

Andrew J. Gaudes
BES (Arch), MFM, PhD, ICD.D
Professor in Entrepreneurship
Goodman School of Business, Brock University
Niagara Region, Ontario
Canada

My background includes extensive experience in various leadership roles within business education, along with a prior career in architecture and interior design. I have held leadership positions as Dean of the Goodman School of Business at Brock University; Dean of the Paul J. Hill School of Business and Kenneth Levene Graduate School of Business at the University of Regina; and President of the International Partnership of Business Schools (IPBS). Prior to entering academia my professional activities were in the design and restoration of physical settings and management of physical assets, working consultatively with clients in the transformation of their living and work spaces.

Throughout my career I have been a strategic thinker, comfortable in shifting from the macro perspective to the micro. I possess a high degree of curiosity and regularly engage in entrepreneurial thinking, leading to questioning assumptions and past practices in an attempt to seek new and innovative approaches to addressing challenges. I like to explore options and contingencies, planning and preparing for multiple outcomes and am comfortable in diverse and changing environments. My work has included extensive outreach and participation on accreditation review teams, expert advisor for respected organizations in higher education, as well as providing value for money audits of universities, particularly in the area of international programming, partnering and enrolments.

E d u c a t i o n

Ph.D. in Management (Canada Social Sciences and Humanities Research Council Fellowship Recipient)

I. H. Asper School of Business, University of Manitoba (AACSB Accredited)

Majors: Organization Theory, Organizational Behaviour

Minor: Management Information Systems

Dissertation: A longitudinal study of incumbent retailers and the arrival of large-format competitors in the home improvement industry: A look at the effectiveness of incumbent product specialization, customer specialization, and adaptation on firm performance.

Master of Facility Management, Architecture (Medal for Highest Standing)

Faculty of Architecture, University of Manitoba

Thesis: Optimizing mobility to marginalize interruption: A framework for facility management professionals that integrates virtual officing as a component of business continuity planning.

Bachelor of Environmental Studies, Architecture

Faculty of Architecture, University of Manitoba

Academic Appointments

**Professor and Dean, Goodman School of Business
Brock University, Ontario, Canada
July 2017 to June 2022 (Sabbatical July 2022 to June 2023)**

I provided leadership to 2900 undergraduate and 600 graduate students with 13 direct reports among 170 faculty and staff with an activity-based budget of \$52 M. Activities involved forming collegial relationships across campus, representing the Faculty and University to business and government, as well as developing exchanges and partnerships with organizations worldwide. Notable initiatives undertaken during my term include:

Accreditations and Quality Assurance

- AACSB [reaccreditation](#) of business programs at Brock University.
- CPA [reaccreditation](#) of the CPA pathway of Bachelors in Accounting, followed by the Master of Accountancy. As well, expansion of CPA [accreditations](#) to include the Master of Professional Accounting program.
- Attaining initial [EFMD Accreditation](#) of the BBA Co-op International Double Degree program.
- Attaining the [BSIS label from EFMD](#) for community impact, measuring our contributions made across seven categories to the local region of Niagara and the Greater Toronto Area.
- Developing our strategic plan with an overarching effort to strengthen our position through building our brand, our reputation, and our workplace.
- Recruiting former President and CEO of AACSB Tom Robinson, to our School in the role of [Executive in Residence, Quality Assurance](#) in 2021.

External Partnerships and Collaborations

- [Entry into IPBS](#), a global consortium of twelve leading business schools in ten countries who share student mobility programming through double degrees, a bespoke digital platform exclusive to the network and financial support for scholarly contributions by faculty across the membership.
- Becoming the first business school in Canada to form a [partnership with United Nations Canada](#) for paid student internships at UN agencies worldwide. The collaboration enables our co-op students to participate on an internship over eight months at one of the United Nations agencies around the world. The initiative has been recognized by external organizations for the experience it provides students and the contributions it makes to communities where they are placed. One participating student received the 2020 Co-operative Education and Work Integrated Learning (CEWIL) [Canada Student of the Year Award](#) for Co-operative Education at a University. We also received the AACSB [Innovation that Inspires](#) award for the partnership.
- Expanding the Bachelor of Business Administration Co-op International Double Degree program from one to five partnerships with accredited schools in the UK, France, Germany and Ireland.
- Launching the Master of Business Administration Double Degree program with articulated offerings involving two triple crown business schools in Europe.

Growth in Academic Programming

- Introducing Canada's first Master of Business Administration and Master of Public Health concurrent two-year degree program, with the inaugural cohort entering in fall 2019.
- Successfully developing with the Faculty of Math and Science the Bachelor of Science in Data Science and Financial Analytics.
- Developing the Minor in Management, providing Brock students who are not registered in business the opportunity to receive foundational courses in management.

- Launching the Wine Business Management Program supported by influential leaders in the local industry in collaboration with local grape growers & wineries and involving partnerships with world-known wine business schools. The program is designed for people, already or aspiring to be, working in the sector. This initiative has led to global recognition and subsequent development of a program on Canadian wine production and marketing delivered to students registered in the MSc in Wine and Gastronomy program at the NEOMA Business School, located in the Champagne region of France.

