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It is with great pride and excitement that I share with you the second edition of IMPACT: A Research Bulletin, which highlights the impactful, inspiring and top-quality research happening at the Faculty of Business Administration.

In 2019, our researchers achieved great success in attracting national funding, disseminating knowledge with stakeholders and partners, and establishing fruitful new partnerships with colleagues around the world. We have achieved both high-quality outputs — as evidenced by the stories you will read in this bulletin — and have seen an important and positive impact on businesses, organizations and industries in Newfoundland and Labrador and beyond.

As outlined in our strategic plan, we are prioritizing a pragmatic and conscientious approach to research while simultaneously cultivating strategic partnerships that engage the broader community. In doing so, we are designing an ecosystem that pursues, supports and celebrates exciting, rigorous and innovative research that is transforming our world.

From ground-breaking examinations of gender, leadership and entrepreneurship to forward-thinking looks at the transformative potential of social enterprises to globally-recognized thought-work related to accounting, corporate social responsibility, big data and more, the Faculty of Business Administration is supporting Memorial’s special obligation to the people of Newfoundland and Labrador in a big way. We are thinking broadly, pushing boundaries and working creatively to address today’s business challenges and, by also educating tomorrow’s business leaders and sharing our work with the broader community, we are contributing to the growth and sustainability of our province.

At the Faculty of Business Administration, we remain steadfast in our commitment to high-quality, inspiring research that has a real and positive impact on our province, our country and the world.

Sincerely,

Isabelle Dostaler, PhD
Dean, Faculty of Business Administration
The research trio of Dr. Natalie Slawinski, Dr. Blair Winsor and Dr. John Schouten have won the second annual Faculty of Business Administration Advisory Board Research Impact Award for their paper, Managing the paradoxes of place to foster regeneration.

The paper was published in *Organization & Environment* and co-authored by Dr. Daina Mazutis (University of Ottawa) and Dr. Wendy Smith (University of Delaware).

The award recognizes research impact on teaching, practice or policy. In evaluating applicants, members of the faculty’s advisory board — primarily leaders in the local business community — are asked to consider the extent to which the research could impact their own business practice.

The research team has spent the past several years working with Shorefast on Fogo Island to examine regenerative organizations such as social enterprises, which seek to reverse economic, cultural and environmental damage and renew communities.

Funded by the national Social Sciences and Humanities Research Council (SSHRC), the team explored the challenges of negotiating the paradoxes of place — that is, managing the tensions between seemingly opposing views between insiders and outsiders, contemporary and traditional customs and technologies, and local and global economies — and developed a framework called PLACE to guide other social enterprises and community organizations.

**PLACE model of community development stands for:**

- **P**romote community champions (to nurture pride and drive positive action in the community);
- **L**ink divergent perspectives (such as insider and outsider knowledge or new and traditional skills);
- **A**ssess existing capacities (such as human, ecological, institutional and infrastructural);
- **C**onvey compelling narratives (to counter negative and self-defeating discourse); and
- **E**ngage both/and thinking (to reveal innovative and optimal solutions).

The PLACE model has garnered media attention and the researchers have shared it with community champions and policy makers from across the province, around Atlantic Canada and in Europe.

“More importantly, it has inspired community champions to use the power of place and social enterprise to strengthen their communities,” said Dr. Slawinski.
REPORT FROM THE CHAIR:
DR. JEFFREY PITTMAN

My research program primarily focuses on examining whether economic outcomes are sensitive to corporate governance structures.

In 2019, I had four papers accepted for publication in major journals including Contemporary Accounting Research and Accounting, Organizations and Society. A focal point of my recent projects is analyzing the role that political and social networks play in shaping financial analysts’ forecast properties as well as external auditors’ performance and career trajectories. Several studies exploit exogenous shocks in staggered difference-in-difference designs to improve identification. For example, one project involves gauging whether auditors keep their clients on a shorter leash after transportation infrastructure improves following the launch of high-speed rail services in China.

Another series of ongoing projects explores whether stock price crash risk subsides when corporate tax enforcement is stricter and whether audit quality hinges on audit partners’ risk tolerance evident in their criminal histories. I continue to focus intently on these and other projects with several under revision at such top outlets as The Accounting Review, the Journal of Accounting and Economics, Management Science and Contemporary Accounting Research.

