



University
of Victoria

Centre for
Asia-Pacific Initiatives



BEEBIE SCHOOL
OF BUSINESS



Royal Roads
UNIVERSITY

MANAGEMENT & THE NEW DEMOGRAPHIC

Unleashing the Economic and
Organizational Potential of Migrants,
Diaspora and a Boundaryless Workforce

SATURDAY, AUGUST 8, 2015

MORRIS J. WOSK CENTRE FOR DIALOGUE AT SIMON FRASER UNIVERSITY

WELCOME TO MANAGEMENT & THE NEW DEMOGRAPHIC

PROFESSIONAL DEVELOPMENT WORKSHOP



WELCOME TO 'MANAGEMENT AND THE NEW DEMOGRAPHIC' PROFESSIONAL DEVELOPMENT WORKSHOP AND TO BEAUTIFUL BRITISH COLUMBIA.

The world is experiencing unprecedented levels of mobility and migration, and this increasing flow of workers across country borders is having a profound impact on firms, economies and societies. Immigration has given rise to growing numbers of bicultural and multicultural members of the workforce who have the potential to be an important resource for today's global firms and for ongoing sustainability and competitive growth of industries. Yet, history has shown that the integration of these new communities and individuals into the workforce often fails, at least in part because of perceived problems with language, culture and attitudes on the part of both employers and employees. Today's event brings together policy makers and integration specialists from British Columbia with expert scholars to a full-day open forum/thinktank to creatively consider opportunities to improve policy and practice effectiveness around this pressing issue.

I look forward to thoughtful presentations, lively discussions and integrative thinking as we join together practice and academe to sketch out an agenda for research and policy around best practices in unleashing the economic and organizational potential of migrants, diaspora and multiculturals as the new workforce demographic.

Special thanks for the support and contributions of our co-sponsors: Simon Fraser University, Beedie School of Business; Royal Roads University, School of Business; the Gustavson School of Business and the Centre for Global Studies at the University of Victoria; and the Academy of Management.

Mary Yoko Brannen

Jarislowsky East Asia (Japan) Chair, Centre for Asia-Pacific Initiatives and Professor of International Business, Gustavson School of Business University of Victoria
Deputy Editor, *Journal of International Business Studies*



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Co-Organizers

Dr. Rosalie L. Tung

BEEDIE SCHOOL OF BUSINESS, SIMON FRASER UNIVERSITY



Rosalie L. Tung (PhD, FRSC) is the Ming and Stella Wong Professor of International Business at Simon Fraser University, Canada. She is the 2015–2016 President of the Academy of International Business. Previously, she served as President of the Academy of Management. She was formerly a Wisconsin Distinguished Professor, Business Administration with the University of Wisconsin System. She is a Fellow of the Royal

Society of Canada, the Academy of Management, the Academy of International Business and the British Academy of Management. She is the Editor-in-Chief of *Cross Cultural Management*, to be retitled as *Cross Cultural & Strategic Management* in 2016. In addition, she sits on the editorial boards of many journals, and has served as the Senior Editor of International Human Resource Management of the *Journal of World Business*, and Area Editor of International Human Resource, Comparative and Cross-Cultural Management of the *Journal of International Business Studies*.

Dr. Terry Mughan

SCHOOL OF BUSINESS, ROYAL ROADS UNIVERSITY



Terry Mughan (PhD) is Associate Professor in the School of Business at Royal Roads University. His research interests have revolved around the place of language and cultural skills in business internationalization strategies, including a 1200 company study of companies in the East of England. He has authored several research reports for policy bodies such as UK Trade and Investment and the OECD (Organization for Economic

Cooperation and Development). He has published articles in *The Language Learning Journal*, *European Business Review* and *International Marketing Management*. Terry was the Founding President of the UK arm of SIETAR, the leading world professional society for interculturalists. He is currently a member of the Scientific Committee of GEM+L, the society dedicated to languages in international business.