Organizational Transformation and Continuous Improvement

- Introducing the new position of Senior Administrative Officer to provide support in strategic planning, development and the operationalizing of plans and allocation of resources. Coordination of staff was also revised to better respond and align with our strategic priorities.
- Establishing the [Goodman Group](#), providing consulting services, executive and professional development, as well as venture development to local businesses, students and the greater community. The Goodman Group has provided substantial community impact with more than 10,000 engagement hours within our local region of Niagara. During the pandemic Goodman Group expanded its services to the community with [Business Breathers](#), a free online webinar series focused in the areas of leadership, management, innovation, financial and social impacts of trending topics. This initiative generated a global audience with participants attending from more than 20 countries worldwide.
- Initiating an asynchronous applicant interview platform, Kira Talent to support interviews with international applicants, which enables interviews to be undertaken at reasonable hours for all.
- Restructuring the agency commission arrangement to attract international applicants with higher IELTS. This has taken our average score for Masters in Accounting applicants from 6.81 to 7.06, and MBA applicants from 6.71 to 7.57.
- Restructuring communications and student engagement, increasing our presence through social media, which led to an increase in impressions on Facebook (516% with 8.25 million) Instagram (504%, with 2.09 million) and LinkedIn (121%, with .295 million).
- Transitioning through a \$22 Million expansion and renovation of existing school facilities, increasing operational space by 50%, while maintaining all programming on site. Expansion was completed in late 2018, on time on budget.
- Completing the design and entering construction phase of the Goodman Student Gateway providing 5000 additional square feet of new multi-purpose collaboration space and co-location of Goodman student supports in advising, careers, co-op, and international mobility.

External Engagement and Cultivating Relationships

- Launching the [State of the School](#) livestream presentation as a way to connect and engage the Goodman community on activities of the School over the year.
- Introducing [Goodman: The Magazine](#) a publication produced twice annually to showcase our students, staff, faculty and alumni to our stakeholders and broader community.
- Generating support from external organizations for funding of our robust student mobility activities and research. Of note are the federal [Global Skills Opportunity](#) program and [LCBO Spirit of Inclusion](#) initiative, which recognizes our commitment to diversity and inclusion in global business education.
- Revising the terms of reference for the [Dean's Advisory Council](#) and introducing new members, offering greater diversity from varying backgrounds. The Toronto Advisory Group was created to provide deeper insight and engagement in the Greater Toronto Area and the International Advisory Group was formed for greater insight regarding our global context.
- Celebrating diversity in our recognition of [distinguished leaders](#) and [alumni](#) from various groups.
- Launching the Alumni-Student Knowledge (ASK) Exchange, which connects students with alumni professionals to facilitate informal learning, group mentorship and meaningful connections.

Fostering a Culture of Research

- Financial support for faculty research more than doubled, injecting additional direct funding to researchers and the creation of eight externally funded research scholars, recognizing faculty research.
- Establishing the CPA Ontario Centre for Public Policy and Innovation in Accounting, offering an array of research-related outreach and engagement, supporting the accounting profession with innovative and provocative programming and research papers.
- Creating the CPA Ontario Gallery where the title page of peer review articles produced by all faculty are framed to hang on display for the academic year.
- Introducing the Research Promotion and Teaching Release Program, providing course releases to faculty with exceptional research output.
- Hosting the Administrative Sciences Association of Canada Meetings, which is Canada's largest gathering of management- and business-related researchers, assembling 400 scholars at our School.

Internal Engagement

- Introducing an array of workplace-building opportunities throughout the year, including monthly Coffee and Conversation, annual Hack-a-Thons, regular distribution of a newsletter recognizing and celebrating achievements in building relationships in the workplace.
- Conducting independent roundtables on DEI with alumni, faculty, staff and students for frank and difficult conversations towards reflection, healing and building a culture of inclusion and respect.
- Regular walk-in hours structured into each week, enabling staff and faculty unscheduled visits to meet with the Dean. During COVID-19 walk-in hours shifted to generating more than 300 daily evening messages, from myself to staff and faculty, during the disruption.
- Launching the Goodman Ambassador program for undergraduate and graduate students.
- Working with our student leadership to broaden student representation from equity-deserving groups so students may better see themselves among their leaders. This involved encouraging and providing support towards the formation of the Women in Business student group. One student was recognized by the Canadian Association of Business Students for her involvement in building the student group.

Building National and International Visibility

- Our school ranked first in Canada, second in North America and 20th globally for class and faculty diversity by [QS Global Ranking in 2020](#).
- Increasing our rank in Canada as reported by the global ranking agency Eduniversal, where we were sixth in 2017 among the 3 Palmes of Excellence schools. By 2019 we had elevated and maintained our rank as [first in Canada](#) at the 3 Palmes level. In 2021, Eduniversal upgraded our school to a 4 Palmes designation where we are nationally ranked fourth.
- Becoming members of the Mid-American Business Deans Association in 2018 and participating in their Innovation in Business Education Award. We won this award in 2019 for a course in Social Media and Internet Marketing; in 2020 for AR/VR Consumer Behaviour; and in 2021 for a collaboration with the University of Guadalajara on a virtual cross-cultural project in business ethics.
- Recognition by Beta Gamma Sigma (BGS) International Honours Society in 2019 and 2021 with the Silver Chapter award for Outstanding Chapter among more than 600 BGS Chapters globally.
- Our inaugural entry into Canada's top 20 business programs at 17th place (tied) as reported by Maclean's Magazine in 2022.

