In 2012, the Sobey School undertook a collaborative, consultative approach to developing a new mission statement. Emerging from that process, the Dean released a strategic plan in 2013 with three key pillars: **Internationalization, Engagement and Innovation & Development.** Over the past five years, the school has experienced significant culture shift and change, in large part due to strategic initiatives related to this plan.

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Introduction

The Sobey School of Business has worked collaboratively and with commitment towards achieving the goals of the strategic plan.

Our students and faculty are more culturally aware and integrated than ever. There are international aspects embedded in our curriculum, research and service learning. [Watch video]

Engagement with the business community, the alumni and donor community and students has surged, culminating in the measurement of our impact in Nova Scotia, conducted in 2016. Our scholars have been tracking and reporting on their knowledge mobilization efforts, while continuing to produce high quality pure research.

Sobey School has demonstrated commitment to innovation, growth and development, particularly in our academic programs and structure, but also in facility plans, faculty complement and in our approach to enrollment management.

During the time period of the strategic plan, two cross-pillar themes emerged that were aligned with our mission but not specifically identified in the plan. These concepts of responsible management and impact represent such significant mission-driven action that they are noted separately in this report\(^2\).
OVERVIEW

Timeline

2012

Mission and Strategy development process initiated.

*Sobey’s Co-operative Management Education group is a regional leader celebrating the UN’s Year of Co-operatives.*

2013

Sobey School of Business’ 2013-2018 Strategic Plan is released.

*Sobey MBA Society creates its 1st VP Ethics position. Alison Shears, who holds the position, is sponsored by the School (along with two undergraduate students) to attend the World Youth Forum for Ethics in Business, held in Belgium.*

960 Tower Road opens as a Global Gateway, housing The Language Centre and welcoming the Sobey School Business Development Centre back to campus.

*Three new faculty hires: Hong Fan and Larry Corrigan in Accounting and Ethan Pancer in Marketing.*

**September** | Master of Technology Entrepreneurship and Innovation debuts

**October** | Sobey School hosts a Dialogue on Economic Prosperity for invited community business leaders at Juno Tower, Stadacona.

**2013-2014** | International Student Success (ISS) committee distributes funds for projects submitted by students, faculty and staff.
June 2014 | Sobey unveils new branded identity at a kite-flying event on Citadel Hill, engaging with alumni and community.


Speak Up! Society, dedicated to building conversations between Canadian and International students around shared experiences, is founded with ISS funds.

The Atlantic Research Group on Economics of Immigration, Aging and Diversity launches.

David Sobey Centre for Innovation in Retailing and Services launches.

During Sobey School’s AACSB re-accreditation process, visiting reviewers comment, “With a large percentage of international students, the School could be a model for others – the international students are well-assimilated into the culture.”

September 2014 | A new tradition is born as Sobey re-envisioned its Welcome Week session as a first immersion in “the Sobey Experience”.

September 2014 | The Master of Applied Economics debuts, and the first cohort is admitted to our partner BComm Finance program with Beijing Normal University - Zhuhai (BNUZ).

Faculty Council votes unanimously to become signatories of PRME, the UN’s Principles of Responsible Management Education initiative.

Spring 2015 | First Director, Graduate Programs is hired. The Director initiates the hire of a dedicated recruiter on a contract basis.

One new faculty hire: Alireza Ahmadsimab in Management.

Sobey School of Business is accepted as a full member of the EFMD.
September 2015 | 1st Atlantic Entrepreneurial Ecosystem: A Policy Workshop to Build our Region’s Entrepreneurial Economy is held, based on Dr. Ellen Farrell’s research. Distinguished speakers include David Audretsch, Benson Honig, Dane Stangler, Colin Mason and Gerry Pond.

The MTEI program receives a generous donation $1.5M from Scotiabank and alumni Michael and Catherine Durland. The donations create the Scotiabank Professor in Technology Entrepreneurship and Innovation (currently held by Dr. Dawn Jutla), the Durland Scholarship for MTEI students and the Durland Innovation Fund to support MTEI innovation start-up projects.

Venture Grade student investment fund is created.

Sobey MBA (CPA Stream) admits its first students. Sobey MBA launches its renewed program as it celebrates the 40th anniversary of the first MBA graduating class.
Two new faculty hires: Nader Azad in FISMS and Vurain Tabvuma in Management.

October 2016 | Sobey School’s BSIS results are released in the first Impact Report, Creating an Impact with Purpose.

April 2017 | 25 year celebration for the Executive MBA Program.
Canada Research Chair in International Finance and Competitiveness announced: Dr. Mohammad Rahaman.

Three new faculty hires: Joniada Milla in Economics, Bahareh Mansouri in FISMS and Xiaoyu (Kellie) Liu in Management.

