Everybody wins
Employer partner relationships fuel success

Learning together
for positive change
Advancing prosperity through executive education

Changing how we
consider forests
Making community forests a reality

Business · Information Management · Public Administration · Resource & Environmental Studies

Dalhousie University Faculty of Management 2013
The Dalhousie University Faculty of Management is Canada’s leader in advancing values-based management to bring sustainable prosperity to individuals and communities.

Offering management education for every stage of your career:

- Executive Education
- Mid-Career Development
- Graduate Programs
- Undergraduate Programs

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The power of IDEAS

Graduates of our Schools can apply their experiential learning, ethical leadership and people skills to drive prosperity and productivity at home and around the globe.

Graduating students who Manage with Integrity and Make things Happen is the goal of all the programs delivered by the four Schools of the Faculty of Management. We believe that this is best achieved by building our programs on a foundation of values-based management. The acronym IDEAS captures this foundation by putting Integrity, Diversity, Experience, an Action orientation and Sustainability front and centre. We integrate these values into all we do.

Values-based management helps an organization think about the values that are cherished and the mission that is shared. It supports a culture of collaboration with all stakeholders. Managing with integrity is essential to building trust and maintaining sound working relationships. Our student body is increasingly international, so valuing and respecting different perspectives and different voices is key to our cross-sector perspective and global outlook.

As a Faculty, our ability to provide our students with experiences that prepare them for their careers is another great strength. Our students benefit from workplace experiences offered by our employer partners, direct engagement with our alumni, the sharing of real-world experiences by our professors and management of student-led initiatives. Graduates of our Schools can apply their experiential learning, ethical leadership and people skills to drive prosperity and productivity at home and around the globe.

Enthusiastic employer partners
Our employer partners play a vital role in the life of the Faculty of Management. All of our Schools offer students co-op work terms, internship opportunities or corporate residencies. These provide our students with hands-on experience and a context for their learning while building their connections with the business community.

Excellent, engaged students
Our student body is growing, and the quality of our students is improving. We select those with all-around capabilities (not just academic skill). We, and employers, look for leaders who can also be team players. In conjunction with our students and employer partners, we continually revise our curriculum to utilize their workplace experiences in the classroom.

Through our growing expertise in the use of technology, we are delivering a wide range of courses to a larger, more geographically disparate student body. Our MBA-FS (Financial Services MBA), Master of Information Management and Master of Public Administration are all delivered to working managers from across the country. They include online learning, in-person intensive sessions and experiential learning components.

Engaged, active alumni
Strong alumni relations, network building and leadership qualities that we instill in our students allow us to continue to enlarge our circle of influence in the community. Our alumni maintain close ties with our staff and faculty long after their graduation from Dalhousie. Many become donors, guest speakers, mentors and employers of our current students.

Whether you are an alumnus, a potential employer partner or a prospective student, I invite you to engage with us in advancing IDEAS to bring sustainable prosperity to individuals and communities.

Peggy Cunningham
Dean
The change was subtle, but profound. A few months after starting Dalhousie’s Executive Education program with ten of his colleagues, a manager at the Halifax Port Authority – already a stellar performer – took it up a notch.

“This individual really stepped up to the plate, took what he learned and started using it. We saw quite a difference,” says Joan Macleod, Director of Human Resources and Administration at the HPA.

In late September, a group of 12 senior managers at the HPA became the first cohort to enroll in the Rowe School of Business Executive Education program. Designed to offer advanced training in leadership development, the new program takes cohorts of senior managers from single organizations and puts them through a comprehensive program structured to suit the client.

For organizations such as the HPA, the program not only offers a way to help address succession planning through skills development of existing staff, but also trains their employees close to home, saving them time and money. “The alternative was always to send promising new leaders to business schools in other parts of the country,” says Robbie Shaw, Executive Advisor to the Dean at Dalhousie’s Faculty of Management. Doing so meant additional costs to the company, as well as the risk of losing those employees to other employers.

In contrast, the new Executive Education program offers advanced leadership training in-region, says Rachel Sumner, Director, Executive Education, who helped develop the course curriculum. “It was essential that we offer faculty with excellent academic credentials, who also have experience as practitioners in their fields,” she says. “That hands-on application is crucial.”

The program is delivered in modules that cover a range of topics in four core areas: self-management, engagement, innovation and complexity. Sumner and her colleagues made a significant investment of time and money to develop the world-class program and the Faculty of Management’s approach to executive education is hands-on.

“We want to ensure the curriculum reflects our client’s organization so that participants can put their learning into action immediately,” says Sumner. The customization ranges from total design of program curriculum to using the client’s own balance sheets for advanced financial management training.

One key distinction of the program is the single organization cohort. And while the Faculty is planning on broadening its offering in the future to include cohorts from a variety of companies, Sumner says that leaders who learn together have a greater capacity to make positive change together. “Because they are getting to know one another outside the scope of work, they have a built-in support system when it comes to applying what they’ve learned in order to create change,” she says.

And by supporting the development of a new generation of managers who have the desire, support and skills to innovate and create change, Shaw says the program can help achieve its long-term goal of enhancing regional prosperity and sustainability. “This type of advanced leadership development is a necessary piece of infrastructure for economic development.”
Everybody wins
The value of employer partnerships at the Rowe School of Business

“When Ed Steeves first learned about the Rowe School of Business Alumni Mentoring program, he knew he’d found an opportunity to give back to the school that had helped him launch his career.

