

Curriculum Vitae

Cam Scholey, MBA, Ph.D., FCPA, FCMA

CURRICULUM VITAE

a) NAME: **Scholey, Cam**, Adjunct Assistant Professor, Royal Military College of Canada

b) DEGREES/PROFESSIONAL DESIGNATIONS/CERTIFICATES:

CPA, FCPA, Chartered Professional Accountants of Canada, 2014

FCMA, Society of Management Accountants of Canada, 2008

Ph.D., Rushmore University, 2006 (a “Business Ph.D.”)

MBA, Wilfrid Laurier University, 1996

CMA, Society of Management Accountants of Ontario, 1994

BA, Administrative & Commercial Studies, University of Western Ontario, 1989

CERTIFIED OKR PROFESSIONAL, OKRsTRAINING, 2020

c) TEACHING EMPLOYMENT HISTORY:

January 2012 – Present

Adjunct Assistant Professor, Department of Management & Economics
Royal Military College of Canada, Kingston, ON

February 2015 – Present

Session Leader, Professional Education (PEP) Program
CPA Ontario

January 2013 – December 2015

Adjunct Professor, Smith School of Business
Queen’s University, Kingston, ON

October 1994 – June 2015

Moderator, Strategic Leadership Program (SLP)
CMA Ontario

January 2008 – December 2011

Sessional Lecturer, DeGroote School of Business
McMaster University, Hamilton, ON

May 2001 – August 2006

Adjunct Professor, Centre for Business, Entrepreneurship and Technology
University of Waterloo, Waterloo, ON

September 1997 – April 2001

Sessional Lecturer, Centre for Business, Entrepreneurship and Technology
Wilfrid Laurier University, Waterloo, ON

October 1990 – June 1992

Substitute Teacher
Ajax High School

COURSES TAUGHT (past 5 years)

2021			
MBA505	Financial Accounting	2021 - Spring	Dist Education, Moodle
MBA525	Financial Accounting	2021 - Summer	Dist Education, Moodle
2020			
MBA525	Financial Accounting	2020 - Summer	Dist Education, Moodle
2019			
BAE208	Management Accounting	2019 - Spring	Dist Education, Moodle
MBA525	Financial Accounting	2019 - Summer	Dist Education, Moodle
MBA527	Management Accounting	2019 - Fall	Dist Education, Moodle
2018			
BAE202	Financial Accounting	2018 - Fall	Lecture
MBA525	Financial Accounting	2018 - Summer	Dist Education, Moodle
MBA527	Management Accounting	2018 - Fall	Dist Education, Moodle
2017			
MBA525	Financial Accounting	2017 - Summer	Dist Education, Moodle
MBA527	Management Accounting	2017 - Fall	Dist Education, Moodle
2016			
BAE408	Management Control (English)	2016 - Winter	Lecture
AAF408	Management Control (French)	2016 - Winter	Lecture
MBA503	Advanced Topics - Management Control	2016 - Summer	Dist Education, Moodle
MBA525	Financial Accounting	2016 - Summer	Dist Education, Moodle
MBA527	Management Accounting	2016 - Fall	Dist Education, Moodle

d) INDUSTRY EMPLOYMENT HISTORY (details at end):

April 2016 – Present
 President
 Sacred River Enablers, Inc.

July 2000 – September 2016
 President
 Advanced Management Initiatives, Inc.

May 1999 – May 2000
 Manager, Global Marketing
 Celestica, Inc.

November 1996 – August 1998
 Manager, Strategic Projects
 Bell Mobility

January 1995 – August 1995
 Business Manager (Contract)
 McGraw-Hill Ryerson

September 1992 – December 1995
 Business Manager
 Harcourt-Brace Publishing

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e) GRADUATE SUPERVISIONS

- MBA505 (on-going)

f) PUBLICATIONS:

Life-time summary (count) according to the following categories:

Papers in <u>refereed</u> journals	16
Published books.....	1
Certificate program authorships.....	1
Technical reports/educational documents	24
Articles in professional journals	10
Papers in refereed conference proceedings	2
Practitioner Presentations.....	3
Other (workshops & field studies).....	20

