



**Canadian Council for Small
Business and Entrepreneurship
(CCSBE – CCPME)**

TOWARD 2020

Strategic Plan 2017-2020

January 2017

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Executive Summary

The Canadian Council for Small Business and Entrepreneurship (CCSBE) is the preeminent organization dedicated to the mission of advancing knowledge and fostering business development through entrepreneurship education and research in Canada. CCSBE is the only member-based organization in Canada whose goal is to promote and advance the development of small business and entrepreneurship and is in a position to play a key role in providing a collaborative platform for the exchange of ideas, research and best practices among academics, practitioners and policy influencers for the benefit of Canadian small business and entrepreneurship. *CCSBE* is well positioned to be a convening voice. Our mission remains as relevant today as it ever was. The primary purpose of CCSBE is to foster the development of entrepreneurship and entrepreneurial activities in Canada and provide a forum for networking and the exchange of ideas by people working in the support of or for the development of small businesses and entrepreneurship in Canada.

With the goal of the continued growth of CCSBE, it is important to assess the long-term viability of the organization. To achieve sustained growth, retaining existing members while simultaneously attracting new members to join the organization is imperative. The suggested key focus for leadership looking to 2020 is on enhancing the value proposition for members. The board will seek to expand and build upon the strategic goals outlined in past years, while simultaneously working to address the primary focus over the 2017-2020 period of increasing the value proposition for both current and potential CCSBE members and all other critical stakeholders. The organization's approximately 57 members consist of a diverse mix of professionals that share a commitment to fostering entrepreneurial attitudes and behaviors. Therefore, when assessing the future strategic direction of the organization it is essential to consider the value for all existing and potential members.

Proposed initiatives and offerings that grow the membership of CCSBE moving forward presented in this strategy are assessed on the basis of the value they offer to the membership. This evaluation process allows the CCSBE leadership to identify ways in which to alter and improve programs to better suit the interests of the diverse membership. Further, the expansion of existing programs along with the addition of new initiatives presents the possibility of additional revenue generation through increased membership as a result of promoting the wide range of unique offerings.

The following sections outline the goals and objectives for proposed key CCSBE initiatives and programs from 2017-2020 assessed through the lens of the extent to which these initiatives enhance the value proposition for members. There are several areas that need to be addressed in an effort to successfully increase both the membership and the impact of the organization.

1. Membership

The overarching and primary focus of the 2017-2020 strategic plan is to identify key measures and initiatives designed to grow a vibrant and engaged membership of CCSBE and enhance the value proposition for CCSBE Members. Because CCSBE is a member driven organization, the central focus of this strategic plan is to develop and enhance initiatives that continue to benefit the individuals who contribute to the composition and structure of the association. CCSBE comprises a diverse group entrepreneurship educators and professionals interested in promoting entrepreneurial attitudes in their communities and at institutions across Canada. It is imperative to maintain a continued understanding of who our members are and their professional interests in order to remain relevant and valuable to them. Doing so will serve to achieve the outlined goal of retention of existing members with simultaneous recruitment of new members.

Addressing the concerns surrounding membership, CCSBE leadership over the next three years should seek to:

- Develop a clear recruitment process for attracting new members.
- Continue the goal of increasing the retention rate for membership in the next three years.
- Ensure CCSBE leadership maintains a solid knowledge of the segment to better understand who CCSBE is reaching and if the target numbers suggested are realistic.
- Develop new initiatives and enhance existing offerings to match members' interests and keep them engaged throughout the year (between conferences) in an effort to move beyond a 'conference only' organization.
- Examine initiatives developed around the concept of core pillars for the organization - entrepreneurship education activities, entrepreneurship research activities, entrepreneurship outreach activities and public policy activities.
- Engage existing members to excite them about the possibility of mentoring incoming members.
- Prioritize to determine the key essential offerings for members.
- Prioritize the tools utilized for communication with membership and improve on communication to ensure all members are aware of the various initiatives available.
- Continue to increase membership to a goal of more than 175 members by 2020.
- Examine means of increasing corporate memberships.

The goal of sustained growth in CCSBE membership beyond a critical mass will in and of itself serve to benefit the membership by allowing for the development of more engaging initiatives and program offerings. A larger membership would also serve to propel CCSBE by drawing more interest to the organization and an increase in revenue due to additional member dues.