These efforts contributed to a robust research culture, increased student mobility, greater international presence, improved student retention and time to graduation, as well as increased global diversity of the student body. The number of undergraduate international student registrations increased by more than 71%. By the end of my term 21% undergraduate and 75% graduate students were from international locations, increasing from 24 countries represented to 68 with over 600 peer review articles generated. The undergraduate admission average steadily increased from 82.83% in 2017 to 85.22%. As well, retention increased from 68.4% of first year business students continuing into second year, to 76.5%.

Academic Appointments (Continued)

**Professor and Dean, Hill School of Business and Levene Graduate School of Business
University of Regina, Saskatchewan, Canada
July 2012 to June 2017**

As Dean of the Hill-Levene Schools, I provided leadership to 1550 undergraduate and 250 graduate students with seven direct reports among 90 teaching and administrative staff in a non-departmentalized structure with an operating budget of \$21 M. I led the development of a new vision, mission, and strategy for the Faculty and strengthened the relationship with industry and government. We instituted joint programs with other faculties in the university for undergraduate students and specialization streams for graduate study. Notable initiatives undertaken during my term include:

External Partnerships and Collaborations

- Creating the Hill Summer Study Program where a cohort of Hill students study abroad at partner institutions over four weeks with accommodations, tuition and local travel included in the cost of the program. Students had study choices in Shanghai, South Korea, Paris, and Hong Kong.
- Deepening a case writing relationship with Ivey Business School, sending Hill faculty to Ivey for an immersive experience in case writing, resulting in Hill cases being read in over sixty countries.
- Launching the Saskatchewan Directors Education Program, the first in Canada to provide content on First Nation and Metis governance. In collaboration with Rotman School of Business, and the Institute of Corporate Directors it is delivered as a partnership between the Edwards and Levene schools.

Growth in Academic Programming

- Revising the MBA program with specializations in engineering, international and public safety along with internships and a funded international study becoming a requirement of all MBA students.
- Introducing Academic Bundles to business students, as a thematic assembly of courses, providing meaningful coverage of a particular area offered within the humanities. The bundles are thematic and language-based, anchored by courses in German, Mandarin, Spanish or French. Supporting courses round out the context with subjects in geography, religion, political studies, and art history relevant to the anchor language course.
- Introducing an externally resourced entrepreneurship boot camp for transitioning Canadian Forces. Prince's Operation Entrepreneur assists Canadian military who are interested in launching a venture, but short on business knowledge.

Organizational Transformation

- Development of the strategic plan including key priorities, action plan and dashboard.
- Following complete re-branding of the Levene Graduate School of Business, a new facility expansion for the Levene GSB was developed with supporting resources from external sources.
- In support of our strategic plan we introduced program leads in the areas of experiential, research, and international activity. Each program lead coordinates efforts across all faculty.

External Engagement and Cultivating Relationships

- Forming Leaders Council, comprised of community leaders engaged in advancing the mission of the business schools. Membership offers participation in the life of the Hill and Levene Schools, and assistance in advancement through advice, and charitable contribution through member dues.
- Launching two new advisory boards for the Hill and the Levene Schools of Business. The Boards are representative of the business community and provide counsel to the Dean on matters related to current and/or proposed programs, the needs of business and management, and outreach and engagement with the extended community.

- Forming the Hill Alumni Association and the Levene Alumni Association.
- Launching *Horizons* magazine, highlighting activities of the School and key stakeholder groups.
- Collaborating with Edwards School, traditionally the competing school in Saskatchewan to promote the success of our schools and the prosperity of our province. A full-page national ad campaign was launched inviting people to study business in Saskatchewan.
- Receiving funds to launch the RBC Woman Executive in Residence. This was Canada's first executive in residence dedicated to women and was central in building a program with resources to support women in leadership research and scholarship opportunities.
- Initiating the Hill Legacy Program whereby entering Hill students receive the Hill Legacy Pin to wear at events. Upon graduation, students return their pin along with a letter reflecting on their time as a student. In exchange, graduating students receive the Hill Alumni Ring. Incoming students receive the returned pins and letters, fostering connections between students and alumni.
- Contributing 21 articles to the Regina Chamber of Commerce publication *ChamberLink*. sharing activities and advances being made at the Hill and Levene Schools.

Fostering a Culture of Research

- Securing funding for the Laboratory for Behavioural Business Research, which supports study of risky consumer behaviour, enabling flexible space design to simulate retail and casino environments.
- Creating seven externally funded research scholar appointments for faculty, including the RBC Woman in Leadership Research Scholar. This would provide a member of the faculty with funds in support of research on women in leadership.
- Creating the externally funded Rawlinson Research Fellow in Indigenous Entrepreneurship, which provides funds for a faculty member within the business school to focus on research in the area.
- Launching the Research Stewardship Award, providing course releases to faculty with exceptional research output so they may contribute through mentorship to the culture of research in the school.