Steeves, the Regional Vice President of RBC’s Private Banking for Atlantic Canada, graduated from Dalhousie with an MBA in 1997. And while the curriculum amply prepared him for a career in banking and finance, he says he could have benefited from some “been there, done that” wisdom in those early days.

Because he’d completed his MBA immediately after his Bachelor of Commerce degree, Steeves initially lacked the work experience of the more seasoned professionals he competed with for jobs.

“Looking back, I can see how beneficial it would have been to have had a mentor to act as a sounding board and to help me understand how I could best position my education and real-life experiences in order to make myself even more competitive,” he says.

Steeves’ experience, both as a young MBA graduate looking for a competitive edge and as a senior executive eager to mentor new talent, highlights the crucial role of the Faculty of Management’s employer partners who enhance students’ learning experiences both inside and outside the classroom.

“Employer partners help us stay attuned to the needs of the job market, which means we can better tailor our programs to serve the needs of our students,” says Greg Hebb, Director of the Rowe School of Business. Hebb notes that years ago, business schools across North America adopted a “build it and they will come” approach to curriculum development. But in today’s über-competitive job market, Hebb says engaging with employers to figure out what they need is the name of the game.

“We are continually reaching out to employers and saying, “Work with us, tell us what your issues are, what your people need and we will design a program to support that.’”

Six years ago, based on in-depth consultations and needs assessments with employers, HR professionals and graduates, the School of Business retooled its master’s-level program to meet the evolving needs of the workplace. In addition to core subjects such as finance and marketing, Corporate Residency MBA students now follow a mandatory Personal and Professional Effectiveness stream, which focuses on communications, self-management and conflict resolution. “The feedback we got from our employer partners...
was that our graduates were terrific at core skills such as analysis, but needed more in-depth training in areas such as dealing with ambiguity,” says Hebb. 

This renewed emphasis on the soft skills that can make or break a business career, combined with a new eight-month corporate residency term, has made Dalhousie’s Corporate Residency MBA program one of the country’s premier business degrees.

From providing co-op and residency opportunities for BComm Co-op and Corporate Residency MBA students to helping shape course curricula, employer partners play an important role in helping graduates compete in the job market. Over the years, the Rowe School of Business – one of only two Canadian business schools with a mandatory co-op program for Bachelor of Commerce students – has placed over 10,000 students in co-op work terms and developed relationships with many prestigious employer partners.

“Students come to the Faculty of Management to launch their careers,” says MCS Career and Recruitment Specialist Robert Wooden. “Our unit empowers them to do that.”

With 12 full-time staff, MCS employs career and recruitment specialists with specific knowledge in key areas such as accounting, marketing, international business and finance. They work closely with students to help them compete for co-op and residency work terms, hone their résumés, prepare for big interviews and map out a career path. MCS also spearheads special events such as Tap the Talent (graduating student recruitment event) and the Scotiabank Interview Competition, which are designed to get Dalhousie’s business students job-ready.

“When our students enroll in the Faculty of Management, they are making an important investment,” says Wooden. “We want to do...
everything we can to support them and provide them with a great return on their investment.”

Management Career Services also facilitates optional internship opportunities for students in the Bachelor of Management program. This program focuses on teaching students business and management skills and also how to apply them beyond the corporate world to fields such as the public sector, environmental organizations and non-governmental organizations.

“It’s not all about what MCS can do for students, but also about what it can do for employers,” says MCS Director Anna Cranston. “Building sustainable partnerships with employers ensures that our programs become part of an organization’s talent attraction strategy, providing access to students who are well suited to that organization.”

This is achieved in two ways – through continuous employer outreach and a rigorous process of student selection. MCS plays an important role in screening potential candidates for the Corporate Residency MBA program. Through application reviews and mandatory interviewing, MCS is able to screen candidates based not only on their educational and work history, but also on two of the most important factors for any MBA graduate – employability and coachability.

“Essentially we are conducting a first interview on behalf of our employer partners, ensuring that the students they meet have already demonstrated the fortitude required to succeed in a grad program and in the corporate world,” says Cranston.

Strong relationships forged between employers and the Faculty of Management ensure that Canada’s most prestigious employers have access to graduating students.

Michael Joyce, who graduated from Dalhousie in 2003 with a BComm, says the close working relationship his employer, Proctor & Gamble, enjoys with Dalhousie’s Management Career Services team makes it easier for the firm to recruit new graduates.

“We’re headquartered in Toronto and have only a few people on the ground in Halifax,” notes Joyce. P&G is a regular contributor to the Faculty of Management’s case competitions where the firm has provided case studies and judges, and has also worked with Management Career Services on the logistics of scheduling co-op interviews, or hosting information and campus recruiting sessions. These activities have strengthened P & G’s connection to

“If I had not taken the co-op program at Dalhousie, I wouldn’t be at P&G today. The co-op terms helped me understand what I enjoyed about the business, and where I needed to focus my energy.”

Michael Joyce (BComm ’03), Senior Account Executive, with co-worker Sanjeev Pushkama (MBA ’08) at Proctor & Gamble headquarters, Toronto
Dalhousie, Joyce says, which ensures a smoother recruitment process.

Joyce, who is now a senior account executive at P&G, says he appreciates the degree to which the Faculty of Management consults with his company to ensure the curriculum matches the real-world needs of employers.