2. Establishing a Strong Annual Conference

Focusing on further development of the annual conference as a highly successful and signature event is a key component of the strategy to build and grow CCSBE membership. Beginning in 2017, examining a new and more rigorous model for the site-selection process in which a post-secondary partner would be identified as a host and the site of the conference determined by the location of the partner, the level of commitment of the host institution, and the ability of the host to draw key leaders and stakeholders in entrepreneurship education, research, community support and policy is recommended. This model also relies on the host institution committing to raising financial support for the conference, with a benchmark minimum in direct funding. This strategy will not only help to resolve financial challenges of CCSBE, but also build brand recognition and partnerships.

Moving forward it is important that CCSBE develops a long-term strategy to enhance the model for site-selection of future conferences. Another iteration of a site selection model to consider is utilizing a co-presenting sponsor strategy to choose the location. This model opens the door for other schools to consider building a consortium of partners to bid to host the conference in a particular location. The goal is to identify corporations currently benefiting from the business of the various post-secondary institutions connected with CCSBE and approaching them for sponsorship/exhibit dollars.

It is recommended that the conference planning committee consider programming innovations in an effort to attract and engage membership in meaningful ways. Programming innovations could be based on core pillars of the organization (entrepreneurship education, research, outreach and public policy), new member orientation and mentoring, learning journey outings or other innovative conference programming. Program committees over the 2017-2020 timeframe should consider enhancing these unique program features and identifying other innovative programming options unique to the conference host city. These expectations and considerations should be incorporated into the conference hosting and planning guideline document.

The following goals are established for 2017-2020 in relation to conference planning and site selection:

- Initiate development of long-term plan for transparent selection of conference bids.
- Perform an analysis of the 2017 annual conference and identify areas for development and improvement.
- Develop and implement a plan to maximize attendance at the 2018 conference, thus continuing CCSBE's long-term goal of increasing conference attendance to 175 by 2020.
- Work to solidify the site location for the 2018 and 2019 annual conference –
- Identify thought leaders or champions to drive the effort from post-secondary institutions across Canada, potentially drawing from current Board members.
- Update the conference hosting guidelines to incorporate the expectation of innovative programming initiatives to attract and engage CCSBE members, including both pre- and post-conference events.
- Develop collateral material for future candidate sites to distribute for marketing in their regions to garner support - both print and digital content outlining the benefits of hosting the event, sound bites from previous host institution champions to build interest and enhance the conference brand.

- Appoint 2018 conference leadership group by end of 2017 annual conference, and continue this practice annually;
- Outline leadership transition process to allow for a seamless changeover between 2017 committee and their 2018 counterparts at the end of the 2017 conference, and continue this process annually.
- Continue to collaborate with exhibitors and sponsors to maintain and expand their support.
- Learn bidding procedures for bringing an ICSB/CCSBE joint conference to Canada in 2022.

The CCSBE annual conference is the largest conference for entrepreneurship teaching and research in Canada and will continue to enhance the value proposition for members as it provides them with the opportunity to share knowledge and best practices in entrepreneurship curriculum and program development, learn about cutting edge research, and network with other likeminded professionals.

3. Memorandum of Understanding (MOU) with the United States Association of Small Business and Entrepreneurship (USASBE)

The potential exists for the CCSBE and USASBE Associations to develop strategic plans and programs of a synergistic nature given the opportunities to build stronger bridges between Canada and the US in academic entrepreneurship. Informal cooperation currently exists among the Associations through membership and conference attendance. Establishing a more formalized partnership between CCSBE and USASBE will serve to enhance coordination and enhance our respective offerings for entrepreneurship educators and programs as the two associations mature and evolve.

The Canadian Council of Small Business and Entrepreneurship (CCSBE) serves as the leading association dedicated to entrepreneurship education, research and policy at the collegiate level in Canada, and USASBE is the leading association dedicated to entrepreneurship education, research and policy at the Collegiate level in the United States. While both are of the International Council of Small Business, there is a clear rationale to form a partnership to ensure the sustained cooperation, growth and development among the two associations to sustain and advance the field of entrepreneurship in North America.

Establish reciprocal and mutual value proposition for both CCSBE and USASBE through an MOU by initiating the following actions:

- Sharing best-practices in building and professionalizing the associations;
- Strengthen membership recruitment, retention and engagement processes;
- Reinforce and expand the relationship with ICSB as affiliates;
- Expand the joint program development and marketing opportunities by mixing academics and practitioners from throughout North America;
- Reinforce the research quality and expanding the submission quality and breadth to leading entrepreneurship journals to enhance developmental papers to competitive papers and enhancing the path publication;
- Enhancing the focus of the Associations by offering to include advanced research and pedagogy in entrepreneurship;
- Enhance attendance at both Associations' conferences; and
- Cross-marketing and enhancing sponsors, conference donors and exhibitors.