Internal Engagement

- Conducting one-on-one meetings with all staff and faculty in their offices/spaces in 2012 and 2015 to discuss the state of the business school and how the Dean's office may best support them.
- Introducing Faculty Forum, a half-day culture-building initiative, reviewing the activities of the past six months and looking forward, beyond the next six months.
- Creating weekly walk-in hours to address the need for access to the Dean without appointment.
- Initiating Casual Conversations, involving small group discussions with faculty and staff without the Dean. Groups of four to six were hosted by a faculty or staff lead in a relaxed setting at a local restaurant. The host would open dialogue with set questions, which then lead into free-flowing candid conversations, giving faculty and staff time to reflect, and consider what we may do as a Faculty.

Building National Visibility

- The Hill School of Business was recognized as Western Canada's Business School of the Year twice during my term (2014, 2017).
- We entered into Canada's top 20 business programs, as reported by Maclean's Magazine in 2016 and 2017.

These efforts resulted in undergraduate registrations of in-province students increasing by 53%, and the number of registrations by out-of-province Canadians increasing by 94%. The number of registrations by international students increased by 83% with 20% of the classroom comprised of students representing 42 countries, becoming the greatest of any business school in the region. The admission average increased from 78.59% to 81.44% and retention of Hill students increased from 71% to 83%. Employee job satisfaction also increased from 4.02 to 4.16/5.0.

**Academic Appointments
(Continued)**

**Associate Dean of International Programs, Faculty of Business Administration
University of New Brunswick, New Brunswick, Canada
July 2008 to June 2011 (Sabbatical July 2011 to June 2012)**

As Associate Dean of International Programs, I oversaw international operations including exchange agreements and degree partnerships as well as pursued new external programs, enhancing the resource base of the Faculty. During my term as Associate Dean we had revenue-generating partnerships with academic institutions located in Ukraine, Egypt, Singapore and Trinidad, where our degrees were delivered at partner locations. I revised financial analysis, reporting and financial ratios to compare viability of operations across partnerships, as well as development and identification of expenses as individual partnership-based or overhead. Approximately 850 students were enrolled in our international articulated degree programs, generating significant additional revenue annually to the Faculty. Activities related to the role included negotiating partnerships, maintaining academic standards and preparing for AACSB accreditation, staffing teaching and auditing assignments, as well as regularly interacting with the Office of the Registrar, School of Graduate Studies, Vice President Academic, international relations, government offices and donor relations.

**Director of Graduate Studies, Faculty of Business Administration
University of New Brunswick, New Brunswick, Canada
July 2007 to June 2008**

In my role as Director, Graduate Studies we implemented a completely reworked MBA curriculum, revised and rebranded curriculum for the MBA in Sport and Recreation Management, as well as developed a specialized MBA in Engineering Management. I also worked with the Faculty of Law on the joint delivery of the MBA/LLB. The profile of the MBA program at UNB was elevated by increasing our presence via marketing and active recruiting. The net result was an increase in student applications, as well as an increase in the admission scores of students accepted into the program.

**Assistant/Associate Professor in Entrepreneurship, Faculty of Business Administration
University of New Brunswick, Faculty of Business Administration
July 2003 to June 2012**

Regular teaching assignments included graduate and undergraduate courses in organization design and entrepreneurship, along with courses in management of innovation and technology at UNB and abroad. Other teaching locations included Sadat Academy of Management Sciences (Cairo, Egypt); International Institute of Business (Kyiv, Ukraine); University of West Indies (Port of Spain, Trinidad); Institut Supérieur de Commerce International (Dunkerque, France). Research focus was primarily on virtual methods of collaboration. Participating as General Chair for the 11th International Workshop on Telework, we hosted the event at UNB in August 2006, assembling more than 50 researchers from ten countries to participate on the theme e-Networks in an Increasingly Volatile World. Working with other entrepreneurship faculty we launched the Activator Program with the goal to i) increase the success rate of ventures catalyzed within UNB's entrepreneurship program; ii) create stronger ties with the investment community and iii) immerse students in the entrepreneurial startup process. Startup applicants aspiring to launch are selected and paired with a student team. The deliverables of the program include investor-ready ventures and employment opportunities for students with the startups and investor firms.

Prior Career History

Online Course Developer and Instructor, Michigan State Virtual University
January 1999 to May 2005

Principal Consultant, Gaudes Group Strategic Management Consulting and Research
2000 to present

Architectural and Interior Design Consultant, Employed and Self Employed
1988 to 2000

Disaster Recovery Planning, Province of Manitoba
1997 Disaster Recovery Planner

Architectural Resource Management, Province of Manitoba
1989 to 1998

Junior Designer, Tom Dojack Design Inc.
1987 to 1988

Professional Development

Globally Responsible Leadership Initiative, 2022
Deans and Directors Cohort
Antwerp, Belgium

EFMD Global Network Executive Academy, 2017
Miami, FL

Foundations of Inclusive Leadership, 2017
Bhasin Consulting Inc, Regina, SK

ICD Directors Education Program, 2014-2015
Rotman School of Management, Toronto, ON
ICD.D Designation, May 2015.