Apart from my own research activities, I was recently re-appointed as deputy editor-in-chief of Contemporary Accounting Research. Besides serving as a faculty leader at several doctoral consortia, I have also been named as the Shidler Speaker by the University of Hawaii at Manoa.

Although I mainly publish my research in accounting journals, my archival evidence also appears in top finance and ethics outlets such as the Journal of Financial Economics and the Journal of Business Ethics. Since it ordinarily takes several years for the impact of scholarly research to become known, I hope that my current projects have a similar impact on academic research and the public policy discourse as my earlier papers.

HIGHLIGHT:
DR. NADER WANS

Dr. Nader Wans’ paper, Audit office experience with SOX 404(b) filers and SOX 404 audit quality, co-authored with Dr. Divya Anantharaman, examines the association between audit office experience and the value of internal control (IC) audits by external auditors.

The authors develop a novel approach in measuring the quality of IC audit using (a) the timeliness of reporting control deficiencies and (b) the expansiveness of substantive tests to identify misstatements in a timely manner.

Section 404(b) of the Sarbanes-Oxley Act (SOX 404b) requires external auditors’ IC attestation for large public companies. Dr. Wans and Dr. Anantharaman find that audit offices with more SOX 404b clients, as well as a more extensive history of conducting IC evaluations for the client, are more likely to identify and report material weaknesses as well as discover misstatements in a timely manner.

Dr. Wans’ and Dr. Anantharaman’s paper provides insights into factors driving the quality of IC audits (a continuing area of focus by accounting regulators) as well as the importance of auditors’ evaluation of IC, especially in the wake of the Dodd-Frank Act that permanently exempts smaller companies from this requirement. Their findings also help advance discussions on the factors driving variation in audit quality.

Dr. Wans’ paper was published in The Accounting Review in July 2019.
CONFERENCE PRESENTATIONS


Cooke, G.B. (Nov. 15, 2019). Live interview and web story. VOCL Morning Show and VOCL.com, St. John’s, N.L.

Cooke, G.B. (June 18, 2019). MUN report suggests outmigration not as simple as just chasing mainland jobs. VOCL.com, St. John’s, N.L.

Cooke, G.B. (July 26, 2019). Isles people like to ‘boomerang’ before returning home, says visiting Canadian academic Cooke. Shetland Times, Lerwick, United Kingdom.


Cooper, T. (Aug. 5, 2019). New accessible playground in St. John’s will sit on giant Canadian Tire logo. CBC Television, St. John’s, N.L.

Cooper, T. (Jan. 17, 2019). Exploring the strategy and ethics behind the new Gillette advertisement. CBC News, St. John’s, N.L.

Cooper, T. (Jan. 24, 2019). The Recreation Room’s big entertainment bet in St. John’s makes sense. CBC Television, St. John’s, N.L.

Cooper, T. (June 26, 2019). Costco’s new location makes sense. CBC Television, St. John’s, N.L.


Dostaler, I. (June 14, 2019). Good things taking flight at YYT. The Telegram, St. John’s, N.L.
Researchers at the Faculty of Business Administration garnered a total of $855,027 in national and university-level funding in 2019, making it one of the faculty’s most successful years to date in funding competitions.

Six faculty members received grants as principal investigators from the Social Sciences and Humanities Research Council (SSHRC) — an application success rate of 60 per cent. The last time the faculty’s success rate crossed the halfway mark was in 2008, when again 60 per cent of grant applicants were successful.

The successfully funded projects for which our researchers are the principal investigators include:

**SSHRC Insight Grants**
- Dr. Kara Arnold: Stress and destructive leadership: Causes, conditions and the mitigating role of mindfulness.
- Dr. Alyson Byrne: Understanding the experience and widespread consequences of job-status leakage in traditional and non-traditional families.
- Dr. Rebecca Franklin: Facilitating higher levels of professional success and personal well-being: Why differentiation of self is crucial for entrepreneurs.
- Dr. Jianyun Tang: Toward a realistic theory of leader effectiveness.

**SSHRC Insight Development Grant**
- Dr. Erin Oldford: A false signal or a way forward: The effect of CEO vision content and communication on firm performance.

**SSHRC Partnership Development Grant**
- Dr. John Schouten: Cultural renewal in Newfoundland and Labrador: Lessons from Fishing for Success, a social enterprise in Petty Harbour, N.L.