Papers in refereed journals

1. **Scholey, C., Schobel, K.B. (2019) University Canada, Management Accounting Guideline Case Study, CPA Canada**
2. **Schobel, K.B., Scholey, C. (2018) Habuela Springs Swim Club, Management Accounting Guideline Case Study, CPA Canada**
3. **Scholey, C. (2018), “Seven Steps to Driving Breakthrough Performance with The Balanced Scorecard – Management Accounting Guideline, CPA Canada (accepted, under review).**
4. **Scholey, C. (2018), “Case Study: The Balanced Scorecard at Moksha Yoga Milton – Management Accounting Guideline Case Study, CPA Canada (accepted, under review).**
5. **Scholey, C., Schobel, K.B. (2016) Performance measurement for non-profit organizations – THE BALANCED SCORECARD AS AN APPROACH, Management Accounting Guideline, CPA Canada.**
6. **Schobel, K.B., Scholey, C. (2013) Performance Measurement for Not for Profits – Management Accounting Guideline, CMA Canada.**
7. **Schobel, K.B., Scholey, C. (2013) Habuela Springs Swim Club – Management Accounting Guideline Case Study, CMA Canada.**
8. **Schobel, K.B., Scholey, C. (2013) University Canada – Management Accounting Guideline Case Study, CMA Canada.**
9. **Scholey, C. (2013), “Strategy Mapping – APPLYING A SIX-STEP PROCESS TO YOUR ORGANIZATION, CPA Canada Guidance.**

10. **Scholey, C.** (2013), *Strategy Mapping Teaching Case – SASKATCHEWAN GREEN ROOFING*, CPA Canada Guidance.
11. **Scholey, C.** (2013), *Strategy Mapping Teaching Case – WIKI GEAR*, CPA Canada Guidance.
12. **Scholey, C.**, Schobel, K.B. (2013), *Performance Measurement in the Not-For-Profit Sector – Management Accounting Guideline*, CMA Canada.
13. Schobel, K.B., **Scholey, C.** (2012) *Balanced Scorecards in Education – Focusing on Financial Strategies*, *Measuring Business Excellence*, Vol. 16(3), pp. 17-28.
14. **Scholey, C.** (2008), *Using Strategy Maps to Drive Performance in the Not-For-Profit Sector – Management Accounting Guideline*, CMA Canada, AICPA, 2008.
15. Armitage, H., **Scholey, C.** (2006), *Using Strategy Maps to Drive Performance – Management Accounting Guideline*, CMA Canada, AICPA, CIMA.
16. **Scholey, C.** and H.M. Armitage, “Hands-on Scorecarding in the Higher Education Arena”, Planning for Higher Education, Fall 2006.

Published books

1. **Scholey, C.** A Practical Guide to the Balanced Scorecard (CCH Canadian, 2002).

Certificate program authorships

1. **Scholey, C.** *Certificate in Driving Organizational Profit and Performance*, CPA Canada (2018)

Technical reports

1. **Scholey, C.** *Field Guide for Managing in the Public Sector: preparing and Reporting a Cost-Benefit Analysis (component of CPA Canada Public Sector Certificate Program)*, September 2017.
2. **Scholey, C.** *Field Guide for Managing in the Public Sector: Linking Logic Models to Performance Measurement (component of CPA Canada Public Sector Certificate Program)*, August 2017.
3. **Scholey, C.** *Field Guide for Managing in the Public Sector: Logic Models (component of CPA Canada Public Sector Certificate Program)*, June 2017.
4. **Scholey, C.** (contributing author) *Public Sector Certificate Program (Level 2 Part 2): Financial Management*, May 2017.
5. **Scholey, C.** *Performance Management and Measurement at the Municipality of Sometown (case component of CPA Canada Public Sector Certificate Program)*, May 2017.
6. **Scholey, C.** *Certificate (6 modules): Driving Organizational Profits and Performance*, CPA Canada, April-December 2016.
7. **Scholey, C.** *Phoenix Risen: Practice Case 3*, CPA Canada Capstone 2, March 2016.

