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 Smith School of Business  
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**EMPLOYMENT**

**A. Academic**

2007-present	Professor, Strategy & Organization	Smith School of Business	Queen's University
2015-2016	Stauffer-Dunning Chair of Policy Studies and Executive Director	Queen's School of Policy Studies	Queen's University
2011-2015	Professor, Strategy & Organization, and Director	Smith School of Business, Monieson Centre for Business Research in Healthcare	Queen's University
2009-2012	Strategy Area Coordinator	Smith School of Business	Queen's University
Summer-2009	Visting Fellow	International Study Centre, Herstmonceux Castle, UK	Queen's University
2007- 2011	Professor, Strategy & Organization, and Director	Queen's MBA Program, Smith School of Business	Queen's University
2006- 2007	Visiting Professor	Smith School of Business	Queen's University
1996-2006 (Leave 98-99)	Dean and Professor of Business Policy	Lazaridis School of Business & Economics	Wilfrid Laurier University
1993-1996	Dean and Professor of Management	Sobey School of Business	Saint Mary's University
Winter 1993	Instructor in Finance (MBA Program)	Rotman School of Management	University of Toronto

Summer 1983	Assistant Professor	School of Education	Dalhousie University
1982-1984	Assistant Professor	Faculty of Education	Queen's University
1978-1981	Visiting Asst. Professor	Department of Educational Fdns.	University of Alberta
1975-1978	Seminar Tutor	Institute of Education	University of London

### **B. Government**

1998-1999	Chief Executive Officer	Privatization Secretariat	Government of Ontario
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### **C. Business**

1991-1993	Vice-President & Division Head	Corporate Finance Division	Canadian Imperial Bank of Commerce
1990-1991	Vice-President	Commerce Court Corporate Group	Canadian Imperial Bank of Commerce
1987-1990	General Manager	Commerce Court Corporate Group	Canadian Imperial Bank
1985-1987	Assistant Vice President	Quebec Region	Chemical Bank (JP Morgan)
1984-1985	Account Manager	Corporate Banking	Mercantile Bank of Canada (National Bank of Canada)
1981-1982	Account Manager	Corporate Banking	Mercantile Bank of Canada (National Bank of Canada)
1971-1972	Staff Accountant	Audit Staff	Clarkson, Gordon & Co. (Ernst & Young)

### **EDUCATION**

Ph.D. 1980	Education (Philosophy)	University of London (University College London)
M.A. 1974	Education (Philosophy)	Dalhousie University

B.Ed. 1973          Education (Economics)    Dalhousie University

B.Comm. 1971      Economics/Sociology      Mount Allison University

## BIOGRAPHIES AND AWARDS

- Biographies
  - Canadian Who's Who
  - Who's Who in Canadian Business (Ceased publication 2004)
  - Directory of Directors, Canada
  - Personal profiles in the print media (See Appendix A)
- Honorary Lifetime Member, Greater Kitchener Waterloo Chamber of Commerce
- Nominee, Michael J. Follett Community Leader Award 2006, Greater Kitchener Waterloo Chamber of Commerce
- Best Paper Award: "What a Financing Scandal in a Canadian City Can Teach us about Ethical Conduct in Government/Business Relations". Proceedings of the International Applied Business Research Conference, San Juan, Puerto Rico, March 15-19, 2004.

## RESEARCH FUNDING

- Principal Investigator, Canada Health Infoway, Remote Patient Monitoring Program Benefits, \$72,276, 2014. (PI transferred to Dr. Kathryn Brohman, 2015)
- Principal Investigator, Canadian Institutes of Health Research (CIHR), Health Services and Policy: Change Management for Healthcare Policy Workshop Grant, \$24,996, 2013.
- Principal Investigator, Social Sciences and Humanities (SSHRC) Connection Grant, \$37,993, 2012.
- Principal investigator, Eastern Ontario Warden's Caucus (Ontario Ministry of Agriculture, Food and Rural Affairs, \$60,000, 2012
- Supplementary Research Grant, Queen's School of Business, \$20,000, 2010-2011.
- Ontario Centres of Excellence, \$400,000, Co-investigator and Segment PI \$40,000, 2007-2009
- D. I. McLeod Program Research Assistant Grant, Queen's School of Business, Fall 2007, \$900 .
- Queen's School of Business, Research Initiatory Grant, 2007-2010, \$60,000.
- General Research Grant Competition, Queen's School of Business, Winter 2007, \$3,000.
- Canadian Centre for Ethics & Corporate Policy, Co-investigator, Dr. Mark Baetz, \$3,900.
- Fund for Scholarly and Professional Development, Queen's University, 2006, \$2,500.
- D. I. McLeod Program Research Assistant Grant, Queen's School of Business, Fall 2006, \$900.
- General Research Grant Competition, Queen's School of Business, Fall 2006, \$2,490.
- Wilfrid Laurier University Research Grant, 2006, \$5,000
- Queen's University, Queen's Quest Grants for Visiting Distinguished Scholars (Coordinator), 1983-84.
- University of Alberta, Faculty of Education, Travel Grant, 1979.

- Canada Council (now SSHRC) Doctoral Fellowship: 1974-1975, 1975-1976, 1976-1977, 1978
- Dalhousie University Graduate Teaching Assistantship: 1973-1974.

