Ellen R. Auster

Ellen R. Auster is Professor of Strategic Management at the Schulich School of Business, York University, Executive Director of York Change Leadership and co-founder of Stragility Change Management. Previously, she founded the Schulich Centre for Teaching Excellence at York University and served as Director for more than two decades. Prior to joining Schulich, she was on the faculty at the Graduate School of Business at Columbia University and Visiting Faculty at the Amos Tuck School of Business at Dartmouth in Hanover, New Hampshire. She earned her B.A. from Colgate University and her PhD from Cornell University.

Ellen has more than 25 years of experience as an academic and consultant specializing in Stragility® – the art of strategic transitions, transformations and turnarounds. Working with executives and managers to successfully tackle a wide spectrum of strategic challenges in industries ranging from manufacturing and consumer goods to financial services as well as government and the social sector, she creates a shared leadership, stakeholder inclusive, value creating approach that enables the firm to cultivate the short and long-run capabilities needed for continuous reinvention and ongoing success. Clients include: Procter and Gamble, Estee Lauder, Free the Children, Ontario Science Centre, Ministry of Children and Youth Services, Ministry of Community and Social Services, LEAP, Challenge Factory, Camp Ooch and more.

A multiple research and teaching award winner, Ellen has been honored with the prestigious, global, lifetime achievement *Academy of Management Distinguished Educator Award.* She has also received research awards from the *Academy of Management* and *Management Science,* and she has been selected as a *Kellogg/Schulich Executive MBA Professor of the Year* twice as well as being honored with the *Seymour Schulich Award for Teaching Excellence*.

She has published over 45 articles in academic and practitioners journals including: *The Academy of Management Review, Management Science, Sloan Management Review, Organization Studies, The Journal of Business Ethics, Human Resource Management, Research in Organizational Behavior, Research Policy, The Journal of International Management, The International Journal of Strategic Change Management, The Journal of Applied Behavioral Science, The American Journal of Economics and Sociology, Sociological Inquiry, Advances in Strategic Management, Sex Roles*, *The Journal of World Business, Business in the Contemporary World, Women in Management Review, Developing Leaders Quarterly, Leader to Leader Quarterly, The Journal of Management Education, Chief Learning Officer, Organization Studies and the American Management Association Playbook.*

Her most recent books are *Stragility®:Excelling at Strategic Changes* with former Harley Procter Director of Marketing at Procter and Gamble Lisa Hillenbrand published by University of Toronto/Rotman Press, 2016, and *Bridging the Values Gap: How Authentic Organizations Bring Values to Life* with R. Edward Freeman**,** Elis and Signe Olsson Professor at the University of Virginia Darden School of Business, Berrett-Koehler, San Francisco, 2015. Stragility was listed by Forbes as one of the "16 Best Books for Creative Leaders", and as "Top 3 books in Strategy for Entrepreneurs". Ellen has written two prior books - *Strategic Organizational Change* (Palgrave MacMillan, 2005) and *Excellence in Business Teaching: A Quick Start Guide* (McGraw-Hill Ryerson).

She has been quoted in the business press and appeared on radio and TV and on-line including: *Business Week, Time, New York Newsday, Economic World, Executive Female, Talk 100 CFRB, WTN, TVO, The Toronto Star, HR Professional Magazine, Newsweek, Business Book Talk, The Globe and Mail, Vancouver Sun, Calgary Herald, Canadian Business, The National Post/Financial Post, Harvard Business Review-HBR.org, Training and Development Magazine, Small Business Forum, Rotman Management and USA Today.*

Ellen R. Auster

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EDUCATION

1983	Ph.D, Cornell University, Organizational Sociology
1981	M.A., Cornell University, Organizational Sociology
1979	B.A., Colgate University with Honors

ACADEMIC POSITIONS

2006-present Professor of Strategic Management
Schulich School of Business, York University, Toronto, Ontario

1991-2005 Associate Professor of Strategic Management
Schulich School of Business, York University, Toronto, Ontario

1990 -1991 Visiting Associate Professor
Amos Tuck School of Business, Dartmouth College, Hanover, N.H.

1987-1990 Associate Professor of Management
Graduate School of Business, Columbia University, N.Y., N.Y.

1983 -1987 Assistant Professor of Management
Graduate School of Business, Columbia University, N.Y., N.Y.

ADMINISTRATIVE POSITIONS

2017 – present Executive Director, York Change Leadership, York University

Strategic change leadership capability building through workshops, retreats, consulting, leading practice sharing, tools, resources and coaching.
York Change Leadership works with university partners to unleash their full potential and thrive in a competitive educational landscape.

1993-2015 Founding Director, Schulich Centre for Teaching Excellence, Schulich School of Business, York University, Toronto, Ontario

Strategic Goals and Initiatives Designed, Developed and Launched included:

Building Knowledge and Skills to Enhance Course Design, Delivery and Assessment

- New Faculty Orientation (full day orientation: three times per year)
- Faculty Training and Development: Ongoing Teaching Workshops (e.g."Celebrating Teaching Innovations in the Classroom", "Globalizing our Course Content", "Sharing Approaches to Peer Evaluation in Teams", "Teaching Award Winner's Insights and Best Practices" etc.)

- Peer P&T Evaluations
- Teaching Development Grants
- Individual Teaching Analysis and Coaching
- Technology in Teaching Workshop organized each year

Rapid Identification and Response to Teaching Issues

- Just-in-Time Classroom Feedback Process (liaisoning with academic reps in all classes in conjunction with the Graduate Business Council and Undergraduate Business Council)
- Mid-Term Student Feedback
- Mid-Term Student & End of Term Student Focus Groups Feedback

Recognizing Teaching Excellence and Diffusing Best Practices

- Seymour Schulich Awards for Teaching Excellence
- Seymour Schulich Teaching Excellence Awards Showcase
- Teaching Award Winner's Workshops
- Celebrating Innovations Workshop
- Schulich Centre for Teaching Excellence Web-Site

Enhancing Performance Management of Faculty

- Embed Teaching Excellence in Recruitment and Selection
- Increase Recognition and Visibility of Excellent Teaching Performance (letters, social media)
- Proactive Development of Under-performing faculty (chronic, innov, exception)
- On-line Course Evaluation to Provide Fast Feedback

Interfacing with Committees and Leading Task Forces

- MBA, IMBA, EMBA, BBA Committees
- Other Task Forces – Teaching Innovation, Diversity, Academic Honesty, On-line Course Evaluation, Teaching Excellence, Teaching Excellence Awards

Scholarly Engagement on Teaching and Learning

- Teaching Grants
- Academic and research presentations at global conferences and publications in top management education journals

Clarify Academic Structure and Foster Integration

- Guidelines, support and accountability for Program Directors, Area Coordinators and Course Coordinators
- Coaching and Skill Development on Leadership for Teaching

Solidify Shared Purpose

- Infuse Brand with Teaching Excellence
- Enhance Integration of Part-time Faculty

Research in Progress

Auster, E. ,Quartermaine, L.K., Prasad, A., Auster-Weiss, L. "How to Conquer Powerful Career Derailers That Jeopardize Women's Success" Working Paper, Harvard Business Review.