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WORKSHOP SCHEDULE

SATURDAY, AUGUST 8, 2015

MORRIS J. WOSK CENTRE FOR DIALOGUE AT SIMON FRASER UNIVERSITY, PLENARY ROOM #420

8:30 AM CONTINENTAL BREAKFAST

9 AM **Opening Welcome** DR. MARY YOKO BRANNEN

9:15 AM **Keynote Plenaries** INTRODUCTIONS: DR. ROSALIE L. TUNG MODERATOR: DR. MARY YOKO BRANNEN

**Migrants, Remittances and Venture Investment in Developing Countries:
What Can Business Research Contribute?**

Dr. Paul Vaaler PROFESSOR & JOHN AND BRUCE MOOTY CHAIR IN LAW AND BUSINESS, LAW SCHOOL AND CARSON SCHOOL OF MANAGEMENT,
UNIVERSITY OF MINNESOTA

Multicultural Mind versus Multicultural Self – Cool versus Hot Responses Toward Cultural Mixing

Dr. Ying-Yi Hong PROFESSOR OF PSYCHOLOGY AND CANON PROFESSOR IN MANAGEMENT, NANYANG BUSINESS SCHOOL,
NANYANG TECHNOLOGICAL UNIVERSITY

10:30 AM COFFEE BREAK

10:45 AM **Distinguished Panel of Government & Industry Leaders** MODERATOR: DR. TERRY MUGHAN

David Aujla CANADIAN IMMIGRATION LAWYER, S. DAVID AUJLA, PLC

Joan Elangovan DIRECTOR, ASIA PACIFIC CENTRE, VANCOUVER ECONOMIC COMMISSION

Mike Hill DIRECTOR, INTEGRATED TALENT MANAGEMENT, APPLIED MATERIALS INC.

Cloë Nicholls DIRECTOR, IMMIGRATION POLICY, BC MINISTRY OF JOBS, TOURISM & SKILLS TRAINING

Kenny Zhang DIRECTOR, BUSINESS DEVELOPMENT, HQ VANCOUVER

An exploration of key problems and pressing concerns from the specific perspectives of the panellists. This panel and discussion will inform and provide context for the afternoon thinktank sessions.

12 PM LUNCH

1 PM **Keynote Plenary** INTRODUCTION BY DR. D. ELEANOR WESTNEY

Mutual Intercultural Relations in Plural Societies

Dr. John Berry EMERITUS PROFESSOR OF PSYCHOLOGY, QUEEN'S UNIVERSITY, KINGSTON, CANADA, AND
RESEARCH PROFESSOR, NATIONAL RESEARCH UNIVERSITY, HIGHER SCHOOL OF ECONOMICS, MOSCOW, RUSSIA

1:45 PM **Multidisciplinary Thinktank Sessions**

Announcement of session topics and room assignments will happen in the plenary room prior to proceeding to breakout rooms.

3 PM **Thinktank Reports & Discussion**

4 PM **Closing Plenary**

UNTIL 4:30 PM

Dr. D. Eleanor Westney PROFESSOR OF ORGANIZATIONAL BEHAVIOUR/INDUSTRIAL RELATIONS AND SCOTIABANK PROFESSOR OF
INTERNATIONAL BUSINESS, SCHULICH SCHOOL OF BUSINESS, YORK UNIVERSITY

KEYNOTE PLENARIES

MORNING KEYNOTES – 9:15 AM

Migrants, Remittances and Venture Investment in Developing Countries: What Can Business Research Contribute?

Dr. Paul Vaaler, MA, JD, PhD

JOHN AND BRUCE MOOTY CHAIR IN LAW & BUSINESS, LAW SCHOOL AND CARLSON SCHOOL OF MANAGEMENT, UNIVERSITY OF MINNESOTA



At the end of 2014, the number of individuals living outside their country of birth exceeded 250 million, making Diaspora the fifth largest “country” in the world. Migrants remitted more than \$450 billion to developing countries, the single largest capital inflow to developing countries. As much as 20% of migrant remittances may go to fund, found and grow new businesses. Even so, migrants and remittances attract little attention from business schools and researchers. Professor Paul M. Vaaler will talk about how they can do better and contribute new and novel insights about when migrants and their remittances of money and ideas are more likely to fund, found and grow new businesses; and which types of home- and host-country public policies might enhance these beneficial trends. Find out how business research can improve our understanding of the single most important group of foreign venture investors in the developing world.

