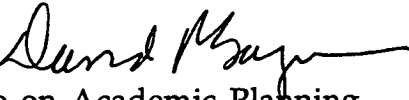


**SIMON FRASER UNIVERSITY**

**OFFICE OF THE VICE-PRESIDENT, ACADEMIC**

**MEMORANDUM**

**To:** Senate

**From:** D. Gagan, Chair   
Senate Committee on Academic Planning

**Subject:** Institute for Business and Innovation Studies (IBIS)

**Date:** April 11, 1996

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Action undertaken at the meeting of the Senate Committee on Academic Planning on April 3, 1996 gives rise to the following motion:

**Motion:**

"That Senate approve and recommend to the Board of Governors as set forth in S.96 - 42, the establishment of an Institute for Business and Innovation Studies (IBIS)."

SIMON FRASER UNIVERSITY

MEMORANDUM  
OFFICE OF VICE-PRESIDENT, RESEARCH

TO: David Gagan  
Vice-President, Academic

FROM: Bruce P. Clayman  
Vice-President, Research

RE: Institute for Business and  
Innovation Studies (IBIS)

DATE: February 13, 1996

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I am attaching a proposal from Ron Marteniuk and Stan Shapiro for the establishment of an Institute for Business and Innovation Studies (IBIS). This proposal explicitly states that the Institute will be self-sufficient and cause no financial burden to the University and will require no start-up or continuing funds to operate.

If you agree with the proposal, please sign the attached memorandum and return it to my office for processing.



Attachments

# SIMON FRASER UNIVERSITY

## MEMORANDUM OFFICE OF VICE-PRESIDENT, RESEARCH

**TO:** Alison Watt  
Secretary, Senate Committee  
on Academic Planning (SCAP)

**FROM:** Bruce P. Clayman  
Vice-President, Research

**RE:** Institute for Business and  
Innovation Studies (IBIS)

**DATE:** February 13, 1996

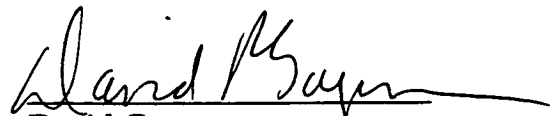
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I attach a proposal from Dr. Ron Marteniuk and Dr. Stan Shapiro for the establishment of an Institute for Business and Innovation Studies as a Schedule B Centre (centres that have a university-wide mandate).

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



Bruce P. Clayman  
Vice-President, Research



David Gagan  
Vice-President, Academic

Attachment

M E M O R A N D U M  
S I M O N F R A S E R U N I V E R S I T Y  
F A C U L T Y O F A P P L I E D S C I E N C E S


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**DATE:** January 11, 1995  
**TO:** Bruce Clayman, Vice-President Research  
**FROM:** Ron Marteniuk, Dean, Faculty of Applied Sciences  
**RE:** Institute for Business and Innovation Studies (IBIS)

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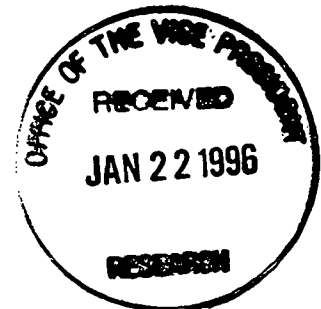
Bruce, if the attached proposal is approved by Stan Shapiro, I recommend that you approve IBIS as an Institute of SFU.

Thank you for your consideration of this matter.