CASE Development for Deans and Academic Leaders, 2012
Chicago, IL

HBS Program in Entrepreneurship, 2012
Harvard Business School, Cambridge, MA

Symposium for Entrepreneurship Educators, 2007
Babson College, Boston MA

Certification in Facility Management, 1997
International Facility Management Association, Houston, TX
CFM Designation, June 1997

Professional Engagement

President, International Partnership of Business Schools (IPBS)

Headquarters in Reims, France

October 2019 to September 2023

The [International Partnership of Business Schools \(IPBS\)](#) is a consortium of twelve world-leading business schools across three continents possessing the common objective of shared and double degrees, which involve scholarly and internship activities across two countries. Over two terms I provided ongoing leadership and engagement as President in coordinating and enhancing student mobility, shared program development, collaborative technology enhancements and scholarly contributions across the membership. Notable initiatives undertaken during my term include:

- Creating the new IPBS Research Scholar Appointments, co-funded by IPBS and member schools for faculty within their school in areas of emerging relevance to the business education community.
- Creating the IPBS Global Business Immersion Certificate, which all IPBS double degree students receive upon completing the program requirements across the partnered schools.
- Launching the IPBS Better Together platform, an exclusive and bespoke AI-driven collaboration platform, which facilitates student engagement, global research opportunities and project development.
- IPBS Virtual Mobility, ensuring continuity of global mobility, lifelong learning and relationship development, amid a global lockdown; supporting commitments to ESG via carbon footprint reductions; and increased visibility of IPBS and member brands through active digital engagement.

Establishing student governance, with representation at each school and an executive who provide a supportive role towards IPBS engagement within individual schools and contribute to alumni engagement. The student council has been instrumental in delivering student-led case competitions, business innovation summits, student club expansions as well as advocacy for the Better Together platform with streamed sessions with alumni sharing their experience to students in the IPBS network.

Expert Advisor, Quacquarelli Symonds (QS)

Providing support in evaluating and developing bespoke global positioning strategies in higher education for post-secondary institutions located around the world.

Expert Advisor, Auditor General of Ontario

Providing support on detailed audits evaluating value for money of public universities within the Province of Ontario, particularly in the area of international programming, partnering and enrolments.

Association to Advance Collegiate Schools of Business (AACSB)

Chair, Peer Review Team: Reaccreditation of Lahore University of Management Sciences, Pakistan 2024
Chair, Peer Review Team: Reaccreditation of Frankfurt School of Finance & Management, Germany 2024
Member, Peer Review Team: Reaccreditation of University of Tennessee, USA 2024
Member, Peer Review Team: Reaccreditation of Yang Ming Chiao Tung University, Taiwan 2022
Member, Peer Review Team: Initial Accreditation of Hong Kong Polytechnic University SPEED, 2022
Member, Peer Review Team: Reaccreditation of Concordia University, Canada 2022
Member, Peer Review Team: Reaccreditation of Memorial University Newfoundland, Canada 2021
Member, Peer Review Team: Reaccreditation of Xi'an Jiaotong-Liverpool University, China 2021
Member, Peer Review Team: Reaccreditation of Chung Cheng University, Taiwan 2020

European Foundation for Management Development (EFMD)

Senior Advisor for the Americas, 2023 to present
Member, Peer Review Team: EFMD Programme Accreditation, Grenoble IAE, Université, France 2023
Member, Expert Advisor: BSIS renewal of Sobey School of Business, St. Mary's University, Canada 2023
Member of the [EFMD Steering Committee](#) for the Annual Deans and Directors Meetings 2020 to present
Member of the [International Advisory Board](#) of the Americas, 2019 to present
Member of the BSIS Steering Committee, 2023 to present

**Professional Engagement
(Continued)**

Business School Association of Canada (Formerly Canadian Federation of Business School Deans)
Ontario Deans Regional Representative and Member of the Executive Board, October 2018 to July 2022

Greater Niagara Chamber of Commerce
Member of the Board of Directors, 2018 to July 2022

The Registry for College and University Presidents
Member, Senior Administrator's Division, 2022 to present

Burgundy School of Business, Dijon France
Member of the [International Advisory Board](#), 2019 to present

Future Talent Council
Member of the Global University and Employer Advisory Board, 2020 to present

Mid-America Business Deans Association
Member, 2018 to present

Select Speaking Engagements / Panelist Participation

The future of physical/virtual space in business education. Moderator, EFMD Conference for Deans & Directors General. Keeping up with transformation – Thriving in an evolving landscape, February 6-7, 2024, Amsterdam, Netherlands.

Measuring Business Schools Impact. Moderator, Business School Association of Canada Annual Conference. November 7-9, 2023, Montreal, Canada.

Strategic Leadership Programme for Deans. Invited Session Presenter, EFMD Global, October 18-20, 2023, Brussels Belgium.

Exploring the business school for the lifelong learner. Moderator, EFMD Conference for Deans & Directors General. What if?...Reimagining the role of business schools in 2030, January 30-31, 2023, Madrid, Spain.

How has the role of business schools in society changed? Moderator, EFMD Global Americas Conference, November 9-11, 2022, São Paulo, Brazil.