Biography

Professor Paul M. Vaaler is a professor and inaugural holder of the John and Bruce Mooty Chair in Law & Business, a joint appointment of the University of Minnesota's Law School and Carlson School of Management. He studies foreign investment risk management in developing countries, with a special interest in migrants and remittance-based venture investment. His research on this topic has appeared in leading business academic journals, policy reports and other professional and popular media outlets. Prof. Vaaler currently consults for the World Bank on diaspora engagement strategies designed to attract more investment to West African countries. He received a BA in History from Carleton College, an MA in Philosophy, Politics and Economics from Oxford University where he studied as a Rhodes Scholar, a JD from Harvard Law School, and a PhD in Strategic Management from the University of Minnesota.

Multicultural Mind versus Multicultural Self – Cool versus Hot Responses toward Cultural Mixing

Dr. Ying-Yi Hong, PhD

PROFESSOR OF PSYCHOLOGY AND CANON PROFESSOR IN MANAGEMENT, NANYANG BUSINESS SCHOOL, NANYANG TECHNOLOGICAL UNIVERSITY



As the global mobility of individuals and social groups has become the “new normal,” it is urgent to understand how individuals experience contacts with multiple cultures in their daily life. Although multiple cultural exposures have been shown to have beneficial effects (such as enhancing cultural frame switching and creativity), it could also threaten individuals’ own cultural identity. To understand the interplay between these two opposing consequences, I will delineate the concepts of Multicultural Mind and Multicultural Self. Multicultural Mind entails acquiring and applying knowledge of new cultures. This process could benefit creativity and innovation. By contrast, Multicultural Self entails using cultural traditions to define the Self, a process that could lead to negative reactions toward new culture if individuals feel that the new culture could erode or contaminate their own culture. I will discuss factors that contribute to positive and negative effects of multiple cultural exposures. The goal of this talk is to inform cultural diversity policies and work force training.

Biography

A globally-renowned expert on culture and cognition, multicultural identity and intergroup relations, Professor Hong Ying-Yi is no stranger to multiculturalism, having grown up in colonial-era Hong Kong, where she absorbed both Chinese and Western influences. The editor of over ten books, including *The Oxford Handbook of Multicultural Identity*, published by Oxford University Press in 2014, Professor Hong has published over 100 journal articles and book chapters and her work has been cited widely in the fields of psychology, business and education.

Professor Hong received her PhD from Columbia University and previously taught at the Hong Kong University of Science and Technology and the University of Illinois at Urbana-Champaign. She has received several awards for her pioneering work, including the Otto Klineberg Intercultural and International Relations Award in 2001, International Society for Self and Identity Outstanding Early Career Award in 2004 and Nanyang Award for Research Excellence in 2013. Prof. Hong was elected Fellow of the Association for Psychological Science and the Society of Experimental Social Psychology, and is currently editor of the *Advances in Culture and Psychology* series published by Oxford University Press.

AFTERNOON KEYNOTE – 1:00 PM

Mutual Intercultural Relations in Plural Societies

Dr. John Berry

EMERITUS PROFESSOR OF PSYCHOLOGY, QUEEN'S UNIVERSITY, KINGSTON, CANADA & RESEARCH PROFESSOR, NATIONAL RESEARCH UNIVERSITY, HIGHER SCHOOL OF ECONOMICS, MOSCOW, RUSSIA



All societies are now culturally plural, with many ethnocultural groups living in daily interaction. How, and how well, these intercultural interactions work out is one of the main contemporary issues to be addressed. With research, it may be possible to discern some basic principles that underpin the processes and outcomes, especially if guided by three hypotheses: multiculturalism; the integration; and the contact. The multiculturalism hypothesis is that only when people feel secure in their place in the plural society will they be in a position to accept those who differ from them. The integration hypothesis is that when individuals are engaged in both their own heritage culture and that of the larger society, they will achieve a higher level of adaptation and wellbeing than when they engage with only one or neither culture. The contact hypothesis asserts that prejudice will be reduced by equal status contact between members of dominant and non-dominant groups. I review research, and conclude that there is now substantial evidence supporting all three hypotheses.