**Mitacs Grants**
- Dr. Tom Cooper: The viability of telehealth in the health-care ecosystem.
- Dr. Tom Cooper: Research, analysis and development of business processes for innovation service delivery in the aerospace market.
- Dr. Amy Warren: Framework creation of compensation strategies in the social enterprise sector.

**Memorial University SSHRC Explore Grant**
- Dr. Ashrafee Hossain: Influence of trust on corporate decision-making.

**Memorial University Seed, Bridge and Multidisciplinary Fund**
- Dr. Erin Oldford: A false signal or a way forward: The effect of CEO vision content and communication on firm performance.

Several faculty members were also successful as co-investigators in grant competitions. These include:

**SSHRC Insight Grant**
- Dr. Jeffrey Pittman: Corporate tax planning and the links to managerial compensation and risk-taking. (Principal investigator: Dr. Andrew M. Bauer, University of Waterloo).

**Canadian Institute of Health Research**
- Dr. Jennifer Jewer et al.: SurgeCon: An emergency department surge management platform. (Principal investigators: Dr. Shabnam Asghari and Dr. Christopher Patey, Memorial University).

**Ocean Frontier Institute**
- Dr. Natalie Slawinski, Dr. Tom Cooper, Dr. Rebecca Franklin, Dr. John Schouten, Dr. Alex Stewart, Dr. Blair Winsor et al.: Future ocean and coastal infrastructures – FOCI (Principal investigators: Dr. Paul Foley and Dr. Lorenzo Moro, Memorial University).
REPORT FROM THE CHAIR: DR. ALEX STEWART

In 2019, I developed three new courses:

- BUSI 3630: New Venture Creation (with several real student ventures);
- BUSI 9308: New Venture Creation (with two venture starts continuing); and
- BUSI 8511: Strategic Business Plans for Social Ventures, an entrepreneurial strategy course for the master of business administration in social enterprise and entrepreneurship (MBA-SEE) program.

I was one of three instructors and the closing instructor for new venture business models in BUSI 7600 and BUSI 9027: Current Topics in Entrepreneurship: Sustainable Tourism Management, which focuses on real ventures in rural Newfoundland and Labrador.

I was involved in four independent studies with outstanding MBA students who were chosen to work with the Creative Destruction Lab. I was also involved with two independent studies that involved a weekly doctoral seminar with two students, Farshad Amini and M.M. Baset Oli Mishkat, who were undertaking scholarly work on entrepreneurship. I also supervised Mr. Baset Oli Mishkat’s doctoral research.

I published an article, Entrepreneurship: A challenging, fruitful field for ethnography in the Journal of Business Anthropology, with Elizabeth Briody as first author. She was the in-house anthropologist for General Motors prior to bankruptcy and is now a consultant and author. I also wrote Family control, ambivalence and preferential benefits for the Journal of Family Business Strategy.

In the Engaging Ideas series, I gave two presentations: Participatory art interventions in rural Newfoundland and A model about family-controlled firms. These were related to my extensive fieldwork on ventures in the Bonavista area. At the 2019 Academy of Management conference in Boston, Mass., I presented in a professional development workshop called the Late Careers Consortium.

In the Engaging Ideas series, I gave two presentations ... related to my extensive fieldwork on ventures in the Bonavista area.

At the business faculty, I’ve been a member of the promotion and tenure committee, the supply chain management recruiting committee and the undergraduate review working group. I am also an advisory board member and collaborate regularly with the Memorial Centre for Entrepreneurship.
Dr. Jeffrey Parsons earned international recognition in 2019 by becoming the first Canadian to be named a Schöller Senior Fellow.

The prestigious fellowship, bestowed by the Dr. Theo and Friedl Schöller Research Centre for Business and Society at the Friedrich-Alexander University (FAU) Erlangen-Nürnberg in Germany, recognizes outstanding scholarship that contributes to responsible leadership in business and society.

Dr. Parsons’ research, which is funded by both the Social Sciences and Humanities Research Council (SSHRC) and the Natural Sciences and Engineering Research Council (NSERC), looks at using cognitive principles to design better data collection systems.

One recent example of how his work may be applied are his contributions to NL Nature, a website that uses citizen science in data collection. Working with a team from Memorial, including PhD in management graduate Dr. Roman Lukyanenko, NL Nature examines the quality of information related to flora and fauna sightings by average citizens who aren’t experts in botany, biology or zoology.

Insights from this work are being applied to the design of crowdsourcing applications in fields as diverse as business and health care.

