

JEAN M. ADAMS, PhD, MBA, BA

**Special Assistant Professor, Policy (Specialization) - Schulich School of Business,
Associate Co-Director, Institute for Research on Learning Technologies - York University**
Profile: <http://research.schulich.yorku.ca/client/schulich/FacultyProfile.nsf/webpagekey/jean+adams?OpenDocument>

MISSION STATEMENT

My primary teaching and research interest is to advance management education and leadership soft-skills development in academic and workplace contexts within an action-learning methodological framework. My goal is to explore the use of various web-technologies tightly blended with face-to-face interaction to accelerate and enrich adult learning experiences, enabling informed action in today's turbulent global marketplace.

ACADEMIC AWARDS

PRESIDENT'S UNIVERSITY-WIDE TEACHING AWARD FOR TEACHING EXCELLENCE (2009) awarded by the Senate Committee on Teaching & Learning (SCOTL) at York University in recognition of the use of innovative technology for enhancing student learning.

GOVERNOR-GENERAL'S GOLD MEDAL (2005) awarded by the Senate Committee on Admissions, Recruitment and Student Assistance (SCARSA) in recognition of "the highest distinction in scholarship during graduate studies at York"

DEAN OF GRADUATE STUDIES ACADEMIC EXCELLENCE SCHOLARSHIP (1998-99)

PRESENT POSITION

Special Assistant Professor (Policy Specialization) – Schulich School of Business, York University (2006 to present)

Associate Co-Director, Institute for Research on Digital Learning (IRDL) at York University (2009 to present)

RESEARCH GRANTS

\$65,000 Ontario Centres of Excellence (OCE) / MaRS Innovation Proof of Principle (MI PoP) research grant (2012-14) awarded for "Lasting Learning (Part 2): Development of an IT-Friendly Web-Based Total Learning Solution for Driving Effective Student Engagement in Leadership and Management Curricula within Higher Education" with Gareth Morgan

\$10,000 Ontario Centres of Excellence (OCE) / MaRS Innovation Proof of Principle (MI PoP) research grant (2012) awarded for "Development of an IT-Friendly Web-Based Total Learning Solution for Driving Effective Student Engagement in Leadership and Management Curricula within Higher Education" with Gareth Morgan

\$150,000 HP Technology for Teaching Leadership research grant (2008-2010) awarded to further pedagogical innovation aimed at deepening, broadening and accelerating individual and collective learning in management education: e-Powering Tomorrow's Leaders - see: <http://hpresearch.schulich.yorku.ca/>

\$70,000 Canadian Council on Learning (CCL) Adult Learning Research Grant (2007-08) for a project involving over 200 Scotiabank employees in a program designed to explore: "Blended Learning for Soft Skills Development: Testing a four-level model integrating work & learning to maximize personal practice & job performance" - see: <http://www.yorku.ca/irlt/blended/index.html>

\$3,500 SSRHC Small Grant - York University (2007) awarded to support quantitative analysis of data gathered as part of blended learning soft-skills development project used in an undergraduate business course.

\$80,000 HP Technology for Teaching Higher Education Research Grant (2007-2008) awarded to encourage pedagogical innovation in the classroom for improving student learning and success. (see: <http://www.yorku.ca/yfile/archive/index.asp?Article=8827>)

\$12,000 Research Grant (1999-2000) from the Ontario Principals' Council (OPC) to learn about the issues principals were facing in their involvement with School Councils. I partnered with a school principal in an action research project where principals across Ontario were interviewed. Their first-hand experiences were compiled in ten unique case scenarios that have since been used for new teacher training and development.

ACTION LEARNING RESEARCH

NEWMINDSETS ACTION-LEARNING RESEARCH PROJECT AWARDS for innovation in the creation and implementation of web-based content system designed to support educational and workplace programs.

