What’s Wrong with Innovation in Canada, and How to Fix It

What ails our innovation system? An exit interview with Tom Brzustowski.

As RBC Chair, Tom Brzustowski drew on his broad knowledge of the government and science scene across Canada to advance our understanding of how business and technical excellence must come together for innovations to be successful. Although Professor Brzustowski finished his term as RBC Chair at the end of September, his contributions and research at the Telfer School have now culminated in a new book, Innovation in Canada: Why we need more; what we must do to get it.

“I set out to learn as much as I could about the business aspects of innovation coming from an activity in which only the technical aspects were emphasized,” Brzustowski recalls of his seven years as RBC Chair. He concludes that Canadian business needs to be more efficient in capitalizing on innovation systems. “We might not be able to realize our holy grails of commercialized inventions deriving from Canadian research. But along the way some very important and useful results are going to be produced, and some of these will lead to inventions that can be commercialized.”

Brzustowski took pains to emphasize the differences among distinct regimes of innovation, related to whether an innovation was based on design or research; originated with an established firm or a new venture, etc. The academic literature had tended to gloss over those differences, obscuring important lessons in innovation. “My contribution as RBC Chair,” Brzustowski says, “is that since it takes a real effort to understand things, I’ve learned how to explain things to others in my papers and in my lectures; I’ve described these things in ways that people understood.”

Landing Brzustowski in 2005 was a major coup for the Telfer School. A former president of the Natural Sciences and Engineering Research Council, he had served in the Government of Ontario as a deputy minister after a distinguished career at the University of Waterloo, where he had been professor of engineering, chair of mechanical engineering, and first provost. At the University of Ottawa, Brzustowski served on key committees of the university’s council before becoming provost. At the University of Ontario Institute of Technology, he worked to advance our understanding of how business and technical excellence must come together for innovation to both the supply side and the demand side of innovation. Government, for its part, needs to pay a growth capital for new ventures to achieve the scale to succeed in global markets. Business, for its part, needs to pay attention to both the supply side and the demand side of innovation and the programs that support it. “When companies need financial assistance of the kind that government provides in programs to encourage R&D, the small companies that are spending much more on R&D than they have in revenue need that assistance urgently,” he explains. “To give it to them with a delay might mean that it’s totally ineffective when they get it – if the company still exists.”

Now back at the University of Waterloo, Brzustowski serves as an advisor and a board member of the Institute for Quantum Computing, an involvement that dates back several years. He’s excited about the excellence he sees developing at the centre. "We are getting students and faculty here ready to think about inventions and possibly commercializing them," he says. "Even though we don’t know what those inventions might be.”

Professor Brzustowski has left the University of Ottawa with a renewed sense that while some expectations have to be reset, much can be improved about our innovation systems. “We might not be able to realize our holy grails of commercialized inventions deriving from Canadian research. But along the way some very important and useful results are going to be produced, and some of these will lead to inventions that can be commercialized.”

1Dr. Mark Freel was appointed the new RBC Professor in the Commercialization of Innovation for a 5-year period in October.
Financement de la recherche | Research Funding

Améliorer la prestation des services de santé francophones en Ontario

Le professeur Doug Angus contribuera à trouver les meilleures façons d’appliquer un modèle de services de santé intégrés pour les minorités linguistiques dans le cadre d’un projet de recherche qui sera mené au nom du Réseau des services de santé en français de de l’Est de l’Ontario.

La proposition retenue pour cet exercice de consultation a été développé par Benoît Hubert, Vice-président exécutif de PGF Consultants Inc., Doug Angus, professeur titulaire à l’École Telfer et Suzanne Tremblay, directrice de Sultrem Inc. Leur recherche permettra au Réseau de faire des recommandations factuelles aux Réseau local d’intégration des services de santé (RUSS) sur les meilleures façons d’adapter les modèles d’intégration des soins de santé aux besoins des minorités francophones qu’ils desservent.