Auster, E. , Hillenbrand, L. "Twelve Key Blind Spots that Derail Strategic Change" Working paper, Sloan Management Review.

Basir, N. and Auster, E. and T.Ruebottom, "Institutional Chaos and the Emergence of Institutional Actors: The Rise of Civil Society in Post-Gaddafi Libya" Revise and resubmit, Organization Studies.

Auster, E., Gowa, A., Lacatus, R. "A Roadmap for Challenging Conversations". Working paper, Schulich School of Business

Books

Auster, E. & Hillenbrand, L.M. **Stragility: Excelling at Strategic Change.** Rotman - University of Toronto Press. 2016. Related media coverage below:

Forbes. "16 New Books for Creative Leaders In 2016"
http://www.forbes.com/sites/berlinschoolofcreativeleadership/2016/02/18/16-new-books-for-creative-leaders-to-begin-in-2016/#4dcbb07a2279
http://www.shrm.org/Publications/hrmagazine/bookblog/Lists/Posts/Post.aspx?ID=78
"The Master List: Best Books for Entrepreneurs: Top 3 Strategy Books"
https://www.zenefits.com/blog/best-business-books-entrepreneurs-must-read-2016/
"Three Books Small Business Owners Should Read" Small Business Forum
https://forum.web.com/3-books-small-business-owners-read-60/
"A Deep Dive into Culture" Training and Development Magazine, June 2016
https://www.td.org/Publications/Magazines/TD/TD-Archive/2016/06/Books-A-Deep-Dive-Into-Culture-Climate-and-Diversity
Women's Leadership Success Radio: How Women Can Excel at Strategic Change Management
http://www.womensleadershipsuccess.com/tag/ellen-r-auster/#.V1HPo032ZMs
Driving People-Powered Change: Executive Book Summaries – Two Minute Manager
http://www.elabs10.com/functions/message_view.html?mid=4290258&mlid=2847&siteid=2010000606&uid=51bfe72ecd
Tips for Managing Strategic Change – Hartford Business Journal, June 13 2016
http://www.hartfordbusiness.com/article/20160613/PRINTEDITION/306089940
Business Book Talk – Interview by Bob Garlick – The Direction and Tools You Need to Build Success, October 5, 2016
http://www.businessbooktalk.com/the-direction-and-tools-you-need-to-build-success/
Q&A for Ellen Auster and Lisa Hillenbrand, Rotman Management, Winter 2017, pp 121-123

Freeman, R.E. & Auster, E. **Bridging the Values Gap: How Authentic Organizations Bring Values to Life**. Berrett-Koehler Press, San Francisco, California. July 2015.

Auster, E., Wylie, K. and Valente, M. **Strategic Organizational Change: Building Change Capabilities in Your Organization**, Palgrave Macmillan, Houndsmills, England/New York, 2005. Featured in the *Globe and Mail*, March 6, 2006, *Canadian Business,* reviewed in *Academy of Management Executive*.

Auster, E., Grant, T. and Wylie, K. **Excellence in Business Teaching: A Quick Start Guide***,* McGraw-Hill Ryerson, Toronto/New York, 2005, reviewed in *Academy of Management Learning and Education.*

Refereed Journal Articles and Other Publications

Auster, E. and Freeman, Ed. forthcoming, "Values, Authenticity and Responsible Leadership", in Nicola Pless, **Responsible Leadership**, Routledge Press.

Ruebottom. T. and Auster, E. 2017. "How a Rock Concert Inspires Social Change", **Work in Progress,** Research Findings, November 8, 2017, https://workinprogress.oowsection.org/2017/11/07/how-a-rock-concert-inspires-social-change/

Ruebottom, T. and Auster, E. 2017. "Reflexive dis/embedding: Personal Narratives, Empowerment and the Emotional Dynamics of Interstitial Events", ***Organization Studies****, September,* 39(4),467-490.

Auster, E. 2016, "Bridging the Values Gap", with E. Freeman and C. Manno. ***Developing Leaders Quarterly***, 22, pp. 18-22, January 2016. Distributed at the **World Economic Forum in Davos**. IEDP – International Executive Development Programs.

Auster, E. 2016. "Why Do Women Still Not Make It to the Top? Dominant Organizational Ideologies and Biases by Promotion Committees Limit Opportunities to Destination Positions with A. Prasad. ***Sex Roles***, 75, 5, 177-196.

Auster, E. and Hillenbrand, L. 2016. "Three Keys to Driving People-Powered Change", **American Management Association Playbook**. http://playbook.amanet.org/3-keys-driving-people-powered-change/

Auster, E. and Hillenbrand, L. 2016 "Stragility: Do Less, Accomplish More" **Young Upstarts**, March 17, 2016. http://www.youngupstarts.com/2016/03/17/stragility-do-less-accomplish-more/

Auster, E and Hillenbrand. L. 2016. "Three Ways to Build a "Change Fitness" Plan for your Team, Starting with You", **Upstart Business Journal**, March 17, 2016**.** http://upstart.bizjournals.com/resources/author/2016/03/17/3-ways-to-build-a-change-fitness-plan-for-your.html

Auster, E and Hillenbrand. L. 2016. "Change Leadership: Overcoming Change Fatigue and Organizational Burnout" , **Strategy Drive**n. March 18, 2016. http://www.strategydriven.com/2016/03/18/change-leadership- overcoming-change-fatigue-organizational-burnout/

Auster, E and Hillenbrand. L. 2016. "Go Slow To Go Fast: How HR leaders can Convert Skeptics to Achieve Change " **HR.com** .http://www.hr.com/en/magazines/all_articles/go-slow-to-go-fast-how-hr-leaders- can- convert-skep_im34alp4.html#sthash.xD1zaJ0m.dpuf

Auster, E. and Hillenbrand, L. 2016. Three Ways to Navigate the Politics of Change. **Chief Learning Officer,** July 11, 2016. http://www.clomedia.com/2016/07/11/3-ways-to-navigate-the-politics-of-change/

Hillenbrand L and Auster, E. 2016. "How to Diagnose a Derailed Change — and Get it Back on Track,'' **Smart Business**. April 21 http://www.sbnonline.com/article/diagnose-derailed-change-get-back- track/

Auster, E. and Hillenbrand, L. 2016. "Stragility: The Ultimate Competitive Advantage", ***Leader to Leader Quarterly***, October 2016: 40-46.

