and Economics, University of Guelph

10h30 – 10h45      *Coffee Break*



10h45 – 11h45

*Breakout Session: Building a Research Infrastructure*

What are the key characteristics of an effective research infrastructure within a business school environment?

How should the mandates of chairs, centers, and institutes be defined so as to ensure that suitable results are achieved?

How can individual business schools take a strategic approach to building research infrastructure, so as to effectively leverage the full depth and breadth of their inventory of intellectual capital?

What are the financial implications associated with building an effective research infrastructure, and how can business schools effectively address these issues?

- Kara Arnold, Associate Dean Research, Faculty of Business Administration, Memorial University of Newfoundland (moderator)

10h45 – 11h45

*Breakout Session: Building Research Collaboration across Faculties and Institutions*

How do we foster better collaboration between researchers in the schools? Across disciplines in the same university?

What are some of the barriers that inhibit productive collaborations? What can the ADR do to facilitate the process?

- Pandher Gurupdes, Associate Dean, Odette School of Business, University of Windsor (moderator)



11h50 – 12h10

*Morning Moderators Report Back to Group*

- Kara Arnold, Associate Dean Research, Faculty of Business Administration, Memorial University of Newfoundland
- Pandher Gurupdes, Associate Dean, Odette School of Business, University of Windsor

12:15 – 13h00

*Lunch*

13h15 -14h15

*Wrap-Up Plenary Session*

Conference Summary

Developing Tools for Ongoing Collaboration between schools and ADR's

Closing Remarks

- Saibal Ray, Associate Dean, Desautels Faculty of Management
- Tim Daus, Executive Director CFBSD

**Host Schools:** Many thanks for the support in planning, logistics and for the use of facilities to:

- The Desautels Faculty of Management, McGill University.
- The John Molson School of Business, Concordia University



## Practical Information

### Addresses:

The Meridien Versailles, 1808 Sherbrooke Street West, Montreal (Sunday dinner & lodging)

John Molson School of Business, Concordia University, 1450 Guy St, Montreal (Monday sessions)

The University Club of Montreal 2047 Rue Mansfield, Montreal (in front of McGill main gates)  
(Monday dinner)

Desautels Faculty of Management, McGill University, Bronfman Building, 1001 Sherbrooke Street West, Montreal (Tuesday sessions)

### Transportation:

The John Molson School is a 3 minute walk from the hotel (see map)

The Desautels School and the University Club area 15 minute walk from the hotel. Taxis or other transportation will also be available.

**Registration:** Delegates can register directly on the CFBSD website ([www.cfbsd.ca](http://www.cfbsd.ca)). Invoices will be included in conference kits on-site at registration.

**Contact:** Canadian Federation of Business School Deans  
Phone: 514-340-7116 / Cell: 514- 886-7596 / E-mail: [daus@cfbsd.ca](mailto:daus@cfbsd.ca)

### Conference Organizing Committee & Co-Chairs:

- Harjeet Bhabra . Associate Dean, Concordia
- Tim Daus, Executive Director, CFBSD
- Saibal Ray, Associate Dean, McGill,
- In collaboration with the CFBSD Associate Deans Research Working Group.