Magda Donia Awarded Grant for a Study on ‘Altruistic’ Leadership

Professor Magna Donia and lead researcher Alexandra-Joëlle Panaccio of Concordia University’s John Molson School of Business will study servant leadership in diverse cultural contexts through a grant from the Social Sciences and Humanities Council of Canada (SSHRC).

Servant leadership theory proposes that leaders who engage in altruistic or selfless behaviours help nurture positive employee behaviours, but little is known about the mechanisms that underlie that relationship. The research will contribute to a better understanding of the impact of cultural values on the outcomes of particular leadership styles that will help improve the training and development managers. Titled Putting the needs of others above my own: The impact of cultural values on the manifestations and outcomes of servant leadership, this study will receive $49,351 over two years.

Sylvan Durocher reçoit une subvention de CGA-Canada et de l’ACPC

Sylvan Durocher a reçu une subvention de 10 000 $ offerte par CGA-Canada et l’Association canadienne des professeurs de comptabilité (ACPC) pour sa recherche intitulée Comprehensive Income Information: A User’s Perspective. En collaboration avec Anne Fortin du Département des sciences comptables de l’UQAM, M. Durocher examinera entre autres l’utilisation des autres éléments du résultat global par les utilisateurs des états financiers.

La professeure agrégée Dana Hyde est une spécialiste de la formulation et de la mise en œuvre des stratégies. Elle est aussi consultante en spécialiste de la formulation et de consultation Innovation Impact Inc. et est rédactrice en chef de la publication Innovation and Entrepreneurship.
**NSERC Awards Grant for Data-Driven Study of Information Worker Productivity**

Jacomo Corbo will investigate the Social and Economic Effects of Information Propagation in Large Networks using a $95,000 grant from the National Sciences and Engineering Research Council of Canada (NSERC).

His research will map the flow of information in real organizations over time and will combine economic theories of production with social network theory to estimate the effects of information diffusion on the productivity of individuals and teams. It will utilize data on information flow and interactions within organizations and on online social networks to develop general predictive models of behaviour in settings with local network effects.

The objectives of the project are to estimate and enhance the productivity of information workers; to model, measure and improve organizational performance and our ability to forecast organizational behaviours; and to improve performance-related intervention strategies in information-networked environments.

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**Bijan Raahemi’s Analytics Study Receives Major Grant**

Bijan Raahemi will use a new grant from NSERC to explore innovative algorithms and the application of data mining techniques to Internet traffic with the goal of recognizing and responding quickly to network attacks. Raahemi, an associate professor in management information systems and the founder of the Knowledge Discovery and Data Mining (KDD) Laboratory, will receive $105,000 over five years for this project, which is titled **Feature Engineering Using Bio-Inspired Methods For Internet Data Analytics**.

With the growth of Internet traffic, traditional identification methods for Internet data analytics face serious challenges when newer and/or malicious applications use randomly selected ports to communicate, making them increasingly difficult to identify. As a result, there has been an increasing focus of late on the analysis of Internet traffic based on statistical behaviours using machine learning, evolutionary methods and data mining techniques.

The effectiveness of the proposed algorithms will be explored in two important applications: intrusion detection systems and anomaly detection for network security, and protocol identification of the Internet traffic for resource allocation and quality of service assurance.

**Telfer School of Management Research Fund (SMRF) - Summer 2012**

We are pleased to announce that three research projects have been funded by the Telfer School of Management Research Fund (SMRF) last summer. The purpose of this fund is to promote research activities that lead to external grants and publications in high quality peer-reviewed journals:

**SMRF Knowledge Mobilization**

**Dan Lane & Maureen Woodrow** ($2,000)

*Innovation in the Inshore Fishery in N.L.*

**SMRF Research**

**Jules Carrière & Thierry Wils, UQO** ($6,000)

*Le lien entre les grappes de pratiques RH et la performance en RH : Le rôle des valeurs de gestion et de la complémentarité des pratiques*

**David Doloreux** ($6,000)

*Constructing Regional Advantages in Canada and Sweden*

**Telfer-Sprott Research Fund 2012 – WINNING PROJECTS**

On Thursday, April 26, 2012, the Telfer School of Management hosted the third edition of the Telfer-Sprott Research Forum. With the goal of providing a venue for continuous exchange of research knowledge and allowing faculty to form new linkages that will lead to ongoing collaborations, the Telfer School of Management and the Sprott School of Business have also created the Telfer-Sprott Research Fund to promote joint research activities involving professors from both schools.