“Students are able to hit the ground running,” he says. For employers, Dalhousie’s focus on experiential learning – particularly evidenced by its mandatory co-op and corporate residency terms – offers companies a low-risk method of trying out potential employees.

“Work terms give us a chance to see if a candidate has what it takes to be successful here,” says Joyce. Indeed, Joyce completed all three of his BComm co-op terms at P&G, two in Halifax and one in Toronto. The experience was “enormously valuable”, he says, in helping him bridge what he was learning in the classroom with the working environment. What’s more, he developed a strong relationship with his employer, which translated into an offer of full-time employment when he graduated.

“If I had not taken the co-op program at Dalhousie, I wouldn’t be at P&G today,” says Joyce. “The co-op terms helped me understand what I enjoyed about the business, and where I needed to focus my energy.”

Today, Joyce is mentoring a new generation of co-op students who are looking to launch their careers at his company. From consumer research projects to developing marketing plans designed to target specific audiences, Joyce says co-op students contribute to the life and growth of his company in meaningful ways, while they gain valuable skills and experience in the process.

Wooden says that providing that vital link between the classroom environment and the corporate world is the endgame of MCS and the driving force behind the Faculty of Management’s relationships with its employer partners.

“When our students have the knowledge, training and experience they need to launch a career they love, everybody wins.”
Peggy Cunningham was directing the Centre for Corporate Social Responsibility at Queen’s University when she sat down with Mary Donohue, a CSR consultant, and Scott Ewart, a VP at Molson. Their challenge: to design a mentorship program to mutually benefit firms, nonprofits and students.

It became the National Mentoring Program (NMP), an instant success. “Students had a powerful learning experience, nonprofits had projects launched they couldn’t otherwise afford, and mentors learned skills such as how to guide and motivate people they didn’t have formal authority over,” Peggy says.

When she became Dean of Dalhousie’s Faculty of Management in 2009, she brought the program with her. She considers it “the jewel of the faculty.” Its impact signals a new co-op model and a new way of doing business.

“This generation of business students is focused on enhancing their community, practicing sustainability and being charitable,” explains Amy McLellan, Employer Development Coordinator. “For them, CSR is the way to do business.”

Meanwhile, the nonprofit sector’s goal is to help society, but with limited resources it faces challenges hiring talent to move forward on operational objectives. Students seeking co-op work terms at nonprofits often find there is plenty of work but no money to pay them.

The NMP model puts an innovative spin on corporations’ traditional philanthropic giving. Instead of handing over a cheque at the next fundraising dinner, corporations are redirecting their support to fund a student work placement with a nonprofit organization. A good salary to do good work.

“I was over the moon!” says Courtney Larkin (BMgmt ’10), recalling when she learned she’d do her NMP placement at United Way Halifax in the summer of 2010. The feeling was mutual for United Way. NMP participants are the cream of the crop.

“It is important that the temporary positions at the nonprofits really do benefit their operations over a limited four-month period,” Amy says. “We select top-notch students to participate, those with proven abilities to take initiatives and independently move forward with projects.”

Courtney, who was President of the Student Union and an active community participant, was a perfect fit. Molson Coors generously sponsored her placement. What makes the NMP unique is that corporate sponsors also provide a mentor for the student. The mentor provides a management perspective on social challenges and filters his other expertise through the student to further benefit the particular projects at the nonprofit.

Derek Cruickshank, Business Planning Manager at Molsons Coors, met regularly with Courtney during her work term at United Way. Courtney decided to work on volunteer engagement with the population she knew best: post-secondary students.

She had an ambitious goal, to develop enough expertise to help United Way’s 56 member agencies.
streamline their volunteer recruitment, and to start a volunteer centre on campus. Derek was on board, but reminded her to think of volunteers as customers with their own needs. The information she gave them was a product.

Courtney, with extensive input from nonprofit agencies and students, created outlines that clarified each group’s needs. “It’s a one-page dating profile for each agency with tips on fundraising, in case people want to try that for an agency.” Collectively, they made a guide to volunteering and fundraising.

After her workterm, Courtney presented the results to several Dalhousie deans, which led to the creation of Dal Connects, a certificate leadership training and volunteer program. Around the same time, a position opened at United Way and Denise Green, Courtney’s workplace supervisor, asked her to apply. “My first day was the start of a huge new fundraising campaign,” she says. She handled it well enough to be promoted 18 months later. She’s now in charge of a $6 million annual giving campaign.

“It is wonderful to see that the business leaders of tomorrow are committed to social responsibility as a way of doing business.”

In the two years between Courtney’s placement and that of Becky Richter in the summer of 2012, the program experienced impressive growth. What started with one sponsor – Molson – has now added Nova Scotia Power/Emera, Proctor & Gamble, Wilson Fuels, RBC and Deloitte. Since 2009, the NMP has allowed for the creation of 24 new employment opportunities at 13 different nonprofit organizations. Becky had long known about the program – she was so enthralled she attended an information session in her first year, two years before she qualified. She was determined to apply her business learnings in the nonprofit sector, and completed her first two commerce co-op placements at the Parkinson Society. Her NMP placement, sponsored by Nova Scotia Power, was at Big Brothers Big Sisters.

“I was matched with Lia MacDonald, Field Director at NSP,” Becky says. “Besides teaching me how to be effective in a larger organization, Lia helped me secure space for Big Brothers Big Sisters fundraising events at NSP facilities.”