Auster, E. 2016 "Not Only Volkswagen: Organizations and the Need to Bridge the Values Gap" with R. Edward Freeman and Carla J. Manno, ***CIEBS*** (China Europe Business)

Basir, N. and Auster, E. and T. Ruebottom, 2016. "Structure from Chaos: The Creation of Libyan Civil Society" 2016 ***OMT Best International Paper Award Finalist, 2016 Best Paper Proceedings***. Academy of Management, Anaheim, California.

Auster, E. 2015 "Middle Management Knowledge of Articulated Strategy: Antecedents, Cognitive

Accuracy and Awareness" with R. Cruikshank, N. Basir, T. Ruebottom. **International Journal of Strategic Change Management***,* Volume 6, Number *1:73-99.*

Auster, E. 2014 "Strategic Fit(ness)", with N. Basir and T. Ruebottom. In the ***Palgrave Encyclopedia of Strategic Management***. Edited by D. Teece and M. Augier, eds., London, UK: Palgrave Macmillan

Auster, E. & Ruebottom, T. 2013, "Navigating the Politics and Emotions of Change". ***MIT Sloan Management Review,*** Summer 2013, 54, 31-36.

Auster, E. & R. E. Freeman, 2013 "Values and Poetic Organizations: Beyond Value Fit Towards Values Through Conversation*."* ***Journal of Business Ethics***, 113:39–49.

Auster, E. 2012, with Ed. Freeman. "Values, Authenticity and Responsible Leadership" in Nicola Pless and Thomas Maak, ***Responsible Leadership***, Springer Press. 2012.

Auster, E. 2011. "Strategic Fitness: An Exploratory Conceptualization" with E. Sullivan, P. Meredith. ***International Journal of Strategic Change Management****, 3, 3: 188-210.*

Auster, E. 2011. "Leading Strategic Organizational Change by Building Change Capabilities" ***Business and Economy***, February: 70-71.

Freeman, E. and E. Auster, 2011. "Values, Authenticity and Responsible Leadership" in ***Journal of Business Ethics***, 98, 15-23.

Aldrich, H, and Auster, E. 2011 "Even Dwarfs Started Small: Liabilities of Age and Size and their Strategic Implications". Reprinted in Howard Aldrich's, ***An Evolutionary Approach to Entrepreneurship: Selected Essays*** *by Howard E. Aldrich***.** Edward Elgar: Cheltenham, UK.

Auster, E. 2010. Comment on "Why Men Still Get More Promotions Than Women", with Ash Prasad. Posted on ***Harvard Business Review ,*** http://hbr.org/2010/09/why-men-still-get-more-promotions-than-women/ar/1

Auster, E. 2010. "External Knowledge Sourcing in Biotech: Alliances Versus Acquisitions", with S. Carayannopoulos. Paper presented at Strategic Management Society. ***Research Policy***, 39: 254-267.

Auster, E. 2010. "From Profit Motive to Forging Value Creation", ***National Post***¸ January 19: ***Financial Post***, p.10.

Auster, E. and Wylie, K. "Creating Active Learning in the Classroom: A Systematic Approach", ***Journal of Management Education***, Volume 30: 333-353, 2006.

Auster, E. and Ekstein, K. "Professional Women's Mid-Career Satisfaction: An Empirical Investigation of Women Engineers", ***Women in Management Review***, 20: 4-23, 2005.

Auster, E. and Sirower, M., "The Dynamics of Merger and Acquisition Waves: A Three Stage Conceptual Framework". ***Journal of Applied Behavioral Science***, 38: 216-244, 2002.

Auster, E. “Professional Women’s Mid-Career Satisfaction: Towards an Explanatory Framework”, ***Sex Roles***, 44:719-749. 2001. Nominated for the 2002 **Rosabeth Moss Kanter Award for Excellence in Work/Family Research**.

Auster, E. "Exploring Multiple Forms of Japanese Resource Investment in the U.S.: An Organization Theory and Network Analysis Approach", ***Journal of International Management,*** 1, 2:199-230, 1995.

Auster, E. "Macro and Strategic Perspectives on Interorganizational Linkages: A Comparative Analysis and Review with Suggestions for Reorientation", ***Advances in Strategic Management***, 10:3-40, 1994.

Auster, E. "Demystifying the Glass Ceiling: The Organizational and Interpersonal Dynamics of Gender Bias", ***Business in the Contemporary World***, 5, 3:47-68, 1994.

Auster, E. "The Relationship of Industry Evolution to Patterns of Technological Linkages, Joint Ventures, and Direct Investment Between the U.S. and Japan", *Management Science*, Volume 38, 6:778-792,1992. Selected as “***Best Paper in Management Science****”*.

Auster, E. and Hunt, C. "Proactive Environmental Management: Avoiding the Toxic Trap", ***Sloan Management Review***, 31:7-18, 1990.

Auster, E. "The Interorganizational Environment: Network Theory, Tools and Applications". In Frederick Williams and Dave Gibson (eds), ***Technological Transfer***, pp.63-89, Sage Publications, 1990.

Aldrich, H. and Auster, E. "Even Dwarfs Started Small: Liabilities of Age and Size and their Strategic Implications”. Reprinted in B. Staw & L. Cummings (eds), ***The Evolution and Adaptation of Organizations***, 33-66, Greenwich, Conn.: JAI Press, 1990, and Howard Aldrich’s ***Evolutionary Approaches to Strategy,*** forthcoming 2012.

Auster, E. "Task Characteristics as a Bridge Between Macro and Micro Research on Salary Inequality Between Men and Women", ***Academy of Management Review***, 14, 2:173-193, 1989.

Auster, E. and Drazin, R. "Sex Inequality at Higher Levels in the Hierarchy: An Intraorganizational Perspective", ***Sociological Inquiry,*** 58, 2:216-227, 1988.

Auster, E. "Behind Closed Doors: Sex Bias at Professional and Managerial Levels", ***Employee Responsibilities and Rights Journal***, 1, 2:129-144, 1988.

Auster, E. "The Impact of Owner and Organizational Characteristics of Black and White-Owned Businesses on Firm Profitability and Survival", ***The American Journal of Economics and Sociology***, 47, 3:331-344, 1988.

Auster, E. and Drazin, R. "Wage Differences Between Men and Women: Performance Appraisal Ratings Versus Salary Allocation as the Locus of Bias”, ***Human Resource Management***, 26, 2:157-168, 1987. (equal co-authors)

Auster, E. "International Corporate Linkages: Dynamic Forms in Changing Environments", ***Journal of World Business***, 22, 2:3-6, 1987. (Guest Editor)

Auster, E. and Aldrich, H. "Even Dwarfs Started Small: Liabilities of Age and Size and their Strategic Implications". In Barry Staw and Larry Cummings (eds), ***Research in Organizational Behavior***, 8:165-198, 1986.

