

Dr. C. Brooke Dobni
CURRICULUM VITAE

Edwards School of Business
University of Saskatchewan
Saskatoon, CANADA

Career Highlights

(Academic)

- Professor of Strategy*
- Acting Dean, Edwards School of Business*
- Associate Dean, Edwards School of Business*
- Department Head, Management and Marketing, Edwards School of Business*
- W. Brett Wilson Centre for Entrepreneurial Excellence Scholar*
- PotashCorp Chair for Saskatchewan Enterprise*
- Senator, University of Saskatchewan*
- 20 peer-reviewed academic journal articles*
- 10 published cases, chapters, and other articles*

(Professional)

- Principal of Strategian-innovationLOGIK management consulting*
 - completion of over 250 management consulting engagements since 1986*
 - founder of the InnovationOne concept for innovation measurement, management and strategic counsel*
 - 9 years of private and public sector employment experience in the oil and gas, economic development, and health sectors in Alberta and Saskatchewan*
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ACADEMIC CREDENTIALS

B.Comm, University of Saskatchewan, 1986, College of Commerce

MBA, University of Saskatchewan, 1988

Ph.D., University of Bradford, 1998, Bradford, West Yorkshire, UK.

Thesis topic: "Market Orientation and Market Strategy Profiling: An Empirical Test of Environment-Strategy Coalignment and its Performance Implications in the Telecommunications Industry in the United States."

OTHER CREDENTIALS

C.M.C. (1994- 2004), Institute of Certified Management Consultants of Canada

APPOINTMENT(S) AND PROMOTION(S) (U OF S)

Acting Dean, Edwards School of Business, July 1, 2009 – June 30, 2010

Associate Dean, Edwards School of Business – Professional Programs, July 1, 2008 - present

Head – Department of Management and Marketing, College of Commerce, University of Saskatchewan, July 1, 2007.

Professor, Department of Management and Marketing, University of Saskatchewan, July 1, 2007.

Scholar, W. Brett Wilson Centre for Entrepreneurial Excellence, July 1, 2007.

PotashCorp Chair for Saskatchewan Enterprise, University of Saskatchewan, July 1, 2006.

Acting Chair, Agri-business Specialization, MBA Program, University of Saskatchewan, July 1, 2006 – June 30, 2007.

Acting Head – Department of Management and Marketing, College of Commerce, University of Saskatchewan, July 1, 2003 – June 30, 2004.

Associate Professor (tenure track), Department of Management and Marketing, University of Saskatchewan, July 1, 1999 - present. *Granted tenure July 1, 2002.*

Assistant Professor (Term in-scope), Department of Management and Marketing, University of Saskatchewan, July 1, 1998 – June, 30 1999.

Faculty Director, Business Consulting Services, College of Commerce, July 1, 1991 - June 30, 1994.

Faculty Director, Community Development Partnership Program, College of Commerce, January 1, 1991 - July, 1992.

Assistant Professor (Term out-of-scope), Department of Management and Marketing, University of Saskatchewan, July 1, 1991 – June 30, 1998.

Assistant Professor (Term in-scope), Department of Management and Marketing, University of Saskatchewan, July 1, 1990 – June 30, 1991.

Lecturer (Term in-scope), Department of Management and Marketing, July 1 1988 – June 30, 1990.

LEAVES

Visiting Professor of Marketing (Sabbatical) – University of Hawaii at Hilo, Hilo, Hawaii, July 1, 2004 – June 30, 2005. (AACSB business school).

Visiting Professor of Strategy, Canterbury University, Christchurch, New Zealand, April 2000 – June 2000.

Bradford Management Centre, University of Bradford, Bradford-Leeds, UK. Ph.D., 1994-1998.

HONOURS (MEDALS, FELLOWSHIPS, PRIZES)

Highly Commended Award from MCB University Press - Literati Club (2001). Awarded by the Editor and Editorial Advisory Board members for the paper "Market Orientation and Market Strategy Profiling: An Empirical Test of Environment-Behaviour-Action Coalignment and its Performance Implications."

Saskatoon Commerce Students' Society Most Approachable Professor Award nomination (1999).

The University of Saskatchewan - George W. Ivany Internationalization Award nomination (1998).

Saskatoon Commerce Students' Society Most Effective Professor Award nomination (1996).

Saskatoon Commerce Students' Society Most Approachable Professor Award nomination (1996).

University of Saskatchewan Master Teacher Award nomination (1996).

University of Saskatchewan Student's Union Teaching Excellence Award nomination (1995).

Saskatoon Commerce Students' Society Most Approachable Professor Award nomination (1995).

ASAC Best Paper Award for "Entrepreneurship and the Odds of Survival for Small Business." (C. Bergh, R. Lepnurm, C.B. Dobni) ASAC Conference, Halifax, June, 1994.

University of Saskatchewan Student's Union Teaching Excellence Award nomination (1994).

PREVIOUS POSITIONS RELEVANT TO U OF S EMPLOYMENT

Analyst and Development Consultant, Department of Western Economic Diversification, Government of Canada, Saskatoon, Saskatchewan, April 1988 – September 1992 (contract consultant).

Sessional Lecturer, University of Regina, Native Business Management Course, Saskatoon, Saskatchewan, May – June, 1989.

Director of Purchasing, Saskatoon City Hospital, Saskatoon, Saskatchewan,
August 1986 – December, 1988.