Becky, with Lia’s input, expanded Big Brothers Big Sisters’ fund development strategy, improving its ability to go after corporate sponsors. “Our thinking was how to ensure a sustainable organization,” Becky says.

That perspective revolutionized Becky’s career path, flipping her goals and dreams. She still believes in the nonprofit model, but also sees a greater role for social enterprise – for-profit businesses geared to social change. “All business should be operating this way,” she says.

For inspiration, she attended February’s social enterprise conference at Harvard University in Boston, an experience beyond her expectations when she first learned about the NMP. “It’s a fabulous opportunity and I’m also a huge advocate of being a mentor. I think Lia would say she learned a lot from our experience too.”

For Jessica MacKenzie, who manages the NMP, Courtney and Becky’s stories are inspiring yet typical. She credits the program and the exceptional students it attracts. “They are focused on the greater good,” she says.

The NMP allows the private and public sectors to collaborate through the link of a Dalhousie business student. “The model is truly innovative and a win-win-win for all who participate,” Jessica says. “Together, we are making major advancements in our communities.”
Growing up in a literary town like Halifax, with its rich history of authors from Thomas Raddall to Maxine Tynes, Melissa Oldrieve fell in love with words at a young age. It wasn’t that she pined to be a poet; she loved literature but also the practical application of language and how it can connect diverse people.

Connecting with people is a high priority for Melissa. After high school, Dalhousie was a natural choice. “It has a big population, lots of people to meet,” she says, “and a good reputation for quality education.”

She had long since decided to study English literature, but halfway through her freshman year she learned she could choose any area of emphasis. “I was drawn to Canadian studies,” she says. She was anticipating a master’s degree that would bring her into public service. “I’ve always cared a lot about what goes on in the community, and I feel like I have a responsibility to give back to it.”

In third year, while tutoring at the Dalhousie Writing Centre in the Killam Library, she learned about the Master of Public Administration (MPA) program. It was a revelation, a pathway to a management career in government. “It was an interesting switch from arts to management, from analyzing literature to this very practical, project-oriented work,” Melissa says.

After her introductory year covering basic management tools – statistics, human resources, accounting, organizational design – Melissa applied for a summer internship with the Nova Scotia Department of Energy. “It was a competitive process, so I learned about public sector hiring,” she says.

She was hired as a policy analyst to assist in the implementation of the Community Feed-in Tariff Program, a means of ensuring profitability for small, community-based energy producers and helping the province meet its ambitious renewable energy targets. “It was a real mix of program management and implementation, organizing policy documents and taking input from various stakeholders,” Melissa says.

It was her first real job, and it involved administering a major new energy program, changing the direction of the province’s previous energy tactics. She felt intimidated, being completely new to the energy field and lacking technical knowledge of renewable energy.

But that wasn’t what the job required. There were engineers on staff for that. Her role drew directly on the generalist education the MPA provides, along with finely tuned research skills. Melissa also relied on her ability as a writer.

Many of the employees at the Department have MPAs, and their undergraduate degrees are in arts, business and science. “Public servants should represent the public and have varied backgrounds,” Melissa says.

Melissa Oldrieve (MPA ‘12), is a Policy Analyst in the NS Department of Energy’s Sustainable and Renewable Energy Division.

English to energy

Potential students often start considering the MPA when they reach the workforce after graduation. They have a job, but not a career.
“In my group, five of the eight are MPAs, all but one from Dal. Plus there’s me,” says Sandra Farwell, who directs the Department’s Sustainable and Renewable Energy Division. “They have a good grounding in policy, and they can go to any department. The general background is what we want. It starts often with a co-op placement and leads to long-term employment with us.”

That’s the exact path Melissa took. Sandra hired her – once again in a competitive application process – while Melissa was finishing school, to help develop the Province’s Marine Renewable Energy Strategy. Melissa has moved from wind, a 2,000-year-old renewable energy technology, to an emerging one still in the research and development phase. It’s not unusual for civil servants to make such leaps, using the same skills in different capacities and transferring to new divisions or departments.

In her current role, Melissa once again draws on her ability to communicate with a variety of stakeholders: engineers, marine scientists, environmentalists and the energy industry. It is much like school. Within a single faculty she experienced cross-disciplinary teamwork.

“I have a biology degree, and we have two English grads and several business and economics grads,” says Sandra of her team at Energy. “The knowledge on a specific file can be learned, but creating a policy is a skill we require. Dalhousie grads bring excellent research skills and the ability to write in plain language about complex technical issues.”

Kevin Quigley, who himself earned an English degree before his MSc in Public Administration and Public Policy, taught Melissa a strategy course after her summer internship. He was so impressed with her course papers he asked her to write an environmental, economic and public perception case study on hydraulic fracturing, or ‘fracking.’

Fracking is a controversial method of harvesting inshore natural gas. He knew she’d been peripherally exposed to the issue at Energy. Her paper about fracking has been a tremendous teaching tool on risk assessment.

“She’s a role model,” Kevin says. “Being from Nova Scotia and staying here to provide public service. Two-thirds of our students are Nova Scotian, so to see that you can stay here and make a real difference – it shows what the MPA can do.”

Potential students often start considering the MPA when they reach the workforce after graduation. They have a job, but not a career. “The MPA structures their path into the public service,” Kevin says.

Melissa gives much of the credit for her success to her fellow MPA students, most of whom entered the program with more work experience than she had. “They provided contributions that pure academics might not have been able to,” she says, “and because it was so team-oriented I was able to learn a lot from people with different backgrounds.”

