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MEMO

ATTENTION: Senate

FROM: Jonathan Driver, Vice-President, Academic & Provost, and Chair, SCUP

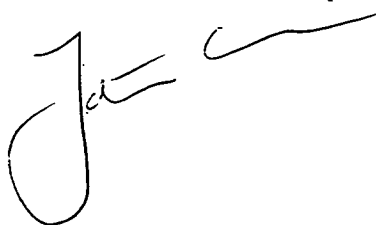
RE: Centre for Global Workforce Strategy (SCUP 09-05)

DATE: March 17, 2009

At its February 11, 2009 meeting SCUP reviewed and approved the proposal for the creation of the Centre for Global Workforce Strategy. This Centre will be a Schedule A Centre based in the Faculty of Business Administration.

Motion

That Senate approve and recommend to the Board of Governors the creation of the Centre for Global Workforce Strategy as a Schedule A Centre reporting to the Dean, Faculty of Business Administration



encl.

c: D. Thomas

OFFICE OF THE VICE-PRESIDENT, RESEARCH

B. Mario Pinto, Ph.D.

Vice-President, Research
Professor of Chemistry

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**ATTENTION Sarah Dench, Secretary
Senate Committee on University Planning (SCUP)**

FROM B. Mario Pinto, Vice-President, Research

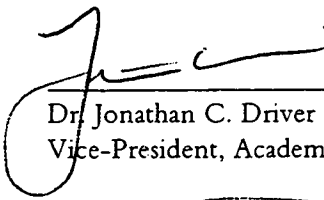
RE Centre for Global Workforce Strategy

DATE January 29, 2009

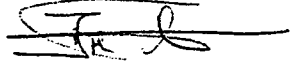
Attached is a proposal from Dr. D. Shapiro, Dean, Faculty of Business Administration for the establishment of the Centre for Global Workforce Strategy as a Schedule A Centre.

The Governing Committee for Centres and Institutes recommends that the Centre be granted approval by SCUP. Once approved by SCUP, the proposal is to be forwarded to Senate, followed by submission to the Board of Governors.

Governing Committee:



Dr. Jonathan C. Driver
Vice-President, Academic and Provost



Dr. B. Mario Pinto
Vice-President, Research

Attachment

- C: D. Shapiro, Dean, Faculty of Business Administration
- I. Gordon, Associate Dean, Faculty of Business Administration
- C. Collins, Faculty of Business Administration
- K. Millard, Faculty of Business Administration
- D. Thomas, Faculty of Business Administration
- W. Unger, Faculty of Business Administration

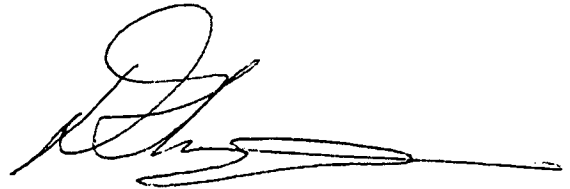
SFU

Faculty of Business Administration
Office of the Dean

Memo

To: Dr. Mario Pinto
Vice President Research

From: Daniel Shapiro
Dean, Faculty of Business Administration



Date: January 30, 2009

Re: Approval for proposed Centre for Global Workforce Strategy

I am pleased to recommend the creation of a new Schedule A centre to be housed in the Faculty of Business Administration. The new centre is to be called the Centre for Global Workforce Strategy. A proposed constitution for the Centre is attached and submitted for your approval.

If there are any questions or if further documentation is required, we will be pleased to address these issues.

DS/MB

Attachments: Proposed constitution (amended 20090130)
List of initial centre members

cc: Irene Gordon
Colleen Collins
Ed Bukszar
Wendy Unger
Karen Millard
Dave Thomas
Valerie Murdoch

Constitution for the Proposed

Centre for Global Workforce Strategy

Faculty of Business Administration, Simon Fraser University

14 October, 2008

(a) Statement of Purpose

Mission

The Centre for Global Workforce Strategy will carry out multidisciplinary research on issues surrounding effective work force management strategies in today's global environment. The collaborative and multidisciplinary research environment at Simon Fraser University will allow the Centre to build a strong team of researchers, initially drawing on the Faculty of Business Administration's existing research expertise on global workforce management. It will initially consolidate the activities of three ongoing multinational research projects.