Business Consultant, Business Consulting Services, University of
Saskatchewan, Saskatoon, Saskatchewan, 1986 (term).

Internal Auditor, Federated Co-operatives Limited, Saskatoon, Saskatchewan,
1986 (term).

Assistant Controller, United Canso Oil and Gas - Calgary/Edmonton, Alberta,
June 1980 – June 1983.

TEACHING

2009-10

MBA 828 Strategic Management
BAC 38 Business Strategy

2008-09

MBA 828 Strategic Management

2007-08

ENT 310 Marketing for Entrepreneurial Ventures
MBA 828 Strategic Management

2006-07

MBA 828 Strategic Management
MBA 822 Agribusiness Management
MBA 820 Agribusiness Management

2005-06

MBA 828 Strategic Management
COMM 401 Business Policy

2004-05

MBA 828 Strategic Management
MKT 399 Marketing Research (University of Hawaii)
MKT 394 Advanced Strategic Marketing (University of Hawaii)

2003-04

COMM 204 Introduction to Marketing Management
MBA 822 Agribusiness Management
MBA 820 Agribusiness Management

2002-03

COMM 102 Introduction to Business Management (engineering section)
MBA 992 Project in Business Research Methodology
COMM 401 Business Policy
MBA 820 Agribusiness Management

2001-02

COMM 102 Introduction to Business Management (engineering section)
MBA 992 Project in Business Research Methodology
MBA 859 Venture Management

2000-01

COMM 102 Introduction to Business Management (engineering section)
MBA 992 Project in Business Research Methodology
MBA 859 Venture Management
COMM 346 The Commercialization of Biotechnology

1999-00

COMM 102 Introduction to Business Management (engineering section)
MBA 992 Project in Business Research Methodology
MBA 859 Venture Management
COMM 492 Agri-Business Venture Management (agriculture section)
COMM 401 Business Policy

1998-99

COMM 401 Business Policy
MBA 859 Venture Management
COMM 447 Entrepreneurship and Small Business Management
MBA 898 Special Topics

1997-98

COMM 401 Business Policy
COMM 402 Management Skills

1996-97

COMM 401 Business Policy
COMM 402 Management Skills

1995-96

MGT 443 Business Policy
MGT 444 Business Policy II: Business Simulation
MBA 859 Venture Management
BAC 38 Business Policy II: Business Simulation

1994-95

MGT 443 Business Policy
MGT 444 Business Policy II: Business Simulation
BAC 38 Business Policy II: Business Simulation
MGT 345 Business & Public Policy
MBA 898 Special Topics

1993-94

MGT 443 Business Policy
MGT 444 Business Policy II: Business Simulation
BAC 38 Business Policy II: Business Simulation
MBA 898 Special Topics

1992-93

MGT 444 Business Policy II: Business Simulation
MGT 443 Business Policy
BAC 38 Business Policy II: Business Simulation

1991-92

MGT 444 Business Policy II: Business Simulation
MGT 443 Business Policy
BAC 38 Business Policy II: Business Simulation

1990-91

MGT 444 Business Policy II: Business Simulation
MGT 443 Business Policy
BAC 38 Business Policy II: Business Simulation

1989/90

MGT 444 Business Policy II: Business Simulation
MGT 443 Business Policy
OB 243 Introduction to Organizational Behavior
BAC 38 Business Policy II: Business Simulation

1988/89

OB 243 Introduction to Organizational Behavior
MGT 444 Business Policy II: Business Simulation
MGT 345 Business and Public Policy
BAC 38 Business Policy

THESES SUPERVISED

- Ph.D. Identification and Analysis of the Flow of Knowledge and its Contribution to the Development of the Local Agricultural Biotechnology Innovation Cluster; Camille Ryan, March 2007 (committee member)
- Ph.D. Physician Views on Quality; Wallace Lockhart, March 2007 (committee co-chair).
- M.Sc. The Balanced Scorecard: Structure and Use in Canadian Companies; Marvin Soderberg, April 2006 (external examiner).
- MBA 994 Assessing Facilities Management Performance: A Case Study; Rupam Faruquee (committee member).
- MBA 994 Artificial Neural Networks and its Application as a Diagnostic Tool for Business Process Analysis; Kim Young, April 2003 (committee member).

BOOKS, CHAPTERS IN BOOKS, EXPOSITORY AND REVIEW ARTICLES

- Allen, T., Dobni, D.M., and Dobni, C.B., 1999. "Agri-Business Marketing - A Series of Case Studies." ISBN #1-894148-50-9.
- Dobni, C.B., Painter, M., Brown, B., Brown, L., and Allen T., 1999. "The Agri-Business Management Development Program Manual."
- Dobni, C.B., and Painter, M., 1996. *Venture Management: Building Your Business with a Business Plan*. University of Saskatchewan, 249 pp.
- Dobni, C.B., 1994. Sid's Sunflower Seeds (A) - Entry Into Major League Baseball. A Case Study. In C. W. Hill and G. R. Jones, *Strategic Management*, 3rd Edition (Houghton Mifflin Company).
- Dobni, C.B., and R. L. Lepnurm, 1993. The Great Western Brewing Company, A Case Study in Management and Marketing. In Pearce and Robinson, *Strategic Management - Formulation, Implementation and Control*, 5th Ed., Irwin.
- Dobni, C.B., 1992. *The Strategic Management Simulation*. Edited and Adapted by Brooke Dobni, University of Saskatchewan. Needham Heights, Ma.: Ginn Press.