  
\_\_\_\_\_  
Ron Marteniuk, Dean  
Faculty of Applied Sciences

RM/lc

Enclosure



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## *Memorandum*

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*To: Dr. Bruce Clayman*

*From: Ron Marteniuk and Stan Shapiro*

*Date: 14 December 1995*

*Subject: Institute for Business and Innovation Studies*

We attach a proposal for the establishment under Policy R 40.01 of the Institute for Business and Innovation Studies. The proposal has been considered by a steering committee consisting of the following faculty and staff who unanimously recommend approval of this new Institute:

R. Marteniuk  
S. J. Shapiro  
D. Shapiro  
C. Smart  
C. Murray  
R. K. Smith  
M. S. Lipsett

If approved, the Institute will not be a drain on SFU's financial resources. It is designed instead to be financially self-sustaining and to attract significant resources to the university. It will provide an institutional focus for existing activities of the staff who would become involved. The proposed institute will, moreover, serve as an enabling mechanism to attract new funding for multi-disciplinary and multi-sectoral collaborative projects. The particular focus of the institute will be on the management of technology and innovation, and on business and innovation studies. The proposed institute would harvest some of SFU's intellectual investment in planning for a Centre of Networks of Excellence on Trade, Innovation, Competitiveness and Sustainability.

The particular reason for putting this proposal forward at this time is to be able to undertake new collaborative research, technical services, and training programs which SFU has been asked to formulate.

If you agree with this recommendation, please forward it to the Governing Committee for Centres for review and recommendation onward to the President and the Board for approval.

Should you need further information or explanation, please let us know.

# Simon Fraser University Charter

## Institute for Business and Innovation Studies

### *I. Statement of Purpose*

#### *Vision*

to build a pre-eminent centre for business and innovation studies and services at SFU that attracts national and international participants, employs SFU graduate students, links with collaborative programs in other academic institutions, and is financially self-sufficient as a result of contracts from local, national, and international clients.

#### *General strategy*

to capitalise on current strengths and opportunities at SFU—in such fields as management of technology and innovation; resource and environmental management; and science, technology and innovation metrics—in the achievement of the vision.

#### *Timing and the niche*

Global trends have made business and innovation studies one of today's most crucial topics, and one that is likely to become increasingly important into the next century. Major research centres are being created in other countries to provide national programs of study of innovation systems, their regional manifestations and their effectiveness. Training in technology and innovation management is seen as an urgent issue in many countries, in Latin America, for example.

The Institute will focus on the role of technological innovation in the emergence of small and medium sized enterprises in the face of economic, social, technological, global and environmental transformations.

### *II. Organisational Structure*

The Institute will be a Schedule B Centre as described in R40.01. Institute activities will be conducted in compliance with University policies.

#### *Administrative Officer*

The Administrative Officer will be the Vice-President, Research.

#### *Director*

The Director of the Institute will be an employee of Simon Fraser University as stipulated in R40.01. The Director will be selected on the joint recommendation of the Dean of the Faculty of Applied Sciences and the Dean of the Faculty of Business Administration to the Administrative Officer.

appointed at the first meeting of the Institute by the Founding Members.  
The initial Director will be ~~the Dean of the Faculty of Applied Sciences~~. With the consent of the Dean of the Faculty of Business Administration he may designate a Managing Director to assist in carrying out the duties of Institute Director, but this is not to be construed as transferring fiduciary responsibilities under R40.01.

Together with the Managing Director, if any, the Institute Director will, in collaboration with the Dean of the Faculty of Business Administration, develop an operational business plan that sets out performance goals and benchmarks on an annual basis.

An Advisory Board will be formed to assist in this process, to provide independent advice to the management of the Institute, and to make recommendations to the Administrative Officer on strategic directions for the Institute. The Advisory Board will be represent and provide input from a cross section of academic, government, and non-governmental organisations, as well as business leaders, labour, and other national and international interests.

### ***Members of the Institute***

Founding members of the Institute are as follows:

#### **Faculty**

Ron Marteniuk  
Stan Shapiro  
Richard Lipsey  
Dan Shapiro  
Carolyne Smart  
Catherine Murray  
Richard Smith  
Morley Lipsett(adjunct)

#### **Senior Staff**

Daryl Zarn  
John Fraser (U/ILO)  
J. Adam Holbrook

#### **External Faculty**

Hans Schuetze (UBC)  
Paul Guild (Waterloo)  
John de la Mothe (U of Ottawa)  
William Leiss (Queens)  
Karen Minden (Asia Pacific Foundation)