- For the past decade, I have been working closely with Dr. Gareth Morgan, Distinguished Research Professor (York University) in a collaborative research project involving the ground-up build and implementation of web-content aimed at revolutionizing management education. Our goal has been to develop a just-in-time approach that empowers adult learners to take ownership for their own learning and performance improvement. For details, see: “York minds develop award-winning educational software” (See Y-File, May 6, 2003 at <http://www.yorku.ca/yfile/archive/index.asp?Article=1231>)

The NewMindsets project has been implemented in educational and corporate settings where numerous awards for specific applications have been received including an international Best Practice (Gold) awarded by Brandon-Hall.com in the 2004 Excellence in e-Learning Awards program for the Tibbett & Britten Americas “rapid mentoring” blended approach (Oct 2004), a Best Canadian eContent Award in the Education category sponsored by the eContent Institute at the Information Highways 2003 conference (Mar 2003), and an international Best Practice (Silver) awarded by Brandon-hall.com / Online Learning Magazine in the 2002 Excellence in e-Learning Awards program for the Schulich-NewMindsets “four-courses-in-one” blended approach (Sep 2002)

In 2012 the NewMindsets project was championed by the commercialization unit at York University’s VP Research & Innovation. Through YorkU’s association with MaRS Innovation a merger with a Waterloo technology start-up company, ClevrU Inc., was negotiated making global reach for the *NewMindsets Collection* on online content a reality. (See Y-File Oct 9, 2012, *New collaboration advances the future of e-teaching and e-learning* at <http://yfile.news.yorku.ca/2012/10/09/new-collaboration-advances-the-future-of-e-teaching-and-e-learning/> and Y-File Apr 23, 2013, *Schulich profs take their e-teaching platform global with ClevrU Corp. deal* at <http://yfile.news.yorku.ca/2013/04/23/schulich-profs-take-their-e-teaching-platform-global-with-clevru-corp-deal/>)

PUBLICATIONS

BOOKS & BOOK CHAPTERS:

- Adams, J. (comp.) *Managing Contemporary Enterprise (10th edition)*. Toronto: York University, 2015.
- Adams, J. (comp.) *Managing Contemporary Enterprise (9th edition)*. Toronto: York University, 2014.
- Adams, J. (comp.) *Managing Contemporary Enterprise (8th edition)*. Toronto: York University, 2013.
- Adams, J. (comp.) *Managing Contemporary Enterprise (7th edition)*. Toronto: York University, 2012.
- Adams, J. (comp.) *Managing Contemporary Enterprise (6th edition)*. Toronto: York University, 2011.
- Adams, J. (comp.) *Managing Contemporary Enterprise (5th edition)*. Toronto: York University, 2010.
- Morgan, G. and Adams, J. *Teamwork: A blended learning resource for supporting effective teamwork*. Toronto: York University, 2009.
- Adams, J. (comp.) *Managing Contemporary Enterprise (4th edition)*. Toronto: York University, 2009.
- Adams, J. (comp.) *Managing Contemporary Enterprise (3rd edition)*. Toronto: York University, 2008.
- Adams, J. Blending “Second Generation” e-Learning to Support Self-Directed Action-Learning Projects for Soft Skills Development in Graduate and Undergraduate Business Education. In J. Clarey (Ed.). *The Real Story: Blended learning*. Sunnyvale, CA: Brandon Hall Research Publications, 2007: 142-150.
- Adams, J. (comp.) *Managing Contemporary Enterprise (2nd edition)*. Toronto: Pearson Custom Publishing, 2007.
- Morgan, G. and Adams, J. *Instructor Manual to Accompany Images of Organization*, (Resource book published in CD format). Thousand Oaks CA: Sage Publications, 2006.
- Adams, J. (comp.) *Managing Contemporary Enterprise (1st edition)*. Toronto: Pearson Custom Publishing, 2006.
- Adams, J. “*Second Generation*” e-Learning: An Action-based Exploration of Design and Implementation. Unpublished Dissertation, York University. Dec, 2004.
- Adams, J. "E-Learning about E-Learning: The journey continues." in *Experience e-Learning: An Online Expedition - Report of the efmd e-Learning Group*. Brussels, Belgium: European Foundation for Management Education, 2002: 14-53.
- Morgan, G. and Adams, J. excerpts from *Learning Organizations: Meeting the challenge of a knowledge economy* used in MBA introductory course, Schulich School of Business, 1999.