Auster, E. and Aldrich, H. "Small Business Vulnerability, Ethnic Enclaves, and Ethnic Enterprise". In Robin Ward and Richard Jenkins (eds), ***Ethnic Communities in Business: Strategies for Economic Survival.*** London, England: Cambridge University Press, 1984.

Trademarks

Stragility: United States Patent and Trademark Office
Registration number: 4591566 Serial Number: 85619565
Issued May 8, 2012

Stragility: Canadian Intellectual Property Office
Appliation: 1572169 TMA: 865991
Filed: April 5, 2012 Registered: November 26, 2013

HONOURS and AWARDS

2016 Basir, N. and Auster, E. and T. Ruebottom, "Structure from Chaos: The Creation of Libyan Civil Society" 2016 OMT Best International Paper Award Finalist, Academy of Management.
2016 Basir, N. and Auster, E. and T. Ruebottom, "Structure from Chaos: The Creation of Libyan Civil Society" 2016 OMT Best Paper, Academy of Management Proceedings, Anaheim, California.
2015 Seymour Schulich Teaching Excellence Award – Master's Top Ten
2014 CIRA Grant - $30,000 with Mekki MacAulay, Canadian Internet Registry Authority
2013 Nominee, Seymour Schulich Award for Teaching Excellence
2013 CWU-CIBER Best Paper Finalist on Emerging Markets, Academy of Management with H. Akbari
2013 Academy of Management, International Management Division, Best Paper Proceedings, with H. Akbari
2012 Merit Award, Schulich School of Business, York University
2009 Kellogg/Schulich EMBA Professor of the Year Award
2007 Merit Award, Schulich School of Business, York University
2007 Academy of Management Distinguished Educator Award, Academy of Management
2006 3M Teaching Fellow Nominee, York University
2006 Merit Award, Schulich School of Business, York University
2005 Kellogg/Schulich EMBA Professor of the Year Award
2005 Merit Award, Schulich School of Business, York University
2004 Merit Award, Schulich School of Business, York University
2003 Nominee, Technology Innovation Award, The Learning Partnership
2003 Merit Award, Schulich School of Business, York University
2002 Nominee, Rosabeth Moss Kanter Award for Excellence in Work/Family Research
2002 Merit Award, Schulich School of Business, York University
2002 Internal Research Grant, Schulich School of Business, York University
2001 Seymour Schulich Award for Teaching Excellence

2001 Merit Award, Schulich School of Business, York University
2001 Internal Research Grant, Schulich School of Business, York University
2000 Nominee, Seymour Schulich Award for Teaching Excellence, Schulich School
1999 Nominee, Seymour Schulich Award for Teaching Excellence, Schulich School
1999 Internal Research Grant, Schulich School of Business, York University
1998 Nominee, Seymour Schulich Award for Teaching Excellence, Schulich School
1998 Internal Research Grant, Schulich School of Business, York University
1997 Nominee, Seymour Schulich Award for Teaching Excellence, Schulich School
1997 Internal Research Grant, Schulich School of Business, York University
1996 Nominee, Outstanding Educator of the Year Award, Schulich School
1996 Internal Research Grant, Schulich School of Business, York University
1994 Nominee, Outstanding Educator of the Year Award, FAS, York University
1994 Internal Research Grant, Schulich School of Business, York University
1993 Winner: Outstanding Educator of the Year Award, FAS, York University
1993 Recognition Award, Outstanding Service to the Executive Committee of the Women in Management Division of the Academy of Management
1993 Internal Research Grant, Schulich School of Business, York University
1992 Nominee, Outstanding Educator of the Year Award, FAS, York University
1992 Best Paper in *Management Science*, ORSA-TIMS Conference.
1993 Internal Research Grant, Schulich School of Business, York University
1991 Recognition Award, Outstanding Service to the Academy of Management's Women in Management Division
1991 Research Grant, Center for Japanese Economy and Business, $63,000, Columbia University
1991 Faculty Research Fellowship, Graduate School of Business, Columbia U.
1990 Best Paper Award, International Management Division, Academy of Management
1990 Second Place Winner: Best Teacher Award, Graduate School of Business, Columbia University
1990 Research Grant, Center for Japanese Economy and Business, Columbia U.
1990 Faculty Research Fellowship, Graduate School of Business, Columbia U.
1989 Research Grant, Center for Japanese Economy and Business, Columbia U.
1989 Faculty Research Fellowship, Graduate School of Business, Columbia University
1988 Research Grant, Center for Japanese Economy and Business, Columbia U.
1988 Faculty Research Fellowship, Graduate School of Business, Columbia U.
1985 Research Grant, Career Center, Graduate School of Business, Columbia U.
1984 Finalist: Heizer Dissertation Award Competition, Academy of Management
1982 Sage Graduate School Fellowship, Cornell University

PRESENTATIONS AT CONFERENCES (Selected Listing)

Auster, E. Distinguished Speaker. OMT Junior Faculty and OMT/MOC Doctoral Consortium. Academy of Management, Anaheim, CA. 2016.

Basir, N. and Auster, E. and T. Ruebottom, "Structure from Chaos: The Creation of Libyan Civil Society" 2016 OMT Best International Paper Award Finalist, Academy of Management, Anaheim, CA, August 2016.

Basir, N., T. Ruebottom and Auster, E. "Structure from Chaos: Institutional Resources and

Recombination in the Creation of Libyan Civil Society" 32nd EGOS Colloquium 'Organizing in the Shadow of Power' in Naples, Italy, July 7-9, 2016.

Auster, E. Distinguished Speaker. OMT Junior Faculty and OMT/MOC Doctoral Consortium. Academy of Management, Vancouver, CA, 2015.

Akbari, ,H. and Auster, E. "Performance of Emerging Economy Firms Internationalizing into Advanced Economies". Competitive Presentation, Academy of International Business, Istanbul, Turkey, 2013.

Akbari, H. and Auster, E. "Institutional Embeddedness of EE Firms in Advanced Economies: A Longitudinal, Multi-Industry Study. " Academy of Management Best Paper Proceedings, Buena Vista, Florida, 2013. CWU-CIBER Best Paper Finalist on Emerging Markets.

Cruikshank, R., Auster, E., Basir, N., Truebottom, Trish. "Middle Management Knowledge of Articulated Strategy: Awareness and Accuracy Gaps" , Academy of Management Meetings, Buena Vista, Florida, 2013.

Auster, E. Distinguished Speaker. OMT Junior Faculty and OMT/MOC Doctoral Consortium. Academy of Management, Buena Vista, Florida. 2013.

Auster, E. Distinguished Speaker. OMT Junior Faculty and OMT/MOC Doctoral Consortium. Academy of Management, Boston, Mass. 2012.