Under the MOU, each Association Board will elect or appoint a liaison to formally serve as a non-voting “board observer” on the other Board. The role of this position would be to update the partner board members on the future plans and strategic goals of each association. Moreover, we would anticipate informal interactions among each respective Secretariat/Home Office to further coordinate activities.

Marketing: In terms of cross marketing our respective organizations, under the MOU, each association would agree to distribute events and activities of the other association through a website page entitled ‘partner association. News, event information and other programmatic information would be shared with the partner association serving as a “channel. This does not assume that membership data or solicitations will be shared in any manner excepting through agreed upon distributions on behalf of one partner to another by their respective Boards and their officers.

Joint Promotion: Each Association would agree to offer gratis a display table at the partner’s annual conference location for conference, program and event promotion.

Joint Program Development: At each annual conference, both associations will plan a joint CCSBE-USASBE session on a topic of joint interest (perhaps focused on the future of entrepreneurship, pedagogy and research) involving the leadership of both boards. This would be a vehicle to share the strategic directions of each association and to communicate the goals of each to perspective members.

Cooperative Fundraising and Sponsor Solicitation: In the circumstance when a US-based sponsor or exhibitor would like a presence in Canada, the USASBE home office will solicit their participation and share the revenue with CCSBE on a 60/40 basis USASBE to CCSBE, to be reviewed annually as part of the program marketing efforts. Any sponsors and exhibitors sourced in Canada are not included in this agreement. When possible, CCSBE will reciprocate to source Canadian sponsors for the US conference under the same terms.

Future Joint Projects and Partnership Renewal: Appointed Association liaisons would work annually to identify new joint project initiatives and update this partnership agreement semi-annually to document its evolution through time. The liaisons would involve their respective elected and appointed leadership and each association executive director in on-going discussions.

4. Establishing a CCSBE Doctoral Consortium

Based on the success of the doctoral consortium in building new membership at USASBE, it is suggested a Doctoral Consortium be established at the CCSBE annual conference, beginning with a pilot at the 2017 conference. This will be held as a pilot event through a suggested workshop event at the 2017 CCSBE conference and going forward, as a regular pre-conference offering. The Doctoral Consortium would be aimed at bringing together a group of 10-15 Ph. D. students selected from leading universities across Canada (as well as candidates from the US and other international countries). This would be targeted toward full-time doctoral students with the intention of pursuing academic careers in the entrepreneurship discipline. The program would feature leading faculty in the entrepreneurship field and would focus on elements of the research process along with academic/instructional issues and concerns relevant to the doctoral students’ preparing for research, publication and/or a career in entrepreneurship education. The Consortium would address practical as well as conceptual content, and provide participants with the opportunity for close collaboration and interaction with experienced professors and educators. The experience would be designed to create potential

long-term professional and personal relationships between the consortium participants and CCSBE. The Doctoral Consortium will be designed as an innovative workshop in its range of content and the format to provide a clear and distinct value to the student participants interested in a scholarly career in entrepreneurship.

The goals and objectives of establishing the Doctoral Consortium over the 2018-2020 period are to offer an integral offering by CCSBE through the following actions:

- Identify potential candidates, who are legitimate scholars, to assume responsibility for managing the Consortium following the Laval conference - possibly identify the individual or team no later than fall 2017 to allow time to work with conference committee for the 2018 annual conference allowing for the development of a strong Doctoral Consortium in 2018.
- Establish a more effective, targeted communications strategy - compile a list of institutions with the highest quality doctoral entrepreneurship programs nationally and send personalized letters from the CCSBE President inviting them to participate, convey 'selectivity' by stating admittance is limited to deliver a quality service to the students.
- Identify potential funding sources to sponsor the Consortium—organizations and foundations that may be interested in having their name associated with the program.
- Conduct follow-up to identify if past Consortium attendees are members of CCSBE presently and if the program is promoting continued participation with the organization. If so, tap the past participants to provide feedback on how to potentially enhance and develop the program further.