## GOVERNANCE EXPERIENCE

### A. Corporate Governance

- |              |   |
|--------------|---|
| 2004-present | Trustee, International Finance Participation Trust, Cordiant Capital Inc.   |
| 2000-2014    | Director (Honourary Lifetime Director), The Economical Insurance Group <ul style="list-style-type: none"> <li>• Economical Mutual Insurance Company</li> <li>• Waterloo Insurance Company</li> <li>• Perth Insurance Company</li> <li>• The Missisquoi Insurance Company</li> <li>• Westmount Financial Inc.</li> </ul> Committees (of all companies): <ul style="list-style-type: none"> <li>• Chair, Corporate Governance</li> <li>• Risk Review</li> <li>• Investment</li> <li>• Audit</li> <li>• Pension</li> </ul> |
| 2000-2006    | Director, Waterloo North Hydro Inc.<br>Committees: <ul style="list-style-type: none"> <li>• Chair, Human Resources</li> <li>• Audit</li> </ul>  |
| 1998-2004    | Director, Comerica Bank Canada<br>Committees: <ul style="list-style-type: none"> <li>• Audit</li> <li>• Conduct Review</li> </ul>   |
| 2000-2002    | Director, Mitra Imaging Inc. <ul style="list-style-type: none"> <li>• Trustee, Employee Share Trust</li> </ul>  |
| 1997-2000    | Director, CBRS Inc. (Canadian Bond Rating Service)  |
| 1997         | Director, K2 Energy Corp. (TSX listing - KTO)   |

### B. Public Sector Governance

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|-----------|---|
| 2010-2016 | Chair of the Board, Kingston General Hospital (2014-2016) |
|-----------|---|

- Vice-Chair (2012-2014)
- Director (2010-2012)

Committees:

- Chair, Governance and Nominating
- Finance and Audit
- Senior Leadership and Compensation (merged with Governance)
- Patient Care and People

Director, Kingston General Hospital Research Institute (2012-2016)

2005-2006 Member (Order-in-Council), Public Accountants Council for the Province of Ontario

Committees:

- Finance
- Licensing Standards

1997-1998 Member, Business Review Advisory Panel for the Minister without Portfolio with Responsibility for Privatization, Government of Ontario

1996-1998 Special Advisor to the Board, Halifax International Airport Authority

1995-1996 Vice-Chair, Halifax International Airport Authority

Committee:

- Finance

1995-1996 Director, World Trade Centre Institute, Halifax

### **C. Professional and Association Governance**

2000-2006 Director, Canadian Council for Public Private Partnerships

Committees:

- Executive
- Nominating
- Chair, Annual Conference (2003)

2005-2006 Director, Ontario Chamber of Commerce

Committees:

- Vice-Chair, Borders & Transportation Infrastructure

2004-2005 Governor, Governing Council, Ontario Chamber of Commerce

2002-2005 Member, Prosperity Council of Waterloo Region

1997-2005 Chair (Honorary Lifetime Member), Greater Kitchener Waterloo Chamber of Commerce

- Executive Committee:
  - Past-Chair
  - Chair
  - Vice-Chair
  - Director
- 2002-2004 Director, Marketing and Communication Task Force, Canada's Technology Triangle
- 1996-1999 Member, Stakeholder Advisory Group, Canadian Securities Institute, Investor Learning Centre, Toronto.
- 1993-1996 Director, Metropolitan Halifax Chamber of Commerce Committees:
- Chair, G7 Task Force
  - Chair, Education

#### **D. Academic Governance**

- 2005-2008 Advisory Board, UBC P3 Project, Phelps Centre for the Study of Government and Business, Sauder School of Business, University of British Columbia
- 1996-2006 Senate, Wilfrid Laurier University
- 1993-2005 Canadian Consortium of Management Schools
- 2000-2003 International Programming Committee, AACSB – International
- 1997-1998 International Organizing Committee, Global Forum on Management Education
- 1993-1998 Chair, Canadian Federation of Business School Deans
- Past-Chair
  - Chair
  - Vice-Chair
  - Director
- Committees:
- Chair, Executive
  - Chair, Finance
  - Chair, Media Relations
- 1994-1996 National Corporate Council on Management Education
- 1994-1996 Board of Research Advisors, Atlantic Institute for Market Studies, Halifax, Nova Scotia.

1993-1996 Senate, Saint Mary's University

### **E. Community and Foundation Boards**

2017- present Kingston Citizen Committee to Review Council Remuneration for the Term of Council 2018-2022

2008-2010 Member, Imagine Kingston (senior public and private sector visioning group)

2002-2006 Member, Investment Committee, Kitchener and Waterloo Community Foundation

1996-2002 Adjudication Panel Member, Junior Achievement Business Excellence, Waterloo Region.