8. **Scholey, C.** *Phoenix Risen: Practice Case 2*, CPA Canada Capstone 2, February 2016.
9. **Scholey, C.** *Phoenix Risen: Practice Case 1*, CPA Canada Capstone 2, January 2016.
10. **Scholey, C.** *Group Exercise: Handling Q&A*, CMA Ontario SLP IS-6, March 2014.
11. **Scholey, C.** *Balanced Scorecard*, CPA Canada Briefing Document, December 2013.
12. **Scholey, C.** *Business Process Re-engineering*, Briefing Document, December 2013.
13. **Scholey, C.** *Corporate Social Responsibility*, CPA Canada Briefing Document, December 2013.
14. **Scholey, C.** *Cost-Benefit Analysis*, CPA Canada Briefing Document, November 2013.
15. **Scholey, C.** *For-Profit Performance Indicators*, CPA Canada Briefing Document, November 2013.
16. **Scholey, C.** *Individual Performance Measurement*, CPA Canada Briefing Document, November 2013.
17. **Scholey, C.** *Lean Management*, CPA Canada Briefing Document, November 2013.
18. **Scholey, C.** *Management Planning and Control*, CPA Canada Briefing Document, October 2013.
19. **Scholey, C.** *Product Differentiation*, CPA Canada Briefing Document, October 2013.
20. **Scholey, C.** *Not-For-Profit Performance Indicators*, CPA Canada Briefing Document, October 2013.
21. **Scholey, C.** *Sensitivity Analysis*, CPA Canada Briefing Document, October 2013.
22. **Scholey, C.** *Strategy Mapping*, CPA Canada Briefing Document, October 2013.
23. **Scholey, C.** *Supply Chain Management*, CPA Canada Briefing Document, October 2013.
24. **Scholey, C.** *Theory of Constraints*, CPA Canada Briefing Document, October 2013.

Articles in Professional Journals

1. **Scholey, C.** and D. Cianflone, “Driving Board Performance”, CMA Management, May/June 2011.
2. **Scholey, C.**, “Alignment – has your organization got it?”, CMA Management, October 2007.
3. Armitage, H.M., and **C. Scholey**, “Using strategy maps to drive performance”, CMA Management, February 2007.
4. **Scholey, C.** “Measuring risk with the balanced scorecard”, CMA Management, June 2006.
5. **Scholey, C.**, Strategy maps: a step-by-step guide to measuring, managing and communicating the plan” (Journal of Business Strategy, May/June 2005).

6. Armitage, H.M., and **C. Scholey**, *Hands-on scorecarding: How strategy mapping has helped one organization see better its successes and future challenges*, CMA Management, October 2004.
7. Armitage, H.M., and **C. Scholey**, *Mapping Mavens: How private and public companies gain from strategy mapping*, CMA Management, May 2003.
8. **Scholey, C.** and H.M. Armitage, *Clear Trails: Strategy Mapping may be the key to improving organizational performance*, CMA Management, April 2003.
9. **Scholey, C.** *Targeted marketing with value propositions: Leadership is all in the image*, CMA Management, October 2002.
10. **Scholey, C.** *Grey Waste*, CMA Management, June 1995.

Papers in refereed conference proceedings

1. Schobel, K.B. and **Scholey, C.** (2019) Turning Strategy on its Head – A New Look at Strategy Mapping, International Academic Conference on Business, Dublin Ireland, June 2- 6, 2019.
2. Armitage, H.M., **Scholey C.** (2005) *The Glacier Inn*, AAA Winter Conference, Scottsdale Arizona, January 2005.

Practitioner Presentations

1. *Certificate in Driving Organizational Profit and Performance*, CPA Canada (2018)
2. The new management control system for the Not-for-Profit landscape, CPA Canada – Not for Profit Financial Executive Forum, March 2016
3. The Balanced Scorecard, CMA Toronto East District Dinner Event (2011)

Other

1. Field Study – Strategy Mapping (outcomes focus) – Canadian Mental Health Association Ontario (through November 2020)
2. Field Study – Balanced Scorecard – Canadian Mental Health Association Ontario (November 2019)
3. Field Study – Strategy Mapping – Canadian Mental Health Association Ontario (May 2019)
4. Field Study – Strategy Mapping – Canadian Aeronautical & Space Institute (November 2018)
5. Field Study – Strategy Mapping – Jake’s House (October 2018)
6. Facilitator RMC Strategic Planning (June 2018)
7. Field Study – Balanced Scorecard Metrics for Mental Health Commission of Canada (Mar 2018)
8. CPA Magazine – Interviewed for article on the balanced scorecard by *Anya Levykh*, *January 1, 2018*
9. Staff briefing on the use of the Balanced Scorecard at MHCC, January 2017