Dobni, C.B., 1992. CP Rail Strategic Management Training Program - Module E; The Transportation Simulation, 48 pp.

Dobni, C.B., and R. L. Lepnurm, 1992. "The Great Western Brewing Company, A Case Study in Management and Marketing." In Thompson and Strickland, *Strategic Management - Concepts and Cases*, 7th American Edition. Plano Texas: Business Publications Inc., 1992.

Dobni, C.B., 1992. "Sid's Sunflower Seeds (A) - Entry Into Major League Baseball." A Case Study. In *Strategic Management, Text, Readings and Cases*, Third Edition (Irwin: Baetz and Beamish).

Dobni, C.B., 1992. "Sid's Sunflower Seeds (A) - Entry Into Major League Baseball (condensed). A Case Study." In Beckman, Kurtz, Boone, *Foundations of Marketing*, 5th Canadian Edition (Dryden Press).

PAPERS IN REFEREED JOURNALS

(PUBLISHED)

Dobni, C.B., (2011). "The DNA of Innovation." Forthcoming in *Crafting and Executing Strategy*, McGraw-Hill, February 2011

Dobni, C.B., (2010). "The Relationship between an Innovation Orientation and Organizational Performance." In-press, *International Journal of Innovation and Learning*

Dobni, C.B., (2010). "The Relationship between an Innovation Orientation and Competitive Strategy." *International Journal of Innovation Management*, Vol 14, No 2 (April), 331 - 357

Dobni, C.B., (2009). "Achieving Synergy between Strategy and Innovation; The Key to Value Creation." *International Journal of Business Science and Applied Management*, Vol 5, Issue 1, 48-58

Dobni, C.B., (2008). "Measuring Innovation Culture in Organizations: The Development and Validation of a Generalized Innovation Culture Construct Using Exploratory Factor Analysis." *European Journal of Innovation Management*, Vol 11, No. 4, 539-559

Dobni, C.B., (2008). "The DNA of Innovation." *Journal of Business Strategy*, Vol. 29 No. 2, pp. 43-50

Dobni, C.B., (2006). "Developing an Innovation Orientation in Financial Services Organizations" *Journal of Financial Services Marketing*, Volume 11, Issue 2, pp. 166-179

Dobni, C.B., (2006). "The Innovation Blueprint" *Business Horizons*. Volume 49, No. 4, pp. 329-339

Dobni, C.B., (2003) "Creating a Strategy Implementation Environment" *Business Horizons*, Vol. 46, No. 2, pp. 43-47

Dobni C.B., and Luffman, G., (2003) "Determining the Scope and Impact of Market Orientation Profiles on Strategy Implementation and Performance" *Strategic Management Journal*, 24: 577-585

Dobni, C.B., (2002) "A Model for Implementing Service Excellence in the Financial Services Industry," *Journal of Financial Services Marketing*, Vol. 7, Issue 1, pp. 42-54

Dobni, C.B., Dobni, D.M., and Luffman, G.A., (2001) "The Behavioural Approach to Marketing Strategy Implementation" *Marketing Intelligence & Planning*, Vol.19 No.6, pp. 400-409

Dobni, C.B., and Luffman, G.A., 2000. "Market Orientation and Market Strategy Profiling: An Empirical Test of Environment-Behaviour-Action Coalignment and Its Performance Implications," *Management Decision*, 38, 8, pp. 503-519

Dobni, C.B., and Luffman, G.A., 2000 "Implementing Marketing Strategy Through a Market Orientation," *Journal of Marketing Management*, 16, pp. 895-916

Dobni, D.M., and Dobni, C.B., 1998. "A Blueprint for Creating the Value-added Financial Service," *Journal of Financial Services Marketing*, Vol. 3, Issue 1, pp. 11-20

Dobni, D.M. and Dobni, C.B., 1996. "Business Schools: Going Out of Business? Issues, Challenges and Strategies for Management Education," *Journal of Education for Business*, 72, 1, pp. 28-36

(ACCEPTED/UNDER REVIEW):

Dobni, C.B., (2010). "Organizational Factors that Promote Entrepreneurship and Innovation." Revise and resubmit - International Journal of Innovation Management

PAPERS IN NON-REFEREED JOURNALS

Grandey, G., Dobni, D.M., and Dobni, C.B., 1998. "Business Relationships: Handle With Care" *Ivey Business Quarterly, Winter*, pp. 59-64.

Dobni, D.M., Dobni, C.B., and Painter, M., 1996. "Navigating the Route to Privatization. *Business Quarterly, 60, 3, Spring*, pp. 46-56.

CONTRIBUTED PAPERS IN PUBLISHED CONFERENCE PROCEEDINGS AND ABSTRACTS

Dobni, C.B., Hawaii Conference on Business, Honolulu; "The Relationship Between Marketing Strategy and Market Orientation." June 2000

Dobni, C.B., Hawaii Conference on Business, Honolulu; "The Effect of a Market Orientation on Performance." June 2000

Dobni, C.B., Conference on the Dynamics of Strategy, Surrey European Management School, "Profiling Market Orientation, The Concept, Propositions and Implications." June 1997

Bergh, C., Lepnurm, R.L., and Dobni, C.B., "Entrepreneurship and the Odds of Survival for Small Business." ASAC Conference, Halifax, June, 1994. (*Best Paper in Category Award*).