2000-2001 Interim Board of Directors Member, The Business-Education Partnership, Kitchener-Waterloo and Area

1997-1998 Member, Canada's Technology Triangle (CTT), Economic Development Task Force

1997 Education Chair, Campaign Cabinet, United Way Campaign, Kitchener-Waterloo and Area

1993-1996 Laureate Selection Committee & Chair, Board of Judges, Nova Scotia Business Hall of Fame

1994-1995 Member, Halifax G7 Summit Organizing Committee

### **BUSINESS AND GOVERNMENT CONSULTING**

- Appleby College (2017)
- Office of the Information Commissioner of Canada. Expert witness (2011)
- Kingston General Hospital (2008)
- Kingston Economic Development Corporation (2007)
- Cordiant Capital Inc. (2007)
- Standard & Poor's, Canada (2003, 2004-08).
- Standard & Poor's, A Division of the The McGraw-Hill Companies, New York (2001).
- Canadian Bond Rating Service (CBRS Inc.) (2000, 1999, 1998, 1997, 1996-97),
- Ontario Electricity Financial Corporation, Government of Ontario (2000).
- Integrated Financial Information System Project, Ministry of Finance, Government of Ontario (2000).
- McMillan Binch, Barristers and Solicitors (1999).
- Office of Privatization, Government of Ontario (1998-99).

- Halifax International Airport Authority (1996, 1997).
- Nova Scotia Power Inc. (1994)
- Nova Scotia Resources Limited (1993).

#### ACADEMIC CONSULTING AND PROGRAM REVIEWS

2013	Postsecondary Quality Assessment Board, Province of Ontario
2008	Nippissing University, School of Business and Education
2007	Maritime Provinces Higher Education Commission
2007	University of New Brunswick, Saint John, New Brunswick
2006	Maritime Provinces Higher Education Commission
2006	University of Ottawa, School of Management
2006	Department of Advanced Education, Government of British Columbia
1997-1998	Bishop's University, School of Business
1997-1998	McMaster Divinity College, McMaster University
1981	University of Alberta, Department of Educational Foundations Department of Educational Foundations

#### PUBLICATIONS AND REFEREED CONFERENCE PRESENTATIONS

##### A. Edited Works

Carson, A. S. and Nossal, K. R. (Eds.), *The Canadian Agenda for Healthcare Innovation: Policy, Management, Politics and Education*. Montreal & Kingston: Queen's Policy Studies Series, McGill-Queen's University Press, forthcoming, Winter 2018.

Carson, A. S. and Nossal, K. R. (Eds.), *Managing a Canadian Healthcare Strategy*. Montreal & Kingston: Queen's Policy Studies Series, McGill-Queen's University Press, 2016, xv, 284 pp.

(The Hill Times Best 100 Canadian Political Books of 2016)

Carson, A. S., Dixon, J. and Nossal, K. R. (Eds.), *Toward a Healthcare Strategy for Canadians*. Montreal & Kingston: Queen's Policy Studies Series, McGill-Queen's University Press, 2015, xvii, 276 pp.

(The Hill Times Best 100 Canadian Political Books of 2015)

Ashton, W. and Carson, A. S. (Eds.), *Journal of Rural and Community Development* (Special edition: *The Remote Rural Broadband Deficit in Canada*), 8(2), 2013.



## **B. Articles, Chapters and Presentations**

### 2018 (Forthcoming)

“The Canadian Agenda for Healthcare Innovation”, in Carson, A. S. and Nossal, K. R. (Eds.), *The Canadian Agenda for Healthcare Innovation: Policy, Management, Politics and Education*. Montreal & Kingston: Queen’s Policy Studies Series, McGill-Queen’s University Press, forthcoming Winter, 2018.

“Reflections on the Naylor Report 2015: Fund, Agency and Governance”, in Carson, A. S. & Nossal, K. R. (Eds.), *The Canadian Agenda for Healthcare Innovation: Policy, Management, Politics and Education*, McGill-Queen’s University Press, forthcoming Fall 2017.

"The Right to Health Care". *Encyclopedia of Business Ethics and Society*, 2nd ed., R. W. Kolb (Ed.) Sage Publications, Thousand Oaks, California, forthcoming 2018.

"Public Private Partnerships". *Encyclopedia of Business Ethics and Society*, 2nd ed., R. W. Kolbe (Ed.) Sage Publications, Thousand Oaks, California, forthcoming 2018.

“Privatization”. *Encyclopedia of Business Ethics and Society*, 2nd ed., R. W. Kolb (Ed.) Sage Publications, Thousand Oaks, California, forthcoming 2018.

(“Privatization”. *Encyclopedia of Business Ethics and Society*, R. W. Kolb (Ed.) Sage Publications, Thousand Oaks, California, pp. 1679-82, 2007.)

“Chief Operating Officer”. *Encyclopedia of Business Ethics and Society*, 2nd ed., R. W. Kolb (Ed.) Sage Publications, Thousand Oaks, California, forthcoming 2018.

("Chief Operating Officer". *Encyclopedia of Business Ethics and Society*. R. W. Kolb (Ed.) Sage Publications, Thousand Oaks, California, pp. 295-98, 2007.)

### 2017

“Promoting the Public Interest Through Government-Business Collaborations: Conflicts, Ethics, and the Bicameral Governance Model”, Presentation at the Australasian Business Ethics Network Conference, Melbourne, Australia, December 10-12, 2017.

“Say on Pay: CEO Compensation, Governance, Morality and Democracy”, Conference presentation, *Timeliness and Timelessness - Corporate Governance and Regulatory Challenges after the Financial Crisis of 2007 - 2009 and Brexit*. Liverpool John Moores University, Liverpool, UK, September 28, 2017. (Significantly revised from presentation in 2016)

### 2016

“Atikokan at the Crossroads: A Community Strategic Decision”. Carson, A. S., Young, E. and Dixon, J. A. *Journal of Case Research and Inquiry*, December 2016, pp. 53-82. (Online access: [http://jcri.org/JCRI\\_VOLUME\\_2\\_DEC\\_23\\_2016.pdf](http://jcri.org/JCRI_VOLUME_2_DEC_23_2016.pdf))

“Say-on-Pay’: CEO Compensation, Governance, Morality and Shareholder Democracy”. Presented at the Australasian Business Ethics Network Conference, Brisbane, Australia, December 6-8, 2016.

