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**Report from the Review Committee on the  
Monieson Centre at Queen's School of Business**

**October 22, 2008**

**Membership of the Review Committee and its Activities**

Members of the Committee:

- J. Denford, PhD Candidate, School of Business
- B. Donald, Faculty, Dept. of Geography
- S. Marlin, Associate Vice Principal, Research
- N. McEvoy, Chairman, Advisory Board, Monieson Centre – Ex officio
- B. Pazderka, Faculty, School of Business
- L. Ross, Dean's Office, School of Business
- J. Gordon, Professor Emeritus, School of Business – Committee Chair

c. Individual letters to

## Background of the Centre

The Centre was created by Queen's University Senate on November 26, 1998 as a Centre within the School of Business. Its original mandate, as specified in the November 5, 1998 submission to Senate for the creation of the Centre, was to direct research in the management of knowledge based enterprises (KBEs) by undertaking three activities:

1. Knowledge production – gaining an understanding of how best to manage KBEs.
2. Knowledge transmission – sharing this knowledge with others through academic and practitioner channels.
3. Knowledge diffusion – assist both the public and private sectors of the economy in effectively transferring this knowledge into practice.

The Centre is physically located within the School of Business and has grown from having a part time Director with no staff to the current structure where the Director is 60% full time and there are three staff members, working full time.

Correspondingly, the number of activities has grown rapidly during the first ten years. In order to assess how successful the Centre has been at meeting the various components of its mandate, the activities were reviewed and are summarized below.

## Activities of the Past 10 Years

Appendix B contains a detailed list of the activities during the past ten years (prepared by the Centre to assist the Committee). Appendix C contains a detailed list of activities currently underway in the Centre as well as those planned for the future as reported in the most recent Annual Report of the Centre to the Dean of the School of Business. In particular the following are the key activities in which the Centre is actively engaged, and the facilities it provides:

- o Collaborative Research. This is an effort to engage faculty from the School of Business, other Queen's faculty, faculty from other universities and public and private sector partners.
- o Fulbright Scholars Program. It sponsors longer period visits of U.S. scholars to work with faculty and graduate students.
- o Visiting Scholars Program. This initiative enables scholars from Canada and elsewhere to work

- Faculty and

## Observations

The Centre was initially focused on research in the management of knowledge based enterprises but was renamed The Monieson Centre to recognize the contributions of Professor Monieson to the School and management education. The mandate/strategy/positioning of the Centre has evolved over ten years to encompass a broader perspective and a larger audience of stakeholders and researchers. This evolution has, in part, been a function of the interests and backgrounds of the three individuals who served as directors to date. Although established as a School of Business based centre, it now has a broader outreach to other faculties and universities. The research itself spans not just pure/academic themes but also applied/clinical themes involving both the private and public sector.

The financial viability of the Centre appears to be robust because of a substantial endowment and the Centre thus does not represent a drain on the School or the University. It currently has a surplus which does provide a reserve fund for possible growth. In addition following the recommendations in the last review, funding has now been augmented by grants from competitive proposals to agencies and clients.

The staffing and organizational structure appear adequate at this level of activity, but should be

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## **Positive Comments Received or Gleaned**

It is important to stress that although there were some concerns expressed by stakeholders, there was in general strong support for the role, contribution and performance of the Centre. Of particular note are the following comments:

It is commendable to see that the Centre has expanded its stakeholder base and thus its audience. A focus on multidisciplinary research     dfe





## **Recommendations**

The Committee unanimously recommends that

- the Monieson Centre be renewed for another five years;

- the Monieson Centre be encouraged to continue to increase the public perception and awareness of its role and purpose within QSB and the university as a whole;

- the Centre be encouraged to continue expanding the participation of fa611j/TT11Tf0.0011Tc0.2250210

## **Appendix A – Source Documents**

### **Senate Review Committee Terms of Reference**

Centre Review

Flowchart

### **Monieson Centre (KBE) Constitution**

Historical Highlights

Report from the Review Committee, 2003

### **Annual Reports**

May 2004 – Dec. 2006

Jan. 2007 – Dec. 2007

### **Stakeholder Feedback**

Campus wide Advertisement

School of Business email Survey

Letters from Stakeholders

Interviews with Stakeholders

**Appendix B – Point Form History of the KBE/Monieson Centre (appended)**

**THE MONIESON CENTRE HISTORICAL HIGHLIGHTS**  
**1999-2008**

Established January 1999 as Queen's Centre for Knowledge-Based Enterprises with funding from Melvin R. Goodes (former Chairman and CEO of Warner-Lambert)



## Appendix C – 2007 Annual Report (appended)

# **The Monieson Centre Queen's School of Business**



**Annual Report:  
January 2007 — December 2007**



## The Monieson Centre, Queen's School of Business Annual Report: January 2007 — December 2007

### Executive Summary

#### Scope

This report covers the activities of The Monieson Centre in 2007. During this year, the Centre continued to increase its focus on research and under the leadership of the Director, Dr. Yolande Chan, brought together individual researchers and research teams, both at and beyond Queen's, to examine complex organizational issues arising in the knowledge economy.

The research emphases included knowledge-based regional economic development and knowledge management in health care. Large research projects involving industry and government were developed in partnership with researchers from Queen's and other national and international institutions, as well as community leaders. The Monieson Centre took the lead on three Social Sciences and Humanities Research Council (SSHRC) proposals totalling \$1.3 million, and was actively involved in four other multi-year project proposals that total \$11.2 million. Currently, the Centre is in discussion with the Institute of Chartered Accountants of Ontario regarding a research project that will assist its members in career development. Current projects are detailed up until December 31, 2007, and future initiatives are noted.

#### Conferences and Events

The Monieson Centre uses various means to deliver innovative insight into important matters of knowledge management, including its series of conferences, lectures, and seminars. These events encourage dialogue among faculty, students, and practitioners. In 2007, the Centre hosted a major conference on Human Resources, bringing together over 40 experts and practitioners to examine best practice success stories, leading edge research, and breakthrough solutions to deal with current work force challenges.

The Centre's Knowledge Exchange series continues to be immensely popular among university faculty, students, staff, and external leaders. The sessions are interactive and the topics diverse. In addition to disciplines within the School of Business, speakers and participants come from a wide variety of academic disciplines such as Education and Geography. Industry and government experts add welcome insight from the podium and during the discussion. There were 13 Knowledge Exchange seminars in 2007.

#### Visiting Scholars

The 2007-2008 Fulbright Chair is Dr. JC Spender. This Research Chair is sponsored by The Monieson Centre to conduct research on Knowledge Management and work with faculty and students on studies of mutual interest. Dr. Spender delivered the Fulbright Lecture - "**Leadership: Knowledge Management by a New Name?**" to a receptive audience in October 2007, and continues to participate actively in Monieson conferences, events, and research at Queen's. In addition to hosting the Fulbright Chair, the Centre hosted visiting scholars,