Strategic Leadership Programme for Deans. Invited Speaker/Panelist, EFMD Global, October 25-28, 2022, Brussels Belgium.

Networking – Deans Therapy Group. Online moderator, EFMD Conference for Deans & Directors General. Redefine the (im)possible, January 26-28, 2022, Frankfurt, Germany.

Credential Sharing. Invited Online speaker, EFMD Conference for Deans & Directors General. Redefine the (im)possible, January 26-28, 2022, Frankfurt, Germany.

Agency for Development and Innovation of the Brazilian Mineral Sector at SIMEXMIN 2021 - IX Brazilian Mineral Exploration Symposium, virtual presentation August 9th, 2021.

**Select Speaking Engagements / Panelist Participation
(Continued)**

- [State of the Goodman School of Business](#). Online Speaker, moderated by Mishka Balsom, CEO of the Greater Niagara Chamber of Commerce, June 2, 2021.
- Business Breathers Live Webinars. Extraordinary Canadians: [An interview with Peter Mansbridge](#), January 13, 2021, online interview.
- Business Breathers Live Webinars. [Managing Through the Unimaginable](#), May 27, 2020, online presentation.
- Niagara Region Economic Summit. Invited panelist, Tomorrow's Workforce, Nov. 1, 2019, Niagara, ON.
- Lifelong Learning: Redefining the Career. Invited panelist, Future Talent Summit, June 19, 2019, London.
- Perspectives from Three Experienced Deans. Invited panelist, EFMD Global Network Executive Academy, May 10, 2019, Miami, FL.
- The Role of a Dean. Invited panelist, AACSB New Deans Seminar, June 3-5, 2018, San Diego, CA.
- Mobility of International Students in Times of Political Turbulence. Invited panelist, AACSB International Conference and Annual Meeting 2018, April 22-24, 2018, Honolulu, HI.
- Telework: Opportunities to use ICT to provide access to employment for vulnerable groups and people with disabilities. Invited panelist, World Bank and International Monetary Fund 2017 Spring Meetings, April 20, 2017, Washington, DC.
- State of the Hill and Levene Schools of Business. Invited speaker, Regina Chamber of Commerce Luncheon, May 18, 2016, Regina, SK.
- Panelist participant at the 21st International Congress of Telework, Peru (November 23-25, 2016) to discuss the state of virtual collaboration and develop a telework declaration signed by the government of Peru.
- Research Roundtable on Teleworking. Invited participant at the 20th International Telework Academy, August 20-21, 2015, Oxford Brookes University, Oxford, UK.
- The state of virtual collaboration. Invited guest speaker at the 19th International Congress of Telework, August 21, 2014, Santa Marta, Colombia.
- Proposal for a Global Comparative Study of Virtual Methods of Collaboration. Invited guest speaker at the 17th International Congress of Telework, August 29, 2012, San Jose, Costa Rica.
- Academy Health and Health 2.0 Invited guest to review and comment on 2012 Relative Evidence to Advance Care and Health (REACH) winning submission, February 14, 2012, Washington DC.
- Telework today. Invited guest speaker at the 16th International Telework Workshop, November 24, 2011, Athens, Greece.
- The Language of Telework: A narrative on distributed work research and application. Invited keynote speaker. First International Telework Congress, August 20-21, 2009, San José, Costa Rica.
- An overview of crisis management. A consulting presentation to the Canadian Centre for Management Development Research Roundtable on Crisis Management, 2002. Ottawa, ON.

Research Interests

Virtual Methods of Collaboration
Crisis Management
Innovation and Entrepreneurship
Strategic Positioning of Small Businesses

Research

Peer-Reviewed Journals

- McCaughey, D., C. Baumgardner, A. Gaudes, D. LaRochelle, K. Jiaxin, T. Raichura (2014). Best practices in social media: Utilizing a value matrix to assess social media's impact on health care. *Social Science Computer Review*, published online before print March 30, 2014.
- Wielemaker, M., Gaudes, A. J., Grant, E. S., Mitra, D., Murdock, K. (2010). Developing and assessing university entrepreneurial programs: The case of a new program in Atlantic Canada. *Journal of Small Business and Entrepreneurship*, 23(4), 565-580.
- Gaudes, A., B. Hamilton-Bogart, S. Marsh, and H. Robinson (2007). A framework for constructing effective virtual teams. *Journal of e-Working*, 12(1), 83-97.
- Gaudes, A. (2006). A longitudinal study of the impact of consumer cohorts on incumbent retailers in a period of increased competition. *The Business Review, Cambridge*, 6(2), 8-14.
- Gaudes, A. (2004). The skinny on being narrow: A longitudinal study on the influence of niche width in the presence of market turbulence. *Journal of Comparative International Management*, 7(2), 12-30.