"Managing a Canadian Healthcare Strategy: An Introduction", in Carson, A. S. And Nossal, K. R. (Eds.), *Managing a Canadian Healthcare Strategy*. Montreal & Kingston: McGill-Queen’s University Press, 2016, pp. 1-16

“The Role of the Private Sector in Canadian Healthcare: Accountability, Strategic Alliances, and Governance”, in Carson, A. S. & Nossal, K. R. (Eds.), *Managing a Canadian Healthcare Strategy*. Montreal & Kingston: McGill Queen’s University Press, 2016, pp. 155-181.

## 2015

“Why Canada Needs a Healthcare Strategy”, in Carson, A. S., Dixon, J and Nossal, K. R. (Eds.), *Toward a Healthcare Strategy for Canadians*. Kingston ON: McGill-Queen’s University Press, pp. 11-37, 2015.

“If Canada Had a System-Wide Healthcare Strategy, What Form Could it Take?”, in Carson, A. S., Dixon, J. and Nossal, K. R. (Eds.), *Toward a Healthcare Strategy for Canadians*. Montreal & Kingston: McGill-Queen’s University Press, pp. 255-276, 2015.

“A Framework for Business Ethics Education”, *Journal of Business Ethics Education*, 10, pp. 185-210, 2013.

## 2013

“The Remote Rural Broadband Deficit in Canada”, *Journal of Rural and Community Development*, 8(2), pp. 1-6, 2013.

“Ethics”. *Sociology of Work: An Encyclopedia*. Sage Publications, Thousand Oaks, California, pp. 257-259, 2013.

“Whistleblowing”. *Sociology of Work: An Encyclopedia*. Sage Publications, Thousand Oaks, California, pp. 969-970, 2013.

## 2012

“Universities in the Marketplace: For-Profit Universities – Morally Illegitimate? Or, Just Business?”. Presented at the Australasian Business Ethics Network Conference, Melbourne, Australia, December 12-14, 2012.

## 2010

“Environmental Legislation and Harms to Remote Resource-Based Communities: The Case of Atikokan Ontario”. *Business and Society Review*. 115: 4, 437-467, 2010.

“Home Country Experience and CSR: The Case of the Canadian Oil and Gas Industry. Presented at the International Association of Business and Society Conference, Banff Alberta, March 26, 2010. (With David A. Detomasi, first author.)

#### 2009

“Environmental Policy and the Moral Entitlements of Remote Resource-Based Communities: the Case of Atikokan, Ontario” Presented at the Working Collaboratively for Sustainability Conference, Seattle University, Seattle Washington, April 2-3, 2009. (With Erica J. Young)

#### 2008

“Codes of Conduct in the Private Sector: A Review of the Academic Literature from 1987 to 2007. Canadian Centre for Ethics & Corporate Policy, pp. 1- 101 (44,460 words), With Mark Baetz and Shelley McGill. June 2008.

#### 2007

“3 Ps for P3s: 3 Principles for Successful Public-Private Partnerships”. Summit: Canada’s Magazine on Public Sector Purchasing. pp. 2-17, September 2007 (Not refereed; request of the editor.) [http://www.summitconnects.com/Articles\\_Columns/PDF\\_Documents/w10\\_5\\_01.pdf](http://www.summitconnects.com/Articles_Columns/PDF_Documents/w10_5_01.pdf)

“Should a University be Owned and Operated by a For-Profit Corporation?”. Philosophy of Management, Vol. 6, no. 1, pp 17-34, 2007.

“For-Profit Degree Granting Institutions in Three Countries: Do their Governments’ Program Approval Processes Protect the Public Interest by Assuring Quality?”. Conference Proceedings of the International Association of Business & Society, Florence, Italy, May 28-June 1, 2007.

“Public Private Partnerships: The Ontario Scene in 2006”. Phelps Centre for the Study of Government and Business, UBC P3 Project, University of British Columbia, Research Workshop, Vancouver, British Columbia, December 6, 2006.  
pp. 1679-82, 2007.

#### 2006

“Public Private Partnerships: The Ontario Scene in 2006”. Phelps Centre for the Study of Government and Business, UBC P3 Project, University of British Columbia, Research Workshop, Vancouver, British Columbia, December 6, 2006.

#### 2005

“Should a University be Owned and Operated by a For-Profit Corporation?”. Proceedings of the Philosophy of Management Conference, St. Anne’s College, University of Oxford, July 6-10, 2005. 16 pages. (Revised and published. See above 2007.)

#### 2004

“What a Financing Scandal in a Canadian City Can Teach us about Ethical Conduct in Government/Business Relations”. *International Business and Economics Research Journal*, Vol.3, no.5, pp.55-67, May 2004.