“My work on crowdsourcing and user-generated content aims to develop information systems design principles that improve the quality and usefulness of data collected by engaging citizens in supporting research, civic activities and other forms of societal engagement,” Dr. Parsons says. “It’s gratifying to see the Schöller Centre recognize this work and its potential to support the greater good.”

The fellowship comes with up to €50,000 (around $74,800 CAD) towards a research project. Dr. Parsons intends to hire graduate students and cover expenses related to a project titled Designing data crowdsourcing platforms to increase data diversity.

To date, two Memorial students have been supported from this award: Dr. Shawn Ogunseye (PhD ’19), assistant professor at Bentley University, and PhD in management student Sanaz Nabavian.
The Fund is Memorial University’s first student-managed investment fund (SMIF). Launched in September 2018 with alumni donations totalling $150,000, The Fund provides students with the opportunity to develop the skills necessary for careers in capital markets.

Dr. Erin Oldford led the development and implementation of The Fund and currently serves as its faculty advisor. In her paper titled Confessions of a faculty advisor: Development of a student-managed investment fund under constraints, published in Managerial Finance, she chronicles the experience of setting up a SMIF at a regionally-based school including the challenges and decision-making processes during implementation as well as the capacity-building process and program design.

Dr. Oldford drew on the experiences and scholarly research of over 300 SMIFs around the world as well as the expertise of Memorial faculty members and mentorship from local industry to develop and implement The Fund. By outlining proposed organizational, governance and funding structures, along with performance metrics and curriculum integration opportunities, she provides an in-depth resource for other institutions looking to set up a SMIF.

The primary goal of The Fund is to provide students with an active, experiential learning opportunity through researching and investing real money in capital markets. SMIFs also benefit students by increasing the number of guest speakers in classes and SMIF meetings and cultivating more opportunities for student internships as relationships with alumni grow and deepen. Dr. Oldford says that the SMIF also provides value to both the university and the business community by attracting students interested in studying finance, broadening the breadth of courses offered, enhancing relationships with alumni and generating positive media coverage.

In 2019, I was invited to contribute to a Festschrift in honour of Dr. Henry Stapp, and I was also asked to contribute an article to the Synthese Library Book Series. I was an invited speaker at both the 12th International Conference of the Econometric Society of Thailand and the 2nd International Econometric Conference of Vietnam.

With the help of several dedicated colleagues, I have worked on two book proposals and several papers on topics such as scaling features in finance and the mapping of coupled time series, which are under review. With colleagues from Columbia University in New York and Linnaeus University in Sweden, I am preparing a special issue on the topological connections between economics/finance and quantum theory.

Besides those activities, I have been chair of several committees at the Faculty of Business Administration and remain a director of Memorial’s interdisciplinary PhD program. I also remain involved in the student-managed investment fund. I continued to teach courses in basic economics (MBA), financial derivative pricing (MBA and upper undergraduate) and managerial finance (MBA). I also led the Interdisciplinary PhD Colloquium at the School of Graduate Studies.

Finally, I have embarked as lead supervisor (jointly with colleagues from Memorial’s Department of Mathematics, University of Rome – Tor Vergata in Italy and Hellenic Open University in Greece) of a doctoral student who will work on a research topic that sits at the interface of finance and mathematics.
Impacts: A Research Bulletin

Loughborough, United Kingdom.


Conference for Information Systems Proceedings at the International agent-based simulation. DIGIT 2019 systems model of IS success using Evermann, J.


AWARDS

Byrne, A. (2019). Dean’s Research Award. Faculty of Business Administration, Memorial University, St. John’s, N.L.

Coady, P. (2019). Faculty of Business Administration Advisory Board Research Impact Award. Faculty of Business Administration, Memorial University, St. John’s, N.L.


Oldford, E. (2019). Dean’s Service Award for Faculty. Faculty of Business Administration, Memorial University, St. John’s, N.L.

Oldford, E. (2019). Patten Teaching Fellowship. Memorial University, St. John’s, N.L.

Park, C. (2019). Teaching Fellowship for Full-time Faculty. Faculty of Business Administration, Memorial University, St. John’s, N.L.

Parsons, J. (2019). Schöller Senior Fellow. Dr. Theo and Friedl Schöller Research Centre for Business and Society, Nuremberg, Germany.


