Ellen R. Auster

Ellen R. Auster is Professor of Strategic Management at the Schulich School of Business, York University. Previously, she was Founding Executive Director of York Change Leadership (YCL) offering a suite of services for spearheading and co-creating transformation and building strategic leadership capabilities pan-university, and Founding Director of the Schulich Centre for Teaching Excellence creating a range of initiatives to enhance course design and delivery, rapidly respond to teaching issues, recognize teaching excellence, diffuse best practices, and more. 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 30 years of experience as an academic and consultant specializing in Stragility® – the art of strategic, agile, people-powered change. Working with leaders to successfully tackle a wide spectrum of strategic challenges in sectors ranging from education, manufacturing and consumer goods to government and the social sector, she creates a shared leadership, inclusive, value creating approach that enables leaders, teams and organizations to thrive and cultivate the short and long-run strategic and leadership capabilities needed for continuous innovation and reinvention.

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 been very active in the PhD program serving as Supervisor guiding more than 15 doctoral students through their dissertations.

Ellen has published over 50 articles in academic and practitioner 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, the American Management Association Playbook, and Harvard Business Review – HBR.org, and Rotman Magazine.*

Ellen has published four books including: *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, 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. 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, TV and podcasts 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, USA Today, and Talk about Talk.*

Ellen R. Auster

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Telephone: 416-736-2100 X 77898, E-mail: eauster@schulich.yorku.ca

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 – 2024 **Founding Executive Director, York Change Leadership (YCL), York University**

Internal start-up catalyzing transformation and strengthening strategic change leadership capabilities pan-university through a suite of services including:

- **Academic Leaders @York Community –** Building and strengthening essential leadership skills while fostering community for pan-university leaders including Deans, Associate Deans, Chairs, Undergraduate Program Directors, Graduate Program Directors, Organized Reseach Unit Directors, Provostial Fellows, and Prospective Leaders through:
    - Virtual Strategic Leadership Skill Development Resources and Tools
    - Strategic Leadership Programming: Workshops, Retreats, Coaching, Mindfulness
    - Partnerships with University Service Areas to offer applied knowledge and practice (e.g. Governance – Program Approval, OIPA – Data and Evidence Based Decision-Making)
    - MS Teams Academic Leaders@York platform and Sharepoint site

- **Strategic Planning Applied Skill Development:** Providing ongoing design, delivery and facilitation support for 5 Phase process of Strategic Planning typically over 1 year to 18 months. Enables academic and non-academic units to achieve convergence and shared ownership through a collective community engaged process for External and Internal Diagnostics, Visioning, Divergent and Convergent Brainstorming, Drafting and Final Approval.

  Clients include: Faculty of Science, Faculty of Health, Schulich School of Business, Glendon, Faculty of Education, Faculty of Arts, Media, Performance, and Design, Division of Equity, People and Culture, Division of Students, Centre for Human Rights, Equity and Inclusiveness, Finance and Administration, Markham Campus, York/Orbus, Retention Council, Psychology Department, Faculty of Nursing, and more.

- **Customized Multi-Day Leadership Programs -** Specific programs customized by theme and/or unit. Develop and enhance strategic leadership capabilities and build solutions for tackling strategic priorities while ensuring strategic alignment (Student Systems Renewal Program, Service Excellence Program)

- **Retreat Design and Facilitation –** Tackle specific pan-university challenges, or opportunities for improvement through co-designing of retreats that enable external and internal strategic analysis, brainstorming, reflection, revisioning and reinvention (e.g. Deans, Executive Officers, various faculties)

- **Communities of Practice -** Strengthen connection and increase knowledge diffusion through sharing of leading practices and success tips (e.g. Experiential Educators, HR Partners)

- **Consulting -** Support academic and non-academic administrative leaders and their units with strategic planning, strategic change, and triaging strategic challenges (e.g. Merger Integration, SIS, York/Orbus, Markham)

- **Executive Leadership Coaching –** Guide and advise senior leadership through introspection, self-reflection, strategic analysis, and strategic solutioning

- **Mindfulness Practice** – create space and facilitate mindfulness programming to enhance reflection, energy and focus

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 (liaising with student academic reps 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
- Supporting 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

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 and Webinars

Hillenbrand, L. and E. Auster, 2026. "The Power of 'Stragility' Amidst Chaos", Rotman Magazine, Winter.pp.110-113.

Atkins, A and Auster, E. 2025. "How to Cultivate Braver Conversations", Rotman Magazine, Winter 2025, 117-120.