TECHNICAL REPORTS RELEVANT TO ACADEMIC FIELD

ScienceMap 2000, "Profiling Saskatchewan's Research and Development Infrastructure."

Economic Development Authority of Saskatoon, 1993, "To the Year 2000 - Saskatoon's Economic Development Strategy."

Dobni, C.B., Sarkar, A.K., and Vicq, J.A., 1989. "Saskoil: 1974 to 1989." A commissioned paper submitted to the Barber Commission on Privatization of Crown Corporations in Saskatchewan. (Excerpts published in "The Barber Commission Report on Privatization in Saskatchewan, September 1989)

Dobni, C.B., and Lepnurm, R.L., 1988. "Privatization of Health Care in Saskatchewan." A commissioned paper submitted to the Commission on the Future of Health Care in Saskatchewan. (Excerpts published in "Future Directions of Health Care in Saskatchewan," April 1990)

BOOK REVIEWS

Hill, McShane, *Management*, 1st Canadian Edition, McGraw-Hill, 2006

Dess, Lumpkin, Peridis, *Strategic Management*, 2nd Canadian Edition (ISBN 0-07-092291-8), 2006

Jones, George, Rock, *Essentials of Contemporary Management*, 2nd Edition (ISBN 0-07-095184-5), 2006

Beamish, *Cases in Strategic Management*, 8th Edition (ISBN 0-07-095183-7), 2006

Beamish and Woodcock, *Strategic Management, Text Readings and Canadian Cases* 4th Edition, 1995

Baetz and Beamish, *Strategic Management, Text, Readings and Canadian Cases* 3rd Edition, 1992

Jensen and Cherrington, *Business Management Laboratory – Business Strategy Simulation*, 4th Edition, 1991

INVITED LECTURES OUTSIDE U OF S AND INVITED CONFERENCE PRESENTATIONS

The Business of a Business School (2009). *Saskatoon Chamber of Commerce*

The Impact of Branding on Marketing Success (2008). *Saskatoon branch of CAFÉ - Canadian Association of Family Entrepreneurs.*

Creating an Innovation Environment (2007). *International Association of Business Communicators, Saskatchewan Chapter.*

Developing an Effective Services Strategy (2007). *Association of Saskatchewan Pharmacists' Annual Convention*.

The Innovation Blueprint (2006). *Business Advisory Services Professional Management Series, College of Commerce*.

The Innovation Imperative (2006). *MBA Alumni Event Special Presentation*.

The Innovation Index (2006). *Innovation Place Management Series*.

Developing Effective Marketing Strategies (2004). *Hawaii Technology Development (HTDC)*.

Customer Service Strategies (2001). *The Association of Faculty Clubs of North America Conference, Saskatoon*.

Assessing Venture Feasibility (2000). *Aboriginal Entrepreneurship Conference, Saskatoon*.

Skills, Attitudes and Behaviors for the 21st Century (1999). *Certified General Accountants of Saskatchewan Annual Meeting, Regina*.

The Importance of Business Planning (1999). *Saskatchewan Housing Annual Conference, Regina*.

Developing a Competitive Advantage (1999). *Saskatoon Home Builders Association, Saskatoon*.

Marketing in an R and D Based Business (1999). *University of Saskatchewan Technologies seminar on Starting Your Own R & D Based Business, Saskatoon*.

Identifying Business Trends and Opportunities (1999). *Saskatchewan Home Based Business Conference, Saskatoon*.

Identifying Business Trends and Opportunities (1998). *Saskatoon Public Library Lecture Series, Saskatoon*.

Doing Business in Changing Environments (1998). *The Commissionaires Annual Meeting, Saskatoon*.

Visioning Your Future (1997). *Saskatchewan Indian Gaming Authority Annual Meeting, Waskesiu*.

Marketing for Small Business (1995, 1996, 1998). *College of Physical Therapy, U of S. Saskatoon.*

Managing in a Changing Environment (1997). *Strategies for Success, Purchasing Management Association of Canada Annual Meeting. Saskatoon.*

What is an Entrepreneur? (1997). *Entrepreneurs 2000 REDA Conference. Rosetown.*

Marketing Management (1996). *Public Legal Education Association Conference. Saskatoon.*

Assessing Business Feasibility (1996). *Yeltsin Democracy Fellowship Program. Saskatoon.*

Developing a Marketing Plan (1996). *Saskatchewan Abilities Council. Saskatoon.*

Marketing for Home Based Businesses (1994). *Saskatchewan Home Based Business Conference. Saskatoon.*

Determining Business Viability and the Business Plan (1993). *Federal Business Development Bank. Saskatoon.*

Identifying Business Opportunities and Assessing Business Viability (1993). *Small Business Week. Saskatoon.*

Services Marketing (1992). *SIAST Extension Management Retreat. Kenosee.*

How to Choose a Private Consultant (1991). *SIAST Rural Municipality Management Course. Saskatoon.*

PRESENTATIONS AT CONFERENCES

Hawaii Conference on Business (2000); *"The Relationship Between Marketing Strategy and Market Orientation."* Honolulu, Hawaii.