RESEARCH REPORTS & WHITE PAPERS:

- Matheos, K., Naiker, B., Archer, W., Vaughn, N., Matus, T., Garrison, R., Dyjur, P., Innes, M., Greer, J., Wuetherick, B., Maeers, V., Cunningham, T., Dyck, J. Owston, R., Adams, J., Douglas, S., Wolf, P., Holbrook, J., Caputo, A., and Vaughn A.. *Innovative Practices Research Report: COHERE report on Blended Learning* (for Human Resources & Skills Development Canada), 2011. [Online]. Available: <http://cohere.ca/wp-content/uploads/2011/11/REPORT-ON-BLENDED-LEARNING-FINAL1.pdf>
- Adams, J. Hanesiak, R., Morgan, G., Owston, R., Lupshenyuk, D, and Mills, L. “Blended Learning for Soft-skills Development: Testing a four-level framework for integrating work and learning to maximize personal practice and job performance”, *Canadian Council on Learning*, 2010. [Online]. Available: <http://www.ccl-cca.ca/CCL/Research/FundedResearch/201009AdamsHanesiakMorganOwstonLupshenyukMills.html> Also through NALD: English at: <http://library.nald.ca/item/10159> and French at: <http://library.nald.ca/item/10160>.
- Owston, R., Adams, J., Asif, A., Cantrell, S., Cohen, A., da Silva, J., Gagne, R., Kerr, J., Woodhouse, R., Lupshenyuk, D., Wilton, L., “e-Learning Business Case for York University”, *York University Publications*, 2010. [Online]. Available: <http://irlt.yorku.ca/reports/E-learningcasefinalversion.pdf>
- Lenton, R, Adams, J., Bazely, D., Bramer, J., Chodak, M., Cohen, A., Cohen, T., Craney, G., De Costa, R., Edgecombe, P., Fawcett, L., Gagne, R., Ginsburg, J., Gould, A., Maimets, I., Podur, J., Reid, D., Rogers, M., Tonin, P., Vail, S., Webb, G., Watkins, V., Woodhouse, R. and Zorn, D. “Teaching Innovation and Student Learning (Green paper working group)”, *York University Publications*, 2010. [Online]. Available: http://vpacademic.yorku.ca/archives/whitepaper/greenpapers/Teaching_Innovation.pdf
- Adams, J. and Eccles, J. “School Councils: Working through Conflict”, *Ontario Principals’ Council* (OPC), 2001

ARTICLES (Print & Online):