Biography

John W. Berry, (PhD, University of Edinburgh) is Professor Emeritus of Psychology at Queen's University, Canada, and Research Professor, National Research University Higher School of Economics, Moscow, Russia. He received Honorary Doctorates from the University of Athens, and Université de Genève (in 2001). He has published over 30 books in the areas of cross-cultural, intercultural, social and cognitive psychology with various colleagues.

THINKTANK SESSIONS

Balancing 'being multicultural' with 'fitting in'

Facilitator: Dr. Dan Caprar
UNIVERSITY OF NEW SOUTH WALES

We already know that diversity brings gains and losses to the performance and the functioning of a group; this is likely to be true when it comes to intra-individual diversity as well. Indeed, multiculturals have been portrayed in early studies of immigration mostly as individuals who struggle to fit in, or at best, individuals who have to work hard to come to terms with their complex cultural identities and to adapt to their new environments. Recent research focuses more on the benefits of multiculturalism, in particular in relation to a globalized world, where complexity and multiculturalism can be applied to every aspect of business (customers, markets, workforce, etc.) and life in general—a world where, not surprisingly, multiculturals feel 'at home'.

The purpose of this session is to simultaneously consider 'losses' and 'gains' that come with being multicultural, and to the extent possible, to understand these facets from the perspective of the multicultural individuals. Understanding their experience will directly inform what facilitates and what not the expression of their multiculturalism and what stifles it. Such understanding will contribute to identifying, designing, and implementing strategies for leveraging the benefits of multiculturalism while also attending to its potential pitfalls—which are equally important in ensuring we capitalize on what multiculturals have to offer to business and society.

Ambicultural Professionals and Organizations

Facilitators: Dr. Ming-Jer Chen
DARDEN SCHOOL OF BUSINESS, UNIVERSITY OF VIRGINIA
& Dr. Leigh Anne Liu
GEORGIA STATE UNIVERSITY

In this session, we will discuss the need for ambicultural schemata in global management as a potential strategy to deal with the complexity and dynamic changes for the new demographic. What are the unique 'ambicultural opportunities' at the individual and organizational levels among migrants, diaspora, and boundaries workforce? What are the core processes, antecedents, and consequences of developing ambicultural professionals and organizations? How do individuals and organizations balance and integrate multiple sources of cultural knowledge and experiences? How can one leverage and prioritize various cultural profiles for creativity, strategic decision making and performance among culturally diverse workforce? This session would explore these and other topics and build a research agenda on the roles and key dynamics of ambiculturalism among the new demographic.

Emerging market multinationals and diasporas

Facilitator: Dr. Alvaro Cuervo-Cazurra
NORTHWESTERN UNIVERSITY

The emergence of leading emerging market multinational companies (EMNCs) has given rise to a lively debate on the novelty of studying these firms. One topic that has the potential for expanding the theory of the multinational, and that has received little attention, has been the role of migration in supporting the emergence and global expansion of EMNCs. Three topics come to mind. First, diasporas as sources of knowledge: many EMNCs are taking advantage of earlier migratory flows of compatriots to both advanced and emerging countries by tapping on their knowledge and networks to facilitate their expansion. Second, diasporas as markets: some

of the expansion of EMNCs has been facilitated by the existence of a market in other countries that already knows and values the products and brands provided by EMNC. Third, diasporas as managers: many of these earlier migrants have returned home and established the foundation for the creation of EMNCs by bringing skills and networks that these firms lacked. This session will explore these and other topics to establish a research agenda on the role of diasporas on the creation and expansion of multinationals.

