

# **THE MONIESON CENTRE**

## **Queen's School of Business**



**Strategic Plan**  
**2010-2012**

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***Introduction***

The Monieson Centre coordinates leading scholarly research involving academic, business, government, and community partners to create value through knowledge. The Centre focuses on the knowledge economy - how to harness the expertise of individuals, organizations and communities to create knowledge capital. Acclaimed researchers study issues such as governance, corporate culture, innovation, change management, human resource management, and economics. Issues are studied theoretically and practically. The result is imagination, innovation, and insight to grow business, inform policy, and revitalize industries and communities.

The Monieson Centre was established in November 1998 at Queen's University within Queen's School of Business with generous funding from Melvin R. Goodes (former Chairman and CEO of Warner-Lambert). The Centre is named to honour Dr. Danny Monieson, an emeritus faculty member renowned for inspirational teaching and leadership at Queen's School of Business, and his focus on “usable knowledge”.

***Core Purpose***

The Monieson Centre is a Queen's School of Business centre focused on the study of knowledge in organizations and the economy. The Centre collaborates with organizations and academics to explore how to transform business in the knowledge economy and generate value.

***Mission***

The Monieson Centre is a locus for excellence in the study of knowledge in organizations and communities. The Centre works closely with Queen's School of Business and other university faculty and students. It employs a collaborative, multi-disciplinary research model that upholds the standards of academic rigour. The Monieson Centre coordinates research projects and actively shares new knowledge through academic, industry, government, and community channels.

***Values***

At the Centre, we value knowledge, interdisciplinary research, and business innovation. We aspire to excellence. We have high regard for our academic and industry partners and collaborative relationships. Ethics and integrity guide our decision making, communications, and programs.

***Value Proposition for Academics***

The Centre brings together teams of Queen's School of Business faculty and students, along with other experts at Queen's and other universities, to share knowledge and conduct research with leading individuals, organizations, and communities. Faculty and students gather empirical data to address important research questions and/or enhance classroom learning. They work in high performing multidisciplinary teams,



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sharing creative ideas and insights, discussing important findings and identifying management innovations.

Research expenses are covered by the Centre, clients, partners and granting agencies. Monieson staff members provide research, administrative and editorial assistance to support the publication of articles in high quality journals and to mobilize knowledge.

***Value Proposition for Practitioners***

The Monieson Centre provides leading-edge solutions to knowledge-related organizational problems. It bridges the gap between organizational theory and practice. The Centre's distinct advantage rests in the experts who assist its clients. Teams of Queen's faculty and students, along with experts from other universities, educate and conduct applied research for client organizations and communities. This strategy ensures that problems are addressed creatively and comprehensively.

***Strategic Objectives for 2010-2012***

The Monieson Centre's key strategic objectives for the period 2010 through 2012 are to:

1. Enhance its reputation for excellence at Queen's School of Business as well as nationally and internationally.
2. Be a leader in knowledge mobilization, e.g., through the facilitation of top quality articles, books, events, and media exchanges on knowledge in organizations and communities.
3. Obtain multi-year funding to sustain important local, national, and international research partnerships.

***Strategic Objective 1: Enhance the Centre's reputation for excellence at Queen's School of Business as well as nationally and internationally.***

The Monieson Centre will continue to establish a reputation for excellence by:

- Showcasing leading QSB researchers who participate in its projects and events.
- Strengthening alliances with world-class researchers, research centres, educational institutions, and organizations, and broadening its project teams.
- Being visible globally, while conducting research locally and ensuring that the results of the research are applicable regionally, nationally, and/or internationally.



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- The Centre will conduct research with an international component and/or international relevance.
- The Centre will revise its marketing strategy and communications with input from the Queen's School of Business Marketing department and/or Queen's Business Consulting.

***Strategic Objective 2: Be a leader in knowledge mobilization, e.g., through the facilitation of top quality articles, books, events, and media exchanges on knowledge in organizations and communities.***

To do so, The Monieson Centre will:

- Host scholarly conferences and insightful knowledge exchange seminars. Invited speakers will be imaginative, leading scholars and practitioners in their fields. Media representatives will be invited to these events.
- Increase knowledge sharing within Queen's University, locally, nationally, and internationally through initiatives such as multidisciplinary research projects, scholarly conferences, courses, knowledge exchange seminars, and lecture series.
- Partner in knowledge dissemination with world-class researchers, research centres, educational institutions, associations, and organizations.
- Support Queen's School of Business faculty and students' research and conference travel through Centre-sponsored funding competitions.
- Maintain state-of-the-art website(s) that prominently display important research findings, Monieson Centre-facilitated publications, and educational materials.
- Employ social media to facilitate interaction among researchers and community partners. Expand the Centre's use of Twitter, Facebook, and YouTube.

***Strategic Objective 3: Obtain multi-year funding to sustain important local, national, and international research partnerships.***

To do so, the Centre will submit annually at least one high quality SSHRC application and/or one partner agency-targeted application. These partnership-focused applications will be collaborative, interdisciplinary, and national/international, and address issues of importance to both academics and business.



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**Critical Success Factors – Year One (2010-2011) Objectives**

The Monieson Centre will:

- Increase Queen’s School of Business faculty engagement by highlighting the involvement of highly regarded faculty, and reporting Centre-facilitated articles, books, and other scholarly outputs. Display researcher and partner testimonials on the Centre’s website(s). Improve the appeal and impact of the Centre’s communications.
- Increase the amount of funding available for Queen’s School of Business faculty and students to conduct research and disseminate findings (e.g., in high quality journals).
- Increase partner engagement and involvement. More fully utilize partner networks.
- Obtain a large, multi-year grant to support a national/international, multidisciplinary research team focused on business and economic development.

**Key Performance Indicators**

The Monieson Centre’s three 2010-12 key performance indicators follow:

- The reputation and awareness of the Centre will be assessed by the number of high quality publications, curriculum impact, media impact, nature of researcher and practitioner testimonials, attendance at Monieson conferences and events, and Monieson Centre website statistics, including the number and pattern of visits, the number of downloads, and longitudinal trends.
- Local and international research projects and events will be assessed by the number of highly regarded faculty, students, staff, and clients engaged, and the number of high quality articles and books in progress or published.
- External research funding will be assessed by the calibre of the funding agencies involved, number of proposals submitted, success of applications, and amount of research funding received.

**Criteria for New Monieson Centre Projects**

In order to meet the strategic goals set out in this document, Monieson Centre projects in 2010-12 must meet a strict set of criteria:

- Research and/or educational projects will be assessed by the degree of Queen’s School of Business, Queen’s University, and national/international



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faculty and student engagement. The projects will be focused on knowledge in organizations and the economy.

- Research will involve knowledge creation as well as knowledge mobilization.
- Research affiliated with The Monieson Centre must be likely to lead to the creation of journal articles. Research opportunities will be assessed by the publication potential, importance of the research issues and research questions, the research methods to be employed, and access to data.
- Research projects will be aligned with the research priorities of Queen's School of Business and Queen's University. In addition, they will be assessed by their fit with existing Monieson Centre projects. They will enhance the Centre's portfolio mix of tri-council agency, private sector and public sector funded projects. The reputation of the granting agency or private/public sector partner will be an important consideration, as will be the amount of funding likely to be realized.
- All Monieson Centre projects will be financially self-sustaining.



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