#### **International**

James Mullin (Ottawa)  
F. Chaparro (Colciencias)  
Luc Soete (Maastricht)

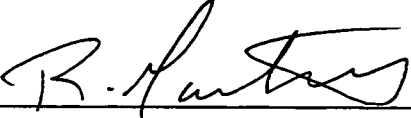
**III. Conditions under which the Institute's name may be used**

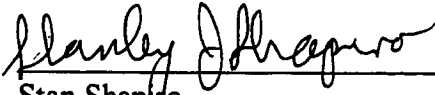
The Institute's name may be used by any of its Members in the course of conducting research and associated University business. Formal research and program proposals by the Institute to granting agencies, joint venture partners, or other funding sources must be signed by the Institute's Director.

**IV. Procedures for employing Staff and administering Funds**

Staff shall be employed in accordance with University Policy. Funds and contracts will be administered in accordance with applicable University Policy.

Submitted to the Vice-President, Research by:

  
\_\_\_\_\_  
Date: Jan 9/96  
Ron Marteniuk  
Dean of Applied Sciences

  
\_\_\_\_\_  
Date: Jan 17/96  
Stan Shapiro  
Dean of Business Administration

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Approved, and recommended to the Governing Committee by:

  
\_\_\_\_\_  
Date: Feb 13/96  
Bruce Clayman  
Vice-President, Research



***Addendum 1: Statement of compliance with section 4.1 of Policy R40.01***

The purpose of this addendum is to give explicit recognition to compliance with section 4.1 of R40.01.

***(a) special purpose of the institute***

The special purpose of the Institute for Business and Innovation Studies is to be a pre-eminent centre for business and innovation studies and services at SFU that attracts national and international participants, employs SFU graduate students, links with collaborative programs in other academic institutions, and is financially self-sufficient as a result of contracts from local, national, and international clients.

***(b) provision for appointment of a director***

The director will be appointed in compliance with Policy R40.01.

***(c) applicable schedule***

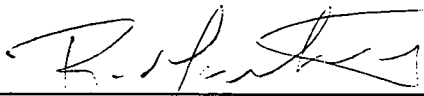
The Institute will be a Schedule B Centre as described in R40.01.

***(d) conduct of Institute activities***

The Institute will conduct its activities in accordance with University policies.

***(e) internal governing procedure***

The governance of the Institute will be in accordance with University policies in general and Policy R40.01 in particular.



Date: Feb 6/96

Ron Marteniuk  
Dean of Applied Sciences

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## *Memorandum*

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*To: Dean Ron Marteniuk and Dean Stan Shapiro*  
*From: Morley Lipsett and Richard Smith* *Rane*  
*Date: 14 December 1995*  
*Subject: Business and Innovation Studies*

We are attaching, for your review and comments, the requisite documentation for the establishment, under Policy R 40.01 of a proposed Institute for Business and Innovation Studies. This would be a Schedule B entity to reflect the dual sponsorship of the Faculties of Business Administration and Applied Science, to foster multi-disciplinary and multi-sectoral programs, and to enable national and international linkages for the institute.

We discussed the concept of a centre for innovation studies as outlined in our presentation and proposal material dated 24 May and 19 June, respectively, with people from industry, government and academia. The reception was uniformly positive and constructive. The attached draft constitution reflects this external consultation, some of which we summarize below.

### *Jim Mullin*

Jim, a former Vice President, IDRC, and currently an international consultant on S&T policy pointed out the necessity of choosing a name that suggests a strong business orientation rather than a purely academic one. The interim name of (Centre for Innovation Studies) therefore needed replacement. We offer the new name, *Institute for Business and Innovation Studies* (IBIS), which could be preceded by the name of a core corporate sponsor.

### *Hans Schuetze*

Hans is at the Centre for Policy Studies in Education, Faculty of Education, University of British Columbia. His concern was to ensure that he and others at UBC could become affiliated with IBIS.