Exploring the Meaning of Work

Facilitator: Dr. A. R. Elangovan
UNIVERSITY OF VICTORIA

There has been a growing interest in the notions of meaning in and at work and the implications of different work orientations (jobs, careers and callings) for individuals and organizations. But the research to date in this area is marked by two limitations that impact generalizability. Not only have the studies focused primarily on the western/developed economies, but they have also ignored differences in work orientations between immigrant employees and local ones in these societies. So even as we draw implications for HR practices in organizations (e.g., job crafting) with the objective of enhancing the meaningfulness of work, we tend to paint immigrant employees with the same brush. But what kind of orientations towards work do immigrants have? What does work mean to them? Is finding meaning in/at work important to them in the same way it seems to be for local employees (at least as evidenced by numerous media reports, self-help books, motivational speeches, etc. waving the 'meaning'/'purpose' flags)? Does this vary by the reason for their immigration (e.g., economic, family, political refugees, fleeing conflict, escaping discrimination)? Given the significant proportion of employees in modern organization who are immigrants, it is important for organizations to understand the diversity of work orientations at play and the implications for a range of HR policies (e.g., career progression systems, compensation, evaluation, child care, maternity/paternity leave, health care benefits). The purpose of this session is to develop an agenda for increasing our understanding of immigrant work orientations in order to help organizations attract, nurture and retain top talent from the immigrant population, which could also serve as a means to helping them integrate more effectively and fully into our societies.

How Multicultural Individuals Contribute to their Organizations and Which Organizational Factors Matter

Facilitator: Dr. Stacey Fitzsimmons
UNIVERSITY OF VICTORIA

The promise of cultural diversity within organizations is that it will facilitate increased innovation, draw diverse perspectives into problem solving and increase social capital. However, contact alone is not always enough to actualize these potential benefits. Merely bringing people with diverse perspectives together does not necessarily mean they will value one another's opinions, listen to each other, or seek input from culturally diverse colleagues. Indeed, cultural faultlines can suppress interactions across cultures, and culture-based conflict counteracts the potential benefits. Thus, simply employing people from diverse cultural backgrounds is not enough to reap the benefits of cultural diversity. One possible solution to this problem is to strategically employ multicultural individuals, who identify with more than one culture, and have internalized more than one cultural schema, such as Chinese-Canadians, Turkish-Germans, and Arab-Americans (Fitzsimmons, 2013). Research has already found that multicultural individuals tend to have higher levels of intercultural effectiveness, cultural metacognition, empathy and cognitive complexity, especially within the cultural domain. At this session, we will explore the potential impact of multicultural individuals

in the context of their organizations: how could research be applied to organizations, and which organizational factors might suppress or encourage multicultural individuals' contributions?

Biculturals, multiculturals, innovation, international management

Facilitator: Dr. Fiona Lee
UNIVERSITY OF MICHIGAN

I am interested in how individuals manage their multiple cultural identities, and how this impacts their skills and performance in a global context. Psychologists have long recognized that cultural identities are multifaceted and dynamic. There is a growing literature examining the different strategies biculturals and multiculturals use to psychologically negotiate between their different cultural identities. I am interested in how these strategies impact global competencies in managers. There is some evidence that high levels of integration—or seeing cultural identities as compatible and able to exist simultaneously—is beneficial for some competencies like creativity. Yet, there is also evidence that high levels of integration can induce lower levels of cognitive complexity, perceptual acuity and tolerance for ambiguity, all important competencies for global managers. I want to know more about the contexts in which identity integration will support or detract from global competencies, and how organizations can leverage this knowledge to compete more effectively in a global context.

Language: an absolute differentiator in migration?

Facilitator: Dr. Terry Mughan
SCHOOL OF BUSINESS, ROYAL ROADS UNIVERSITY

Minimum level of capability in the language of the target community has always been a central element of policy and practice in migration procedures and recruitment criteria of employers. It is furthermore generally assumed in academic studies that biculturals satisfy this requirement by dint of being bicultural. Is it time to re-think these assumptions? In an increasingly multilingual global community, should a more constructive approach to language be taken? Is inward migration policy in developed economies nourishing colonial attitudes towards foreign cultures and languages? Are otherwise outstanding candidates being disadvantaged? Is valuable knowledge and potential being overlooked? Should receiving agencies and organizations be more open to multilingual process?