**June 2017** | For the first time, the International Doctoral Consortium is held outside of Canada in Jyvaskyla, Finland.

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Six new faculty hires. Four are in Accounting: Vasiliki Athanasakou, Khin Phyo Hlaing, Matthew Boland, and Mohamad Drira. The other two are Marie-Claire Robitaille, in Economics, and Firat Sayin in Management.

The Nova Scotia government announces an $11m investment into the Entrepreneurship, Discovery and Innovation (EDI) Hub, a planned campus addition to provide maker spaces and resource space for innovation.

**April 2018** | The Sobey School Business Development Centre is relaunched as the Saint Mary’s University Entrepreneurship Centre at an exciting event held in downtown Halifax.

June 2018 | First cohort graduates from BNUZ program.

*Final report on Strategic Plan*³ is prepared and released.
Saint Mary’s University is thriving in the global context. With students coming from 119 countries and a faculty complement that is equally diverse, it is easy to see why Saint Mary’s University President, Dr. Robert Summerby-Murray, has noted with pride that Saint Mary’s is one of Canada’s top international universities.

The Sobey School of Business, with its student population comprising 50% Canadians and 50% international students, is a large part of the university’s success. Since 2012, Sobey School has strategically pursued activities to further ensure the school’s successful internationalization.

Our student societies’ executives are internationally diverse without adding a specific “international student” portfolio. Five of the last six Saint Mary’s Student Association presidents have been international Sobey students. In 2013, our AACSB Peer Review team noted that we could be a model for others when it comes to internationalization.

Our faculty have engaged in learning to deepen their cultural sensitivity, both generally in the context of teaching here, in Nova Scotia, and particular training for our professors who have travelled to China to teach our students there.

Saint Mary’s invested $50,000, in 2013-14, in a committee process of examining ways to ensure international student success. A pool of money was made available to support community projects. Sobey staff, faculty and students engaged, putting forward several successful proposals centred on further faculty training, research and student engagement.

One of the outcomes was a group called Speak Up!, founded by a group of Sobey students to organize engaging events designed to provide cultural exposure and conversation opportunities to international students in partnership with Canadian students: annual events include a prom, attending a football game with scoring explanation, dance classes, and more.

In 2018, we can confirm that anecdotally, we see our student body benefitting from their immersion in a broad spectrum of cultural and national perspectives.
We have incorporated global perspectives and intercultural learning into our curricular, research and service initiatives.

BNUZ Graduation

In 2018, the first class graduated in Zhuhai, China from the Sobey School of Business’s joint degree program with Beijing Normal University in Zhuhai. The students received their Bachelor of Commerce (Finance) degrees from the presidents of both BNUZ and Saint Mary’s University. Sobey faculty members who teach in China, along with our Chinese alumni and university representatives, were delighted to be on hand to witness the ceremony (top right).

In 2013, the Sobey School sponsored a group of three students, including MBA Society Ethics VP Allison Shears, to travel to the World Youth Forum for Ethics in Business in Belgium.

Beginning in 2017, students in the Sobey MBA program have taken part in a mandatory international study trip, designed to provide an intercultural immersion and opportunities to learn about business abroad. In 2017 and 2018, students travelled to Budapest, Hungary, where they took part in activities like touring the GE offices (bottom right).

Education offered to Sobey School faculty to build their experience, skills and pedagogical ability to manage international classrooms included a series on the Plurilingual Classroom, offered by The Language Centre’s academic lead, Julian L’Enfant.

Speak Up! builds cultural connections and language skills by engaging international and Canadian students in fun cultural activities, like learning about football or attending a prom.
“Of central interest to our study is whether students overcome the natural human tendency to “homophily” – clustering with others like oneself. Our results indicate that SMU students are not unwilling to mix across cultures, but despite this openness, they do not spend as much time outside of their own cultural group as their attitudes seem to support. ... Despite an apparent tendency to homophily while at school and socializing, the students themselves believe that university experience has left them changed for the better in terms of comfort with cross-cultural mixing.”

**Student Internationalization Experience at SMU: Selected observations from Sobey doctoral research**

RESEARCH BY WILLIAMS, JAMJOOM ET AL
We refocused our international recruitment efforts and the result has been a more distributed diversity of nationality.

Undergraduate

Data analyses shows that Canada and China provide the largest groups of our undergraduate students. Since 2012, both groups have dropped in number (by 1/5 in the case of Canada, 1/7 in the case of China). However, our student cohort hailing from Caribbean islands has surged, and we've also seen increases from several African countries, among others. The growth has notably come in areas that the Saint Mary's University Recruiting Office has visited regularly.