This year, two projects were selected and received $10,000 each:

- The first is led by Professor Merridee Bujaki with co-applicants François Brouard and Leighann Neilson, from the Sprott School of Business, and Rhonda Pyper and Sylvain Durocher, from the Telfer School. Their project is titled **Impression Management in Accounting Recruitment Documents: An Analysis of Gender and Race**.

- The second funded project is under the direction of Dr. Magda Donia from Telfer and her co-applicant Carol-Ann Tetrault Sirsly from Sprott. Their project is titled **Cross-Level Impacts of Corporate Social Responsibility on Employee Behaviors**.
Coastal-Change Project (C-Change) Administrator Kathy Cunningham has been working with Telfer Adjunct Professor, Colleen Mercer Clarke in organizing a three-day event in late October 2012 that brings together the C-Change Canada Community Partners and researchers to discuss the development of “Communities of Practice” in support of managing adaptive capacity in Gibsons, B.C., Charlottetown, P.E.I., Isle Madame, Cape Breton, and Iqaluit, Nunavut.

Partners from these coastal communities represent the new age of municipal planners whose mandates include green development, sustainability objectives, resilient communities, and adaptive strategy as they face the challenges of sea level rise and more frequent and severe storms.

**Past Events**

C-Change members attended two special sessions related to climate change at the 50-50 Conference – Surveying the Past, Mapping the Future in Georgetown, Grand Cayman last March, and participated in several others. They took advantage of having Canadian and Caribbean counterparts together, holding a meeting to discuss progress and future plans for the project.

On the invitation of the Research Chair in Marine Ecosystem Management and Director of the Bras d’Or Institute, Dan Lane was invited to speak to the ‘Cape Breton Naturalists’ Society at the Historic Centre for Science and Culture (Lyceum). He presented his work as Co-Director of the C-Change ICURA project Managing Adaptation to Environmental Change in Coastal Communities: Canada and the Caribbean and discussed the impacts of pending sea level rise and storm surge on our coastal areas and the need for advance preparedness.

Last April, Dan Lane, Ralph Matthews (UBC), and Michael Epp (Municipal Planner, Town of Gibsons) met with Gibsons Town Council to present the C-Change project and establish a new working relationship with the new mayor and council, elected this past fall. Much positive feedback was received from this meeting and we look forward to working with Gibsons Town Council in the future, supporting their adaptation work.

Researcher Sue Nichols organized a two day geomatics workshop May 28-29, 2012, held at the University of New Brunswick. Attendees included members from Ottawa, Fredericton, Halifax, Cape Breton Island and several team members from Trinidad and Tobago. Various tools were presented and the exchange of information was invaluable. Following this workshop, the delegation travelled to Charlottetown, PEI to present recent findings and deliver data to Charlottetown City Planner and Sustainability Coordinator Hope Gunn, a C-Change Partner.

C-Change has become an affiliated project the LOICZ Organization (Land Ocean Interaction in the Coastal Zone). LOICZ works to support sustainability and adaptation to global change in the coastal zone. This important partnership enables the network to reach an international audience and to learn from other projects around the world. Don Forbes, one of our researcher, is a member of the Scientific Steering Committee for LOICZ.

Last April, Canadian Fisheries, Oceans and Aquaculture Management (C-FOAM) Associate Bruce Hatcher delivered a talk at the Telfer School, entitled Dredging the Sydney Harbour: Doing what HADD to be done, regarding the process of dredging and the environmental and biological issues that arose from it.

Bruce Hatcher (Cape Breton University) and Dan Lane have submitted documents as part of the Senate Standing Committee on Fisheries and Oceans’ Report on the Study on the Management of the Grey Seal Population Off Canada’s East Coast. They included the Draft Business Plan for a Small Scale Grey Seals Fishery for Cape Breton that was developed with the assistance of M.Sc. Management student Ira Grover.