Now in the “real world,” she is still learning from others. Much of her time is spent picking the brains of scientists. “Sometimes it seems as though they speak a different language, and my job is to translate it into advice for the minister, senior management, taxpayers and ratepayers,” she says.

Kevin Quigley admires what Melissa has achieved, and says it’s a testament to the power of internships, most of which are created by MPA graduates who want to give back. “Our alumni can have a huge impact on someone’s life and on the future of the public service by creating good internships,” he says. “We’ve placed every intern for the past eight years, and we count on public servants to create those opportunities.”
Bob Blunden spent much of his childhood working with his father in the family’s Halifax-based building materials business. But when it came to choosing a career, he set his sights further afield. “I said I’d never work for my father again – he was too tough,” Blunden remembers.

But things changed after Blunden completed his university education. His dad asked him to come home and run the building materials business. “That part of the business was struggling and this was a chance to assess it and decide if it could be turned around,” he remembers. “It was an opportunity I couldn’t refuse.” Within a few years, Blunden had reached his goal of revamping the business and putting it back in the black. And while this was no easy task, Blunden’s business education had helped prepare him for the challenges of working in the company his father and grandfather co-founded two decades earlier.

“There wasn’t much understanding of the issues affecting family businesses back then,” says Blunden, who went on to obtain his PhD in business strategy and design one of Canada’s first university-level courses specifically focusing on family business.

Today, he co-leads the Business Family Fundamentals Course at Dalhousie’s Centre for Family Business and Regional Prosperity. The course offers training in succession planning, management, communication and conflict resolution specifically tailored to family businesses, through a combination of video-based online modules and a full-day workshop.

The course is open to owners, employees and advisors connected to family businesses of all sizes.

The Centre for Family Business and Regional Prosperity opened in 2008, one of six across Canada initiated by Montreal’s de Gaspé Beaubien family, founders of Telemedia Inc. and the Business Families Foundation, the organization that created the Business Family Fundamentals course. “The family identified a real gap in the educational marketplace in terms of how to help family-owned businesses navigate the delicate balance between family relationships, business decisions and shareholder considerations,” says the Centre’s Director, Leslie Crowell.

Generous support by founding partner BMO Financial Group provides the necessary resources to fund the Centre’s education, research and outreach initiatives. Through events such as its annual Family Legacy Series Gala Dinner, as well as course offerings, the Centre’s goal is to give people involved with family business an opportunity to network, share their experiences and develop new skills.

“Family businesses are closely tied to the community they are part of and are a huge part of the local economy,” says Crowell. “By equipping these family businesses with the best peer- and expert-led learning opportunities, our goal is to improve the long-term economic prosperity of our region.”

Brian Easson completed the Family Business Fundamentals course in 2012. A third-generation successor of Berwick, N.S.-based Eassons Transport Ltd., he says the course not only gave him a chance to learn new ways of handling the tricky dynamics of family business, but also highlighted ways in which his family’s company is doing things right. “It was great to hear other people’s experiences and share what has worked for us,” he says.

Accompanying Brian Easson was the firm’s Director of Human Resources, Trevor Bent. “Succession is a hugely important HR concern,” Bent says. “The course gave me an even stronger understanding of the succession challenges and best practices in family business, which will help me provide the best guidance I can.”

Bob Blunden says the course helps participants cope with the sometimes isolating nature of family business. “The biggest impact I see is the relief participants feel when they learn they’re not alone in the challenges they face.”
A few years ago Bob Garrish hung a whiteboard on his office wall to keep track of all the great new products he wanted to create. As is the case for many aspiring entrepreneurs, coming up with ideas was easy for Garrish. Figuring out which of those ideas would fly as a business was another matter entirely.

“I had no idea how to commercialize a product,” he says.

At the time, Garrish was running a machine shop in Burnside where he created and designed tools and devices to help his customers. But as he began attempting more ambitious designs, he “hit a wall with credentials.” So he decided to pursue a PhD in Mechanical Engineering at Dalhousie University.

His professors soon noticed his passion for innovation and suggested he try out a new course being offered through the Faculty of Management called “Starting Lean.” He signed up for the Fall 2012 session, not realizing he was making a move that would change his life.

The Starting Lean course – one of the first of its kind in the country – was developed by Dalhousie professors Mary Kilfoil and Ed Leach. Based on the “Lean Launchpad” start-up model created by Silicon Valley serial entrepreneur and educator Steve Blank, Starting Lean is the ultimate “get real” course for aspiring entrepreneurs.

Rather than focusing on developing a traditional business plan, Starting Lean teaches its participants to focus first on understanding their target customers with depth and clarity in order to determine whether they have a business or just another cool idea.

“It’s about market validation, customer discovery and knowing demand,” says Kilfoil.

Garrish’s translation? “You want to fail an idea as fast as you can so you can move on to another model that will actually work as a business.”

In September, the 30 Starting Lean participants – which included undergraduate, master’s level, doctorate and post-doctorate students from many different faculties – divided into groups of three with the goal of launching a business. Students reviewed course materials before classes, then used class time to brainstorm, troubleshoot, work through ideas, get feedback from mentors and make weekly, Dragons’ Den–style presentations to their classmates.