Graduate

At the graduate level, there has been a small increase in enrollment most notably of Ghanian students, but also those coming from Iran, India and Antigua and Barbuda.4

Top ten countries with the largest cohort growth:

1. Bahamas
2. Antigua and Barbuda
3. Bangladesh
4. Saudi Arabia
5. India
6. Bermuda
7. Jamaica
8. Nigeria
9. Mauritius
10. Rwanda
We have extended the impact and reach of our work and scholarship through strategic partnerships and collaborations.

Relevant Reading

- **Exemplifying Internationalization**
- **Global Focus**
- **PRME Report**
- **International Doctoral Consortium**

**PhD Program**

The international success of our renowned PhD program has been in no small part due to the efforts of Drs. Albert and Jean Helms Mills. Both have not only fostered important international research partnerships, they have been prodigious scholars and have supervised dozens of PhD students through their own academic careers.

**Watch Dr. Albert Mills talks about Critical Management Studies**

**Watch Dr. Albert Mills talks about BIMTECH / International Doctoral Symposium**

**Watch Dr. Jean Helms Mills talks about Organizational Change at NS Power**

Dr. Albert Mills
(see Google Citations)

Dr. Jean Helms Mills
(see Google Citations)
Engagement

The Sobey Experience has grown over the last five years, with now-regular rituals such as the Welcome Week session for undergraduates and the joint orientation session for all graduate business students. Student engagement has grown steadily. Through active societies like Enactus Saint Mary’s, the Impact Fund and Venture Grade Student Investment Fund and the Net Impact group (founded by MBA students), work with Career Services and our service learning initiatives, our students gain more access to engage with community.

Learning Entrepreneurship and Investment: Venture Grade and Impact

These two groups have had a substantial effect on our students’ opportunities to learn hands-on. Both student venture funds have helped students achieve success and have improved student engagement.

“A Capital Idea: Venture Grade Student Venture Capital Fund to Embark on a North American First”¹⁴

“SMU To Host Student VC Competition”¹⁵

“SMU Places 2nd at VCIC in Boston”¹⁶
The Impact Fund Team

The Impact Fund is a donor-founded student academic and co-curricular opportunity to engage in managing a real money portfolio.

Students enter the program as either first-year MBA students or third-year undergraduate students, and commit to two years with the Fund.

In their first year, students are designated Research Associates (RAs). Their duties involve providing assistance to the more senior Fund Managers (FMs), who manage the Fund. Fund Managers’ duties include asset allocation decisions, security selection and preparation and presentation of professional reports. Each FM is assigned to one or more economic sectors for which they act as primary analyst. They make investment decisions as a team, with the guidance of industry mentors. In all decisions, FMs are faced with the same types of constraints regarding asset allocation and security selection decisions as those faced by real world money managers. In addition, FMs are expected to play a significant role in the training of the RAs.17

High School Trading Competition

The Sobey Impact Fund Team developed this engaging opportunity. Students from local high schools were invited to try out being a trader for a day in a competition with real-world rules.18

Sobey School BComm Welcome

A two hour opportunity to share academic expectations has become a must-attend team builder among first year undergraduate business students. Attendees meet the Dean, the BComm advisor, fellow students and faculty, and practice problem-solving in a fun, interactive activity that gets students thinking like business students right from the start.19

Service Learning

“From the classroom to the community, Service Learning approach takes hold at Saint Mary’s”20
Joint Sobey Business Grad Programs Dinner

This event was created to foster the community of graduate students, who in the past have not had cross-program opportunities to connect and network. By instilling the idea that they are all Sobey grad students together, groups like Venture Grade became possible, and idea collisions have sparked innovation.
PART 2: ENGAGEMENT

Speakers

One way we engage students is by offering many outside-the-classroom learning experiences. Thanks to the reputation of the school and the connections we have with our alumni, we have been proud to offer hundreds of exceptional speaking events open to, and often exclusive to, students.

Julia Rivard
Tech Entrepreneur, Founder, Eyeread, Olympian

Tracy Hackett MBA’02
CEO & Principal, F-Word Coaching Inc.

Stephen Harrington
Senior Manager, Deloitte

Gerry Pond DComm’15
Entrepreneur, Chairman and Co-Founder of Mariner Partners Inc.