“What a Financing Scandal in a Canadian City Can Teach us about Ethical Conduct in Government/Business Relations”. *Proceedings of the International Applied Business Research Conference, San Juan, Puerto Rico, March 5-19, 2004. Best Paper Award. (Revised and published above.)*

### 2003

“Corporate Governance and Ethics: Why More Regulation is Not the Complete Answer”. *Proceedings of the Global Conference on Business and Economics, Imperial College, University of London, London, England, July 5-7, 2003.*

“Establishing Public-Private Partnerships: Three Tests of a Good Process”. *Canadian Council for Public Private Partnerships, Toronto, January 2003, pp. 1-11.*

### 2002

“Establishing Public-Private Partnerships: Three Tests of a Good Process”. *Proceedings of the International Applied Business Research Conference. Puerto Vallarta, Mexico, March 14-19, 2002.*

### 2000

“The Role of Transition Parameters and Process Structure in Resolving the Incompatibilities Between Economic and Public Policy Objectives in Privatization: A Canadian Case”. *Academy of Business and Administrative Sciences Conference, Prague, Czech Republic, July 10-12, 2000.*

“The Evolution of Business Schools in Canada: From Growth to Strategic Positioning”. *Presented at the Academy of Business and Administrative Sciences Conference, Prague, Czech Republic, July 10-12, 2000.*

“Social Democracy and the Changing Role of the University”. *Proceedings of the Education for Social Democracies: Changing Forms and Sites Conference. University of London, Institute of Education. London, England, July 3-5, 2000. 18 pages.*

### 1999

“Emberley on Hot Button Politics in Canada’s Universities: A Critique (Special Feature)”. *Canadian Journal of Higher Education. Vol. XXIX, nos. 2, 3, pp. 175-200, 1999.*

“Justifying Global Privatization: Public Policy, Economics and Education”. *Proceedings of the Globalization & Emerging Economies Conference, Academy of Business and Administrative Sciences. Barcelona, Spain. July 12-14, 1999. 20 pages.*

## 1998

“Vulture Investors, Predators of the 90s: An Ethical Examination”. *Journal of Business Ethics*, Vol.18, no.1, pp.89-101, 1998.

“What are the University’s Obligations in the New Economy?”. *The Ethics of the New Economy: Restructuring and Beyond*. L. Groarke (Ed.), Waterloo, Ontario: Wilfrid Laurier Press, pp. 9-23, 1998.

## 1997

“What is The Aim of International Ethics Education?”. *Proceedings of the Sixth World Business Congress, International Management Development Association*, E. Kaynak, A. Kara and Sung-Soo Pyo (Eds.), Chonju, Republic of Korea, July 23-27, 1997, pp. 443-51.

“A Case for Self-Regulation in the Financial Markets: Perspective on Improving Ethical Behavior”. *Proceedings of the 7<sup>th</sup> International Association for Business and Society Annual Conference*, K. Reihbein (Ed.). Destin, Florida: March 6-9, 1997, pp. 50-55.

“Universities, Globalization and Ethical Obligations”. Presented at the Second Annual Laurier Conference on Ethics in Business, Health and Education. Wilfrid Laurier University, Waterloo, Ontario, October 23-25, 1997. (Revised and published as “What are the University’s Obligations in the New Economy?” See 1998 above.)

“Creativity, Management Education and the Business Community”. K. Friedman (Ed.), *Innovation and Management: Recent Research on Generating New Ideas*. Brussels, Belgium: European Foundation for Management Development, 1997, pp. 85-107.

## 1996

“Action and Process: Why Business and Government have Difficulty Understanding Each Other”. *Proceedings of the International Association of Management, 14<sup>th</sup> Annual Conference, Organizational Management Group*, J. D. Saunders (Ed.), Toronto, Ont., August 2-6, 1996.

Vol. 14, no.1, pp.1-6. (Also appears in the *Proceedings of the Multidisciplinary Division*, F. Doamekpor, (Ed.), Vol.14, no.1, pp. 129-134.)

“The Ethics of Institutional Shareholder Activism”. *Proceedings of the 6<sup>th</sup> Annual International Association for Business and Society Conference*, J. M. Logsdon and K. Rehbein, (Eds.) Santa Fe, New Mexico, March 21-24, 1996, pp. 30-35.

“The Nature of a Moral Business Person”. *Review of Business*, Vol.17, no.2, Winter 1995/96, pp.16-22.

“Economic Restructuring and the Moral Obligation of the University”. Presented at the First Annual Conference on Business and Professional Ethics, Wilfrid Laurier University, Waterloo, Ontario, October 24-26, 1996.

## 1995

“Business Education and the Development of Integrity”. Proceedings of the 2nd Annual International Conference on Promoting Business Ethics, New York City, November 3-5, 1995, pp. 568-588. (Revised and published as “The Nature of a Moral Business Person”. See 1996 above.)

“Drug Testing and Privacy: Why Contract Arguments Do Not Work”. Business & Professional Ethics Journal, Vol. 14, no.4, pp. 3-22, Winter 1995.

“Drug Testing, the Workplace and Privacy”. Presented at the Society for Business Ethics Conference, Vancouver, B.C., August 1995. (Revised and published. See above.)

## 1994

“Good Moral Character, Ethics and the Role of the Business School”. Y. Sankar, Organizational Behavior: The Ethical Challenge. Toronto, Ontario: Canadian Scholars' Press, pp.787-809, 1994.