Brian Davy was in Bangkok, Thailand in June 2012, at the Network of Aquaculture Centers in Asia-Pacific, looking into Better Management Practices (BMPs) for Asian small scale shrimp farmers. Brian is keen to link this work with C-FOAM, and this may include applying for grants together.

Dan Lane was invited by the International Sustainability Unit of the Prince’s Charity Trust to be part of a special panel discussion on The Transition to Sustainable Fisheries: Presenting the Case for Change at the 6th World Fisheries Congress held in Edinburgh, Scotland last May.

Last May, members of Ocean Networks Canada (ONC) held a session at the Telfer School to spread the word on their new initiative, the National Ocean Student Network, linking interested and like-minded students across Canada to resources and each other. ONC has a massive data resource available for free to researchers and the public alike (visit the ONC website at the address http://www.oceannetworks.ca/).

The Ocean Management Research Network (OMRN) is now preparing the third volume in the Policy Briefs Series that has been developed by the Oceans and Coasts Network Canada, a consortium of Canada’s national oceans networks. The Policy Briefs are made available on-line (http://www.omrn-rrgo.ca/smchome.php) and cover a range of topics on oceans policy. The Policy Briefs are directed at influencing government policy (federal and provincial), raising awareness of oceans and coastal industries, and coalescing coastal communities and their issues. The release of volume three is scheduled for the Fall of 2012.
Le Centre de recherche en comptabilité et gouvernance CGA-Canada s'appelle désormais le Centre de recherche en comptabilité et en gouvernance CGA-Canada.

L'Association des comptables généraux accrédités du Canada (CGA-Canada) a signé un contrat de don visant à soutenir les activités d’un centre de recherche de l’École de gestion Telfer.

Le don est destiné au Centre de recherche CGA de l’École de gestion Telfer et vise à financer, pendant l’année 2012-2013, les activités de recherche en cours et à venir portant sur la gouvernance d’entreprise, la gestion des risques, les affaires et la finance. CGA-Canada continuera de soutenir l’École de gestion Telfer et poursuivra sa collaboration avec elle par l’intermédiaire du centre de recherche.

Nos professeurs en vedette | Spotlight on our Professors

Des experts de l’École Telfer ont présenté leurs perspectives concernant la gestion de l’innovation lors d’une réunion avec Phil Mjwara, le directeur général du ministère de science et technologie de l’Afrique du Sud, tenue le 13 septembre dernier.

Suite à l’introduction du doyen Français Julien, Tom Brzustowski, Professeur RBC, a donné un aperçu d’innovation au Canada et le rôle que joue la recherche universitaire à cet égard. Tyler Chamberlin a mis en lumière la dimension locale en matière de commercialisation et l’adaptation à l’évolution du marché international. Margaret Dalziel a présenté des perspectives sur la meilleure façon de mesurer l’impact des investissements gouvernementaux en recherche et en innovation. Joe Irvine, directeur du bureau Valorisation de la recherche et transfert de technologie (VRTT) à l’Université de l’Ottawa, a expliqué le rôle du VRTT en tant que facilitateur de partenariats stratégiques qui créent de la valeur. La visite de la délégation sud-africaine faisait partie d’une tournée d’études à Ottawa portant sur la commercialisation de technologies, la gestion d’innovation, et la gestion de la propriété intellectuelle au Canada.

Merridee Bujaki a joint the faculty at the Sprott School of Business at Carleton University. A professor at the Telfer School since 1995, she has occupied key positions including manager, accounting studies and head of the accounting, finance, and management information systems sections.

American Jennifer Ferris is here at the Telfer School studying entrepreneurship in Canada at the invitation of Professor David Doloreux. Ms. Ferris is the recipient of a prestigious Canada-U.S. Fulbright student award for the 2013-2014 academic year. She will research how Canada’s entrepreneurship has changed over the past 30 years with respect to globalization as well as its variation among regions.