Bruce Good
Executive Director of the Centre for Business Innovation, The Conference Board of Canada

Robert Aske
Partner, Stewart McKelvey

Rosalie Fine
President, Rosalie Fine Consulting

Allen Bessel
Vice President, Client Relationships, Optimé International

Ulrike Behr-Gedalia
President & CEO, Digital Nova Scotia

Stephen Plummer
President & CEO, IMP Group

Warren Jestin
Scotiabank Chief Economist

Stephen Plummer
President & CEO, IMP Group

Doug Porter
BMO Chief Economist

Michael McMillan
CFA Institute

Johnny Earle
Founder & CEO, Johnny Cupcakes

John Betts
CEO McDonalds Canada

Doug Stephens
Retail Prophet

Leonard Brody
Venture Capitalist, Author and Media Commentator

Bob Willard
The ROI of Sustainability

Rohan Marley
Marley Coffee

Mark Brand
Social Entrepreneur

Jennifer Gillivan
CEO IWK Hospital Foundation

Gordon Stevens, BComm’93
CEO, Uncommon Grounds

Michael Donovan
President & CEO, DHX

Catherine Ludgate MMCU’14
Community Relations Manager, Vancity

Jeff Moore LLD’10
CEO, JustUs

Bonnie Brooks LLD’14
Hudson’s Bay Company

David Segal
DavidsTea
Bruce Bowser BA’17
CEO, AMJ Campbell

Michael Medline
CEO, Sobeys Inc

Colin MacDonald DComm’13
CEO Clearwater

Jayson Hilchie BComm’01
President & CEO, Entertainment Software Association of Canada

Greg Patey EMBA’11
Co-founder and past CEO, STI

Kelly Murumets
CEO Tennis Canada

Warren MacDonald
Environmentalist, Speaker, Writer, double amputee

Janet Knox MBA’96
CEO, NS Health Authority

Joyce Carter BComm’84
CEO, HIAA

David Swan
Scientist, Electric Car Expert

Paul Sobey DComm’11
Corporate Director, past President & CEO, Empire Ltd.

Rania Llewellyn BComm’94
MBA’96 DComm’14
Executive Vice President, Scotiabank

Mike Brown BComm’14
Founder & CEO, Swept

Shannon Susko BComm’89
BSc’92
Corporate Director, CEO, Advisor, Author

Ben Connolly BSc’07
Owner, Cornerstone Naturopathic Clinic

Lindsay MacPhee DipENG’04
Owner, The Floatation Centre

Matt Wowchuk BA’16
Founder, North Keg

Bill Linton BA’81
Corporate Director, former CFO, Rogers Communication

Andy Gross
Former Giant Tiger CEO

Som Seif
Founder & CEO of Purpose Investments

Wayne Crawley BComm’84
FCPA, Business Leader

Nathan Dennison
BA’07 MBA’13
ICT analyst, NSBI

Saeed El-Darahali
BSc’02 MBA’04
Founder & CEO Simplycast

Terry O’Reilly LLD’15
CBC Radio personality, marketing expert

April Howe EMBA’18
Partner, KBRS Atlantic

Kathleen Hays
Bloomberg Media

Tara Wilcox, BA’07
Cox & Palmer

Sam Effah
Olympian

Mark Gregory
Olympian

Denise Rousseau
Professor, Carnegie Mellon

Eric Barends
Managing Director, Centre for Evidence-Based Management

David Doucette BComm’93
MBA’01
Roynat Capital

Kevin Fraser BComm’92
Grant Thornton

Wadih Fares DComm’09
President & CEO WM Fares Group

Scott Brison
MP, Government of Canada

Megan Leslie
President & CEO World Wildlife Foundation, former MP

Travis MacDonough
President & CEO, KINDUCT Technologies
Research & Faculty

Our researchers and faculty continue to extend their scholarship and service through community-engaged research, consulting and professional field contributions.

With an emphasis on measured impact, our faculty are mobilizing their research with attention to the effect this has on professional practice. Our overall relationship with the business community has taken on new dimensions with the addition of the Executive and Professional Development suite of programs to the Sobey School umbrella. A Senior Business Outreach Director provided focused relationship management during a time of transition in career services and at the Sobey School Business Development Centre, and helped boost participation during the establishment of the David Sobey Centre executive retail innovation and excellence program.

Read the Impact Blog Series21

Dr. Ellen Farrell’s Entrepreneurial Ecosystem

Dr. Ellen Farrell is a well-regarded expert in the fields of entrepreneurship and venture capital. The idea of charting an entrepreneurial ecosystem, by making a graphic representation of the web of interconnections, ties to theoretical work she was exploring about the importance of this kind of a network and the types of nodes required to build a sturdy, resilient entrepreneurial movement. Dr. Farrell’s work in charting the entrepreneurial ecosystem has led to conferences on the topic, speaking engagements and a continued interest from governments, businesses and entrepreneurial organizations to deepen the region’s understanding of how these relationships form and how they can be strengthened. Her work has had a significant impact on entrepreneurship in the region.