Establishing a Doctoral Consortium enhances the value proposition of members by providing an opportunity for professors and educators to share and disseminate information with doctoral candidates. The program would also allow the members to collaborate with and mentor the next generation of entrepreneurship scholars, and foster an understanding of the best practices involved with entrepreneurship research and instruction. We also expect that past and current participants in the Doctoral Consortium will become members of CCSBE and take on active leadership roles in the future.

5. Strengthen the Journal of Small Business and Entrepreneurship (JSBE)

The Journal of Small Business and Entrepreneurship (JSBE) was established in 1983 and has been published continuously since and has been published by Taylor and Francis since 2013. JSBE is a scholarly journal dedicated to pushing the boundaries of current entrepreneurial thoughts and small business management studies – theoretical pieces, qualitative and quantitative empirical work, and/or case studies. It is a relevant source for contemporary thought concerning entrepreneurship, venture start-ups, and small business management anywhere in the world. The JSBE is owned by the Canadian Council for Small Business and Entrepreneurship (CCSBE/CCPME) and provides relevant analysis to academics, educators, small business organizations, business -owners and operators, government officials, students and policy makers. The Journal follows a double-blind review process. The degree of outreach, national and international, the bilingual publishing, and the quality of the editorial board leading to high quality content, are among the distinctive features of the JSBE. Nationally, it is the journal of those working in the field, both academic and non-academic. The total number of submissions has grown over the past two years from 61 in 2014 to 73 in 2016.

The objectives to be achieved for the JSBE by 2020 include:

- Boosting submission rate by 150%
- Reducing peer review and processing time by 70%
- Improve the ranking in current indexes
- Get indexed in Thomson Reuters' Journal Citation Reports

A focus on maintaining and strengthening the quality of the JSBE is an essential component of building a strong annual conference, attracting new members, developing year-round initiatives, and maintaining the reputation of CCSBE both national and internationally. Strengthening the quality of the JSBE would also provide new faculty, researchers, and doctoral students with an incentive to become engaged with CCSBE.

6. Conference Sponsorship and Fundraising

A key focus in building CCSBE membership and vibrancy must include the development of new beneficial partnerships for the organization. Establishing the support of a wide-range of sponsors for the CCSBE annual conference is integral to the growth of the organization. Inviting support through the donation of in-cash contributions and in-kind goods or services will be highly beneficial to the organization. It is important to develop sponsorship strategies with the goal of establishing mutually beneficial partnerships and relationships with sponsors while at the same time working to attract new sponsors to the organization.

The annual CCSBE conference allows the opportunity for sponsors to increase visibility among leading entrepreneurship educators and professionals and showcase their products and services and build brand awareness among the conference attendees. It is important to continue to incentivize the conference sponsorship opportunities by presenting these benefits when marketing to potential new partners to increase interest and likelihood of collaboration. Addressing the fundraising needs for the 2017-2020 period, the goals outlined in relation to sponsorship are:

- Achieve a targeted sponsorship support (cash and in-kind) of at least \$10,000 in 2017 – sponsorship initiatives are already underway through the CCSBE-USASBE MOU to be signed at the January 2017 USASBE conference.
- Achieve an increased targeted annual sponsorship support of at least \$20,000 - \$50,000 annually over the period of 2018-2020.
- Continue exploring new strategic partnerships to generate additional in cash or in-kind contributions from key Canadian sponsors.
- Develop positive relationships with potential key foundations to identify value proposition for these organizations by providing profile for them to keep them engaged and active— e.g. The McConnell Foundation, Futurepreneur, BDC, Startup Canada.
- Position the exhibitors at the annual conference in a prime location to ensure they receive adequate recognition and attention.
- Develop a comprehensive list of what sponsorship would involve to present to those interested.
- Continue to expand the conference sponsorship plan for host institutions and document best practices and value delivered through this approach.

Achieving new partnerships and sponsorship serves to enhance the value proposition for members as it allows CCSBE the opportunity to further develop and expand the offerings during the annual conference. Additional outside support also serves to increase interest in CCSBE, which is beneficial for the long-term sustainability and wellbeing of the organization.

7. Communications Strategy

With a targeted goal of expanding and better engaging CCSBE membership, effective communication is a vital means of increasing the organization's profile and maintaining dialogue with CCSBE members throughout the year. There is a need to develop a communication strategy which recognizes the need to communicate with the membership through a variety of key channels including a quarterly newsletter, a well-designed website, and multiple social media networks. One of the key goals is to continue to develop clear and open communication channels between CCSBE leadership and all key stakeholders. This involves the creation of a communications strategy that raises awareness among the membership of relevant and beneficial programming being created by the organization. The development of an integrated communications plan will allow members to stay informed about new and upcoming initiatives, day-to-day operations, and the direction of CCSBE.