Auster, E. Speaker. Academy of Management Leadership Forum. Sharing Best Practices. Academy of Management, Boston, Mass. 2012. One of two best practices selected to share at Board of Governor's and Division Heads Leadership Forum.

Auster, E. Invited Speaker and Moderator "Making Meaning Through Values", Conscious Capitalism Conference, Boston Mass, May 2012.

Auster, E. Distinguished Speaker - OMT/MOC Doctoral Student/Junior Faculty Consortia, Academy of Management, San Antonio Texas, 2011.

Auster, E. Co-Organizer of the 3rd Annual OMT/MOC Doctoral Student/Junior Faculty Teaching Roundtables Workshop including presentation on "Tips for Class Prep and High Impact Delivery", Academy of Management, Montreal, Quebec, 2010.

Auster, E. Roundtable Leader. "Tips for Class Prep and High Impact Delivery", Junior Faculty and Doctoral Student Consortia, Academy of Management Meetings, Montreal, Quebec, 2010.

Auster, E. Co-Organizer of the 2nd Annual OMT/MOC Doctoral Student/Junior Faculty Teaching Roundtables Workshop including presentation on "Tips for Class Prep and High Impact Delivery", Academy of Management, Chicago, Illinois, 2009.

Auster, E. Roundtable Leader. "Tips for Class Prep and High Impact Delivery", Junior Faculty and Doctoral Student Consorita, Academy of Management Meetings, Chicago, Illinois, 2009.

Auster, E. Co-Organizer of the 1st OMT/MOC Doctoral Student/Junior Faculty Teaching Roundtables

Workshop including presentation on “Tips for Class Prep and High Impact Delivery”, Academy of Management, 2008 in Anaheim, California.

Auster, E. Roundtable Leader. “Tips for Class Prep and High Impact Delivery”, Junior Faculty and Doctoral Student Consortia, Academy of Management Meetings, Anaheim, California, 2008.

Auster, E. Prasad, A. “The Dynamics of Promotion Bias: An Intra-Organizational Perspective”, paper presented at the Academy of Management Meetings, 2008 in Anaheim, California.

Auster, E., Sullivan, E. and Meredith, P., “Strategic Fitness: Exploring the Intersection of Capabilities and Environments”, Academy of Management Meetings, Philadelphia, PA, August, 2007.

Auster, E., Thomson, K., Weick, K., Conry, T. and Di-Padova-Stocks, L. “Generating Dynamic Learning Approaches Inside And Outside The Classroom: An Experiential Session Using Weick’s Concepts Of Enactment, Sense-Making And Reflexivity”, Academy of Management Meetings, Atlanta, GA, August 2006.

Auster, E., Egri, C., Dacin, T., Ragins, B. R. and Lyness, K. “Promotion Bias in Academe", Academy of Management Meetings, Atlanta, Georgia, 2006.

Cruikshank, R. and Auster, E. "Exploring Awareness and Accuracy Gaps in Knowledge of Strategy" with Ruth Cruikshank, ASAC, Banff, Alberta. 2006.

Auster, E. “Excellence in Business Teaching: Tips and Techniques”, *Academy of Management Meetings*, New Orleans, LA, 2004.

Auster, E. “Creating High Impact Learning Environments”, *Academy of Management Meetings*, Denver, CO., 2002.

Auster, E. “Satisfaction at Mid-Career: An Exploratory Framework”, *Academy of Management Meetings*, Chicago, IL,1999.

Auster, E. “The Dynamics of M&A Waves”, with M. Sirower, *Academy of Management Meetings*, Cincinnati, OH, 1998.

Auster, E. "The Relationship of Industry Evolution to Patterns of Technological Linkages, Joint Ventures, and Direct Investment Between the U.S. and Japan". Invited presentation at the *ORSA-TIMS* meetings in San Franscisco, CA for panel of best papers published in ***Management Science***.

Auster, E. and Sirower, M. "An Institutional Perspective on Corporate Mergers and Takeovers: An Alternative to Economic Efficiency Arguments", with M. Sirower, *Academy of Management Meetings*, Las Vegas, NV, 1992.

Auster, E. "Japanese Economic Activity in the U.S.: A Network Analysis Across and Within Industries", *Strategic Management Society Meetings*, Stockholm, Sweden, 1990. Presented same at the Stockholm School of Economics, Stockholm, Sweden.

Auster, E. "The Relationship of Industry Evolution to Patterns of Technological Linkages, Joint Ventures,

and Direct Investment Between the U.S. and Japan", ***Best Paper Award***, International Management Division, Academy of Management Meetings, San Francisco, CA, 1990. Published in the ***Academy of Management Best Paper Proceedings.***

Auster, E. "Penetration without Dependence? A Network Analysis of Japanese Economic Activity in the U.S.", *Academy of Management Meetings*, San Francisco, CA, 1990.

Auster, E. "Networks of Interorganizational Linkages: The Role of Boundary Spanning in Organizational Evolution", *Texas Conference on Organizations*, Austin, TX, 1989.

Auster, E. "An Exploratory Analysis of the Effects of Industry Uncertainty on Interorganizational Form: Corporate Linkages Between U.S. and Japan, 1984-1985", *Academy of International Business Lecture*, Waseda University, Tokyo, Japan, 1989.

Auster, E. "Bringing a Multilevel Perspective into Research on Interorganizational Relationships", *Academy of Management Meetings*, Anaheim, CA, 1988.

Auster, E. "Task Characteristics as a Bridge Between Macro and Micro Research on Male/Female Wage Differences", *Academy of Management Meetings*, New Orleans, LA, 1987.

Auster, E. "Behind Closed Doors: Sex Bias at Professional and Managerial Levels", *Academy of Management Meetings*, New Orleans, LA, 1987.

Auster, E. "Strategic and Ecological Approaches to Corporate Linkages Between U.S. and Japan", *Western Academy of Management Meetings*, Universal City, CA, 1987.

Auster, E. "The Courting Rituals of U.S. and Japanese Prospective Parent Companies: Preliminary Data Analysis", *Academy of Management Meetings*, Chicago, IL, 1986.

Auster, E. and Aldrich. H. "Loose Coupling and Emulation: Organizational Strategies for Overcoming Liabilities of Age and Size", with H. Aldrich, *Academy of Management Meetings*, San Diego, CA, 1985.

Auster, E. and Drazin, R. "Task Uncertainty, Evaluation Ambiguity, and Male/Female Wage Differences: A Preliminary Assessment," with R. Drazin, Academy of Management Meetings, San Diego, CA, 1985. Selected to be published in the ***Academy of Management Best Paper Proceedings.***

Auster, E. and Drazin, R. "The Old Boy Network and Sex Inequality in Organizations: Theoretical and Methodological Implications", *American Sociological Association Annual Meeting*, Washington, DC, 1985.