Unleashing Entrepreneurial Potential

Facilitator: Dr. Becky Reuber
UNIVERSITY OF TORONTO

While some immigrants become entrepreneurs in their adopted countries to pursue innovative opportunities, many start businesses because it is the best choice open to them due to limited employment options. Often facing language and cultural barriers, these entrepreneurs can be 'stuck' in an ethnic enclave that provides access to customers and employees from their own community, but limited growth potential outside this community. This not only constrains the financial well-being of immigrant entrepreneurs and their families, it also hinders their adopted country's ability to learn from their specialized knowledge about foreign products, services and markets. The purpose of this session is to develop an agenda for increasing our understanding of policies and practices by which immigrant entrepreneurs can gain access to the social networks, financing and capability-building that are needed to move beyond ethnic enclaves and grow their firms.

Continued on page 4

Diaspora Dividends

Facilitator: Dr. Tom Roehl

WESTERN WASHINGTON UNIVERSITY

Since I am interested in country institutions and the rules of the game in countries, I believe that this fits into the 'Diaspora Dividends' area that Professor Vaaler will discuss. Do rules for exchange and interaction of people across borders matter for effective use of these peoples? Who gets the gains from these interactions. I'd be interested in discussions of the 'combinations' of expats, immigrants and diaspora with people in their legacy countries. International teams are an important element.

Using migrant's human and cultural capital in the labour market

Facilitator: Dr. Oliver Schmidtke

CENTRE FOR GLOBAL STUDIES, UNIVERSITY OF VICTORIA

In a globalizing world the assumption is that we move towards an increasingly transnational labour market in which in particular highly skilled migrants with 'transferable' skills can move effortlessly between national contexts. Yet, empirical evidence points to considerable obstacles for highly skilled migrants to embark on professional careers that reflect their training

and professional experiences. This skills underutilization is known as 'brain waste' and some economists estimate its cost to Canada as totalling at least \$3 billion a year, not to mention the ruined dreams suffered by the migrants themselves. Why do these well-trained migrants have problems using their 'human' and cultural capital effectively? Why does it prove to be so difficult to allow for the international convertibility of migrants qualifications and work experiences?

SPEAKER BIOGRAPHIES

David Aujla

CANADIAN IMMIGRATION LAWYER
S. DAVID AUJLA, PLC

David attended universities in BC and Ontario with degrees in Biochemistry, Philosophy and Law. He graduated from the Western law school in 1974 and has practised law for over forty years. His sole focus of practice is Canadian immigration law and he advises clients worldwide. He is a member of the Canadian Bar Association (Immigration Sub-section) and the Law Society of British Columbia. He has made presentations, from time to time, to the Canadian Bar Association's Immigration conferences as well as to civic associations and boards and real estate companies throughout Victoria, Vancouver, Vancouver Island and the Gulf Islands. He is a member of the Greater Victoria Chamber of Commerce and the Better Business Bureau.



Joan is a frequent speaker, host and master of ceremonies at major international events. She also serves as a senior advisor to the province's HQ Vancouver initiative, Canada Chaoshan Business Association and the Canada China Business Council. Educated in China and Canada, Joan holds a Master of Engineering degree from the University of Toronto. She is also a graduate of executive programs from Queen's School of Business and Sauder School of Business, University of British Columbia in Canada.

Mike Hill

DIRECTOR, INTEGRATED TALENT
MANAGEMENT, APPLIED MATERIALS, INC.

Mike is currently the Director of Integrated Talent management for Applied Materials, a semiconductor capital equipment manufacturer located in Santa Clara, California. He has extensive experience in high tech organizations and several functions including human resources. He currently focuses on organization development and leadership development. He has traveled extensively to Europe and Asia and has lived abroad. He has a PhD in Human and Organizational Systems from Fielding Graduate University and is also currently an adjunct professor at San Jose State University in their MBA program.