Micheal Kelly a été nommé doyen de la School of Business and Economics de la Wilfrid Laurier University. Il a agi à titre de professeur de gestion stratégique et internationale et il est l’ancien doyen de l’École Telfer.

Doug Angus has been appointed a member of the Advisory Committee for Ontario’s Immunization System Review until September 2103. He will also be part of a Working Group for the Royal College of Physicians and Surgeons of Canada to expert advice on six key areas: Patient Safety, Medical Education, Health System Performance & Health Economics, Professionalism, Resident and Faculty Health and Wellness, and Procedural Disciplines.

En juillet dernier, Lavagnon Ika, en collaboration avec le professeur Derek Walker (Université RMIT, Melbourne), Paul Steinfort (PDG de PSA Project Management à Melbourne en Australie) et de la professeure Janice Thomas (Athabasca University), a mis sur pied le premier Symposium international sur la recherche en gestion des projets de développement international dans le cadre de la Conférence bi-annuelle du Project Management Institute (PMI) qui a eu lieu en Irlande. Ce symposium portait sur l’opportunité et la pertinence de la recherche en gestion des projets de développement international.

Last March, Professor Umar Ruh’s doctoral thesis claimed first prize at a European conference examining current issues in online research. Dr. Ruh studied the factors affecting member participation behaviour in online communities.

Following the initiative of Professors Magda Donia and Silvia Bonaccio, the Telfer School of Management joined the 2012-2013 CARMA Consortium Webcast Program, which has been “established to provide university faculty, graduate students, and other researchers with advanced training in research methods and data analysis”. According to the terms of our subscription, all Telfer faculty and students are eligible to view, as a group, new lectures by internationally recognized statisticians and methodologists. Each lecture is delivered live (with video and audio) over the internet. An invitation will be sent before each webcast. If you have any difficulties navigating the site, questions about the resources available, or how to access them please contact Professor Magda Donia (Donia@telfer.uottawa.ca).
Nos étudiants M.Sc. en vedette | Spotlight on our MSc Students

Thesis Proposals | Thesis Defences

Anika Laperrière (MSc in Management) – June 2012
Thesis Proposal: The Internationalization of Small Professional Service Firms: An Organizational Learning Perspective – Supervisor: Martine Spence

Geneviève Prud’homme (MSc in Health Systems) – June 2012
Thesis Defence: Neighbourhood Characteristics and Preventable Hospitalizations in a Predominantly Urban Canadian City (Ottawa) – Supervisors: Kevin Brand & Elizabeth Kristjansson

Marie-Andrée Cadieux (MSc in Health Systems) – June 2012
Thesis Defence: Comprehensiveness of the RUG-III Grouping Methodology in Addressing the Needs of People with Dementia in Long-Term Care – Supervisors: Linda Garcia & Jonathan Patrick

Ira Grover (MSc in Management) – August 2012
Thesis Defence: Exploring the Relationship between Leadership, Organizational Learning Capability and the Mediating Role of Trust – Supervisor: Soweoh Goh

Evelyn Lord-Tarte (MSc in Management) – August 2012

Suman Deep Kaur (MSc in Management) – September 2012
Thesis Proposal: A Comparative Analysis of Post-market Surveillance of Natural Health Products (NHP) – Supervisors: Wojtek Michalowski & Dan Lane

Anisa Aubin (MSc in Health Systems) – September 2012
Thesis Defence: Capacity Allocation for Emergency Surgical Scheduling with Multiple Priority Levels – Supervisor: Jonathan Patrick

Vicki Sabourin (MSc in Health Systems) – September 2012
Thesis Proposal: Evaluation des stratégies de recrutement utilisées à l’Hôpital Montfort pour les infirmières autorisées : Une étude de cas – Supervisor: Doug Angus

Christine Fahim (MSc in Health Systems) – September 2012
Thesis Defence: Exploring the Supports Available for Health and Social Service Providers Responding to the Disaster in Haiti – Supervisor: Dan Lane

Post-Internship Presentations

Emmanuel Kabura – Internship: Canadian Border Services Agency (CBSA), where he developed a geostatistical tool capable of converting health data into geo-spatial intelligence for use in specific projects.