INDUSTRY REPORTS

Cooper, T. (2019). Economy: Taxes, and fairness. Newfoundland and Labrador’s Vital Signs®. Community Foundation of Newfoundland and Labrador and Harris Centre, Memorial University, St. John’s, N.L.


INVITED PRESENTATIONS


Brown, T.C. (2019). Enhancing performance of teams. Faculty of Engineering and Applied Science, Memorial University, St. John’s, N.L.


Cooke, G.B. (2019). A kitchen table chat about enticing young rural adults to stay: To stay where and do what? Memorial University’s Collaborative Applied Research in Economics (CARE) and Waterford Institute of Technology’s (WIT) Community Development in Peripheral Regions Conference, St. John’s, N.L.

Cooper, T. (2019). Business 101. Study and Stay N.L., Memorial University, St. John’s, N.L.

Cooper, T. (2019). Four things for graduate student teaching. School of Graduate Studies, Memorial University, St. John’s, N.L.


Cooper, T. (2019). What is a good business idea? Memorial Centre for Entrepreneurship, Memorial University, St. John’s, N.L.

Cooper, T. (Fall 2019). Entrepreneurial training program: Developing a business organization structure. Enhanced Development of the Graduate Experience (EDGE), Memorial University, St. John’s, N.L.

Cooper, T. (Fall 2019). Corporate governance. The Fund, Memorial University, St. John’s, N.L.

Cooper, T. (Winter 2019). Corporate governance. The Fund, Memorial University, St. John’s, N.L.

Cooper, T. (Winter 2019). Entrepreneurial training program: Developing a business organization structure. Enhanced Development of the Graduate Experience (EDGE), Memorial University, St. John’s, N.L.


Ford, D.P. (2019). An introduction to workplace interpersonal mistreatment: Why it exists and what we can do about it. Department of Linguistics, Memorial University, St. John’s, N.L.

Ford, D.P. (2019). Respectful workplace training for WorkplaceNL. Gardiner Centre, Memorial University, St. John’s, N.L.


Jewer, J. (2019). Business case development for your research. Newfoundland and Labrador Support for People and Patient-oriented Research and Trials (SPOR), Faculty of Medicine, Memorial University, St. John’s, N.L.

Ke, G.Y. (2019). A fuzzy dual toll policy for regulating the transportation of hazardous materials. Tsinghua University, Beijing, China.


In 2019, several faculty members at the Faculty of Business Administration published research exploring potential solutions for some of the issues faced by those living in rural areas of the province.

Dr. Thomas Cooper, Prof. Pauline Downer and Dr. Alex Faseruk published Assessing risk management in small rural municipalities in Canada in the *Journal of Accounting and Finance* with a focus on municipalities in Newfoundland and Labrador. They outline numerous risks surrounding municipal infrastructure in the province and determine that many municipalities are lacking plans to identify, assess or manage opportunity and uncertainty-based risk.

Their work provides multiple risk management models to help support large and small municipalities in Newfoundland and Labrador. These models emphasize the importance of moving from the traditional, informal approach to a more structured, formal approach for managing municipal risks and achieving success with operational goals.

In a separate initiative, Dr. Gordon Cooke and Dr. Bui Petersen, a 2018 graduate of Memorial’s PhD in management program, identify key issues faced by young individuals living in rural island settings when deciding whether they want to stay and work in their communities or relocate to improve their skills and find employment. Their paper, A typology of the employment-education-location challenges facing rural island youth, was published in the *Island Studies Journal*.

The research duo determined the major challenge is to create conditions that enable a greater proportion of citizens to stay or in-migrate such as providing appealing local employment and lifestyle options. They emphasize this issue is more complicated than the idea of motivated people leave and unambitious stay. Rather, it’s important to understand what people value and why, and specifically what will address their needs and wants in addition to financial rewards.

Dr. Cooper, Dr. Faseruk and Prof. Downer plan to continue their research exploring the role of risk management in municipal infrastructure and asset management. With a significant infrastructure deficit, especially in rural areas of Newfoundland and Labrador, understanding and articulating the risks around identifying, designing, managing and funding municipal assets is an important area of study.

Dr. Cooke and Dr. Petersen plan to continue their research on the issues facing rural island youth in Newfoundland and Labrador, Faroe Islands and Norway.
REPORT FROM THE CHAIR: DR. JOHN SCHOUTEN

Specific to my role as Canada Research Chair (Tier 1) in Social Enterprise at Memorial University, I engaged in the following activities during 2019, with the associated impacts.