Recent related headlines:
“Weak Ties and Global Reach: Network Theory and the Atlantic Entrepreneurial Ecosystem”22
“Entrepreneurial Ecosystems: mapping the extent, roles, and effects in St. John’s and Corner Brook”23
“Fostering entrepreneurial ecosystem in Atlantic Canada needs mentoring, new ideas”24

Read the Report25
PART 2: ENGAGEMENT

David Sobey Centre for Innovation in Retailing and Services

The David Sobey Centre for Innovation in Retailing and Services launched in 2014. The Centre has been active in creating engagement with students and the business community, through a variety of events. They have hosted competitions for students featuring data from actual businesses like Sobeys and IBM; they have hosted retail executive education sessions; they’ve brought dynamic speakers to campus like Sobeys CEO Michael Medline and David Segal of DavidsTea. In 2017, the David Sobey Centre created a national retail innovation award, handing out the first awards to Hillberg & Berk, Brika and Uncommon Grounds. David Sobey himself took the stage to help celebrate these innovative retailers. The Centre also funds research to help drive innovation in retailing and services.

Pictured are winners (l-r): Zlatan Fazlagic and Mary Weimer (Hillberg and Berk), Kena Paranjape (Brika), Dr. David Sobey DComm’91 and Gordon Stevens BComm’93 (Uncommon Group).

Director of the David Sobey Centre for Innovation in Retailing and Services: Ramesh Venkat, PhD

Ramesh Venkat, professor of Marketing, is the Director of the David Sobey Centre for Innovation in Retailing and Services. He has over 20 years of executive teaching and coaching experience. He has designed and taught courses in brand management, CRM and omni-channel retailing. Dr. Venkat is the author of two books: Canadian E-Marketing: A Strategic Approach (McGraw-Hill) and The Engaged Brand (Springer).

Ramesh has provided consulting services to numerous private and public sector organizations, including the government.

See Ramesh Venkat’s faculty profile

Dr. Ramesh Venkat describes the first live case competition to participants and attendees in 2015.
Michael Zhang, PhD

Dr. Michael Zhang is an associate professor of Management Science. Dr. Zhang is an investigator on a cross-disciplinary team looking at ways to improve children and youth health care access, and has also been the Saint Mary’s University lead working with Dr. Stan Kutcher on a youth mental health research initiative, Transitions. Dr. Zhang is an excellent example of Sobey’s impact with purpose.

“Study looks at mental health of 1st year business students”

Natalia Kochetova, PhD

Dr. Natalia Kochetova is not only a respected scholar, she is highly engaged in her professional accounting community. She was recognized for her research productivity and was featured on the cover of CPA Magazine. Dr. Kochetova was made a lifetime member of Beta Gamma Sigma honour society in 2016.

Accounting prof Natalia Kochetova-Kozloski profiled in CPA Magazine

“What can a Chartered Professional Accountant designation do for you?”

Scotiabank Professor of Technology Entrepreneurship and Innovation: Dawn Jutla, PhD

Both through her own work and research, and the creation of the MTEI program, Dr. Dawn Jutla has made a considerable contribution to the ways Sobey School of Business engages with the technology startup sector. In 2015, in recognition of her contributions, Dr. Jutla was recognized with the Scotiabank Professor of Technology Entrepreneurship and Innovation, created through a sizable gift from Scotiabank.

Learn more about Dr. Jutla’s work

Read more about Scotiabank’s gift.
Alumni & Donors

The Sobey School of Business is fortunate in the strength of its relationships with its alumni and donors.

The School’s Strategic Plan supported an enhanced focus on alumni and donors with an aim of increasing engagement and demonstrations of ‘alumni pride’. The School’s efforts were met with great enthusiasm and action close to home as well as abroad by the more than 20,000 Sobey School alumni around the world, who represent almost 40% of the University’s alumni community.

The Dean of the Sobey School played a leadership role in engaging with alumni and donors at events and meetings across Canada and in China, creating a vibrant exchange of ideas and support. Additional resources were invested by the University in a Senior Development Officer and a Communications Officer for the Sobey School of Business to support this heightened level of activity and new programs.
The past five years boasted a full schedule of Sobey School alumni events that continues to attract attendance across multiple alumni groups. Communication publications and digital media channels have been strengthened through an enhanced focus on incorporating alumni and donor profiles and testimonials.

A 2017 alumni engagement survey demonstrated that Saint Mary’s University alumni are the second most engaged alumni group in the country. The strong connectivity of the Sobey School of Business alumni within this larger group is an important factor in these impressive results.