Hawaii Conference on Business, (2000); *"Profiling Strategy - Coalignment and Performance Implications."* Honolulu, Hawaii.

RESEARCH GRANT INFORMATION

Department Head Research Award - \$3,000 (2007)

PotashCorp Chair for Saskatchewan Enterprise - \$15,000 research grant (2007)

PotashCorp Chair for Saskatchewan Enterprise - \$15,000 research grant (2006)

College of Commerce Research-based Teaching Relief (RBTR) – 2 course load teaching relief, 2005 – 2007, 2007-2009, 2010-2012

College of Commerce Research Committee - Research grant of (\$1,200), 2001

College of Commerce Research Committee - Research grant of (\$1,500), 1998

TM Research Graduate Research Fellowship, (\$10,000), 1995/96

Goodspeed Scholarship Award (\$3,500) for Doctoral Studies (1994)

PEER REVIEWS

Referee for the *European Journal of Innovation Management*, 2010

Referee for *Marketing Theory*, 2004

Referee for *Academy of Management Review*, (FT 40 Journal), 2003

Referee for *Strategic Management Journal*, (FT 40 Journal), 2002

Proposal for a Canadian International Marketing Textbook, Prentice Hall Canada, Reviewer, 1999

ASAC, Best Doctoral Student Paper, Reviewer, 1998

ASAC, Entrepreneurship Division, Reviewer, 1997

TRUSTS AND ENDOWMENTS

Major Legacy Gift Stewardship (2009-2010; confirmed, in-progress, ongoing)

N. Murray Edwards Trust and Endowment - \$12,000,000

W. Brett Wilson Trust - \$1,000,000

Ted Hanlon Trust - \$1,000,000

Nasser Centre Trust - \$1,900,000

David Sutherland Trust - \$500,000

Kay Nasser Gift - \$2,500,000

Gordon Rawlinson Trust - \$1,000,000

Rawlco Scholar - \$100,000

CGA Scholar - \$100,000

CMA Scholar - \$100,000

Cameco Business Co-op Program - \$250,000

Edward's Student Awards and Bursaries - \$750,000 annually

PotashCorp Centre Endowment - \$7,000,000

Cameco Business Education Co-operative \$350,000

To be named Legacy Gift (in progress) - \$7,500,000

Edwards Associates - \$350,000 annually

Scotia Bank Bridging Program - \$250,000

Nexen - \$185,000

INSTITUTIONAL FUNDRAISING (2009-2010)

Nasser Centre Endowment - \$1,000,000 - \$1,500,000

To be named Legacy Gift - \$5,000,000 - \$7,500,000

To be named Legacy Gift - \$1,000,000

Edwards Associates - \$350,000 - \$600,000 annually

Edwards Junior Associates - \$150,000 - \$300,000 annually

BAC Alumnus Classroom Sponsorship - \$125,000 - \$250,000

CONSULTING WORK UNDERTAKEN

Principal – Strategian- innovationLogik Consulting and Applied Research, 1996 – present (completed over 100 engagements).

Consulting profile includes providing executive counsel in the areas of strategic positioning and alignment of resources to facilitate strategy implementation, including models such as the balanced scorecard and quality measure drivers.

Also involved in measuring innovation cultures and developing innovation profiles. Summaries of select projects are included below.

2001 – 2004 Cameco Corporation (strategy implementation and performance management); this project involved an engagement with Cameco's Corporate Development and Quality areas. This involved a comprehensive review of Cameco's culture as it related to two surveys - employee's health and wellness, and Canada's Top 50 companies assessment. The final report delivered to executive management detailed 32 recommendations aimed at improving their culture as it pertained to health, wellness and employee morale, and Cameco management now informally refers to that report as their 'book of 32.'

1996 – 2010 Credit Union Central of Saskatchewan/Sask Central (strategic positioning, strategy implementation, strategy innovation and performance management); this is an ongoing engagement since 1996, and it involves assisting CUCS in developing and implementing a balanced scorecard in efforts to drive key strategic areas. The engagement has included the development and implementation of quality measures surveys, defining and implementing service excellence models, providing counsel on strategic positioning, and developing a comprehensive index score for the

organization that is utilized by the Board on an annual basis as the primary measure of organizational quality and performance. More recently, I have been involved in assessing their innovation propensity with a view to developing and sustaining an innovation culture.

2004 – 2010 Concentra Financial (strategy implementation and performance management); currently involved in the development and analysis of their customer service and quality measures surveys for corporate services, relationship management, financial intermediation, and thrust services. These are being done in efforts to support implementation and measurement of Concentra's overall strategy utilizing the balanced scorecard approach. More recently, I have been involved in assessing their innovation propensity with a view to developing and sustaining an innovation culture. Concentra Financial is a Top 100 Canadian Company.

2005 - Saskatchewan Research Council (strategy insight and strategy innovation); this is an ongoing engagement that involves working with the Board of the SRC helping them to better understand models for new wealth creating opportunities. Another aspect of this engagement involves SRC's senior management to identify key performance drivers and measures. The SRC is one of Saskatchewan's top 100 companies and is involved in providing innovative solutions for their client base which is made up of both public and private sector organizations.