Seyed A. Izad Shenas – Internship: Accreditation Canada, where he delved into Accreditation Canada data to analyse possible relationships between governance in healthcare organizations and specific patient safety outcomes.

Conference Presentations


Persaud, A. and Zhao, X. (June 2012). Patterns of Innovation in Renewable Technologies in Canada, the USA, China, and South Korea Post Kyoto. Administrative Sciences Association of Canada 2012 Conference, St. John’s, NL, Canada.


Publications


Publications

Livres | Books

Chapitres de livres | Book Chapters


Articles dans des revues avec comité de lecture | Refereed Journal Articles


"The debate on small-firm credit constraints, in its preoccupation with loan denials, has largely ignored discouraged borrowers, i.e., business owners who are discouraged from seeking bank loans because they believe they will be turned down."

Mark Freel, *Small Business Economics*


“In the post-Enron period, the evidence shows that there has been no significant improvement in non-regulated governance practices among Canadian firms... compliance has even declined in areas related to shareholder rights and disclosure.”

Richard Bozec et al., Corporate Governance


Zhao, X. and Persaud, A. (June 2012). Patterns of Innovation in Renewable Technologies in Canada, the USA, China, and South Korea post Kyoto. Proceedings – Administrative Sciences Association of Canada 2012 Conference, St. John’s, NL, Canada.


**Présentations | Presentations**


*Increasing organic food consumption will depend on consumers’ trust orientations and values. Buyers need to have confidence in the certification label, in the product’s country of origin, and in the distribution channels used.*

Leila Hamzaoui-Essousi and Mehdi Zahaf, Organic Food and Agriculture: New Trends and Developments In the Social Sciences


Linton, J.D. (February 2012). Financial Options: Applications to R&D Decision Making. Invited Lecture, National Research University, Moscow, Russia.

Linton, J.D. (February 2012). Technology Innovation Management and Publishing: An Editor’s Perspective. Invited Lecture, National Research University, Moscow, Russia.

Linton, J.D. (February 2012). Portfolios of R&D: What is Currently Known about Selecting Projects as a Group? American Association for the Advancement of Science, Vancouver, BC, Canada.


Linton, J.D. (June 2012). Beyond R&D Project Selection: Getting Past Today’s Practices Webinar Registration. Webinar, illumin8 from Elsevier, New York, NY, USA.


Documents de travail de l’École de gestion Telfer | Telfer School of Management Working Papers


The next issue Avant-Garde will include publications from mid-September 2012 to mid-February 2013. Send your references at faucher@telfer.uottawa.ca.

Recherche en Action | Research in Action

- Doug Angus was interviewed for the articles *Nordal Pay Tough Pill to Swallow* (lfpress.com); Ontario Health Minister Says Province’s Doctors Are «Lying» to Public (ottawacitizen.com); and, Canadians Embracing Larger Role for Pharmacists in Health Care: Poll (canada.com).

- Jonathan Calof wrote the article *Develop Your Own Early Warning System* on carriereonline.ro.

- Margaret Dalziel is the author of the article *There Are Better Ways to Cut Business Support in Ontario*, published in the Globe and Mail.

- Gurprit Kindra was interviewed in a radio broadcast on *Olympic Branding*; and on *Why the River Parkway Has Become the MacDonald Parkway* (cbc.ca).

- Daniel Lane was interviewed for the article *To Stand Idle While Our World Washes Away Is the Utmost Human Folly* (peicanada.com).

- Jonathan Linton was interviewed for the article *AAAS: Scientific Minds on Business Solutions* (obj.ca).

- Wojtek Michalowski was interviewed for the article *Seeking Hard Data on Adverse Effects of Drugs* (cmaj.ca).

- Mike Miles was interviewed for the article *IRB Goes Lean to Cope with Demands of New Refugee Law* (ottawacitizen.ca).