- Morgan, G. and Adams, J. *The NewMindsets Leadership and Management Collection*. ClevrU.com, 2013-2015.
- Adams, J. “Practical Advice for Developing, Designing, and Delivering Soft Skills Programs”, *The IUP Journal of Soft Skills*, Vol. 8(2), 2014: 1-14.
- Adams, J. “Blended Learning: Instructional Design Strategies for Maximizing Impact”, *International Journal of E-Learning*, Vol. 12(1), 2013: 317-338.
- Adams, J. “e-Powering Tomorrow’s Leaders: Soft-skills Development in Management Education (Undergraduate Business)”, *The IUP Journal of Soft Skills*, Vol. 6(2), 2012: 13-28
- Adams, J. “A Four-level Model for Integrating Work and e-Learning to Develop Soft Skills and Improve Job Performance”, *The IUP Journal of Soft Skills*, Vol. 4(4), 2010: 48-68.
- Adams, J. “The Soft-skills Learning Triangle: A Learning Model for Supporting Online Management & Leadership Development”, *Journal of Interactive Learning Research*, Vol. 21(4), 2010: 437-463.
- Morgan, G. and Adams, J. “Pedagogy First! Making web-technologies work for soft-skills development in leadership and management education”, *Journal of Interactive Learning Research*, Vol. 20(2), 2009: 129-156.
- Lupshenyuk, D, and Adams, J. “Workplace learners’ perceptions towards a blended learning approach.” *International Journal of Social and Human Sciences*, Vol. 3, 2009: 428-432. [Online]. Available: <http://www.waset.org/journals/ijshs/v3/v3-62.pdf>
- Adams, J. “Rapid Talent Development”, *Training & Development*, Vol. 62(3), 2008: 68-73.
- Matesic M. and Adams J. “Provocation to Learn – A study in the use of Personal Response Systems in Information Literacy Instruction”, *Partnership: the Canadian Journal of Library and Information Practice and Research* Vol. 3(2), 2008. [Online]. Available: <http://journal.lib.uoguelph.ca/index.php/perj/article/view/327/802>
- Adams, J. and Morgan, G. “‘Second Generation’ E-Learning: Characteristics and Design Principles for Supporting Management Soft-Skills Development.” *International Journal on E-Learning*, Vol. 6(2), 2007: 157-185.
- Adams, J. “Thinking about learning as a bonusable objective ...” *Learning Circuits*. ASTD. 7(8), 2005. [Online]. Available: <http://www.learningcircuits.org/2005/sep2005/adams.htm>
- Adams, J. “No time for collaboration? Consider using an I-C-E-C-A-P model.” *Learning Circuits*. ASTD. 7(7), 2005. [Online]. Available: <http://www.learningcircuits.org/2005/aug2005/adams.htm>
- Adams, J. “Today’s challenge: Slowing down, to get results up to speed.” *Learning Circuits*. ASTD. 7(6), 2005. [Online]. Available: <http://www.learningcircuits.org/2005/jul2005/adams.htm>
- Morgan, G. and Adams, J. "Book Reviews: ABC of Action Learning." *Action Learning: Research and Practice*, Carfax Publishing, Vol. 1(1), 2004: 119-122.
- Bradshaw, P. and Adams, J. "Using a 'Second Generation' e-Learning System at a Graduate and Executive Level: Supporting Profound Learning" in T. Werner (ed.), *Excellence in E-Learning 2002 Best Practices Report*. brandon-hall, 2003.
- Eccles, M. and Adams, J. "Global Thoughts and Local Acts." *OPC Register*. Vol. 3(1) 2001:30-33.

CASES:

- Adams, J., "Team Scenarios" - case studies for Team Learning session in the Kellogg-Schulich EMBA program, April 2003.
- Morgan, G., and Adams, J. "Hytech.biz" - a case study for the Leadership and Governance course in the Schulich MBA program, September 2002.
- Morgan, G. and Adams, J. "I want to meet the CEO's mandate, but ..." case study for the Leadership and Governance course in the Schulich MBA program, September 2002.
- Adams, J. and Bradshaw, J. "All's well that ends well," case study for the Leadership and Governance course in the Kellogg-Schulich EMBA program, January 2002.

PRESENTATIONS & CONFERENCE PAPERS:

- Facilitated table discussion for "Education in the Digital Age" session at Developing the Skills and PSE Strategy for Canada Education conference, Toronto (Nov 4-5, 2015).
- Invited as a mentor to the "Stacie Library Dungeon Hackfest" at York University, Toronto (February 18-19, 2015).
- "e-Powering Tomorrow's Leaders" at Teaching in Focus 2014 Conference: Educational Innovation & Transformation, York University, Toronto (May 22, 2014).
- Invited to present "Innovations in Management Education: Preparing Young People for Leadership Now and in the Future" at The York Circle - York University, Toronto (Feb 22, 2014).
- Invited to present keynote "e-Powering Tomorrow's Leaders: The importance of collaboration inside & outside the classroom" at YorkU IT Conference, Toronto, Ontario (May 27, 2013).
- Invited to present "Blended learning" in a discussion panel for Ontario Universities' Council on E-Learning (OUCEL) annual conference, University of Ontario Institute for Technology, Oshawa, Ontario (August 3, 2012)
- Invited to present keynote "Blended learning in Practice" at Inspiring Minds@MohawkMohawk conference, Mohawk College, Hamilton, Ontario (June 12, 2012)
- "Schulich School of Business Case study" in "IBM LotusLive Social Business Collaboration Platform Deep Dive" with Gideon Sheps, Dave Durazzano and Kurt Binnie at IBM Lotusphere 2012, Orlando, Florida (Jan 17, 2012)
- "Preparing Business Students to Thrive as Managers in the Office of 2020" at IADIS e-Learn 2011 conference (Rome, Italy / July 20-23, 2011)
- Invited to present "Office 2020: Implications for leadership development" at Ministry of Municipal Affairs & Housing (MMHA) executive team meeting of CAOs (Toronto / May 16, 2011)
- Invited to present "Blended Learning Strategies in Practice" at the College of Business and Public Management, La Verne University (Los Angeles, CA / April 30, 2011)
- Invited to present "Leadership & Learning at Schulich School of Business" at Ministry of Municipal Affairs & Housing (MMHA) Leadership Excellence Advancement Pilot Project (Leapp) round table (Toronto / April 18, 2011)
- Invited to present "Teaching and Learning in Large University Classes at Schulich School of Business" at Higher Education Quality Council of Ontario (HEQCO) round table (Toronto / March 23, 2011)
- "Blended Learning at York University: Issues, Initiatives, and Future Directions" at Canada's Collaboration for Online Higher Education and Research (CoHere) conference (Toronto / October 22, 2010) with Ron Owston
- "Blended Learning: Using DyKnow collaborative software and NewMindsets online content for soft-skills development in an undergraduate business course" at ACE's ED-MEDIA international conference (Toronto / July 1, 2010)
- "Practical Advice for Implementing High Impact Blended Learning Strategies for Soft-skills Development in the Workplace" at ACE's ED-MEDIA international conference (Toronto / June 29, 2010)
- "Blended Learning: Using collaboration and e-learning technologies for soft-skills development" at the Ontario Universities Computing Conference (OUCC) with Kurt Binnie (Ottawa / May 31, 2010)
- Invited to present "Transforming Classroom Learning using New Technologies: A Blended Learning Case Study" at the Institute for Research on Learning Technologies, York University with Ron McClean (Toronto / March 10, 2010) see: <http://www.yorku.ca/yfile/archive/index.asp?Article=14439>
- "Key Success Factors for High-Impact Blended Learning for Management Soft-skills Development" at American Society for Training & Development (ASTD) TechKnowledge (Las Vegas, CA / Jan 29, 2010)
- "Workplace learners' perceptions towards a blended learning approach." Paper accepted for presentation at the International Conference on Educational Technology (ICET) with Denys Lupshenyuk (Paris, France / June 24-26, 2009)
- "Phase II - Transforming Classroom Interactivity using Tablet PCs for Management Soft-skills Development - Undergraduate Business" at York IT conference with Ron McClean & Ian Lumb (Toronto / June 2, 2009)
- Invited to present "Blended Learning Strategies for Promoting Workplace Learning and Performance Improvement" at CSTD (Halton/Peel Chapter / Toronto / May 12, 2009)
- "Reinventing Management Education: How Schulich is transforming classrooms with innovative technology" at York University's SCTE with Ron McClean and Gareth Morgan (Toronto / April 7, 2009)