2003 – 2004 EDS (Plano, Texas); EDS, founded by Ross Perot is a world leader in technology management. Based out of Plano, Texas, EDS provides a broad portfolio of business and technology solutions to help its clients worldwide improve their business performance. Their core portfolio comprises information-technology, applications and business process services, as well as information-technology transformation services. This project involved working closely with EDS staff on two separate projects, The City of Saskatoon e-services development project, and the Information Services Corporation of Saskatchewan e-services redevelopment project.

1996 - SREDA (Saskatoon Regional Economic Development Authority) (strategy insight and strategic positioning); in collaboration with Mr. Don Gass, former managing partner of Deloitte and Touche in Saskatoon and Chair of two Saskatchewan Government commissions in the 1990's, we undertook research and developed the economic development strategy for the City of Saskatoon. At that time, responsibility for economic development was being transferred from the City of Saskatoon to SREDA, and SREDA was seeking a focus. This report outlined the foundation for economic development as well as strategies for sector specific development in Saskatoon. This report has proved to be the catalyst for economic growth experienced by Saskatoon over the past 10 years.

2004 - SED (strategy insight and strategy innovation); SED is a division of Calian. Calian is a leader in the technology services industry, their customers are many and varied, and include organizations in both the public and private sectors. With annual revenues in excess of \$170 million (CDN) and a staff of over 2,200, Calian ranks among the largest professional services companies in Canada. This project involved working with SED's executive and senior management and included facilitating opportunity space and strategic mapping sessions. This engagement involved making several recommendations around SED's strategy process with a view to make it more proactive and innovative at an operational level.

1997 – 2003 University of Saskatchewan (strategy review, strategy positioning, and strategy implementation); since 1997, I have been involved in six separate engagements that involve strategy reviews, positioning and implementation. These involved organizational (strategy) reviews of the College of Graduate Studies and Research, the College of Veterinary Medicine, and the Financial Services Division. As well, customer analysis and strategy positioning engagements were undertaken for Facilities Management, the Centre for Agricultural Medicine, and the Canadian Centre for Health and Safety in Agriculture.

2002 – ScienceMap; This project involved developing a methodology to define science activity clusters that have their roots in the University of Saskatchewan and Innovation Place. The project resulted in the creation of techmap that identified 7 distinct clusters of activity. TechMaps allow organizations and communities to identify and highlight complex historic relationships within their geographic region. TechMaps display information based on genealogy, history, and relationships within identified sectors. They allow viewers to visualize the focus of the community's development and its investment attraction. Saskatchewan's sciencemap can be viewed at www.sciencemap.net.

Faculty, Business Consulting Services and Business Advisory Services at the Edwards School of Business (completed 150 engagements):

College of Agriculture, University of Saskatchewan - Structural Analysis of Prairie Swine Center and Animal Science Relationship. July 2000

ScienceMap Consortium - Market Research and Analysis to Support the Development of ScienceMap.net. April, 2000

Facilities Management, University of Saskatchewan - Stakeholder Analysis Market Research. January 2000

Western College of Veterinary Medicine - Dean's Office Review. September 1999

Law Society of Saskatchewan Membership Survey. June 1999

Credit Union Central of Saskatchewan - Quality Measurement Survey. September 1999

SaskTel Module 3 Curriculum Development - Managing the Business. October 1999

Western College of Veterinary Medicine, U of S, Dean's Office Review. October – November 1999

Cameco Training and Development Market Research. January 1998

National Farmers Union Survey of Canadian Farm Production. April 1998

CJWW Radio Listeners Survey. June 1998

CAA - Annual Survey of Highway Expenditures. October 1998

Star-Phoenix Ag World Readership Survey. December 1998

University of Chernivisti, Ukraine, Program to Establish a Venture Management Centre, U of S International. 1996, 1997

Business Clinics, College of Commerce, founder and developer. 1995, 1996, 1997

Saskatchewan Health - Health Data Products Market Research/Feasibility Study. 1995

Transport Canada, John G. Diefenbaker Airport Transitional Plan. 1995

Co-operative Enterprise Development for Youth - Entrepreneurship Training & Development. 1995

Sask-Tel Fleetnet Market Review Study and Sask-Tel Monthly Customer Satisfaction Market Studies. 1995

Sedco Tenant and Employee Survey, Faculty Advisor. April 1994

Feasibility of Establishing an Archery Facility in Prince Albert, Saskatchewan Native Economic Development Corporation, Faculty Advisor. April 1994

Business Administration Certificate Program Evaluation Research, Faculty Advisor. April 1994

Constituent Opinion Analysis and Market Research for the Reform Party of Canada, Faculty Advisor. April 1994

Open Air Protection System: Feasibility Study and Business Plan, Faculty Advisor. November 1993

Office of Public Relations: Market Evaluation and Impact Assessment of The U. of S. 'First and Best' Campaign, Faculty Advisor. September, 1993

Fifth House Publishers: Feasibility of Market Entry for a Rural-based Magazine, Faculty Advisor. August, 1993

Bridge City Petroleum: Preliminary Feasibility of the Bulk Propane Market in Saskatoon and Area, Faculty Advisor. July 1993

Saskatoon Star-Phoenix: Survey of Gambling Attitudes and Habits in the Province of Saskatchewan, Faculty Advisor. June 1993

Economic Development Authority, Economic Strategy Committee: Development of an Economic Strategy for the City of Saskatoon. May - August 1993