10. Field Study – Strategy mapping and balanced scorecard development, Mental Health Commission of Canada, May 2016
11. Facilitator – RMC Strategic Planning, April 2016
12. Facilitator – RMC Academic Wing Strategic Planning Session June 2016
13. Facilitator – RMC Academic Wing Strategic Planning Session June 2015
14. **Scholey, C.** Organizational Change: An Action-Oriented Toolkit (Strategy Map on Page 357), (Sage Publications, 2012)
15. **Scholey, C.** “The Case of United Way of Kitchener-Waterloo and Area”, Appendix D in The Trainer’s Balanced Scorecard, (John Wiley & Sons, 2009)
16. Armitage, H.M., and C. Scholey, “*Strategy Mapping at Automated Tooling Systems*” (2006).
17. **Scholey, C.** *Case: The SmartFilter* (2006).
18. Armitage, H.M., and C. **Scholey**, *Case: The Glacier Inn* (2005).
19. **Scholey, C.** *Case: Strategy Execution at MSL Transport Inc.* (2005).
20. **Scholey, C.** *Case: Strategy Mapping at Milton Ontario* (2005).
21. Armitage, H.M., and C. **Scholey**, “Strategy Mapping: Avoiding Costly (and Unnecessary) Strategic Failures”, Chapter 7 in Handbook of Cost Management, (Warren, Gorham & Lamont, 2004)

g) HONOURS:

1. Fellow Chartered Professional Accountant of Canada, 2015
2. Fellow of the Society of Management Accountants of Canada, 2008
3. MBA: Graduation with High Distinction, 1996

h) INDUSTRY EMPLOYMENT HISTORY (detail):

2016-Present
Sacred River Enablers, Inc.
Toronto, ON

- Principal Advisor
 - Provide in-house training on strategic concepts such as strategy mapping, OKR and balanced scorecard creation
 - Strategy mapping, OKR and balanced scorecard creation for organizations
 - Speak at conferences and workshops devoted to enriching strategy formulation and execution (including human capital and culture)
 - Provide advice on management concepts such as management controls and various costing methods
 - Assist organizations with performance assessment and analysis
 - Offer strategic planning services

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- Performance measurement and management

2000-2015

Advanced Management Initiatives, Inc.

Toronto, ON

- President and Primary Consultant
 - Provided in-house training on strategic concepts such as strategy mapping and balanced scorecard creation
 - Strategy mapping and balanced scorecard creation for organizations
 - Spoke at conferences and workshops devoted to enriching strategy formulation and execution (including human capital and culture)
 - Provided advice on management concepts such as management controls and various costing methods
 - Assisted organizations with performance assessment and analysis
 - Offer strategic planning services
 - Offered advice and expertise on budgeting and financial statement analysis
 - Performance measurement and management

1999-2000

Celestica, Inc.

Toronto, ON

- Manager (Global Marketing Division)
 - Managed annual budgeting process
 - Managed on-going hiring and performance evaluation process for revenue and expense analysts
 - Improved capital approval and expenditure reporting processes
 - Managed special projects as necessary (e.g. Scientific Research & Experimental Development claim)

1996-1998

Bell Mobility

Mississauga, ON

- Manager, Special Projects (IT Division) (1997-1998)
 - Project manager for the Instant Activations Project
 - Managed on-going hiring and performance evaluation process for systems analysts
 - Established improved communications across departments and divisions
 - Member of SAP implementation team (SAP Champion)
- Financial Analyst – Capital Expenditures (Finance Division) (1996-1997)
 - Provided divisions with monthly, quarterly and year-to-date approval and expenditure reporting and analysis
 - Improved capital approval and expenditure reporting processes
 - Managed annual budgeting process
 - Managed special projects as necessary (e.g. Scientific Research & Experimental Development claim)

1995

McGraw-Hill Ryerson

Whitby, ON

- Business manager (Contract; College Division)
 - Worked with Finance Division to provide business advice to College Division that improved revenue generation and cost savings through process re-engineering and efficiencies
 - Managed on-going publishing proposal process
 - Created special reports as necessary (e.g. inventory mining)
 - Managed special projects as necessary (e.g. activity-based costing)

1992-1995

Harcourt-Brace Publishing

Etobicoke, ON

- Business manager (Finance Division) (1994-1995)
 - Worked with Revenue Divisions to provide business advice that improved revenue generation and cost savings through process re-engineering and efficiencies
 - Managed on-going publishing proposal process
 - Improved monthly, quarterly and year-to-date reporting process for Revenue Divisions
 - Managed special projects as necessary (e.g. financial reporting acumen for non-financial professionals)
- Financial Analyst (Finance Division) (1992-1994)
 - Provided Revenue Divisions with monthly, quarterly and year-to-date budget variance analysis and reporting
 - Improved reporting process
 - Managed annual budgeting process
 - Managed special projects as necessary