To enhance communication over the 2017-2020 period, CCSBE leadership should work to:

- **Improve value of website**
 - Develop a detailed plan for the use of the website as a key tool for branding and membership value enhancement.
 - Develop an effective plan for driving people to the CCSBE website and various social media outlets through strategic use of links. Consider an AdWords campaign.
 - Assess the feasibility of offering online publishing capabilities through the website to support the organization and membership.
 - Continue the development of the design and offerings on the site to align with the plan.
- **Broaden communications reach and relevance**
 - Outline the key strategic goals and objectives for each communication channel; identify core user base and primary usage purpose of each social media channel to ensure relevant content for that user/purpose. Coordinate communications across channels.
 - Explore the feasibility of including additional features and new sections to the quarterly newsletter. (e.g., embedding video, Include information on special interest topics in each issue; source content from the Board on what should be featured).
 - Develop a clear communications strategy around the annual conference advertising and promotion. Develop a more effective way to use Twitter before and during the conference to raise awareness - live-feed and educate members on how to use the conference hashtag; consider publishing the conference daily newsletter and post to website.
 - Consider the use of Twitter to be more proactive and frequent with quick call-outs targeted toward upcoming and current activities and events such as conferences; assess the viability of allocation of \$500 annually toward automation of Twitter communication.
 - Consider the possibility of advertising to professional networks through LinkedIn; establish the financial cost associated and pilot test.
- **Develop better administrative and promotion processes**
 - Develop more targeted databases for all communications.
 - Develop a formalized process for how to administer the publication of information and updates in the quarterly newsletter and on social media.
 - Identify how to encourage and manage user-generated content and engagement across all platforms.
 - Clearly identify roles and responsibilities of each member of the communications team with regard to communication channels and the newsletter distribution.

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- Consider hiring a student worker or part time admin if needed, pending budget approval to manage communications.
- Consider the need for advertising and promotion around CCSBE programming.

The development of an integrated communications plan will enhance the value proposition for CCSBE members as it will allow for quick and easy dissemination of information and updates about the organization's key initiatives and offerings available. This effective communication will inform all key stakeholders of what is happening with CCSBE, thus allowing individuals to better understand the value of their membership.

8. International Council for Small Business (ICSB)

With a goal of expanding CCSBE membership and ensuring an increased impact of the organization, it is important the CCSBE best leverages its affiliation with the International Council for Small Business (ICSB). ICSB is a membership driven organization with the goal of promoting the growth and development of small businesses globally. The ICSB seeks to unite educators, researchers, policy makers and practitioners from around the world to collaborate and share knowledge in areas of business.

As we move toward rebuilding CCSBE over the 2017-2020 period, it is imperative to better understand and fully leverage the value for CCSBE members of our affiliation with ICSB. It is recommended that the CCSBE Strategy Working Group investigate how CCSBE can best leverage our affiliation with ICSB and provide a recommendation to the CCSBE Board as to a "go forward" plan to strengthen our affiliation with ICSB to help us grow our CCSBE membership and better create value for CCSBE members.

9. Succession Planning

It is important that the organization establishes processes for continuing to develop the next generation of CCSBE leaders over the period 2017-2020. It is necessary to plan ahead in terms of identifying and cultivating new potential talent from the various stakeholders within the organization. Identifying capable individuals and behaving proactively early on and training individuals to assume leadership roles in the future will allow for continued smooth transition within the CCSBE ranks. This process may include recruiting individuals early on to allow time to prepare those identified for advancement by providing them with the knowledge and information necessary to meet the requirements of the leadership role.

In order to address the need for succession planning the following work goals are established for the period 2017-2020:

- Examine the use of appointed positions.
- Outline the competencies and abilities required to undertake each leadership role and assess individuals against the criteria when making selections.
- Actively engage current leadership in supporting the development of potential future leaders.

Succession planning will benefit the members by guaranteeing that the organization will have individuals prepared to assume vacant positions when leadership exit their roles upon completion of a term. Planning ahead will provide the opportunity to develop the knowledge and skills of a new group of leaders and ensure the availability of capable individuals when transitioning leadership. Succession planning will also ensure consistency in the goals and objectives of the organization and therefore continue to address the needs of the membership.