Garrish teamed up with Chris Cowper-Smith, a PhD candidate in Psychology and Neuroscience, and Shea Kewin, the captain of Dalhousie’s men’s hockey team, who will graduate this spring with his Bachelor of Management. The team quickly settled on an idea that combined all their passions and know-how: a mechanical hinge that improves upon existing knee braces by absorbing weight when the wearer is standing or crouching and adding power when the wearer moves.

With each successive class in the Starting Lean course, Garrish, Cowper-Smith and Kewin – now known as Team Spring Loaded – honed their idea and their business model by interviewing hundreds of potential customers in order to validate their product idea and market.

Today, Team Spring Loaded is Spring Loaded Technology Inc., in which Garrish, Cowper-Smith and Kewin serve as CTO, CEO and COO, respectively. They have won several business competitions, scored hundreds of thousands of dollars in equity funding and will launch their first prototype in May.

In fact, six of the nine participant teams in the Starting Lean course have secured investment funds to take their ideas to the next stage of development. Kilfoil’s excitement over her students’ success is palpable. “We’re seeing students apply what they’re learning in class across all aspects of their business,” she says. “Starting Lean was a big idea whose time had come.”

Garrish suspects his experience in the Starting Lean course will help him get at least a few more ideas off his whiteboard and into the market.

“As an entrepreneur, your passion can blind you. I can look at my ideas now and know which ones are likely to work and which aren’t.”
Riel Gallant had an idea: a 3D printer in the Killam, replicating real-life objects with a Google file. They existed in several American public libraries, but no Canadian academic library had one.

An information management wizard, Riel needed business savvy. Fellow Master of Library and Information Studies student Michael Groenendyk, who is taking MBA courses for all of his electives, knew client service. The success of the 3D printer would be all about enticing users.

They’d need support to introduce a new technology to 18,000 students. Donna Bourne-Tyson fit the bill. She’s Dalhousie’s university librarian, was new to the job and loves technological innovation. They attended a presentation she gave in 2011. “I mentioned that with 3D technology you could replicate anything,” she recalls.

They approached her and she thought it was a natural fit. “We’re format agnostic,” she says. “The library’s a technology petting zoo for students who wouldn’t otherwise see these things.”

Michael and Riel followed up with an email, which Donna forwarded to Marc Comeau, the library’s IT director. Marc had been longing for a 3D printer. “They provided a well-articulated plan,” he says. So, he poked holes in it – asking challenging questions.

Most importantly: would the printer make people ill? The atrium had just become home to a restaurant and there were complaints about circulating food smells. The 3D printer melts and layers plastic following a computerized design. Odour was a potential issue; toxins could be worse. Riel and Michael called libraries with 3D printers across the U.S. The consensus: use PLA plastic, made from corn instead of petroleum. No toxins.

When they had answered all Marc’s technical, health and logistical questions, he ordered a MakerBot Replicator™ scanner and printer, a $2,000 wooden box with a gluegun-like apparatus in the middle.

Many hours of trial and error – what Marc calls “throw spaghetti at the wall” experimentation – lay ahead: troubleshooting, promotion, writing instructions and familiarizing users with Google SketchUp, a free, user-friendly 3D modeling program. Once emailed to Killam’s help desk staff and checked, SketchUp files are “printed” into plastic models for $1 an hour, to cover the cost of the plastic.

There was one way to find that many hours: turn the tasks into a paid workplace practicum. They hit a homerun when they met Kent Lane of CBCL, a Halifax engineering firm. “He said he got a great sense that we could deliver on what we promised,” says Riel.

Now, users come from all faculties and the general public. They’ve modeled theatre sets, engine blocks, human teeth and skulls, animal skeletons and building designs. Even engineering students, who have access to higher-end – but more expensive to use – 3D printers during class hours, use the Replicator to create early test prototypes.

“It’s part of a bigger e-trend toward fewer books,” says Michael. “We are re-imagining how a library space looks, how information is organized, presented and used.”

Donna says Michael and Riel have proven themselves to be ideal library and information studies students. “They understand that information management needs are rapidly evolving,” she says.
Twenty-five years ago, without realizing it, Peter Duinker set out on a course that might change the way Nova Scotia’s forests are managed. Back then he held a forestry research chair at Lakehead University in Thunder Bay, Ontario. “Community forests were discussed as a human-scaled model,” Peter recalls.

Most forestry in Canada since the 19th century was controlled by large companies, many of them from outside Canada, without long-term vested interest in what happens to the woods and the people working in them. “Corporations were in bed with provincial governments, arguably the slum landlords of the publicly owned woods.”

Peter became engrossed in community forests – tracts of land controlled and managed by municipal governments, local cooperatives or First Nations bands. That model came to life when the Bob Rae NDP government was elected in Ontario in 1990. It was moved by Peter’s appeal to give community forests a chance. His research showed that community forests in Europe and British Columbia created more jobs. “One community-owned sawmill in Northern Italy, by making finger-joint line window frames, doubled its workforce,” he says.

In 1998, Duinker moved to Nova Scotia to join Dalhousie. He quietly pushed the community forest button for more than a decade. A pinpoint of light emerged when the province released its 2011 natural resources strategy. A single-line action item read: “Explore ways to establish and operate working community forests on Crown land.”

Working with the Nova Forest Alliance (which he chaired), Peter hired School for Resource and Environmental Studies master’s student Kris MacLellan to organize a forum and work out the broad parameters for a community forest program in Nova Scotia. Kris, an avid outdoorsman who’d entered SRES hoping to find a job in the woods, hadn’t expected to work under one of Canada’s leading community-forest experts.