Peer-Reviewed Conference Proceedings

- Gaudes, A. (2011). Better safe than sorry: Measuring the effect of psychological safety within virtual teams. In proceedings of the Human Resource Management & Professional Development Conference, 118-123. Singapore, Singapore.
- Wielemaker, M., and Gaudes, A. (2006). Diversity, Conflict, and Trust: Computer-mediated versus face-to-face teams. In proceedings of the 11th International Workshop on Telework, Fredericton, Canada. A. Gaudes (ed.) *e-Networks in an Increasingly Volatile World*, 258-264.
- Gaudes, A. and Burt, D. (2004). Perceived Similarity and Social Cohesion in Virtual Teams. In Proceedings of the 9th International Telework Workshop, 2004, Heraklion, Greece.
- Gaudes, A. & Brabston, M. (2001). Virtual Transactional and Relational Exchanges: The Enabling Effects of Information Technology. In proceedings of the Information Resources Management Association Conference. Toronto, ON. M. Khosrowpour (Ed.) *Managing Information Technology in a Global Economy*, 532 - 536. Hershey, PA: Idea Group Publishing.
- Gaudes, A. (2000). Pulling the threads together: Telework as part of an integrated strategy for organizational transformation. In proceedings of Teleworking and the Future of Work. Stockholm, Sweden.
- Gaudes, A. (1999). Optimizing mobility to marginalize interruption: A framework that integrates virtual officing as a component of business continuity planning. In proceedings of The Fourth International Telework Workshop: *Telework Strategies for the New Workforce*, 271 - 280. Tokyo, Japan.
- Gaudes, A. (1999). Thinking orgatecturally: Reintroducing the physical environment to organizational theory. In proceedings of the 1999 Administrative Sciences Association of Canada Conference. Saint John New Brunswick, Canada.

Peer-Reviewed Conference Papers

- Gaudes, A. (2011). The role of leadership in developing psychological safety in virtual teams. Presented at the 16th International Telework Workshop, November 24, Athens, Greece.
- Gaudes, A. (2011). Hooked on a feeling: Emotional intelligence in the intuitive decision making processes of an entrepreneur. Accepted for presentation at the Asian Business and Management Conference, November 11-13, Osaka, Japan.
- Gaudes, A. (2010). Psychological safety in virtual teams. Presented at the 15th International Telework Workshop, August 25 - 27, Buenos Aires, Argentina.
- Wielemaker, M., Gaudes, A., Grant, S., Mitra, D., and Murdock, K. (2008). Developing and assessing entrepreneurial programs: The case of a new program in Atlantic Canada. Presented at the 2008 ICSB World Conference, June 22-25, Halifax, Canada.
- Gaudes, A., Robinson, H., and Trumble Waddell, J. (2008). Effective Virtual Teams: An evaluation from the perspective of virtual team members. Presented at the 13th International Telework Workshop, June. 4-6, Krakow, Poland.
- Gaudes, A., and Robinson, H. (2007). A framework for constructing effective virtual teams. Presented at the 12th International Telework Workshop, Aug. 28-30, Lillehammer, Norway.
- Gaudes, A. (2006). A longitudinal study of the impact of consumer cohorts on incumbent retailers in a period of increased competition. Presentation at the 2006 Economics & International Business Research Conference, Miami, FL.
- Zych, A., and Carroll, A. (2006). E-Novations: A Case Study (in collaboration with Gaudes, A.). Presentation at the 2006 Administrative Sciences Association of Canada Conference, Case Track. Banff, AB.
- Gaudes, A. (2005). A study on the factors present in a teleworker's decision to relocate. Presentation at the 10th International Telework Workshop, 2005, Preston, England.
- Gaudes, A. (2004). The skinny on being narrow: A longitudinal study on the influence of niche width in the presence of market turbulence. Presentation at the 2004 International Conference of Business, Economic, and Management Disciplines, Fredericton, NB.
- Gaudes, A. (2003) Caught in the niche of time: The impact of consumer cohorts on incumbent retail. Presentation at the 2003 Academy of Management Conference, Organization and Management Theory Division. Seattle, WA.

Books

- Boiarov, S., Spinks, W., Ortiz Chaparro, F., Gordon, G., Gaudes, A., Virolainen., H. (2011), *Telework Argentina: Telework for sustainable development*. Buenos Aires, Argentina: El Cid Editor.
- Hitt, M., Black, S., Porter, L., and Gaudes, A. (2009). *Management, First Canadian Edition*. Toronto, ON: Pearson Education.
- Gaudes, A. (2006). *e-Networks in an Increasingly Volatile World*. Proceedings of the 11th International Workshop on Telework (Editor). Fredericton, NB: University of New Brunswick Imaging Services.
- Dinsdale, G., Moore, M. & Gaudes, A. (2002). *Organizing for Deliberate Innovation: A Toolkit for Teams*. Ottawa, ON: Canadian Centre for Management Development.
- Stoyko, P. & Gaudes, A. (2002). *A Fine Balance: A Manager's Guide to Workplace Well-Being*. Ottawa, ON: Canadian Centre for Management Development.

Peer-Reviewed Book Chapters

- Gaudes, A. (2003). Virtual organisations: Exchange and context. In P. Jackson and B. Rapp (Eds.), *Organisation and Work Beyond 2000*, 103 - 115. New York: Springer-Verlag.
- Gaudes, A. & Brabston, M. (2002). Virtual transactional and relational exchanges: The enabling effects of information technology. In J. Kisielnicki (Ed.) *Modern Organizations in Virtual Communities*, 76 - 88. Hershey, PA: Idea Group Publishing.