Joan Elangovan

DIRECTOR, ASIA PACIFIC CENTRE,
VANCOUVER ECONOMIC COMMISSION

Joan Elangovan is the founding Director of Asia Pacific Centre at the Vancouver Economic Commission, dedicated to strengthening business and cultural ties with the Asia Pacific Region, and bridging investment interests with opportunities across the Pacific. Prior to joining the Commission, Joan spent nineteen years with the Government of British Columbia. She served as Assistant Deputy Minister, Executive Financial Officer, Chief Strategy Officer and Chief Information Officer among other management positions. She also sat on the Shared Services Board of Directors of the Province of British Columbia and on the Audit Committee of the Forest Innovation Investment Corporation.



Joan has significant expertise in public policy, strategy and stakeholder relations in multiple sectors including international trade and investment, economic development, technology, natural resources, health, justice, and education. She led the development of the Provincial e-Health Strategy, the Value-Added Strategy for the Province's forest sector and the consultation with industry experts on the revision of the International Business Activities Act. In her current role, Joan focuses on Vancouver's fast-growing sectors such as environmental technologies, digital entertainment (Film/TV, Animation, Gaming) and life sciences. She builds relationship networks locally and internationally, and works closely with investors and businesses to bring innovation, capital and market together.

Cloë Nicholls

DIRECTOR, IMMIGRATION POLICY,
BC MINISTRY OF JOBS, TOURISM
& SKILLS TRAINING

Cloë Nicholls is the Director of Immigration Policy in the Labour Market and Immigration Division of the BC Ministry of Jobs, Tourism and Skills Training. She is responsible for immigration policy and inter-governmental relations, including managing the Canada-BC Immigration Agreement. She has a wide range of experience in the provincial government, mostly in the area of Aboriginal relations, disability policy and employment and labour market issues.

Cloë has an Honours degree in political science from the University of British Columbia and a Graduate Diploma in Social Innovation from the University of Waterloo, where her team project focused on relationship building and reconciliation between Aboriginal and non-Aboriginal people.

She is a former legislative intern (provincially and federally) and believes passionately in the public service and in supporting ways to make it better for employees and citizens.



Dr. D. Eleanor Westney

PROFESSOR OF ORGANIZATIONAL
BEHAVIOUR/INDUSTRIAL RELATIONS AND
SCOTIABANK PROFESSOR OF INTERNATIONAL
BUSINESS, SCHULICH SCHOOL OF BUSINESS,
YORK UNIVERSITY

Eleanor Westney joined the Schulich School of Business in July 2007, after twenty-five years on the faculty of the M.I.T. Sloan School of Management, where she held the Sloan Fellows Chair in the Strategy and International Management group. After a BA and an MA in Sociology from the University of Toronto, she received a PhD in Sociology in 1978 from Princeton University, and began her teaching career in the Department of Sociology at Yale University. She moved to M.I.T. and into the International Business field in 1982. Her first book, *Imitation and Innovation: The Adoption of Western Organizational Forms in Meiji Japan* (Harvard University Press, 1987), explored the patterns of cross-border organizational learning, a theme that has continued to be a major focus of her interests. With Sumantra Ghoshal, she edited *Organization Theory and the Multinational Corporation* (Macmillan, 1993; second edition 2005), and with several of her M.I.T. colleagues has written a text on organizational processes, *Managing for the Future* (Southwestern, 3rd edition 2005). She has written extensively on Japanese organizations, on the internationalization of R&D, and on institutional theory and multinational enterprise. She is a Fellow of the Academy of International Business and is currently the Dean of the AIB Fellows.



Kenny Zhang

DIRECTOR, BUSINESS DEVELOPMENT,
HQ VANCOUVER

Kenny Zhang is Director, Business Development at HQ Vancouver. He received his BA and MA degrees in economics from Fudan University, China and the Institute of Social Studies, The Netherlands, respectively. His main interests include Canada-China trade and investment relations, economics of immigration of Canada with focus on the Canadians abroad. Prior to joining the HQ Vancouver, he worked as Program Director at Asia Pacific Foundation of Canada, associate research professor at the Shanghai Academy of Social Sciences and senior researcher at the Centre of Excellence on Immigration Studies at Simon Fraser University, Vancouver.

Mr. Zhang was a member of Vancouver Mayor's Task Force on Immigration, the Joint Federal Provincial Immigration Advisory Council and the Board Directors of Canada China Business Council (BC Chapter).