- “Managing Contemporary Enterprise: Emerging challenges and opportunities” at York University’s Gala (April 4, 2009)
- “Blended Learning for Advancing Education and Workplace learning” panel discussion / event organizer (York University / Apr 2, 2009) – see: <http://www.yorku.ca/yfile/archive/index.asp?Article=11430>
- “e-Powering Tomorrow’s Leaders: Part 2” at the HP Technology for Teaching Conference (San Diego, California / Feb 24, 2009)
- “A Statistical Analysis for a Comparison of Learning Impact/Outcomes using Different Blended Learning Approaches” with Laura Mills at AAACE (Denver, Colorado / November 13, 2008)
- “Case Study: Comparing Blended Learning Strategies and Impacts on Soft-skills Development at Scotiabank” with Rita Hanesiak at CSTD conference (Toronto / Oct 16, 2008.)
- “Refining Learning Goals and Objectives for Your Course” - invited panelist at York University’s 2008 Summer Institute half-day workshop (July 30, 2008)
- “Best Practice: Blending Strategies for Maximizing Soft-Skills Development to Improve Management Practice” at AACE’s ED MEDIA conference (Vienna, Austria / July 3, 2008)
- “Best Practice: Using *NewMindsets* e-Learning to Support Self-directed Soft-skills Development in Undergraduate Business” at AACE’s ED MEDIA conference (Vienna, Austria / July 3, 2008)
- Invited to present “Blended Learning for Soft-skill Development” at CSTD (Durham Chapter / June 12, 2008)
- “Transforming Classroom Interactivity using Tablet PCs for Management Soft-skills Development – Undergraduate Business” at York IT conference with Ron McClean (Toronto / May 27, 2008)
- “e-Powering Tomorrow’s Leaders” at the HP Technology for Teaching Conference (San Diego, California / Feb 19, 2008)
- Invited to co-facilitate an interactive “Learning Lab” at ASTD’s 2007 International Conference and Exhibition, (Atlanta / June 3-6, 2007)
- “The Use of Personal Response Systems in Promoting Inter-active Learning and Library Research” at WILU 2007 conference with Maura Matesic (Toronto / May 17, 2007)
- “Blended learning for soft-skills development: A four-level model for maximizing impact” at HRP AO conference, Metro Convention Centre, Toronto (Jan 31, 2007)
- “Using “Second Generation” E-Learning for Supporting Action-Based Management Education” – 90-minute Professional Development Workshop (PDW) at Academy of Management Conference, Atlanta - Aug 13, 2006.
- “e-Powering Talent Development: The A-I-M Model” - Lunch Keynote, at People Skills Performance Workplace Trainers Conference organized by Workplace Education Manitoba Steering Committee (WEMSC), Winnipeg - June 13, 2006.
- Invited to present “Empowering workplace learning using “second generation” e-learning” at People Skills Performance Workplace Trainers Conference organized by Workplace Education Manitoba Steering Committee (WEMSC), Winnipeg - June 13, 2006.
- “Second Generation” e-Learning – Keynote speaker at York University’s Institute for Research on Learning Technologies (IRLT), Toronto - May 15, 2006.
- “A Four Level Blending Model for Maximizing Performance Learning Impact” at ASTD TechKnowledge 2006 Conference & Exposition, Denver (Feb 2, 2006). Invited by the organizing committee to extend the original 90-minute proposal to 2.75 hour workshop.
- “Empowering workplace learning to maximize impact using “second generation” e-learning and a tight-loose blending approach” at the Canadian Society for Training and Development (CSTD) conference, Toronto - Nov 8-9, 2005.
- Invited to participate on an expert panel at Learn@Work: Blended Learning event sponsored by Canadian Society for Training & Development (CSTD) – Sep 22, 2005.
- “Maximizing learning impact using “second generation” e-learning and a tight-loose blending approach” at the CADE Pioneers in a New Age Conference - June 1, 2004
- “Using a Second Generation E-Learning System Approach for Provoking Critical Thinking” at York University’s Technology Enhanced Learning (TEL) workshop with Dr. Pat Bradshaw - May 7, 2003
- Invited to present at the Information Highways 2003 Conference - “Formal Learning Report Card” and “Good Practice: e-Learning for management development.” - Mar 25, 2003
- Participated in the Schulich Centre for Teaching Excellence (SCTE) workshop on Teaching and Technology – “Web-based Learning: The NewMindsets Learning System” - where integrating e-learning effectively to enhance student learning was discussed - March 3, 2003
- “Second Generation” e-Learning: A new work-based learning and performance support” at Ontario Society for Training & Development (OSTD) with Dr. Gareth Morgan - Feb 13, 2003
- “Doing ‘The Pig’ on the Skills Course” presented at ASAC with Dr. Pat Bradshaw et al. (May 2001)
- “Functional Social Loafing: An enlightened perspective” presented at ASAC May 1998 - cited by Dr. Fiona McQuarrie in “An Exploration of Social Loafing in an Academic Setting” (ASAC, 1999)

“Metaphors in Feminist theory” presented at the Feminist Colloquium (York), Mar 1998

INTERVIEWS & MEDIA ARTICLES:

- Adams, J. and Hamilton, C. Social Business Changes Dynamics of Collaboration, *Financial Post*, Nov 26, 2012. [Online] Available: <http://business.financialpost.com/2012/11/26/social-business-changes-dynamics-of-collaboration/>
- “Schulich Students prepare for the Workplace of the Future with IBM SmartCloud”, *Schulich Quarterly Report* (Spring, 2012) Online at: http://issuu.com/schulichschoolofbusiness/docs/schulichcdc_spring2012
- “Getting ahead of the Tech curve” by Alexandra Lopez-Pacheco, (March 27, 2012, Financial Post p. FE6) [Online] Available: <http://www.nationalpost.com/todays-paper/Getting+ahead+tech+curve/6363417/story.html>
- “Schulich Students have heads in the cloud” by Jessica Hume (Feb 11, 2012, Toronto Star p. X7) [Online] available: <http://pqasb.pqarchiver.com/thestar/offers.html?url=%2Fthestar%2Faccess%2F2583602201.html%3FFMT%3DFT%26FMTS%3DABS%3AFT%26type%3Dcurrent%26date%3DFeb%2B11%252C%2B2012%26author%3DJessica%2BHume%26pub%3DToronto%2BStar%26edition%3D%26startpage%3DX.7%26desc%3DSchulich%2Bstudents%2Bhave%2Bheads%2Bin%2Bcloud>
- “Life in the cloud offers a lift” by Alexandra Lopez-Pacheco (February 27, 2012, National Post) [Online] Available: <http://business.financialpost.com/2012/02/27/cloudy-consensus-debating-business-in-the-the-cloud/>
- “Canadian Universities Moving to Cloud” by Brian Bloom (ComputerWorld Canada, Feb 6, 2012) [Online] Available: <http://www.itworldcanada.com/news/canadian-universities-moving-to-cloud/144825>
- “Teaching and Learning in Large Classes at Ontario Universities: An Exploratory Study” by Angelika Kerr (Dec 6, 2011, Higher Education Quality Council of Ontario) [Online] Available: <http://www.heqco.ca/en-CA/Research/Research%20Publications/Pages/Summary.aspx?link=70&title=Teaching%20and%20Learning%20in%20Large%20Classes%20at%20Ontario%20Universities:%20An%20Exploratory%20Study>

ADVISORY EXPERIENCE

Invited to participate in the Conference Board of Canada Skills and Post-Secondary Education (SPSE) initiative as member of reference groups for Education and Training in the Digital Age and Workplace Learning committees (March 2014 to present)

Invited to provide feedback and advice for a York University Academic Innovation Fund (AIF) project titled “Business Research Foundations Modules” (2015-2016).

ACADEMIC TEACHING EXPERIENCE

Course Director

- BBA/iBBA - Managing Contemporary Enterprise MGMT 1000 / 500 students & 10 TAs (2006 to present)
- MBA - Leadership and Governance MGMT 5150 / 600 students & 11 TAs in 2007 (2006-07)

Courses Taught

- BBA/iBBA - Managing Contemporary Enterprise (500 students) MGMT 1000 (2006 to present)
- MBA - Organization and Management Theory / Organizational Analysis OBIR 6020 (2004-05)
- MBA - Strategy Field Study MGMT 6100 (2007 to present)
- MBA Leadership and Governance MGMT 5150 (1997 - 2000) - Teaching Assistant

Executive Education

- Team facilitator for Schulich-Kellogg EMBA teams (2003 to present)
- Essentials of Business Administration (2004-06) - a six-week program designed for busy executives and entrepreneurs who want the benefits of MBA education without the significant time investment.

TEACHING INNOVATION USING TECHNOLOGY:

To engage students and enrich their learning experience I have been exploring the following:

- a) *Blended learning for highly customized projects supporting management soft-skill development:* In large classes it can be particularly challenging to make learning relevant and meaningful for each and every student. I’ve found that

it's possible to support targeted, personalized self-development projects with "second generation" e-learning designed to support interest driven learning needs. More specifically, each student uses a skill assessment online product (CareerLeader College) to select a strength and weakness he or she wants to develop over the term, creates a personal study plan using online content (NewMindsets), applies the ideas to real contexts, completes a post-project skill assessment, reflects on the experience and completes a five-page final report that includes concrete evidence of learning. The innovative approach was mentioned in "Networking U: How IT is helping educators engage students in new way" by Jennifer Pagliaro in *Maclean's* (November 16, 2010, p. 98-100).