In the realm of outreach and awareness-building, I organized and hosted an international social enterprise and marketing workshop in St John’s and Petty Harbour. Attending the workshop were marketing and consumer culture scholars with social enterprise-related research in progress. They came from Canada, United States (U.S.), France, United Kingdom (U.K.) and Brazil. The workshop brought a sense of unity, collaboration and shared identity to scholars formerly working in relative isolation.

I used the momentum from the social enterprise and marketing workshop to organize a special session, titled Options for a post-capitalist future: Consumer culture perspectives on social enterprise and community renewal, for the 2019 Consumer Culture Theory Conference in Montreal, Que. Four research teams from the workshop presented their research to a well-attended session. The interest in the session was sufficient that participants decided we should pitch special issues related to social enterprise to journals in our field. The first invitation to edit a special issue came from the journal Sustainability.

I helped develop and host the PLACE Dialogues, which are continuations of a meeting of community and social-enterprise champions on Fogo Island in November 2018. The PLACE Dialogues were held in Petty Harbour and St. John’s in October 2019 and provided continuity to previous participants and accessibility to many others who were unable to attend the Fogo Island meeting. I provided funds from the CRC and the SSHRC Partnership Development Grant, of which I am the principal investigator and which partners with Fishing for Success. The meeting also helped advance awareness of the activities of Fishing for Success. The above activities have helped facilitate closer collaboration with scholars from the U.K. (Dr. Neil Stott and Dr. Michelle Fava of Cambridge University) and the U.S. (Dr. Beth DuFault of the University at Albany-SUNY).

I also co-developed and presented PLACE Dialogues for local champions in the smaller communities of Norris Point (January) and Happy Valley-Goose Bay (June). These workshops benefited from CRC funding. In addition to disseminating knowledge from the seminal Fogo Island workshop, these small, local workshops served as data collection and triangulation opportunities.

In teaching related to social enterprise, I developed and taught BUSI 8503: Managing Social Enterprise – Marketing, as part of the new master of business administration in social enterprise and entrepreneurship (MBA-SEE) program. I co-supervised and supervised PhD students Jennifer Brenton and Farshad Amini and with them co-taught special readings courses in social enterprise. I also supervised and financially supported Nanaishat (Aisha) Umar in extracurricular studies as a MBA-SEE student and PhD hopeful.
INVITED PRESENTATIONS

Parsons, J. (2019). Personalizing online reviews for better consumer decision-making. Groupe de recherche en systèmes d’information, Montreal, Que.


Slawinski, N. (2019). Invited speaker. Community-Led Local Development Series, School of Graduate Studies, Memorial University, St. John’s, N.L.


Warren, A. (2019). Panelist. Universal design and access. Diversity Dialogue Series, School of Graduate Studies, Memorial University, St. John’s, N.L.


PEER-REVIEWED JOURNALS


Newfoundland and Labrador is well-known across Canada for its energetic and high-quality music scene. Dr. Rebecca Franklin is examining similar music centres in the United States and Australia to explore the importance of vibrant music industries for communities and the ways in which communities can support both the industry and its participants. One important way to do that in St. John’s is to bolster a dynamic downtown core, she says.

“We want tourists to come here, and music is a fantastic reason for them to come here,” she said. “People get bored with cities that are homogenized and everything’s the same, including the gift shops and restaurants. The more interesting and iconic the downtown is in St. John’s, then the better it is for everybody, in not only this city but throughout the entire province.”

According to the Atlantic Canada Opportunities Agency, musicians and singers across Canada earn an average of just $9,394 each year, in spite of the music industry having a significant effect on local, provincial and national economies. In Newfoundland and Labrador, for example, the music industry accounts for an estimated $61.3 million of the province’s nearly $31.6 billion gross domestic product.

Bolstering the industry means offering enough opportunities for musicians to earn a living wage, creating a strong sense of community, providing plenty of good quality venues and developing dynamic districts that attract both tourists and residents.

Dr. Franklin’s research on music and entrepreneurship also shows that the province’s music industry needs more participants in the management and booking side of the business, and that government can play a bigger role in supporting the industry through funding, grants and reducing bureaucracy. Her work is funded by the Social Sciences and Humanities Research Council (SSHRC).
ACHIEVEMENTS IN RESEARCH

CASES


BOOKS & CHAPTERS