Auster, E. and R.E. Freeman. 2023."Values, Authenticity and Responsible Leadership" forthcoming in R. Edward Freeman's Selected Works on Stakeholder Theory and Business Ethics".

Basir, N., Ruebottom, T, and Auster, E. 2022. "Collective Identity Development Amidst Institutional Chaos: Boundary Evolution in a Women's Rights Movement in Post Gaddafi Libya" **Organization Studies,** 43, 10, 1607-1628, **Nominated for the Annual Responsible Research in Business and Management (RRBM) Awards**

Auster, E. and Freeman, R.E. 2021. "Values, Authenticity and Responsible Leadership", in R. Edward Freeman's Selected Works on Stakeholder Theory and Business Ethics"/

Auster, Ellen & Shannon Auster-Weiss. 2020. "Conquer Your To Do List With This Simple Hack", Harvard Business Review Daily Alert. August 6. https://hbr.org/2020/08/conquer-your-to-do-list-with-this-simple-hack

Auster, E. 2020. "Stragility: Navigating Ultra-Dynamic Change" – York Circle, May 2, 120+ attendees, 600+ views

Auster, E. 2020. "Stragility: Navigating Ultra-Dynamic Change" – Schulich Webinar Series: Shaping the Post-Pandemic World. May 19, 2020, 350+ attendees, 250+ views

Auster, E. and Wojnicki, A. Leading Change Through Effective Communication: Five Common Mistakes and Six Success Principles, Talk about Talk, September 2019. https://talkabouttalk.com/28-communicating-change-with-ellen-auster/

Auster, E. and Freeman, R.E. forthcoming, "Values, Authenticity and Responsible Leadership", forthcoming in R. Edward Freeman's Selected Works on Stakeholder Theory and Business Ethics" (2021)

Auster, E. and R.E. Freeman. "Values, Authenticity and Responsible Leadership" forthcoming in R. Edward Freeman's Selected Works on Stakeholder Theory and Business Ethics" (2021)

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 Driven***. March 18, 2016.

Auster, E and Hillenbrand. L. 2016. "Go Slow To Go Fast: How HR leaders can Convert Skeptics to Achieve Change " ***HR.com***.

Auster, E. and Hillenbrand, L. 2016. Three Ways to Navigate the Politics of Change. ***Chief Learning Officer*****,** July 11, 2016.

Hillenbrand L. and Auster, E. 2016. "How to Diagnose a Derailed Change — and Get it Back on Track,'' ***Smart Business***. April.

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 "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. "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.

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

2022 Basir, N., Ruebottom, T, and Auster, E. "Collective Identity Development Amidst Institutional Chaos: Boundary Evolution in a Women's Rights Movement in Post Gaddafi Libya" **Organization Studies,** 43, 10, 1607-1628, 2022. **Nominated for the Annual Responsible Research in Business and Management (RRBM)**

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

INVITED PRESENTATIONS *(Selected listing)*

Auster, E. 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.

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. "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.

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) and Dissertation Committee Member

- Mekki MacAulay – "Determinants of Success of the Open Source Selective Revealing Strategy: Solution Knowledge Emergence" $30,000 CIRA Grant*, 2018
- 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
Amrita Randhawa
Raluca Lacatus
Saurav Mohapatra
Brian Lau
Charlene Tcheong
Chris McFarlane
Kirsten Cutler
Riannon Raskin
Trisha Ruebottom
Nada Basir
Lindsay Sukornyx
Bruce Lau
Melody Taylor
Krista Wylie
Ann Atkey
Pauline deJong
Guilia Arena
Brian Broadway
Lisa Luinenburg
Bonnie Camm
Brian Olsen
Susan Trenholm
Elizabeth Taillefer
John Goodyer
Julie Colavecchia
Laura-Kate Quartermaine

Kevin McKague	Leanne Lehmkuhl
Ajnesh Prasad	Martha Stager
Pat Meredith	Saima Malik
Linda Bruce	Stephanie Myers
Karen Ekstein	Duncan Kenyon
Sarah Mickel	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

2017-2024	**Founding Executive Director, York Change Leadership** (see above under Administrative Positions) Catalyzing and co-creating strategic transformation and building leadership skills and change capabilities through workshops, retreats, consulting, leading practice sharing, tools and resources for faculty and staff leaders in faculties, divisions and units serving 50,000 students
1993-2015	**Founding Director, Schulich Centre for Teaching Excellence** (see above) Building knowledge and skills to enhance course design, delivery and assessment, rapid identification and response to teaching issues, recognizing teaching excellence and diffusing best practices, enhancing performance management of faculty and more
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
Talk for Talk