- Michael Mulvey was interviewed for the articles *Canadians Staying Away from Summer Blockbusters: Poll* (canada.com); and *RBC Canadian Consumer Outlook Index Finds 57 Per Cent of Canadians Have No Rainy-Day Savings* (huffingtonpost.ca).

- Barbara Orser was interviewed for the articles *Why Aren’t There More Women in Tech Start-Ups* (theglobeandmail.com); *Are More VCs Betting on Women to Make a Buck? (women2.org); and *Women in Small Business* (canadianbusiness.com). She also presented *Feminine Capital: Leveraging Women’s Entrepreneurial Talent* at the Centre for Research and Education on Women and Work at the Carleton University last may.
• A study authored by François Neville (MSc Graduate in Management), Barbara Orser, Allan Riding and Owen Jung of Industry Canada was featured in Small Business Quarterly, a publication by Industry Canada.

• Allan Riding has commented on the article Toronto a Hot Spot for Entrepreneurs Who Borrow from Loved Ones (theglobeandmail.com), and was also interviewed on his recent study about the financing preferences of small and medium-sized enterprises in the article Heaven on Earth (obj.ca).

• Umar Ruhi was interviewed for the article Microsoft’s $1.2 Billion Purchase of Yammer a Mixed Bag for B-Schools (usnews.com).

• Martine Spence was a keynote presenter at the International Colloquium on Small-and-Medium Enterprises sponsored by the Network for Business Sustainability. She presented l’orientation entrepreneuriale et le développement durable dans les PME : Une comparaison France-Canada at the conference in Montreal.

• A visit by Canada’s Governor General to Trinidad and Tobago in May 2012 highlighted two projects around sustainable management spearheaded by Professor Dan Lane of the Telfer School. Dr. Clement K. Sankat, Principal of the University of the West Indies (UWI)-St. Augustine cited the University of Ottawa and the C-FOAM and C-Change ICURA projects as particular examples of cooperation between Canada and UWI.

À vos calendriers! | Mark Your Calendars!

Thursday, November 1, 2012
Telfer Graduate Open House
DMS 4th Floor, from 16:00 to 20:30

Monday, November 5, 2012
John de la Mothe Memorial Lecture 2012
Richard Shearmur, Institut national de la recherche scientifique
DMS 4101, from 15:30 to 17:30

Friday, November 9, 2012
Health Systems Research Seminar Series
Vimla L. Patel & Edward H. Shortliffe, NY Academy of Medicine
DMS 4170, from 14:00 to 16:00

Friday, November 9, 2012
CARMA Consortium Webcast Program
DMS 6160, from 12:00 to 15:00

Thursday, November 15, 2012
Management Research Seminar Series
Scott C. Ensign, Wilfrid Laurier University
DMS 7170, from 14:00 to 16:00

Tuesday, November 27, 2012
Health Systems Research Seminar Series
James M. Schultz, University of Miami
DMS 7170, from 14:00 to 16:00

Friday, November 30, 2012
Research Challenges Seminar Series
Lavagnon Ika, Telfer School of Management
DMS 6160, from 11:00 to 12:00

Friday, January 25, 2013
Management Research Seminar Series
Sharmistha Bagchi-Sen, State University of NY - Buffalo
DMS 7170, from 10:00 to 12:00

Friday, January 25, 2013
CARMA Consortium Webcast Program
DMS 6160, from 12:00 to 13:30

Thursday, January 31, 2013
Telfer Research Awards Ceremony 2012
DMS 4101, from 15:30 to 17:30

Friday, February 8, 2013
Management Research Seminar Series
François Chiocchio, UQAM
DMS 7170, from 10:00 to 12:00

Friday, February 15, 2013
Health Systems Research Seminar Series
William Hogg, University of Ottawa
DMS 7170, from 10:00 to 12:00

Friday, February 22, 2013
Research Challenges Seminar Series
Sandra Schillo, Telfer School of Management
DMS 6160, from 11:00 to 12:00

Friday, February 22, 2013
CARMA Consortium Webcast Program
DMS 6160, from 12:00 to 15:00