“The forum was huge,” Kris recalls. “We had speakers from environmental groups, pulp mills, city councils and woodlot owners.” This was a double opportunity – a chance to network with forestry employers while improving a sector of the economy. With Professor Duinker, he wrote a discussion paper, a synthesis and a set of recommendations to government based on the forum.

The recommendations were delivered to Minister of Natural Resources Charlie Parker in September 2012, on “maybe the most important day in Nova Scotia forestry in a generation,” Kris says. On that day the government announced it would implement community forests on Crown land, and that it was buying 220,000 hectares of land formerly owned by Bowater Mersey Paper Company.

That changed Kris’s final paper from a hypothetical “what if we had community forests” to something very real. Kris was subsequently hired by the Nova Forest Alliance to research best practices for government, academics and communities in forest management.

It was a surprise to turn his studies into immediate work, but Kris entered SRES knowing its track record for making theory real. “It’s an engine for people to look at problems from all disciplines and create innovative solutions,” he says. “I made a lot of inroads with people from different camps.”

Kris’s work with Peter will, hopefully, help create new community forests on former Bowater Mersey land, and contribute to job creation. It changes how we consider forests, no longer as a resource to be exploited but rather a diverse entity with recreational, tourism, wood product and other opportunities. And the revenue stays local.
Management Alumni – Building a better world

Michael Wyse
MBA 2010
Halifax, Nova Scotia

Michael is proud to acknowledge that he grew up at Dal. The doors to a positive future opened with the Transition Year Program, which led to a BA in Sociology, a one-year management development program at Henson College, an MEd and finally an MBA as the first student to graduate with a major in corporate social responsibility.

Michael has travelled extensively in developing regions of Africa, Europe and the Caribbean, working with brilliant minds to create innovative economic development strategies, programs and curricula.

As CEO of the Black Business Initiative (BBI), Michael has played a leading role in establishing a Corporate Residency MBA scholarship for Black Nova Scotians.

He recruited former Professor Don Cherry to serve on the Board of Directors for one of BBI’s subsidiary companies and retired Professor Andrews Oppong serves on the BBI Board of Directors. “They commonly remind me that there is still much to learn.”

Mitchell Lesbirwel
Bachelor of Management 2012
Toronto, Ontario

While pursuing his major in entrepreneurship and innovation at Dalhousie, Mitchell studied abroad in Sweden and Costa Rica and also participated in a program called The Next 36. The Next 36 is an entrepreneurial program with the goal of increasing Canadian prosperity by developing Canada’s next generation of high impact entrepreneurs.

During his time at Dalhousie, Mitchell invented FastRack – a patent pending racking system for handling empty beer bottles. FastRack (www.TheFastRack.ca) is now sold in six countries and is on track to have over 500 retail stores selling FastRack by summer 2013.

Mitchell continues to visit Dalhousie to speak with classes about his experiences with entrepreneurship.

Dave Conabree
Master of Public Administration – Management 2010
Barrhaven, Ontario

Dave started his part-time MPA(M) studies while working as a front-line team leader at the Canada Revenue Agency office in London, Ontario.

“Working through the program on nights and weekends for several years was a major challenge. That effort paid off not just in terms of the knowledge, but also in exposure to the perspectives and insights of the highly committed public servants of all stripes who were in the program with me. One can’t help but see things differently as a result of those experiences."

Since his graduation, Dave has become the Director of Resource Systems Integrity and Costing at CRA’s headquarters in Ottawa. He has leveraged his interest in GOV2.0 initiatives to develop learning materials for the MPA(M) program, and has guided students in applying social media approaches to problem solving in the public service.
Siobhan Shears
Master of Public Administration 2012
Edmonton, Alberta

Siobhan works as an operational planning and reporting analyst with Alberta Agriculture and Rural Development in Edmonton. The practical evaluation experience she gained through the MPA program allowed her to get involved with the Government of Alberta’s results-based budgeting initiative, a new and innovative way of reviewing government programs and services.

Dalhousie offered the ability to learn from some of the country’s leading public administration professionals, and gain the skills and experience necessary to join the public service in order to make a meaningful contribution to society. Siobhan received the Institute of Public Administration of Canada Award of Excellence in November 2012.

Marcus Goodick
Master of Environmental Studies 2002
Halifax, Nova Scotia

Marcus is the senior manager of environment and sustainability at Bell Aliant where he works collaboratively to integrate more sustainable business practices. Marcus challenges employees to think about the broader social, environmental and economic costs of their decisions and to take action both at work and at home. Last fall Marcus was named a member of Canada’s 2013 Clean50, honouring outstanding contributors to sustainable development and clean capitalism in Canada.

Since graduating from Dalhousie, Marcus has maintained a close relationship with the university and, in particular, the School for Resource and Environmental Studies. This summer he has once again hired one of its students, was recently an external examiner on a thesis defense, and often contributes as a guest lecturer at both SRES and the College of Sustainability.

Ellen Costello
Master of Business Administration 1983, Doctor of Laws 2013
Chicago, Illinois

This year’s honourary degree recipient, Ellen began her Dalhousie MBA part time and eventually completed it on a full-time basis. The teamwork and collaboration required on case and project work to achieve results was an influencer from her time at Dal.

At BMO, she has built many high performing, diverse teams centred on collaboration and delivering results.