### *Galen Greer*

Galen is with the Ministry of Employment and Investment and has been a champion of ours within the BC beurocracy. He urged us to establish linkages with financial institutions, and our present Federal Business Development Bank and Bank of Montreal connections meed this need.

### *John de la Mothe*

John is an Associate Professor of Science and Government and a Research Director of the Program of Research on International Management and Economy (PRIME) at the Faculty of Administration, University of Ottawa. His report on our proposal is attached.

## ***Appendix A: Report on the proposed Centre for Innovation Studies<sup>1</sup>***

by: John de la Mothe

### **General Reaction**

The proposal to create a Centre for Innovation Studies (CIS) is an extremely important and timely one. It is important because you have decided to focus on one of the principal drivers of socio-economic change - innovation - and in so doing have opened yourselves up to:

- giving students a training and an education that is based on complexity, managing surprise generating mechanisms, and so on
- bringing together faculty, for both teaching and research purposes, in a decidedly transdisciplinary way
- focusing on the processes of competition and adjustment that firms (and other organisations) actually have to deal with and manage on a daily basis.

All this is extremely attractive. It is timely because no other academic centre has moved aggressively into this area. SFU is well positioned to occupy this niche area.

### **Is There A Need For A CIS (IBIS)?**

Today, every organisation is undergoing a great transformation. Budgets are being downsized. Expenditures are being scrutinised. Traditional clients or sponsors are no longer seen as being a given or to be 'taken for granted'. In the case of clients, this is bringing about (within proactive organisations at least) something of a 'service boom'. In the case of sponsors, seeking to diversify funding sources is becoming de rigeur. Products - be they courses or machinery - are being demanded in such a way that forces providers to be flexible, speedy, responsive, creative, capable of follow through, etc..

What you have proposed is a centre that works internally and externally. It would work externally by focusing on problems that are critical to your local industrial base, by carrying out research to help illuminate solutions to these problems for these local firms, and by offering education/training that is relevant to the skill requirements of current employees and future employees. It would work internally by stimulating the traditional university environment into becoming, itself, a site for innovation and re-engineering.

### **Why SFU?**

It seems to me that SFU would make an ideal location for a CIS. You have a business school and a faculty of applied science that are well known and well regarded nationally. CPROST's reputation is growing, particularly around public policy. You have particular expertise - that I am aware of at least and this is by no means meant to be exhaustive - in telecommunications, economic growth, North American business studies, entrepreneurship, robotics, artificial intelligence, R&D tax incentives, science and technology indicators, and so on. Moreover, Vancouver is a natural hub for teaching, research and consulting in international business (viz Asia

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<sup>1</sup> Now termed the *Institute for Business and Innovation Studies (IBIS)*

and Latin America) and it would presumably lend itself to the acquisition of investments from the emerging business community.

### **Are There Other Centres in Canada?**

While there are a number of groups which already offer programs or courses in technology management, no one has occupied the innovation niche as yet. The most developed efforts are being undertaken in the Faculty of Management at the University of Quebec in Montreal (CIRST) and at the Faculty of Administration at the University of Ottawa (PRIME).

CIRST is a large operation which is well known for its work in the energy industries (hydro, fusion), transportation, and large scale engineering projects. They offer a wide array of courses in traditional management areas and have a number of well known researchers in the area of science and technology policy and innovation. It is my impression that consulting work comes in as a result of the individual efforts of researchers and research assistants. I believe that Catherine Murray knows this group quite well, so I won't spend much time on them at this moment. I will, instead, tell you briefly about my own group.

PRIME is a much younger and much smaller group. But its model is much more integrated. I believe that this approach could be a useful one for SFU. PRIME operates within the traditional undergraduate (BComm and BAdmin) and graduate (MBA, EMBA and International MBA) programs, offering courses in science and technology policy, trade policy, macroeconomics, technology marketing, high technology strategy, and government-business relations. It also has students from the MSc (Systems Science Program).