Auster, E. and Aldrich, H. "Even Dwarfs Started Small: Why Small Organizations Don't Get Big and Why Big Organizations Eat Small Ones", *Southern Sociological Association Meetings*, Charlotte, NC, 1985.

Auster, E. "Organizational Characteristics Associated with Small Business Success: A Comparison of Blacks and Whites", *American Sociological Association Meetings*, Detroit, MI, 1983.

Auster, E. and Auster, C. "Applying Contemporary Organization Theory to Research in Stratification", *American Sociological Association Meetings*, Detroit, MI, 1983.

Auster, E. "Small Business Vulnerability, Ethnic Enclaves and the Persistence of Ethnic Small Businesses" with H. Aldrich, *American Sociological Association Meetings*, San Francisco, CA, 1982.

Auster, E. "Failed Evolution or Successful Adaptation? When Employee-Owned Firms Revert to Traditional Organizational Structures", *Eastern Sociological Society*, N.Y., NY, 1981.

RECENT INVITED PRESENTATIONS *(Selected listing)*

Auster, E. and Lacatus, R. Stragility, Camp Ooch, Toronto ON

Auster, E. "Stragility", Ministry of Children and Youth Services, Ministry of Community and Social Services

Auster, E. "Stragility and DCP", Estee Lauder, Melville, NY

Auster, E. "Stragility", Estee Lauder, Markham, Ontario

Auster, E. "Stragility for the Leadership Summit", Hospital for Sick Children, Toronto, Ontario

Auster, E. "Strategic Visioning", Ontario Science Centre, Toronto, Ontario

Auster, E. "Stragility Roadmap", LEAP, Toronto, Ontario

Auster, E. "Building Global Strategic Capabilities", Procter and Gamble, Geneva, Switzerland,

Auster, E. Invited Speaker – "Building Values Led Organizations" and Moderator, Conscious Capitalism Conference, Boston Mass.

Auster, E. "Leveraging Our Learning Organization: Year 2". Procter and Gamble, Cincinnati, Ohio.

Auster, E. "Unleashing the Magic of Change: Five Key Questions." Free the Children Change Workshop

Auster, E. "Creating a Learning Organization". Procter and Gamble, Cincinnati, Ohio.

Auster, E. Authenticity, Sustainability and Organizational Change, Transatlantic Business Ethics Conference, SDA Bocconi School of Management, Milan, Italy, with Ed Freeman.

Auster, E. "Strategic Organizational Change: Leading and Executing Successful Transformation", Strategic Leadership Forum, Toronto, Ontario.

Auster, E. "Student Engagement and High Impact Learning", Teaching, Learning and Technology Conference Series, Seneca College, Toronto, Ontario.

Auster, E. "Multi-theoretical, Multi-level Explorations of Strategic Organizational Change." Darden School of Business, University of Virginia, Charlottesville, VA.

Auster, E. "Creating Active Learning in the Classroom", University of Ottawa, Teaching, Learning and Technology Conference, Ottawa, ON, The Teaching and Learning Seminar Series, George Brown College, Toronto, ON, Teaching, Leading and Learning Conference, Halifax, N.S.

Auster, E. "A Multi-Lens Approach to Organizational Change", *Organizational Development Network*, Toronto, ON, Canada.

TEACHING

Evaluations: scale is 1 (low) to 7 (highest): Average Instructor Ratings = 6.5, mode @ 7 across all Schulich courses since 1992.

Master's Level Teaching (MBA) and Executive Teaching – Kellogg/Schulich EMBA

Leadership of Organizational Change (Executive MBA core course I developed), Kellogg/Schulich EMBA Program

Strategic Capability Development (MBA elective I developed)

Strategic Organizational Change (ELC course I developed; delivered at Schulich and "In-house"), Executive Learning Center, Schulich School of Business

Leading Change, Executive Director's Institutes, York University/Maytree Foundation

Strategic Organizational Design: SGMT 6700 (MBA elective I developed)

Strategy Study: Management 6010 (MBA Core Course)

Organizational Analysis: OBIR 5020 (MBA Core Course)

Managerial Behavior in the Firm (MBA Core Course)

PhD Teaching

Seminar on Contemporary Strategy: SGMT 7020 (Ph.D course I developed)

Macro Organization Theory (Ph.D core course I developed)

Seminar on Interorganizational Linkages (Ph.D course I developed)

PhD Dissertation Supervisor (noted with asterisk) – PhD Students Completed

- Mekki MacAulay – "Determinants of Success of the Open Source Selective Revealing Strategy: Solution Knowledge Emergence" (Comps Completed, Dissertation Proposal Defended, Dissertation to be defended June 2018). $30,000 CIRA Grant

- Nada Basir – "Radical Institutional Innovation: Institutional Work, Dynamic Capabilities and the Building of Libya's Civil Society." June 2016.*

- Trisha Ruebottom – "The Role of Story in Institutional Work", 2013.*

- Ajnesh Prasad "Dialectics, Hegemony, and the Holographic Globality: Tales of Personal and Entrepreneurial Survival in Palestine/Israel", 2012*

- Hamid Akbari - "Performance Effects of Institutional Embeddedness in Developed countries for Emerging Market Firms: A Capability Perspective" 2012, * Academy of International Business Dissertation Award Finalist, Academy of International Business, 2013.

- Serdar Yavuz - "An Attention-Based View of Internationalization: SME's in Emerging Market Economies", 2010.*

- Pat Meredith - "Why The Frog Does Not Jump Out of the Boiling Water: A Multi-Level Exploration of the Limited Responses of the Canadian Banks To Disruptive Changes in the Canadian Mortgage Banking Industry", 2009*

- Chris Fredette - "Social Capital Emergence and the Co-evolution of Organizational Capabilities", 2009

- Karen Ekstein - "Organizational Responsiveness in Complex and Dynamic Environments: An Exploratory, Developmental Framework" , 2008*

- Michael Valente - "Business Sustainability Embeddedness as a Strategic Imperative: A Multi-level Process Framework", 2006*

- Sofy Carayannopoulos - "Sourcing Knowledge: Collaboration, Firm Acquisition, and the Knowledge-Based View of the Firm", 2005*

- Barry Colbert – "Sustainability Conversations: A Qualitative Study of Conceptions of Sustainability in Canadian Business", 2005*

- Ruth Cruikshank - "Strategy As Organizational Knowledge; Within Firm Dynamics And Determinants" 1999,*

- Carolan McLarney - "Navigating Through a Hurricane: An Investigation of Strategic Planning Effectiveness" ,1999

- Bill Tassie - "Performance, Politics and Perceptions: The Social Construction of the Effectiveness of Voluntary Social Service Organizations", 1995

- Mark Sirower - "Acquisition Behavior, Strategic Resource Commitments and the Acquisition Game: A New Perspective on Performance and Risk in Acquiring Firms" ,1994