- The first of these, *The Cultural Intelligence Project*, involves participants from 12 countries in defining, developing, and validating an instrument to measure Cultural Intelligence – the measure of an individual's ability to interact effectively with the cultural aspects of an environment. It is a key competency requirement for the management of cultural diversity.
- The second project is Canadian participation in Cranet (the Cranfield Network on Comparative Human Resource Management). Established in 1989, Cranet is an expanding group of top business schools and academic institutions collaborating to provide unique and rigorous data on human resource management practices across the world.
- The third project involves the study of bicultural individuals in organizations. Given the changing patterns in the world's workforce it is increasingly possible that more employees and managers in today's global organizations will be bicultural. Bicultural individuals have a dual pattern of identification with different cultures. The ability of

biculturals to operate within more than one culture as a native raises a number of important and interesting questions for global workforce management.

As the Centre develops additional themes within the overall mandate of the Centre will be added. The Centre will pursue both the development of new knowledge in these and related areas and its dissemination to both academic and practitioner audiences. The Centre will support individual and team-based research on global workforce strategy, contribute to the training of new researchers, and foster connections among researchers working in these areas. It will sponsor occasional conferences and forums on global workforce strategy for both researchers and managers. The Centre will also facilitate opportunities for SFU students to learn about and apply their knowledge of global workforce strategy.

Vision

Overall, the Centre's vision is to assist organizational leaders and managers in acquiring the skills and tools necessary to plan and execute workforce management strategies that will result in improved organizational performance.

Rationale

Economic integration, the increased use and sophistication of information technology, and the introduction of new players on the international stage are creating a more complex and dynamic work environment than ever before. While the direction of these changes seems clear, the rate of change is uncertain and accelerating dramatically. It is often difficult to separate the causes of this globalization from its effects, but one outcome is apparent: an increasingly tight labour market and an ageing work force combined with the reduction in boundaries to migration means a work force that is increasingly culturally diverse. Leading companies have recognized that cultural diversity is not just a problem to be overcome but also a resource to be exploited to the benefit of the bottom line. In addition, the competition for skilled people on a global scale is intense and new attitudes toward work and careers present additional challenges about work-life balance, which further complicates the strategic management of today's workforce. This Centre will provide a much needed focus for research that studies topics related to the effective management of a global workforce.

(b) Appointment of a Director

A faculty member from the Faculty of Business Administration will be appointed by the Dean to serve as the Director of the Centre for a three year term (renewable).

(c) Applicable Schedule

The Centre will be governed by SFU Policy R 40.01 for Schedule A Centres and Institutes. The Director will report annually to the Dean on the activities of the Centre who in turn will report to the University's Governing Committee for Centres, in accordance with Policy R 40.01.

Membership in the Centre will be recommended by the Director and approved by the Dean of Business Administration.

(d) Obligation of the Centre

All activities conducted within the Centre will conform to University policies.

Funding

Funding of the research and outreach activities of the Centre will initially be provided by seed money (\$67,000 allocated over 3 years: 2008-2009 - \$25,000; 2009-2010 - \$22,000; 2010-2011 - \$20,000) from the Faculty of Business Administration. During that time major financial support for the Centre will be sought from business and industry. Business and government agencies have shown a significant amount of interest in the three foundation projects of the Centre and additional project related financing has already been committed.

(e) Internal Governing of the Centre

The Centre will be guided by an advisory board consisting of at least six individuals. The Faculty of Business Administration will appoint the members. Two board memberships will be reserved and be appointed by the organization providing major funding. A Chair will be elected from the members of the Board. The Chair of the Advisory Board, if different from the Director of the Centre, will propose to the Director the plan of activities envisioned for each year. The Director will ensure that any such proposed activities are consistent with University policies.

Segal Graduate School of Business Centre for Global Workforce Strategy

Economic integration, the increased use and sophistication of information technology, and the introduction of new players on the international stage are creating a more complex and dynamic work environment than ever before. While the direction of these changes seems clear, the rate of change is uncertain and accelerating dramatically. It is often difficult to separate the causes of this globalization from its effects, but one outcome is apparent: an increasingly tight labour market and an ageing work force combined with the reduction in boundaries to migration means a work force that is increasingly culturally diverse. Leading companies have recognized that cultural diversity is not just a problem to be overcome but also a resource to be exploited to the benefit of the bottom line. In addition, the competition for skilled people on a global scale is intense and new attitudes toward work and careers present additional challenges about work-life balance, which further complicates the strategic management of today's workforce.