10. Other Programs, Events, Special Interest Groups, Initiatives

As CCSBE membership grows over the 2017-2020 period, CCSBE will be in a better position to consider other initiatives geared toward further increasing membership and member engagement. Many of these initiatives have a higher probability of success once CCSBE membership achieves a critical mass in its membership – which we believe to be a minimum of 120 active members. As pointed out above, our goal is to increase CCSBE membership to 175 members by 2020, with a target of 100 members by 2018.

A special strategy workshop will be held at the 2017 CCSBE conference at Laval where members will be invited to provide input into the potential initiatives to be considered (outlined below) as well as other potential initiatives that could be developed. Potential initiatives identified that could further increase CCSBE membership and engage members beyond the conference (to be considered once membership of 120 active members is achieved) include:

- **Establishing Special Interest Groups (SIGs)** where CCSBE members can select into one or more SIGs based on their level of interest and professional activities within these specialized areas. Effective SIGs could provide an opportunity for CCSBE to develop high impact engagement with its membership both at the annual conference and throughout the year. This initiative has been highly successful with USASBE. The membership selects a SIG leader at the annual meeting each year. It is the responsibility of the SIG leader to develop a strategic vision for maintaining active engagement and to motivate members to participate professionally in the organization. A member of the CCSBE Board would then be designated by the current president to serve as SIG Liaison. This Board member would be charged with the responsibility to communicate regularly with SIG leaders throughout the year, by providing guidance, support and coordination. The SIG Liaison is also responsible for communicating the status of each SIG to the Board by identifying best practices and potential problems or issues that need to be addressed. This initiative could be launched as a pilot with a small number of special interest groups (2-4) representative of the interests of the CCSBE membership. This idea will be tested in a workshop at the 2017 CCSBE conference at Laval. This may require a sharing of best practices from USASBE to establish SIGS including:
 - Developing a training process for new SIG leaders to ensure smooth transition of leadership—create short manual to assist with orientation.
 - Encourage SIG leadership to promote CCSBE at other regional conferences to expand the visibility of the organization.
 - Ensure that each SIG chair maintains active engagement with and knowledge of their constituents and CCSBE membership as a whole.
 - Require SIG leaders to provide a strategic vision of what they would like to accomplish with respect to programming at the annual conference and activities throughout the year.
 - Schedule SIG meetings during annual conference—the conference chair will strive to reduce overlap with other conference activities; Provide each SIG leader with up-to-date contact information for their respective SIG membership.
 - Encourage SIG members to submit papers and develop workshops to increase interest in SIG meetings during the CCSBE annual conference.
 - Ensure continuity of SIG leadership by electing a SIG Chair and Vice-Chair.
 - Develop and disseminate a list of productive SIG activities to ensure members belonging to a SIG feel their time is being well utilized and is a wholly enriching experience.

- **Identify a Core Area of Concentration – Pedagogy:** Another strategic initiative to consider is identifying a core overarching topic that can serve as a unifying interest to the variety of CCSBE constituents (educators, researchers, practitioners, and policy makers). This initiative has been highly successful with USASBE. Within the last 5 years, USASBE has chosen 'entrepreneurship pedagogy' at the center of its mission statement - developing and building on best practices in entrepreneurship education in order to assist their membership in continuing to offer cutting edge education and experiential training to support the next generation of entrepreneurs. Because CCSBE encourages entrepreneurship teaching and learning at all levels and among motivated individuals of all ages, including but not limited to university-based education, entrepreneurship pedagogy could be a unifying theme for our organization as well. Adopting an overall concentration such as entrepreneurship pedagogy would allow CCSBE to:
 - Solicit and disseminate pedagogical best practices in entrepreneurship from members.
 - Maintain an active website that offers members a range of current entrepreneurial syllabi and curricula as well as an inventory of valuable experiential exercises, cases, videos and other support material to enhance entrepreneurship education.
 - Actively promote and support entrepreneurship education initiatives offered by member institutions throughout the year.
 - Establish a pedagogy special interest group (SIG) in an effort to collect and disseminate highly specialized entrepreneurship education material.
 - Encourage and support curriculum and pedagogy related award programs at the annual meetings.