- It carries out funded research (SSHRC, Industry Canada), and publishes quite extensively in journals like Technology Management, Technology in Society, The Queen's Quarterly, Nature, Daedalus, Small Business Economics, Technology Assessment and Strategic Management, and so on.
- It runs a monthly series of thematic public lectures (The PRIME Lectures) which attract typically about 150 diplomats, entrepreneurs, bureaucrats, politicians, and students from the Ottawa area. The first lectures - which included the Industry Minister, John Manley, and the Chief Science Advisor to President George Bush - D. Allan Bromley - are being published in book form ("Technology, Trade and the New Economy"). The next series will focus on CEOs on high technology firms such as Newbridge and Alias.
- It is editorially involved in the journals "Optimum: A Journal of Public Sector Management" and "Science and Public Policy", the newsletter "Outlook on Science Policy", and the books series "World Guides to Science and Technology" by Cartermill in London (which has already published "Science and Technology in Canada" and is in the process of publishing volumes on Japan, China, the USA, Russia, Germany, and Australia) and the Pinter series on "Science, Technology and the International Political Economy" (which is just about to publish its first book).
- In the past year it has carried out consulting work for such groups as Industry Canada, NATO, the Department of Foreign Affairs and International Trade, the CBC, and IIASA, among others. However, it has deliberately not made consulting a major focus of its efforts.

- It runs the National High Technology Management Case Competition which is now in its 6th year and which annually attracts teams from 15 MBA programs across Canada. This competition is funded almost entirely by industry.

In short, PRIME has tried to develop an approach to international management (not innovation) that is highly integrated and that revolves around (i) teaching, (ii) research, (iii) research dissemination, (iv) community outreach, (v) team building, and (vi) rather high visibility activities. I see a lot of this in what you have proposed and encourage you. You are a lot more developed than PRIME was when it started two years ago.

### **Who Might You Identify For A CIS (IBIS) Advisory Group?**

I would imagine that a small group, made up of a mix of academic, private sector and government representatives (who might also have access to funding) would be attractive. Such individuals might include:

#### International Academic

David Mowery - University of California (Berkeley)

Michael Gibbons - Sussex University

Ed Steinmueller - University of Limburg

Richard Nelson - Columbia University

#### National Academic

A short list of good people could be gleaned from your TICS/NCE proposal but you might be wise not to forget Ursula Franklin - University of Toronto.

#### Private Sector

Alan Taylor - ex-Royal Bank

Peter Nicholson - BCE, ex-Bank of Nova Scotia

David Crane - Toronto Star

Ron McCullough - ex-SPAR, CIAR and PRECARN

Gordon MacNabb, ex-PRECARN

Hugh Wynne Edwards

#### Government

John Godfried, MP

Alan Nymark, ADM - Industry Canada

### **Summary**

In a nut shell, I would suggest the following:

1. that SFU create a Centre for innovation Studies around applied science, business and CPROST;
2. an integrated approach be adopted - bringing together players from a variety of disciplines to offer transdisciplinary teaching, research and consulting services;

3. an aggressive publishing and research dissemination program be undertaken - though publishing, the local press and media, conferences, symposia, and so on; and
4. that you concentrate both on your natural local advantages (Asia, Latin America, natural resources, telecommunications, AI and remote sensing) and on your comparative advantages (telecommunications, R&D tax incentives, S&T indicators, economic growth, entrepreneurship).

**Note:** John de la Mothe is an Associate Professor of Science and Government and a Research Director of the Program of Research on International Management and Economy (PRIME) at the Faculty of Administration, University of Ottawa. He has taught science and technology policy at New York University, Harvard University and MIT, and has worked in innovation policy for over a decade, working for such groups as the OECD, NATO and the Government of Canada. He is the author of numerous articles in journals ranging from "Nature" to "Daedalus", and is the co-editor or author of a number of such books "Science, Technology and Free Trade" (1990), "Science and Technology in Canada" (1993) and, most recently, "Evolutionary Economics and the New International Political Economy (in press).