- Sylvia Sloan Black - "Top Management Team Characteristics: A Study of their Impact on the Magnitude of International Operations and International Performance" ,1989*

- Mary Ann Glynn - "The Perceptual Structuring of Tasks: A Cognitive Approach to Understanding Task Attitudes and Behaviors" , 1988

Cases Written

Webster A, Webster B, Webster C
CPC
Wilchire Toy
Northeastern Hospital
Tyler Foods
Compking
Metro Bank
Medtek
Java Jones A and Java Jones Acquires B
Bold, Inc.
Savard Ski and Boiler Boards
Bibio-Online
Kerr, Oakes, and Walden
USTEX

Graduate Level Independent Studies Supervised

Nyla Obaid
Richard Cuttler
Guatam Sinha
Anatoli Antsipovitch
Raluca Lacatus
Saurav Mohapatra
Brian Lau
Charlene Tcheong
Chris McFarlane
Kirsten Cutler
Riannon Raskin
Trisha Ruebottom
Nada Basir
Lindsay Sukornyx
Kevin McKague
Ajnesh Prasad
Pat Meredith
Linda Bruce
Karen Ekstein
Sarah Mickel
Melody Taylor
Krista Wylie
John Goodings
Ann Atkey
Pauline deJong
Guilia Arena
Brian Broadway
Lisa Luinenburg
Bonnie Camm
Brian Olsen
Susan Trenholm
Elizabeth Taillefer
John Goodyer
Julie Colavecchia
Laura-Kate Quartermain
Leanne Lehmkuhl
Martha Stager
Saima Malik
Stephanie Myers
Duncan Kenyon
Ashley Hilkewich

SERVICE TO THE PROFESSION (Selected listing)

Co-Organizer OMT/MOC Doctoral Consortium, Junior Faculty Teaching Roundtables, Development of Annual Planning Tool for OMT/MOC PDW Session, Two Recognition Awards for Outstanding Service to the Academy of Management GDO Division, Executive Committee of the Academy of Management, OMT Teaching Committee, Gender and Diversity in Organizations Division; Chair, Best Dissertation Award, GDO Division of the Academy of Management, Professional Development Workshops, Organization and Management Theory Division Teaching Committee, Academy of Management Teaching Committee, Rosabeth Moss Kanter – Excellence in Work-Family Research Awards Committee, Occasional Reviewer for: Administrative Science Quarterly, The Academy of Management Journal, The Academy of Management Review, Organization Science, California Management Review, The Journal of Organizational Change Management, Sociological Forum, Sex Roles, and The Journal of Business Ethics as well as the Business Policy and Planning, Organization & Management Theory, International Management and Gender and Diversity in Organizations Divisions of the Academy of Management, and Social Sciences and Humanities Research Council.

Auster, E. ***Schulich Centre for Teaching Excellence Website: Interactive Tools, Tips and Resources for Teaching***, www.scte.schulich.yorku.ca. Nominated for the Technology Innovation Award, The Learning Partnership, Round Table on Technology (over 200 pages of content)

SCHULICH AND YORK UNIVERSITY SERVICE ACTIVITIES

Executive Director, York Change Leadership – 2017-2018

Spearheading strategic transformation and building change capabilities across 7000 faculty and staff serving 50,000 students through workshops, retreats, consulting, leading practice sharing, tools and resources.

Founding Director, Schulich Centre for Teaching Excellence: 1993 - 2015

Strategic Goals and Initiatives Designed, Developed and Launched included:

Building Knowledge and Skills to Enhance Course Design, Delivery and Assessment

- New Faculty Orientation (full day orientation: three times per year)
- Faculty Training and Development: Ongoing Teaching Workshops (e.g."Celebrating Teaching Innovations in the Classroom", "Globalizing our Course Content", "Sharing Approaches to Peer Evaluation in Teams", "Teaching Award Winner's Insights and Best Practices" etc.)
- Peer P&T Evaluations
- Teaching Development Grants
- Individual Teaching Analysis and Coaching
- Technology in Teaching Workshop organized each year

Rapid Identification and Response to Teaching Issues

- Just-in-Time Classroom Feedback Process (liaisoning with academic reps in all classes in conjunction with the Graduate Business Council and Undergraduate Business Council)
- Mid-Term Student Feedback
- Mid-Term Student & End of Term Student Focus Groups Feedback

Recognizing Teaching Excellence and Diffusing Best Practices

- Seymour Schulich Awards for Teaching Excellence
- Seymour Schulich Teaching Excellence Awards Showcase

- Teaching Award Winner's Workshops
- Celebrating Innovations Workshop
- Schulich Centre for Teaching Excellence Web-Site (www.scte.schulich.yorku.ca.- teaching support, tips, and resources)

Enhancing Performance Management of Faculty

- Embed Teaching Excellence in Recruitment and Selection
- Increase Recognition and Visibility of Excellent Teaching Performance (letters, social media)
- Proactive Development of Under-performing faculty (chronic, innov, exception)
- On-line Course Evaluation to Provide Fast Feedback

Interfacing with Committees and Leading Task Forces

- MBA, IMBA, EMBA, BBA Committees
- Other Task Forces – Teaching Innovation, Diversity, Academic Honesty, On-line Course Evaluation, Teaching Excellence, Teaching Excellence Awards

Scholarly Engagement on Teaching and Learning

- Teaching Grants
- Academic and research presentations at global conferences and publications in top management education journals

Clarify Academic Structure and Foster Integration

- Guidelines, support and accountability for Program Directors, Area Coordinators and Course Coordinators
- Coaching and Skill Development on Leadership for Teaching

Solidify Shared Purpose

- Infuse Brand with Teaching Excellence
- Enhance Integration of Part-time Faculty

2018-2019. Founding and Executive Director, York Change Leadership
2017-2018 Faculty Lead, York Change Leadership Pilot
2015-2016 Sabbatical
2014-2015 Founding Director, Schulich Centre for Teaching Excellence *(see above for initiatives developed)*
2014-2015 MBA Program Committee
2014-2015 Co-Chair: Teaching Excellence Task Force – Implementation Phase
2014-2015 Seymour Schulich Teaching Excellence Award Re-Design - Implementation
2013-2014 MBA Program Committee
2013-2014 Co-Chair: Teaching Excellence Task Force
2013-2014 Co-Chair: Seymour Schulich Teaching Excellence Award Re-design
2012-2013 Founding Director, Schulich Centre for Teaching Excellence
2012-2013 MBA Program Committee
2012-2013 IMBA Program Committee
2012-2013 Co-Chair: Teaching Excellence Task Force
2012-2013 Co-Chair: Seymour Schulich Teaching Excellence Award Re-design
2011-2012 Founding Director, Schulich Centre for Teaching Excellence
2011-2012 MBA Program Committee, IMBA Program Committee
2011-2012 Teaching Excellence Task Force
2010-2011 Founding Director, Schulich Centre for Teaching Excellence
2010-2011 MBA Program Committee
2009-2010 Founding Director, Schulich Centre for Teaching Excellence
2009-2010 MBA Program Committee
2008- 2009 EMBA Program Committee
2008-2009 EMBA Management Committee
2008-2009 Founding Director, Schulich Centre for Teaching Excellence