An Overview and Assessment of the Mobile Home Manufacturing Market in Canada, Faculty Advisor. May 1993

University of Saskatchewan - Office of Public Relations: Assessment of Attitudes and Perceptions of Campus Security, Faculty Advisor. May 1993

University of Saskatchewan Physical Plant - Business and Economic Comparison of Co-Generation Proposals, Faculty Advisor. April 1993

Doepker Industries - Assessment of the Semi-Trailer Market in Western Canada: A Competitive Analysis, Faculty Advisor. April 1993

Sask-Tel Call Number Delivery and Call Display - Consumer Perceptions Market Research, Faculty Advisor. April 1993

Globe Vision Software Inc. - Business Plan, Faculty Advisor. February 1993

CAA Saskatchewan - Road Taxes and Associated Expenditures Report, Faculty Advisor. February 1993

Retail and Economic Survey - Town of Wynyard, Faculty Advisor. February 1993

Solutions 2000+ Management - Survey for the Canadian Dental Association, Faculty Advisor. November 1992

Insurance Brokers Association of Saskatchewan - Report and Presentation to the Saskatchewan Government, Faculty Advisor. October 1992

CP Rail System - Strategic Management Training Program. 1992, 1993, 1994

CP Rail System - Strategic Management Training Program Development and Delivery (pilot). October 1991-July 1992

Sedco - Innovation Park Employee and Tenants Satisfaction Survey, Faculty Advisor. July 1992

Gibbon Heating and Air Conditioning - Feasibility Study Regarding the Lease of Mechanical Equipment, Faculty Advisor. June 1992

West 40 Rural Development Corporation - Feasibility Study for a Commercial Seed Cleaning Facility, Faculty Advisor. June 1992

Midwest Litho Inc. - Strategic Marketing and Management Plan, Faculty Advisor. March 1992

Acadia Instruments Inc. - Preliminary Market Assessment for EMG and EKG Medical Devices, Faculty Advisor. January, 1992

MJW Entertainment Limited - Business Plan, Business Consulting Services, Faculty Advisor. November 1991

Market Research for Kelvington Economic Development Committee, Business Consulting Services, Faculty Advisor. November 1991

Market and Technical Analysis of Super-Man 1 and Super-Man 2, Sask-Tel, Regina, in cooperation with Pawka Engineering of Saskatoon. August, 1991.

Education Consulting Service Market Analysis, Business Consulting Services, Faculty Advisor. September 1990

External Communications Audit for the City of Saskatoon, Business Consulting Services, Faculty Advisor. June 1990

Market Survey for the Saskatoon Scotia Centre, Business Consulting Services, Faculty Advisor. May 1990

A Saskatchewan Oil-Recycling Study for the Saskatchewan Association of Rehabilitation Centres, Business Consulting Services, Faculty Advisor. December 1989

Public Needs Assessment for Meewasin Valley Authority and The Leisure Services Department of The City of Saskatoon, Business Consulting Services, Faculty Advisor. August 1989

Business Plan for Melby and Farebrother Inc. Retail Store, Business Consulting Services, Faculty Advisor. June 1989

Market Survey and Analysis for the Regina Youth Clothing Market, Business Consulting Services, Faculty Advisor. May 1989

Feasibility Study for Inter-Border Distributors for the Distribution of Imported Beer in the Province of Saskatchewan. May 1989

Study of the Proposed Store Hours Bylaw in Saskatoon, MBA Class. April 1988

Investor Business Plan for a Privately Owned Ice Arena in Saskatoon, Business Consulting Services. August 1986

Feasibility Study for a Privately Owned Ice Arena in Saskatoon, Business Consulting Services. July 1986

DEPARTMENTAL AND COLLEGE COMMITTEES

Edwards School of Business College Review Committee, Chair, July 1, 2009 – June 30, 2010

Edwards School of Business Executive Committee, Member, current

MBA Committee, *Member* 2006-2007, 2007-2008

Executive Committee, *Member* 2007-08

Executive Committee, *Member* 2003-04

College Review Committee, *Member* 2002-03

Undergraduate Curriculum Committee, *Member*, 1999/00, 2000/01, 2001/02

Inter Collegiate Business Competition, *Marketing Team Coach*, 1998

Business Clinics, College of Commerce 1995, 1996, 1997

Inter Collegiate Business Competition, *Business Simulation Coach*, 1991 - 1994

Business Consulting Services, College of Commerce, *Faculty Director*, 1991 - 1994

Community Development Partnership Program, College of Commerce, *Faculty Director*, 1991, 1992

Teaching Effectiveness Committee, *Member*, 1989/90, 1990/91

UNIVERSITY COMMITTEES

School of Architecture, University of Saskatchewan, Planning Committee, Member, current

Saskatchewan Centre of Excellence for Transportation and Infrastructure, Board Member, current

Centre for the Study of Co-operatives, Board Member, current

Virtual College of Biotechnology Steering Committee/Task Force, *Member*, 1999

U of S Learning Needs Assessment, *Member*, 1996

President's Committee on Strategic Planning, U of S, *Member*, 1995

Home Based Business Conference, U of S Extension, *Planning Committee Member*, 1994

PROFESSIONAL AND ASSOCIATION OFFICES AND COMMITTEE ACTIVITY OUTSIDE

Dean's Advisory Council, Chair, July 1, 2009 – June 30, 2010

Saskatchewan Chamber of Commerce, Growth Strategy Task Force, Board Member, current