### **Career interruption: 1984-1993**

## 1984

“Control of the Curriculum: a Case for Teachers”. Journal of Curriculum Studies, Vol. 16, no.1, 1984, pp.19-28.

“Education and Schooling”. International Review of Education, Vol. XXX, 1984, pp. 41-55. (John Wilson, Oxford University, whose work was critically examined, responded by invitation from the Editor.)

## 1983

“Education and the Concept of Ideology”. New Education: An International Journal of Educational Theory and Practice, Vol. 5, no.2, 1983, pp.15-23.

“Is Community Education of any Interest to Educational Theory?”. Presented at the Canadian Society of the Study of Education Conference, Vancouver, British Columbia: June 4-8, 1983.

## 1982

“Epistemic Authority: A Reply to Suzanne de Castell”. Journal of Educational Thought, Vol. 16, no.2, 1982, pp. 116-19. (Dr. de Castell, Simon Fraser University, responded in the Journal, Vol. no. 3, 1982.)

“Two Problems of Educational Theory”. D. Cochrane and M. Schiralli (Eds.), Philosophy of Education: Canadian Perspectives. Toronto: Collier Macmillan, 1982, pp. 35-46.

“Open Mindedness and Education”, by William Hare. Review in Dialogue: Canadian Philosophical Review, Vol. 21, no. 2, 1982, pp. 394-397.

### 1981

“Community Participation and Curriculum Decisions”. Educational Philosophy and Theory, Vol.12, 1981, pp. 38-54.

“Logical Self-Defense”, by R.H. Johnson and J.A. Blair. Review in Dialogue: Canadian Philosophical Review, Vol. 20, no.2, 1981, pp. 403-405.

“The Canadian Curriculum: A Personal View”, by Robin Barrow. Review in Alberta Journal of Educational Research, Vol. 27, no. 2, 1981, pp. 207-208.

### 1980

“Two Problems of Educational Theory”. British Journal of Educational Studies, Vol. 21, no. 1, 1980, pp. 20-33. ( Revised and published in Cochrane and Schiralli (eds.) See 1982 above.)

“Reasoning”, by Michael Scriven. Review in Informal Logic Newsletter, Vol. 2, no. 2, 1980.

“How to Win an Argument”, by Michael Gilbert. Review in McGill Journal of Education, Vol. 15, no. 3, 1980, pp.332-3.

“Control of the Curriculum and the Competence of Teachers”. Presented at the Canadian Society for the Study of Education Conference, Montreal, Quebec, June 2-6, 1980.

### 1979

“Experts and Control of the Curriculum”. Journal of Educational Thought, Vol. 13, no.2, 1979, pp.129-39.

“Can there be a Use for Knowledge and Values?: A Reply to Donna Kerr”. Presented at the Northwest Philosophy of Education Society Conference, Seattle, Washington, October 26-27, 1979.

### 1978

“Experts and Control of the Curriculum”. Presented at the Northwest Philosophy of Education Society Conference, Vancouver, British Columbia, October 20-21, 1978

“John White on State Control of the Curriculum”. Journal of Philosophy of Education, Vol. 12, 1978, pp. 63-68. (Professor White, University of London, responded in the Journal of Philosophy of Education, Vol.15, no. 2, 1981.)

## WHITE PAPERS AND DISCUSSIONS

"Reflections on the Naylor Report 2015: Fund, Agency and Governance", in Transforming Canadian Healthcare Through Innovation: The Agenda, Conference White Papers, published by Centre for Innovation in Healthcare Policy, Queen's School of Policy Studies. June 2016.

"Role of the Private Sector in Canadian Healthcare: Accountability, Strategic Alliances and Governance", in Managing a Canadian Healthcare Strategy Conference White Papers (Toronto Ontario May 6-7, 2015), published by The Monieson Centre for Business Research in Healthcare, Queen's School of Business, May 2015. Web version, <http://www.moniesonhealth.com/resources.html>

"If Canada Had a System-Wide Healthcare Strategy, What Form Could it Take?", in Creating Strategic Change in Canadian Healthcare White Papers, Toronto Ontario, May 8-9, 2014, published by The Monieson Centre for Business Research in Healthcare, May 2014, Web version, <http://www.moniesonhealth.com/resources/2014-WhitePaper-Carson.pdf>

"What is the Meaning of Strategy in the Context of Canadian Healthcare", Background Paper, Toward a Canadian Healthcare Strategy Conference, Background paper (Toronto June 13-14, 2013), Published by the Monieson Centre for Business Research in Healthcare, Queen's School of Business, June 2013. Web version, [http://business.queensu.ca/centres/monieson/knowledge\\_articles/QHPCC\\_Conference\\_series\\_background\\_paper\\_Carson](http://business.queensu.ca/centres/monieson/knowledge_articles/QHPCC_Conference_series_background_paper_Carson)

"Governance and Strategy: Four Tests of Competence", Boards (Governance Centre of Excellence, Ontario Hospital Association), November, 2013.

"Why do Some Professors Think Business Ethics Education Isn't Important?" Management Ethics, Spring 2010, pp. 4-5.

"MBA: Path to Success". India Abroad, March 24, 2006, Vol. XXXVI, no. 25, S10-12. (Transcribed interview, approx. 2860 words).

"Don't Overlook the Undergrads: An Educators View". Report on Business Schools, Globe and Mail, March 7, 2006, p. E8. (approx. 1000 words).