Gifts of all sizes and frequency from Sobey School of Business alumni and friends combine each year to support scholarships and awards, as well as facilities and program enhancements. The Sobey School of Business has a strong foundation of support to build on and remains committed to engaging our alumni and donors in our compelling vision for the future.
PART 3

Innovation & Development

Standing still is not an option in any area of business, and this is true as well for business education. Throughout the five years of the Sobey School strategic plan, the school has continued to innovate, grow and develop across many elements. New programs have debuted, existing programs have seen significant renewal, a new building houses the former Sobey School Business Development Centre, now the Saint Mary’s University Entrepreneurship Centre, and the university’s plans for an Entrepreneurship, Innovation and Discovery Hub point to future development. Our reputation and brand have evolved from staid and dated to a dynamic, living embodiment of Impact with Purpose. New faculty have infused the scholarship of the school with new directions and approaches.

Hiring to Support Development & Innovation

Accounting
Larry Corrigan – January 2013
Hong Fan – September 2013
Christian Pietsch – July 2016
Vasiliki Athanaskaou – July 2018
Phyo Hlaing – July 2018
Matthew Boland – July 2018
Mohamad Drira – July 2018

Management
Alireza Ahmadsimab – July 2015
(Left 2018)
Wendy Carroll – January 2014
Chantal Hervieux – July 2014
Feng Liu – January 2016
Xiaoyu (Kellie) Liu – July 2017
Vurain Tabvuma – July 2016
Firat Sayin – July 2018

Finance, Information Systems and Management Science
Nader Azad – July 2016
(Left 2018) - MGSC
Hamdi Driss – July 2014
Rahman Khokar – July 2014
Florian Meunkel – July 2014
Bahareh Mansouri – July 2017 - MGSC

Economics
Vincent Chandler – July 2014
(Left 2017)
Joniada Milla – July 2017
Marie-Claire Robitaille – July 2018

Marketing
Ethan Pancer – September 2013
Select New Faculty Bios

Dr. Wendy Carroll

Dr. Wendy R. Carroll is an Assistant Professor in the Management Department at Saint Mary’s University, and the Program Director for the Sobey EMBA. Wendy’s research program focuses on human resource management, workforce strategies, employee and industrial relations, labour force dynamics, and evidence-based management. She has a number of peer-reviewed publications in HRM and employee relations journals, several book chapters, and numerous papers presented at leading management conferences. She has also been the Faculty Director of the Workforce Strategies Research Group.

Dr. Ethan Pancer

Dr. Ethan Pancer

An Assistant Professor of Marketing, Dr. Pancer started his career as a marketing analyst with IBM, Magna Automotive, and Rogers Communications. He completed his Ph.D. in Management, concentrating in marketing, at Queen’s School of Business. His research interests include consumer judgment formation and decision making, social and interpersonal influences on consumption, consumer identity, branding, and consumer well-being. His research has appeared in the Journal of Business Ethics, Journal of Advertising, Journal of Historical Research in Marketing, as well as national and international conferences. He has also been recognized with national (SSHRC) and provincial (OGS) fellowships for his work.

Dr. Feng Liu

Dr. Feng Liu’s research interests focus on board team and top management team strategizing activities and emotion in organisations. She uses qualitative research methods such as video ethnography and interview to examine how strategies are formed, changed, and implemented in organizations. She is a knowledge philanthropist specialising in leadership development for non-profit boards.

Brand DNA

An important step in focussing on building our reputation was finalizing our brand. Revolve Marketing worked with us to distill this Brand DNA. From this platform, we can extend our innovation efforts and work on developing the school in new ways.32
Program Renewal & Innovation

We regularly review our programs for structure and learning goals. We do this as part of our AACSB commitment and our own desire to seek relevance and continuous improvement.

Master of Business Administration

In 2014, the Dean initiated a review of the flagship MBA program. A committed group of faculty, student representatives and staff met regularly, starting at square one with establishing the fundamentals. All aspects of the program were evaluated to see if they were working, were relevant, were meeting the needs of the students, and if our program was aligned with the school’s overall mission. After a thorough process of extensive information gathering, analysis and consultation, the program was redesigned to a significant degree.

In 2016, as the MBA celebrated its 40th year of graduating students, the renewed program launched.

The Sobey MBA is now cohort-based, to facilitate stronger relationships and support peer retention efforts. It is characterized by immersive experiences, both locally via a service learning component, and internationally in the form of a mandatory intercultural travel experience. The idea of these immersive experiences will soon include an entrepreneurial mindset component and is also reflected in a new set of supports for students engaging in case competitions. The program structural elements were redeployed to give appropriate weight to ethics and responsible leadership, a reflection of the school’s overall commitment to the UN initiative, PRME. There is a robust career services component to ensure students are prepared to manage their careers to meet their personal goals.
Executive MBA: A New Vision for Executive Education

In late autumn, 2017, the Sobey School announced it would re-examine how it does executive education.