The **Centre for Global Workforce Strategy** will carry out multidisciplinary research on issues surrounding effective work force management strategies. It will initially consolidate the activities of three ongoing multinational research projects. The first project, *The Cultural Intelligence Project*, involves participants from 12 countries in defining, developing, and validating an instrument to measure Cultural Intelligence – the measure of an individual's ability to interact effectively with the cultural aspects of an environment. It is a key competency requirement for the management of cultural diversity. The second project is Canadian participation in Cranet (the Cranfield Network on Comparative Human Resource Management). Established in 1989, Cranet is an expanding group of top business schools and academic institutions collaborating to provide unique and rigorous data on human resource management practices across the world. Researchers carry out a regular international survey of organizational policies and practices and provide benchmarks for a systematic comparative analysis of trends in HRM policies and practices. Cranet is a unique resource for researchers, management practitioners, and policy makers, seeking an up-to-date overview of HR management's ever-changing global face. The third project involves the study of bicultural individuals in organizations. Given the changing patterns in the world's workforce it is increasingly possible that more employees and managers will be bicultural. Bicultural individuals have a dual pattern of identification with different cultures. The ability of biculturals to operate within more than one culture as a native raises a number of interesting and important questions for global workforce management. As the Centre develops additional themes within the overall mandate of the Centre will be added.

Other Centre activities will include:

- Practitioner forums, media outreach, and academic conferences
- Publication in traditional scholarly venues
- Preparation and distribution of educational material for use by universities and professional associations
- Outreach and networking activities, such as the hosting conferences or public forums on topical subjects, and workshops to promote the activities and findings of the Centre to both academic and business audiences
- Regular offerings of professional development program

OUR EXPERTISE

The Centre for Global Workforce Strategy will be directed by **Dr. David C. Thomas** (subject to Senate approval). An internationally acknowledged expert and leading scholar in the field of international management, he has published 7 books and more than 50 articles and chapters on the management of individuals in culturally diverse organizations. He received his PhD in Organizational Behaviour and International Business from the University of South Carolina. His research into the interaction of individuals from different cultures in organizational settings has led to research studies in more than a dozen countries, and he is currently directing an international research team in the development of a measure of 'Cultural Intelligence'. Dr. Thomas has a longstanding collaboration with Kerr Inkson, one of New Zealand's most eminent management scholars. Their best selling book *Cultural Intelligence: People Skills for Global Business* communicates best practices in global people management in a manner easily accessible to practicing managers. In addition to his numerous research projects and teaching activities Dr Thomas is a highly sought after public speaker on the management of cultural diversity in organizations.

The collaborative and multidisciplinary research environment at Simon Fraser University will allow Dr. Thomas to build a strong team of researchers, initially drawing on the Faculty of Business Administration's existing research expertise on global workforce management. Initial Centre members will include:

Carolyn Egri

Dr. Carolyn Egri, is a pioneer in research related to corporate environmental and social responsibility - she has been publishing on this topic for more than 15 years, long before it became trendy. A prolific researcher with numerous research grants, she has been examining corporate environmental social responsibility practices as well as cross-cultural differences in managerial values and influence tactics around the world.

Brenda Lautsch

Dr. Brenda Lautsch's interest in the human aspects of work, such as employment relationships and issues of equity and fairness in the workplace are the catalyst for her research into new work systems and inequality, contingent work, alternative dispute resolution, and the effects of flexible work. Her articles have appeared in prestigious journals such as the *Industrial and Labour Relations Review*.

Mila Lazarova

Dr. Mila Lazarova's research interests include expatriate management, with a focus on repatriation and the career impact of international assignments; work/life balance issues related to assignments; global careers and the role of organizational career development and work/life balance practices on employee retention. Most recently, she has been involved in a study of global virtual teams. She was recently awarded a SSHRC standard research grant for a comparative study of HR practices and the changing role of the HR department in organizations.

Rosalie L. Tung

Dr. Rosalie L. Tung has served on several faculties of a number of American universities, including a Wisconsin Distinguished Professorship with the University of Wisconsin System and the Wharton School at the University of Pennsylvania. She has been a visiting professor at universities around the world, including Harvard, and has served on the United Nations' Task Force on Human Resource Management. She is also involved in management development and consulting activities around the world. Dr. Tung has published widely on the subjects of international management and organizational theory and is the author or editor of 11 books.