"Canadian Business Education: A Commentary". Management Ethics, Canadian Centre for Ethics & Corporate Policy, Summer 2003, p. 3. (approx. 600 words).

"The Real Value of MBAs". Letter to the Editor, Canadian Business, December 12, 1997, p. 9.

"Lowering the Voices of the Tone-Deaf". Canadian Society for the Study of Education News, Vol.12, no. 5, 1980, pp. 5-7.

"Evaluation: a Question of Objectives". Social Studies Review, Vol. 4, no. 8, 1973, pp.13-21.

## INVITED PRESENTATIONS



"If Canada Had a System-Wide Healthcare Strategy, What Form Could it Take?" Invited presentation to the Queen's School of Policy Studies Speaker Series, Queen's University, October 15, 2015.

"The Monieson Centre for Business Research in Healthcare: An Experiment in Collaborative Research", Keynote Speaker, Department of Oncology Research Day, School of Medicine, Queen's University, Kingston Ontario, November 17, 2014.

Webinar: "If Canada had a 'Canadian Healthcare Strategy', What Form Could it Take?", Queen's School of Business, February 19, 2014.

[http://www.qsb.ca/insight/webinars/if\\_canada\\_had\\_a\\_national\\_healthcare\\_strategy](http://www.qsb.ca/insight/webinars/if_canada_had_a_national_healthcare_strategy)

"I just want to give back...", Keynote, Alumni Volunteer Summit 2014, Queen's University Alumni Association, Kingston, Ontario, June 5, 2014.

"Challenges and the Future of B-School Research: The Associate Dean and Research", Opening Keynote, Associate Deans of Research Conference, Canadian Federation of Business School Deans, Montreal, Quebec, March 24, 2014.

"Strategic Planning for Healthcare Boards: Meeting the Challenges". Invited presentation, Healthcare Governance Forum, Governance Centre of Excellence, Ontario Hospital Association, Toronto Ontario, September 28, 2013.

"The New Collaborative Governance Model in Ontario Healthcare". Invited presentation, Queen's School of Business, Annual Forecasting Lunch, Kingston Ontario, December 6, 2013.

"Strategic Planning for Healthcare Boards: Meeting the Challenges". Invited presentation, Healthcare Governance Forum, Governance Centre of Excellence, Ontario Hospital Association, Toronto Ontario, September 28, 2013.

"Governance: Risk, Control and Strategy", Invited Seminar, Ontario College of Teachers, Toronto Ontario, June 6, 2013.

"Webinar: What is Corporate Social Responsibility and Why Should You Care?" Queen's School of Business, June 22, 2011.

"Developing Responsible Leaders", QS Top MBA Careers Conference, Invited presentation, Cass Business School, of Business, Kingston Ontario, June 21, 2011. City University, London UK, October 22, 2010.

"Emerging Issues in Corporate Governance", Invited Guest Speaker, Queen's Business Club, London UK, October 21, 2010.

“Implementing Codes of Ethical Conduct: From Theory to Practice”, Invited speaker, Institute of Chartered Accountants of Ontario, Toronto, Ontario, December 6, 2008.

“Codes of Ethical Conduct: A Review of the Academic Literature from 1987 to 2007” Invited Luncheon Speaker, Canadian Centre for Ethics and Corporate Policy, Toronto, Ontario, October 8, 2008.

“The Evolving Relationship Between Business and Academe”. Invited Guest Speaker, Business Cluster Policy Secretariat, Government of Ontario, Toronto, Ontario, November 3, 2005.

“The Evolving Relationship Between Business and Academe in North America”. Keynote Address, Viessmann Research Centre on Modern Europe Conference, Wilfrid Laurier University, Waterloo, Ontario, October 6, 2005.

“The Role of the Board in Not-For-Profit and Volunteer Organizations”. Invited Speaker, Ontario School Boards Insurance Exchange Conference on Risk Management. Toronto, Ontario, November 4, 2004.

“Public Private Partnerships in Canada: Successes, Opportunities and Challenges”. Invited Distinguished International Keynote Speaker, Public Private Partnerships Conference – Hong Kong Institute of Surveyors, Hong Kong, China, May 29, 2004.

“Procurement Processes are supposed to Facilitate P3s: Do They?”. Invited Plenary Speaker, 11<sup>th</sup> Annual Conference on Public Private Partnerships, Canadian Council for Public Private Partnerships, Toronto, Ontario, November 24-25, 2003. 2003. Annual Conference Chair.

“Understanding the Ethical Issues in Municipal Governance: Waterloo’s RIM Park Financing Case”. Invited Plenary Speaker, Canadian National Summit on Municipal Governance, Toronto, Ontario, September 25-26, 2003.

“Sustaining Innovation in Public Organizations”. Invited Plenary Speaker, Institute of Public Administrators of Canada, 2003 National Conference, Toronto, Ontario, August 24-27, 2003.

“Academic Issues from Around the Globe: Are There Any Differences? The Canadian Scene”. Luncheon Address, Global Conference on Business & Economics, London, UK, July 5-7, 2003.

“Why Public and Private Sector Partners Have Difficulty Dealing with Each Other”. Invited Luncheon Speaker at the Financing Forum on Public Private Partnerships, Toronto, Ontario, June 17, 2003.