“The Sobey School aims to make an impact with purpose and to mobilize our research and knowledge into the business community,” said Sobey School Dean Patricia Bradshaw, who acknowledges the key role that senior business leaders play in this knowledge transference.

This year, the executive and professional development department of Saint Mary’s was moved under the Sobey School umbrella, providing the school an opportunity to align its offerings and ensure market needs are being met. “It’s a time when we can line the offerings up with what we know about the current state of the executive development market and think about where the gaps are,” says Dr. Bradshaw.

Therefore, coming out of a year of being recognized by Ivy Exec as the 5th ranked EMBA program in Canada, the AACSB-Accredited Sobey EMBA is getting a renovation.

“We recognize we are in a time of market upheaval,” notes EMBA Director Dr. Wendy Carroll. “At the same time, we know there are key things we are doing remarkably well. It’s an opportune time to deploy our resources to transform the program, and ensure we are addressing relevant needs of the business community with rigour and excellence.”

The program celebrated a 25-year anniversary in April, 2017. “We have been reviewing our curriculum for a few years now. This anniversary gave us a chance to connect with an even wider field of alumni to really identify our strengths and determine how best to continue offering top-notch executive education in today’s environment.”

Over 2018, the school will focus on crafting a transformed iteration of the successful program, to build a solid foundation for the next 25 years. Student intake has been paused until the process is complete in 2019.

Master of Technology Entrepreneurship and Innovation, 2013

In 2013, the Master of Technology Entrepreneurship and Innovation launched as the first degree of its kind in Canada to be embedded in a business school rather than an Engineering faculty. One of the program’s goals was to create “T-shaped professionals”, that is, entrepreneurs who chose to build on their deep technical knowledge with a broad set of business skills to help them build innovative startup businesses. The program offered students the option of building a business, engaging in an internship or writing a thesis.

As the sixth cohort of students registers in the program in September 2018, the program has grown by leaps and bounds. From a first class of seven, MTEI is now pushing the edge of capacity.
Students from the program have been recognized internationally at the International Business Model Competition, and entrepreneurs to emerge include:

- **Rob MacKenzie**, a serial entrepreneur who has won a Cape Breton Spark award for $10,000 and runs an entrepreneurs’ consulting business called AramaxIP;

- **Mandy Woodland**, a lawyer, winner of a 2016 Innovation Award, whose most recent venture, called Jellyfish, works to help business owners achieve their own vision of success through bespoke innovation and design strategy. Mandy is also currently an entrepreneur-in-residence at Bounce Health Innovation

- **Shelley Simpson**, CEO of Prism Lighting Solutions, whose premier product, Showbattery™ has been recognized by the tradeshow industry for its innovative energy savings.

- **Tim Cranston**'s and **Sulayman Cham**'s Afrisea project, with seaweed providing a drought solution, received media attention:
  - Ashored wins $3000 from LaunchDal
  - 6 Nova Scotian Ocean Tech Startups to Watch in 2018
  - First tenants announced for COVE

In 2015, the MTEI program received a generous donation of $1.5M from Scotiabank and alumni Michael and Catherine Durland. The donations created the Scotiabank Professor in Technology Entrepreneurship and Innovation, the Durland Scholarship for MTEI students and the Durland Innovation Fund to support MTEI innovation start-up projects

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### A Focus on Economics, 2014

**Master of Applied Economics**

The Master of Applied Economics (MAE) program launched in 2014, as an opportunity to build on Saint Mary's excellent undergraduate honours Economics program. The Master of Applied Economics offers students the opportunity to research economics and apply the theory to business and society needs. This incorporation of, and focus on, policy issues distinguishes the degree from a more traditional, theoretical Master’s program in economics. The degree emphasizes the application of economic theory and econometric analysis to practical issues relevant to a range of fields. These might include public economics; natural resources and environment; monetary systems; business finance; international trade.
Atlantic Research Group on Economics of Immigration, Aging and Diversity

With the 2014 launch of the Atlantic Research Group on Economics of Immigration, Aging and Diversity, the opportunity for students to take part in relevant, active research expanded. The Atlantic Research Group built on the work of a previous research centre, the Atlantic Metropolis Centre (AMC). Dr. Ather Akbari, who was a principal with AMC, is the chair of the group, which includes researchers from across the region. The activities of the Centre have focused on engaging practitioners and researchers throughout the Atlantic Provinces.