ABOUT THE CENTRE FOR ASIA-PACIFIC INITIATIVES

The Centre for Asia-Pacific Initiatives (CAPI) is based at the University of Victoria (UVic). Established in 1988, CAPI is a research centre that recognizes the importance of the Asia-Pacific region to Canada and works to deepen the connection between UVic and the region.

Since its inception, CAPI has acted as a vital link between the University of Victoria and the Asia-Pacific region, providing programming and research initiatives that have brought together scholars from the Asia-Pacific region with those from UVic. Over two decades later, the Asia-Pacific region not only continues to be of importance to Canada, but has grown in its significance. We engage with institutions, civil society and leading scholars at UVic and across the world to deliver research and programming that connects academics, students and members of civil society with opportunities throughout Asia and across Canada.



Students from the Yanching Institute of Technology in Beijing visit the Tsartlip Nation at Tod Inlet to take part in an environmental education and restoration project. Photo by UVic Photo Services

RESEARCH AT THE CENTRE

Research Chairs

CAPI is home to three research chairs, each with their own projects and areas of focus:

- **Dr. Mary Yoko Brannen**
Jarislowsky East Asia (Japan) Chair
- **Dr. Victor V. Ramraj**
Asia-Pacific Legal Relations Chair
- **Dr. Guoguang Wu**
China and Asia-Pacific Relations Chair

Research Programs

CAPI houses two long-term interdisciplinary research programs. The **Migration & Mobility Program** (MMP) explores the processes and impacts of the Asia-Pacific's place in global migration. The program includes two SSHRC-funded research projects and is publishing an online, peer-reviewed, open-access journal: *Migration, Mobility, & Displacement* (www.mmduvic.ca). The MMP hosted a very successful international cross-disciplinary conference in June 2015—*Migration & Late Capitalism: Critical Intersections with the Asia-Pacific and Beyond*.

The **Landscapes of Injustice** is a seven-year, multi-partner research project exploring the forced dispossession of Japanese Canadians during the Second World War.

CAPI EVENTS, PROGRAMS & INITIATIVES

Public Events

CAPI holds regular events about topics and issues related to the Asia-Pacific. From major international conferences, to workshops, arts events, and lecture and seminar series—including the new *Japan and the Other* series led by Dr. Mary Yoko Brannen—our events aim to inform and promote discussion. The *Albert Hung* and *Neil Burton* lecture series provide an opportunity for distinguished visitors to address a community audience on a topic of current public interest.

Internship & Scholarship Programs

Every year since 2003, CAPI has offered a variety of opportunities to current UVic students and young Canadian graduates from across the country. So far over 100 students have taken part in our internship program working with civil society organizations across Asia. Recently, our interns have worked with organizations in Bangladesh, India, Japan, Malaysia, Nepal and the Philippines—many students return to say that their experience has been life-changing. We also provide research scholarships for UVic students doing fieldwork in the Asia-Pacific region and for students from Commonwealth countries studying at UVic.

Our internship programs continue to expand—this year we will be sending a total of 30 interns to support the work of 12 migration-focused civil society organizations in seven countries.

Leadership Programs

CAPI currently runs two leadership programs—the **China Youth Leadership Program** provides an international experience to undergraduate students from China. The program provides students with an experiential learning opportunity through a balance of on-campus academic lectures and off-campus field trips.

The **Early Career Leaders in China Program**, offered in partnership with the School of Public Administration, offers an intensive development program for professionals working in the private and public sectors in China and Hong Kong. This year the program has a special focus on environmental sustainability.

Professional Development Initiatives

Led by our Asia-Pacific Legal Relations Chair, Victor V. Ramraj, our Legal Professional Development Programs include two international conferences this year:

- Asia Desk Forum & Asian Law Academy
- Trans-Pacific Aviation Law & Policy Conference

Dr. Mary Yoko Brannen, Jarislowsky East Asia (Japan) Chair, has developed a day-long professional development workshop, “Management and the New Demographic” that is being presented alongside the 2015 Academy of Management Conference.

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