- b) *Real-time polling devices and software to promote collaboration and knowledge sharing*: In large classes it can be very difficult to keep students engaged for the duration of a class. I've found that the use of polling devices to solicit student responses has proven very effective for sharing ideas and promoting awareness of a wide range of views on various topics. More details are available in a recent case study written by the York University Faculty Support Centre (FSC) titled "Provocation & Response: How Clickers Make Thinking Possible" (2007). [ONLINE] Available: <http://www.fsc.yorku.ca/resources/casestudies/clicker.php> and also acknowledgement from Dynamic Knowledge Transfer, LLC as "Educator of the Month – November 2009" at: <http://www.dyknow.com/company/eotm/2009/jadams.aspx>
- c) *HP Tablet technology for promoting visual representations of management concepts and issues*: Tablet PCs enable students to use pen-based technology to represent complex management concepts and ideas like vicious loops and mixed messages in a visual manner. This ability to break the traditional linear text-based approach for presenting ideas has proven effective in large classes and small tutorials. The implementation of collaborative technology (DkKnow) has advanced this by generating random team assignment for in-class exercises, and also the ability for projecting the output created to promote discussion and collective learning. For more details, see "HP Tablets help Schulich School of Business Students at York University Score Higher on Critical Thinking & Collective Learning" about the use of new learning technologies (2008). [ONLINE] Available: http://h10084.www1.hp.com/canada/portal/public/success_stories/yorku.html

EDUCATION

PhD (Business Administration)	Schulich School of Business (York)	2005
Certificate of Adult Education	St. Francis Xavier University	1997
Certificate of Human Resources	Fanshawe College	1997
Master of Business Administration	Wilfrid Laurier University	1991
Bachelor of Arts	University of Western Ontario	1982
Teachers' Certificate	London Teachers' College	1972

MANAGERIAL EXPERIENCE

Management experience includes: Retail Sales, Workload Scheduling and Operations, Project Management, Sales and Marketing, Employee Development and Training, Performance Auditing, Internal Consulting, New Business Development, Financial Management & Capital Budgeting, Public Affairs.

OTHER AWARDS:

- Bell Canada Awards (1978-1996)
 - Merit Award - received numerous financial bonuses for outstanding personal performance
 - Teamwork Award - received five corporate awards for inter-departmental teamwork
 - ICE Award for Creativity & Innovation - received three corporate awards for streamlining procedures and moving the job ahead
 - Ontario West Service Award - nominated for this award by my staff for excellence in employee development and employee involvement in decision making
 - Club of Excellence Gold Award - top Phoncentre sales achievement award (1979)
- Lamp of Learning (1986) - recognized by the Ontario Secondary School Teachers' Federation (District 4) for contribution to the Partners In Education (Adopt-A-School) corporate program, High School Co-op participation and MacTavish Award Committee Chairperson.

COMMUNITY INVOLVEMENT

- Elections Committee - Harry Sherman Crowe Co-op (2005-2010)
- Board of Directors (Recording Secretary) - Harry Sherman Crowe Co-op (Toronto, 2004-05)
- Participation Corporate Challenge - Building coordinator (downtown Toronto, 1994)
- United Way (Corporate) - Canvasser co-ordination (London Ontario, 1991)
- United Way (Corporate) - Canvasser training (London Ontario, 1987)
- United Way (Corporate) - Coordinated the creation of an educational AV presentation to support employee canvassing which enabled London Ontario to achieve the highest participation rate (i.e. over 95%) in the province (1983)
- Board of Directors (Treasurer) - Tree Top Day Care, Twin Pines Cooperative (London Ontario, 1975-78)
- Board of Directors for the Student Day Care Centre at University of Western Ontario (1971-72)

PROFESSIONAL MEMBERSHIPS (Present & Past)

- AACE
- AOM
- ASAC
- ASTD
- COHERE
- CSTD
- CNIE / CADE
- HRP - Human Resources Professionals Association
- IRDL / IRLT (York University)
- Chamber of Commerce - interviewer for the Student Venture Capital Loans program, and coordinator for Partnership-In-Education
- Junior Achievement Company Advisor