Focusing on an area such as entrepreneurship pedagogy could enhance the value CCSBE members by assisting with the dissemination of knowledge on entrepreneurship education and equip CCSBE members with tools and materials to further entrepreneurship in their respective institutional campuses or in the community at large.

- **Mentor New CCSBE Members** Another strategic initiative to consider is mentoring new CCSBE members. A mentoring program could be piloted in 2018, following the 2017 conference at Laval, to help develop the career of junior tenure-track faculty in entrepreneurship to compliment and as a follow up to the doctoral consortium at the CCSBE annual conference. The program would be designed to connect junior faculty with senior accomplished individuals in the field of entrepreneurship in a mentor/mentee relationship. Due to their extensive experience and knowledge in the field of entrepreneurship, senior faculty mentors will be tapped to serve as Fellows engaged in connecting with junior faculty. The objective of this program would be to provide junior faculty the opportunity to enhance their career success in earning tenure or academic advancement through achievements in scholarship, success in earning external funding, teaching and/or service. It is expected that mentoring will occur at both a formal and informal level. At the formal level the process could involve reviewing papers and proposals, invitations to professional conferences, collaboration on teaching and research, etc., while informally mentoring could address issues such as advice on reaching various professional milestones.

As a test, a focus group with doctoral students (mentees) will be held at the 2017 Laval conference to discuss issues, questions, concerns, and suggestions for the program. The focus group will be held to establish a pilot program. Junior faculty and doctoral participants will provide input and feedback collectively. Additionally, the focus group will be beneficial for the mentors and will provide first-hand feedback about the potential design of this program. Following this focus group, the mentoring program will be more formalized and presented as one of the benefits of CCSBE membership.

The goals and objectives of establishing a mentoring program include the following:

- Match approximately 8 mentees with mentors to form the first cohort, launched in 2018;
- The initial cohort will be followed up with a debriefing at the 2019 conference to address improvements in the program identified by the pilot group.
- Host a luncheon for the pilot group during the annual conference in May 2018 with senior entrepreneurship faculty and educators, sponsors, and invited speakers;
- Formally announce the mentor program at the annual conference at the May 2018 conference to allow for recruitment of the second cohort to begin in May 2019.
- Develop collateral materials such as handouts and guidelines to assist both mentors and mentees to understand expectations and requirements of participation in the program.
- Determine a more formalized process over the 2018-2019 period for recruiting and matching mentors and mentees for future cohorts.
- Assess the need for virtual mentoring sessions—issues of travel cost may arise with face-to-face only mentoring.
- Determine and develop the requirements for the application process for the mentor program to be hosted on the CCSBE website, initially to be offered as a free service. Mentors and mentees matched based on areas of professional interest, number of accepted mentees limited to increase competition and interest in participation.
- Establish an evaluation process for mentors and mentees to provide feedback on their collaborative experience.

A focus on establishing and developing a vibrant CCSBE mentor program will serve to help grow and enhance the value proposition to CCSBE membership. This program would also provide new faculty with the opportunity to gain experience and insight in the entrepreneurship field, allow for collaboration between junior and senior faculty in entrepreneurship education and assistance with their career development as their mentors serve as facilitators.

- **Establish an Applied Entrepreneurship Education Journal:** Another strategic initiative to consider over the next three years is to establish an applied entrepreneurship journal. This journal could greatly complement our existing Journal of Small Business and Entrepreneurship (JSBE) as well as a recent focus on pedagogy by practitioners, educators, and policy makers alike. There is already an interest in developing this journal beginning in 2015 - and this will be further discussed at the special strategy workshop at the 2017 CCSBE conference at Laval. This initiative could serve to increase and enhance membership in CCSBE by offering a vehicle through which to disseminate cutting edge material on entrepreneurship education and research, capture rich insights and best practices from expert entrepreneurship educators and thought leaders on teaching, building entrepreneurship curricula, and developing educational programs and provide a collection of ten real-world examples of teaching innovations in the classroom, unique approaches to experiential learning, and high-impact community engagement activities and initiatives used as a means of outreach. The required action items would include:
 - Identifying a chief editor for the applied entrepreneurship journal.
 - Positioning the applied journal as one of the organization's valuable product offerings for members and ensure all receive a copy.
 - Determining the strategy for future production and distribution, promotion, compilation, identification of institutions, profitability, and overall cost.
 Establishing an applied entrepreneurship education journal would serve to benefit members by providing a detailed synthesis of some of the leading programs and perspectives on entrepreneurship education in Canada.