While Ellen was CEO of Harris Bank (2006–2011), her leadership team was able to take advantage of the difficult economic environment and produce results. Together they united their teams to a common goal focused on customers. This resulted in business growth, expansion in the Bank’s footprint by 50 percent, and increased core revenue and net income. They achieved recognition for customer experience and reputation as well as stature as a strong community partner.
“From today forward, our school will proudly hold the name of the Rowe School of Business.” Dr. Tom Traves, President, Dalhousie University

“Today is really a new era of business at Dalhousie. We are binding the name of our business school to the name of someone who has been its most steadfast supporter. Ken is a person who truly embodies values-based management ... I can think of no person more worthy of having their name on our business school.”

Peggy Cunningham, Dean of the Faculty of Management

“To see someone of your prestige and calibre have the confidence in us, the students, to invest in us, is an honour. Your support inspires us to not only strive for excellence, but also to give back to the community in whatever way we can.”

Christie Lang, Corporate Residency MBA

“We really couldn’t ask for a better role model for our students, or a more generous supporter. I’ve always been extremely proud to work at Dalhousie, and I can say now that I’m just as proud to lead the Rowe School of Business.”

Greg Hebb, Director, Rowe School of Business

“There are no shortcuts or substitutes for hard work, honesty and integrity in business. We’ve seen too many examples in recent years of alternative behaviour that led to the downfall of many successful careers and organizations. Try to have a passion for what you want to achieve, because it can last a lifetime: I still have the same passion today to grow my company, I.M.P. Group, that I had when I started it in 1967.”

— Ken Rowe, Executive Chairman of I.M.P. Group
A new era in business education takes flight.

We share Ken Rowe’s vision of developing a generation of innovative leaders who value quality and integrity. For his life-long dedication and contributions to our School and the business community, we are proud to name our School after him.

Dal.ca/rowebusiness
Sharing the wealth of IDEAS
Highlights in excellence from the past twelve months

Yvon Chouinard, founder of Patagonia, spoke on responsible company management, leading an examined life in business and his new book, *The Responsible Company* at a public lecture presented by the Faculty of Management.

The doors of the new Social Media Lab in the Rowe Management Building opened in March 2013. The first of its kind in Canada, the lab is the home of the School of Information Management’s Anatoliy Gruzd and his team.

3M Canada and the Society for Teaching and Learning in Higher Education (STLHE) awarded a 3M National Teaching Fellowship to Joan Conrod, Professor of Accounting with Dalhousie’s Rowe School of Business.

All four Schools of the Faculty of Management are partnering with the Nova Scotia Department of Agriculture and the Université de Moncton on a five-year project in Cuba, *Local Economic Development and Food Security in Eastern Cuba.*

The Rowe School of Business received a $1.5 million donation from Scotiabank to support an annual November conference, *Ethics in Action,* which will feature a case competition, student video and essay contest and national ethical leadership award program for corporate, non-profit and government leaders. Nominations can be made at EthicsinAction.ca.

The Black Business Initiative, in partnership with Dalhousie University, announced a new scholarship for the Corporate Residency MBA program at the Rowe School of Business. The $10,000 renewable scholarship will be awarded to a Black Nova Scotian who meets the requirements.

Progress Media Group’s Innovation In Practice Award 2013 for Knowledge Transfer was presented to the Faculty of Management for Dr. Mary Kilfoil’s Starting Lean course. Open to students from across the university, the program uses the Lean Launchpad methodology to support entrepreneurial students in building the customer discovery skills they need to move their ideas to market.
Advancing IDEAS to bring sustainable prosperity to individuals and communities

Graduating students who Manage with Integrity and Make things Happen is the goal of all the programs delivered by the four Schools of the Faculty of Management. We believe that this is best achieved by building our programs on a foundation of values-based management. The acronym IDEAS captures this foundation by putting Integrity, Diversity, Experience, an Action orientation and Sustainability front and centre. We integrate these values into all we do.

We graduate leaders and managers in the business sector, public sector, and civil society from a diverse suite of programs serving undergraduate, graduate, mid-career and executive students. We have been recognized for our innovative, values-based approach to management education and research.

Our professors are industry experts who bring real-world experience to the classroom. Our advisory board of experienced professionals works with us to ensure that course material is relevant and practical for the over 2,300 students enrolled with us each year.

Faculty of Management Schools

School of Information Management
- Master of Library Information Studies

School of Public Administration
- Master of Public Administration

Rowe School of Business
- Corporate Residency MBA
- Bachelor of Management
- Bachelor of Commerce Co-op

School for Resource and Environmental Studies
- Master of Resource and Environmental Management
- Master of Environmental Studies

Centres

Centre for Advanced Management Education
- MBA Financial Services
- MPA Management
- Master of Information Management

Centres of Excellence and Labs
- Centre for International Trade and Transportation
- Norman Newman Centre for Entrepreneurship
- Centre for Family Business and Regional Prosperity
- Social Media Lab
- Usability Lab
- Finance Lab

Executive Education
- Cohort-based Executive Programs, adapted to the organization’s context

Management Career Services
- Management Career Services fosters professional growth by providing students with industry-specific knowledge, career development opportunities, exclusive access to job postings and much more...
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Hire: Co-ops & Interns · Corporate Residents · Graduates

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Contact Us
Email: Marianne.Hagen@dal.ca
Tel.: 902.494.7142