2007-2008 Founding Director, Schulich Centre for Teaching Excellence
2007-2008 EMBA Program Committee
2007-2008 EMBA Management Committee
2007-2008 MBA Program Committee
2007-2008 University Centre for the Support of Teaching Advisory Board, York University
2007-2008 Senate Committee on Teaching and Learning
2007-2008 PhD Student Recruiting
2006-2007 Senate Equity Committee SCOTL Representative
2006-2007 Presidential Appointee, Dean of Graduate Studies Search Committee
2006-2007 Founding Director, Schulich Centre for Teaching Excellence
2006-2007 EMBA Program Committee
2006-2007 EMBA Management Committee
2006-2007 MBA Program Committee
2006-2007 University Centre for the Support of Teaching Advisory Board, York University
2006-2007 PhD Student Recruiting
2005-2006 Founding Director, Schulich Centre for Teaching Excellence
2005-2006 EMBA Program Committee
2005-2006 EMBA Management Committee
2005-2006 MBA Program Committee
2005-2006 Academic Honesty Task Force
2005-2006 Peer Evaluation Task Force
2005-2006 Policy Area – PhD Program Review Task Force
2005-2006 PhD Recruiting
2004-2005 Founding Director, Schulich Centre for Teaching Excellence
2004-2005 EMBA Program Committee
2004-2005 EMBA Management Committee
2004-2005 MBA Program Committee
2004-2005 Citation Guide Task Force
2004-2005 Academic Honesty Task Force
2004-2005 On-Line Course Evaluation Task Force
2004-2005 Pre-MBA Program Task Force
2004-2005 Centre for the Support of Teaching Advisory Board, York University
2004-2005 Area Recruiting – 2 Senior Positions, 2 Junior Positions
2004-2005 PhD Recruiting
2003-2004 Founding Director, Schulich Centre for Teaching Excellence
2003-2004 EMBA Program Committee
2003-2004 EMBA Management Committee
2003-2004 MBA Program Committee
2003-2004 Teaching Innovation Task Force
2003-2004 Diversity Task Force
2003-2004 Academic Honesty Task Force
2003-2004 On-Line Course Evaluation Task Force
2003-2004 Centre for the Support of Teaching Advisory Board, York University
2003-2004 Area Faculty Recruiting – 2 Junior Positions
2003-2004 Area PhD Recruiting
2002-2003 Founding Director, Schulich Centre for Teaching Excellence
2002-2003 Teaching Innovation Task Force
2002-2003 Diversity Task Force
2002-2003 MBA Program Committee
2002-2003 CST Advisory Board
2002-2003 Area Faculty Recruiting – 1 Junior Position

2002-2003 Area PhD Recruiting
2001-2002 Founding Director, Schulich Centre for Teaching Excellence
2001-2002 MBA Program Committee
2001-2002 Centre for the Support of Teaching Advisory Board, York University
2001-2002 Area Faculty Recruiting – 1 Junior Position, 1 Senior Position
2001-2002 Area PhD Recruiting
2000-2001 Founding Director, Schulich Centre for Teaching Excellence
2000-2001 MBA Program Committee
2000-2001 Centre for the Support of Teaching Advisory Board, York University
2000-2001 Area Faculty Recruiting – 1 Junior Position
2000-2001 Area PhD Recruiting
1999-2000 Founding Director, Schulich Centre for Teaching Excellence
1999-2000 MBA Program Committee
1999-2000 Centre for the Support of Teaching Advisory Board, York University
1999-2000 Area Faculty Recruiting – 1 Junior Position
1999-2000 Area PhD Recruiting
1998-1999 Founding Director, Schulich Centre for Teaching Excellence
1998-1999 MBA Program Committee
1998-1999 Centre for the Support of Teaching Advisory Board, York University
1998-1999 Area Faculty Recruiting – 1 Junior Position
1998-1999 Area PhD Recruiting
1997-1998 Founding Director, Schulich Centre for Teaching Excellence
1997-1998 MBA Program Committee
1997-1998 Centre for the Support of Teaching Advisory Board, York University
1997-1998 Area Faculty Recruiting – 1 Junior Position
1997-1998 Area PhD Recruiting
1997-1998 Senate Committee on Teaching and Learning
1996-1997 Founding Director, Schulich Centre for Teaching Excellence
1996-1997 MBA Program Committee
1996-1997 Centre for the Support of Teaching Advisory Board, York University
1996-1997 Area Faculty Recruiting – 1 Junior Position
1996-1997 Area PhD Recruiting
1996-1997 Senate Committee on Teaching and Learning
1996-1997 Area PhD Coordinator
1995-1996 Founding Director, Schulich Centre for Teaching Excellence
1995-1996 Area PhD Recruiting
1995-1996 Senate Committee on Teaching and Learning
1995-1996 Area PhD Coordinator
1996-1997 Area Faculty Recruiting – 1 Junior Position
1994-1995 Founding Director, Schulich Centre for Teaching Excellence
1994-1995 Area PhD Recruiting
1994-1995 Area PhD Coordinator
1993-1994 Founding Director, Schulich Centre for Teaching Excellence
1993-1994 Area PhD Recruiting
1993-1994 Policy Area Ad Hoc Tenure and Promotions Representative
1993-1994 Affirmative Action Representative Policy Area
1993-1994 Skill Development Task Force: Core Curriculum Overhaul
1992-1993 Area PhD Recruiting
1992-1993 Affirmative Action Representative Policy Area
1991-1992 Chair: United Way Campaign, FAS
1991-1992 Chair: Teaching Quality Task Force

1991-1992 Area PhD Recruiting
1991-1992 Affirmative Action Representative Policy Area

INTERVIEWS/QUOTES/APPEARANCES IN THE BUSINESS PRESS AND MEDIA

Business Week
Time Magazine
New York Newsday
Economic World
The Economist
Executive Female
Talk 100 CFRB
Women's Television Network
The Toronto Star
Human Resource Professional Magazine
Newsweek
USA Today
TVO – More to Life
Canadian Business
The Globe and Mail
Harvard Business Review –on-line (HBR.org)
Forbes
Small Business Forum
Training and Development Magazine
Women's Leadership Success Radio
Two Minute Manager
Hartford Business Journal
Business Book Talk
Books for Business
National Post
Vancouver Sun
Calgary Herald