Saskatoon Regional Economic Development Committee STIP (Saskatoon

Tapping Industrial Potential), *Committee* Member, 1996

The Institute of Certified Management Consultants of Saskatchewan, *Director*, 1996, 1997

Saskatchewan Food Processors Manual Review Board, *Member*, 1995

PUBLIC AND COMMUNITY CONTRIBUTIONS

Sabex Awards, *Reviewer*, April 2006

Course based student projects supervision related to community business development – senior undergraduate and MBA level:

Koenders Manufacturing - Market Analysis, 2002

Co-operative Trust Company of Canada - Market Research, 2002

City of Saskatoon - Tax Alternatives Review, 2002

CTV-CFQC - Brand Loyalty Market Research, 2002

Saskatchewan Food Processors Association - Review of Programs and Services, 2002

Houghton Boston Printers - Expansion Analysis, 2001

Stone Barn Feasibility Study - University of Saskatchewan, 2001

Board of Saskatchewan Pharmacists - Market Research, 2001

CanGlobal City of Knowledge - Market Research, 2001

McLeod Harvest - Distribution Feasibility Study, 2001

Boston Pizza - Market Research, 2001

Agricultural Economic Opportunities - FSIN, 2001

World Wide Wilderness Directory Inc, - Outdoor Guide News Feasibility Study, 2001

Superior Propane Inc. - Market Research, 2001

Canfarmsafe Market Research - University Hospital, 2001

Broadway Theatre - Expansion Feasibility Study, 2001

Meadow Lake Air Services - Route Expansion Feasibility Analysis, 2001

Riverbend Plantation - Feasibility Study, 2001

SIIT - Prince Albert - Market Research Study, 2000

College of Engineering, University of Saskatchewan - Centre for Micro-gravity Research Market Study, 2000

Credit Union Central of Saskatchewan - Pricing and Products Analysis, 2000

Sangsters - International Marketing Plan, 2000

Saskatchewan Nutraceutical Network- Market Research, 2000

SED Systems - Marketing Audit, 2000

SIIT Call Centre - Business Plan, 2000

Canadian Shield Wild Boar Co-operative - Market Research, 2000

Saskatchewan Canola Development Commission - Marketing Campaign Analysis, 2000

College of Agriculture, University of Saskatchewan - Phytotron Business Plan, 2000

Volume Independent Purchasers - Market Research Study, 1996

Saskatchewan Place - Market Research Study, 1996

Saskatoon Air Services Group - Marketing Research Study, 1996

SIAST - Human Resources Plan, 1996

Hook Outdoor Advertising - Marketing Research Study, 1996

Saskatchewan Institute on Prevention of Handicaps - Folic Acid Awareness Study, 1996

Department of Computing Services - Marketing Research, 1996

Heart and Stroke Foundation - Corporate Fund Raising Strategy, 1996

Sci-Tech Instruments - Marketing Research, 1996

Equitable Life Insurance Company - Marketing Research, 1996

Communications, Energy, and Paperworkers' Union Local 1120 - Member Survey, 1996

Saskatoon and District Health Board - Evaluation of the Home Care Program, 1996

Saskatchewan Wheat Pool - Feasibility of Cleaning Grain in Saskatchewan, 1996

First Nations Environmental Consulting - Feasibility Study, 1996

University of Saskatchewan: Office of Public Relations - Internet Survey, 1996

Agriculture Canada - Feasibility of Producing Bio-Diesel in Saskatchewan, 1996

Electronic Home Controls - Feasibility Study, 1996

Batoche Bed and Breakfast - Tourism Business Plan, 1996

Seed and Feed Wholesale and Retail Operation - Business Plan for New Start-up, 1996

Arthur Grey Career Consulting - Business Plan, 1996

Hitachi Canadian Industries Ltd. - North American marketing research project for Electrical Generators, 1996

Pound-Maker Agventures Ltd. - Feasibility Study for Fertilizer Production, 1996

Saskatoon Homebuilders Association - Member Survey and Marketing Plan Development, 1996

Riverside Badminton and Tennis Club - Business Plan, 1995

Potash Interpretive Centre - Feasibility Study, 1995

Saskatchewan Research Council Tech - Response Project Evaluation, 1995

Country Choice Meats - Feasibility Study, 1995

Technical Shop Services - Marketing Plan, 1995

Campus Computer Store - Marketing Plan, 1995

Saskatoon Services for Seniors - Business Plan, 1995

Wrangler Fine Foods - Market Preview for Lentil Butter, 1995

Lashburn Pulse Crop and Seed Processing Plant - Feasibility Study, 1995

NOT UNIVERSITY RELATED

Saskatoon Zone W Bobcat Hockey, *Executive-at-large*; 1999/00, 2000/01
Goaltender co-ordinator; 2001/02, 2002/03

EXTENSION

Senator, (at large) University of Saskatchewan, 2001 - 2004

University of Chernivisti, Ukraine, Program to Establish a Venture
Management Centre, U of S International, 1996, 1997

Planning Committee Member, Home-Based Business Conference, U. of S.
Extension (1996)

Instructor, Business Administration Course - University of Saskatchewan
Extension (1989)

Instructor, Native Management Course - University of Regina Extension
(1989)