Wednesday, March 20, 2013
Management Research Seminar Series
Elicia Maine, Simon Fraser University
DMS 7170, from 10:00 to 12:00

Friday, March 22, 2013
Research Challenges Seminar Series
Pavel Andreev, Telfer School of Management
DMS 6160, from 11:00 to 12:00

Friday, April 19, 2013
CARMA Consortium Webcast Program
DMS 6160, from 12:00 to 15:00

Friday, April 26, 2013
Research Challenges Seminar Series
François-Éric Racicot, Telfer School of Management
DMS 6160, from 11:00 to 12:00

Pour plus de renseignements sur nos événements à venir, consultez notre site web à l’adresse : www.telfer.uottawa.ca/recherche/evénements.
La Bibliothèque de gestion | The Management Library

What’s new?

- Take a zooming virtual tour of our Management Library created with Prezi by our co-op student Katie Skidmore: http://prezi.com/a1gqte06rmw6/telfer-management-library-tour/
- We’re on Twitter! Check out our short and sweet tweets @uOBiblioMgmt
- Need to e-mail us? Now you can reach us at our general address: management.library@uottawa.ca or biblio.gestion@uottawa.ca

Guides de recherche

Afin de faciliter la recherche dans nos vastes collections de ressources, nous développons des « guides de recherche ». Ces guides énumèrent des bases de données, des sites Web, des livres, etc. qui seront utiles pour un tel sujet. Voici quelques nouveaux guides :

- Bloomberg : http://uottawa.ca.libguides.com/finance_fr (disponible aussi en anglais)
- Guide de citation : http://uottawa.ca.libguides.com/citersanssoucis (disponible aussi en anglais)
- Healthcare Management : http://uottawa.ca.libguides.com/healthcaremgmt (disponible en anglais seulement)

Recently acquired databases

- Print Measurement Bureau (PMB): This resource is especially useful for Marketing students and faculty who are looking for survey data on Canadian print readership, non-print media exposure, product usage and lifestyles.
- Sustainalytics provides environmental, social, and governance performance research and analysis. Access is to the Canadian ESG platform.
- ProQuest Business Collection: You can expect to see even more results while searching ProQuest as we recently added this collection which includes all content from ABI/INFORM Complete, Accounting & Tax, Asian Business & Reference, Banking Information Source, Entrepreneurship, and the International Bibliography of the Social Sciences.

Did you know?

- As of early this year, Statistics Canada made much of their data free. This means that the census and the socioeconomic and geographic data that make up CANSIM (Canadian socioeconomic Information Management System) is now open to all.
- Database name changes: Datamonitor360 has been rebranded as Marketline Advantage and FPInfomart is now simply known as Infomart.

Services for YOU!

- Séances d’information pratiques : Nous sommes toujours disponibles si vous désirez que nous présentions en classe les ressources de la bibliothèque à vos étudiants. N’hésitez surtout pas à communiquer avec nous!
- Savez-vous comment créer des liens directs aux livres et articles disponibles électroniquement? Nous sommes prêts à vous aider à faire cela.

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La Direction de la recherche | The Research Office

The first Telfer School RESEARCH Annual Report 2011-2012 is now online! Research continues to be a big success story, and a big part of what our professors and students do. That research contributes to the knowledge that helps guide government and private sector leaders. The expertise of our researchers can inspire the next health systems specialist, the next technology innovator, the next social marketer, the next sustainable entrepreneur. Telfer School research has a tangible impact across the region, Canada and internationally. By delivering real results, we provide the insights needed to anticipate and advance beyond the challenges – organizational and societal – that lie ahead.

This year, as a way to share the work we are doing to meet those challenges, we developed the first Telfer School Research Annual Report as a complement to the Dean’s Annual Report. In it you will find highlights of important research milestones and major collaborations, our grants and recent discoveries. Both reports are published electronically and we invite you to view them at your leisure:

In English: http://www.telfer.uottawa.ca/researchreport2011-12/
En français: http://www.telfer.uottawa.ca/rapportrecherche2011-12