Teaching

(All teaching delivered in English)

2023-2024

Virtual Methods of Collaborating: Managing a Distributed Workplace (Municipal Leadership Certificate, Goodman School of Business)
Entrepreneurship (MBA, Goodman School of Business, 2 sections)

2022-2023

Virtual Methods of Collaborating: Managing a Distributed Workplace (Municipal Leadership Certificate, Goodman School of Business)

2021-2022

Virtual Methods of Collaborating: Managing a Distributed Workplace (Municipal Leadership Certificate, Goodman School of Business)

2020-2021

Crisis Management (MBA Goodman School of Business)

2017-2018

Management as a System (Executive MBA Levene Graduate School of Business)

2016-2017

Management as a System (Executive MBA Levene Graduate School of Business)

2012-2013

Applied Integrative Studies, Crisis Management (MBA University of New Brunswick, Kyiv, Ukraine)

2010-2011

Organizational Design (BBA University of New Brunswick, 3 Sections)
Applied Integrative Studies, Crisis Management (MBA University of New Brunswick, Kyiv, Ukraine)
Applied Integrative Studies, (MBA-Engineering Management University of New Brunswick)
Supervise Julie Mason. Practicum, MBA in Engineering Management: *New Brunswick College of Craft and Design Facilities Master Plan*

2009-2010

Managing Risk and Technology in Entrepreneurial Firms (MBA University of New Brunswick)
Organizational Design (BBA University of New Brunswick, 2 Sections)
Applied Integrative Studies, Crisis Management (MBA University of New Brunswick, Kyiv, Ukraine)
Applied Integrative Studies, (MBA-Engineering Management University of New Brunswick)
Supervise Steve Griffin, MBA in Engineering Management Practicum: *Bell Aliant Network Operations Center Cost Savings Analysis*
Supervise Taymour Israr, MBA Internship: *Toronto Star – Print Distribution Verification*
Supervise Justin DeMerchant, MBA Internship: *J & J Imports Entrepreneurial Venture*

2008-2009

Managing Risk and Technology in Entrepreneurial Firms (MBA University of New Brunswick)
Organizational Design (BBA University of New Brunswick, 2 Sections)
Applied Integrative Studies, Crisis Management (MBA University of New Brunswick, Kyiv, Ukraine)
Management of Innovation & Technology (MBA Groupe Dunkerque, France)
Managing Risk and Technology in Entrepreneurial Firms (MBA Groupe ISCID, Dunkerque, France)
Supervise Emily Reid, MBA Internship: *MBA Marketing*

2007-2008

Managing Risk and Technology in Entrepreneurial Firms (MBA University of New Brunswick)
Organizational Design (BBA University of New Brunswick, 2 Sections)
Applied Integrative Studies, Crisis Management (MBA University of New Brunswick, Kyiv, Ukraine)
Supervise Bruce Pearson MBA Internship: *Crisis Management Plan for EngArc*

2006-2007

Managing Risk and Technology in Entrepreneurial Firms (MBA University of New Brunswick)
Organizational Design (BBA University of New Brunswick, 3 Sections)
Applied Integrative Studies, Crisis Management (MBA University of New Brunswick, Kyiv, Ukraine)
Ideology, Technology and Business (BBA University of New Brunswick, Port of Spain, Trinidad)
Management of Innovation & Technology (BBA University of New Brunswick, Port of Spain, Trinidad)
Supervise Raphaële Jay MBA Independent Study: *Implementing a French winery in Atlantic Canada*
Supervise Stephanie Ketch MBA Independent Study: *A Series of Cases in Management*
Supervise Allison Fillier MBA Internship: *McInnes Cooper Law Firm*

2005-2006

Organizational Studies (MBA University of New Brunswick)
Managerial Decision Making (MBA University of New Brunswick)
Organizational Design (BBA University of New Brunswick, 3 Sections)
Management of Innovation & Technology (BBA University of New Brunswick)
Applied Integrative Studies, Crisis Management (MBA University of New Brunswick, Kyiv, Ukraine)
Competitive Strategy (BBA University of New Brunswick, Cairo, Egypt)
Management of Innovation and Technology (BBA University of New Brunswick, Cairo, Egypt)
Organization Theory (University of Manitoba, Summer Session)

2004 and earlier

Organizational Studies (MBA, University of New Brunswick)
Organizational Design (BBA, University of New Brunswick)
Ideology, Technology and Business (BBA, University of New Brunswick, Cairo, Egypt)
Management Information Systems (BBA, University of New Brunswick, Cairo, Egypt)
Management of Innovation & Technology (BBA University of New Brunswick)
Organizational Effectiveness (Michigan State University Online)
Crisis Management (Michigan State University Online)
Financial Life Cycle Cost Analysis (Michigan State University Online)
Information Management (Michigan State University Online)
Real Estate and Building Economics (Michigan State University Online)
Organization Theory (B. Comm., University of Manitoba)
Supervise Diane Burt, Independent Study: *Perceived Similarity and Social Cohesion in Virtual Teams*
Supervise Donna Hoffman, MBA Independent Study: *Process Review of Alden Nowlen House.*