In October of 2014, author and demographer David Foot was the keynote speaker at a Demographics of Change event, which attracted more than 120 registrants. Subsequent events have included community education sessions on the new Immigration policy, a four-site conference on the Future of Work and a regular research newsletter that brings its 130+ subscribers fresh data and analysis. Dr. Akbari has presented his work to the Citizenship and Immigration Committee in Ottawa, had a blog published on the International Observatory of Mayors site, and been interviewed by news media on immigration topics as recently as June 2018.

Entrepreneurship Centre Launch Signals Innovation a Priority

In April, 2018, the Saint Mary’s University Entrepreneurship Centre formally launched with a campaign focussing on alumni “Disruptors” and an interactive live event featuring student pitches and a business marketplace. With a nearly 30-year history, the Saint Mary’s Business Development Centre (called the Sobey School Business Development Centre for about the last five years) has a deep tradition of helping small and medium sized businesses launch and grow. Having the Centre relaunched as the Entrepreneurship Centre aligns with the Sobey School strategic plan and the university’s renewed priority of fostering innovative, creative and entrepreneurial mindsets.
Beyond the Strategy

Responsible Management (PRME)

During the term of a strategic plan, sometimes mission-aligned priorities emerge that do not fall within the plan due to an unforeseen confluence of time, change of circumstance and energy. Such an opportunity arose when Sobey School’s faculty voted unanimously to sign on to the United Nations Principles of Responsible Management Education (PRME) in 2014. This action aligned with the spirit of several elements in our mission, and fulfilling our commitment to PRME has added a new dimension to other work we have undertaken within the plan. A second opportunity arose with our acceptance into EFMD providing access to an impact framework, and an opportunity to measure what we increasingly recognized was our crucial contribution to Nova Scotia’s prosperity.

PRME touches on all areas of the strategic plan, and beyond.

In the area of internalization, PRME has seen us join an international community committed to carrying out the 17 UN Sustainability Goals.

In the area of engagement, we have created a PRME library of resources designed to serve the academic, research and broader community.

In the area of growth and development, it has served to reinforce our commitment to embedding innovative approaches to responsible business throughout our curriculum, as with our service learning initiatives and MBA capstone course.47

View our reports on PRME activities at the PRME website

One of our key achievements and contributions to the PRME community was our PRME resource collection, a library guide that links to articles, projects, cases, teaching tools and more, for the use of schools and organizations engaged in PRME and working to achieve the Sustainable Development Goals (SDGs).48
PART 4: BEYOND THE STRATEGY

Impact

With our acceptance as a full member of the European Foundation for Management Development, which had been pursued as a key element in our internationalization commitment to broaden our international reach, we were introduced to the Business School Impact System.

The BSIS was a newly developed tool that promised to help schools identify, quantify and analyze their impact on the communities they served. Impact was measured along seven axes, including financial, intellectual, ecosystem and image. The Sobey School of Business unveiled its first impact report in October of 2016, revealing a $329 Million input into the local economy in direct, indirect and induced spending. The report also indicated the importance of our students and graduates on the local workforce, our impact on the knowledge of the region, and more. As a result of this undertaking, we came to recognize that our impact was a strategic differentiator. We have enfolded it into our brand statement, “Making an impact with purpose.” (“Purpose’ speaks directly to responsible management and the desire to improve the world, as evidenced through our PRME commitment.)

“Saint Mary’s Sobey School of Business Unveils Economic Impact to Region”

Download Report
We have since adapted the BSIS process to a custom dashboard and sought to deepen our tracking across the school. With staff now having deep knowledge of this process, Sobey School has been contacted to provide training and mentoring for other schools wishing to pursue this process.

Impact lives as a dimension outside the strategic plan because it defines the aspirations we have for the pillars of the strategic plan: through internationalization, we hope to create an impact on the employment, immigration, import/export and cultural sectors of the region, as well as on the intellectual development of our students and alumni. Through engagement, we seek to have an impact on our students and alumni, our communities of practice, our fellow researchers, and the business community. Through innovation and development, we hope to have an impact on the reputation of the university and the region.

Creating Impact Event

In October 2016 we released the Creating an Impact with Purpose report at a breakfast event in Halifax. We were joined by government, business, student and alumni representatives, as well as donors and friends of the Sobey School.
PART 4: BEYOND THE STRATEGY

Looking Forward

Upcoming themes beyond this current Strategic Plan:

→ Entrepreneurship
→ Indigenous Business
→ Intensifying our Research
Endnotes

1. https://youtu.be/fPOynUj0XFc
6. https://issuu.com/efmd/docs/efmd_global_focus_1102_online
7. https://issuu.com/efmd/docs/efmd_global_focus_1102_online
12. https://scholar.google.com/citations?user=IBAmOJgAAAAJ&hl=en
31. http://entrevestor.com/ac/blog/smu-mtei-lands-1.5m-donation
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