“Corporate Governance and Ethical Conduct”. Invited Guest Speaker, Kitchener Public Library Issues and Ideas Lecture Series, Kitchener, Ontario, December 2, 2002.

“How Process Can Help to Establish a Good Public-Private Partnership”. Invited Presentation, Annual Meeting of the District Health Councils of Ontario, Waterloo, Ontario, October 27, 2002.

“Improving Corporate Governance: More Regulation or a Climate of Integrity?” Invited Guest

Speaker, Retired Business and Professional Men's Club of Kitchener-Waterloo, Waterloo, Ontario, October 10, 2002.

"Why New Regulations Won't Fix the Problems of Corporate Governance". Keynote Speaker, EthicScan Annual Conference, Toronto, Ontario, October 7, 2002.

"Scandal and Integrity in the Boardroom". Invited Luncheon Speaker to the Rotary Club, Kitchener Westmount, Kitchener, Ontario, September 11, 2002.

"Ethical Aspects of Good Organizational Governance". Invited Dinner Speaker at Ontario Bar Association (Corporate Counsel Section) Annual Dinner. Toronto, Ontario, June 19, 2002.

"Good Corporate Governance and Ethical Conduct in Business". Invited Dinner Speaker at Indian Institutes of Technology Alumni Association of Canada Annual Dinner. Toronto, Ontario, May 25, 2002.

"Governance and Ethics: What are the Obligations of a Board, and to Whom Should the Board Be Responsible?". Invited Luncheon Speaker, Financial & Credit Executives Forum. Toronto, Ontario, May 8, 2002.

"Getting the Process Right for Public-Private Partnerships". Featured Speaker at the 9<sup>th</sup> Annual Conference of The Canadian Council for Public Private Partnerships. Toronto, Ontario, November 26-27, 2001.

"What Do You Want From Us? Dean's Panel". Invited Presentation to the 23<sup>rd</sup> Annual Conference on Management and Executive Development. Litchfield Park, Arizona, November 19, 2000.

"Re-defining Corporate Social Responsibility for the New Economy". Moderator of the Chancellor's Summit, Wilfrid Laurier University, Waterloo, Ontario, September 28, 2000.

"Leading for Change: Perspectives from Across Sectors". Moderator in Leadership 2000 Conference: Leading for Tomorrow: A Challenge for Today. The Conference Board of Canada, Toronto, Ontario, April 5-6, 2000.

"The Impact of Technology on International Competitiveness". Moderator of the Chancellor's Summit, Wilfrid Laurier University, Waterloo, Ontario, November 24, 1999.

"Corporate Finance Meets Politics and Public Policy: Privatizing Hwy 407". Invited Speaker at the 7<sup>th</sup> Annual Conference of the Canadian Council for Public Private Partnerships. Toronto, Ontario, November 23, 1999.

"Foreign Bank Competition in Canada: A Strategic Perspective on the Impact of Bill C-67". Invited Presentation to the Foreign Bank Competition Conference. The Canadian Institute, Toronto, Ontario, June 23, 1999.

“Global Privatization and the Ontario Experience: Notes from the Field”. Invited Presentation, Economics Department Speaker Series, Wilfrid Laurier University. Waterloo, Ontario, March 19, 1999.

“Privatization in a New Economic World”. Dinner Speaker, The Laurier Society. Wilfrid Laurier University, Waterloo, Ontario, October 23, 1998.

“How Should We Educate Students in Business Ethics?”. Plenary Address, Third Annual Conference on Business and Professional Ethics, Wilfrid Laurier University, Waterloo, Ontario. October 22, 1998.

“The Internationalization of Investment”. Creator and Moderator, The Chancellor’s Summit. Wilfrid Laurier University, Waterloo, Ontario, October 1, 1998.

“Government and Higher Education: A Frayed Contract?”. Invited Panel Presentation. Session Organizer, Chair and Introductory Presentation. Global Forum on Management Education. Chicago, Illinois, June 13-17, 1998.

“Business Ethics: Isn’t That an Oxymoron?”. Keynote Address. The Competitive Edge Conference. Wilfrid Laurier University, Waterloo, Ontario, May 28, 1998.

“Health Care Integration and Private Sector Alliances”. Keynote Address. Sharing the Caring Conference: Forging New Alliances. Grand River Hospital (Freeport), Kitchener, Ontario, February 13, 1998.

“The Pace of Change in Canada’s Business Schools”. Invited Guest Speaker at the CEO Breakfast: Cambridge Chamber of Commerce, Cambridge Ontario, February 11, 1998.

“Competition in Global Management Education”. Invited Presentation to Canadian Federation of Business School Deans Conference: Positioning to Compete in a Global Market. Quebec City, Quebec: November 28-29, 1997

“Canadian Management Education in Transition: Budgets, Technology and the Marketplace”. Invited presentation to Deans’ and Chairpersons’ Panel, Sixth Annual World Business Congress International Management Development Association, Chonju, Republic of Korea, July 23-27, 1997.

“When Change Isn’t Occurring: Leadership and Trust”. Invited Dinner Speaker, Conference Board of Canada, Tenth Anniversary Human Resource Executives’ Forum, Hockley Valley, Ontario, June 11, 1997.

“How Can We Make Business Conduct More Ethical?”. Invited Public Lecture, Kitchener Public Library Lecture Series, Kitchener, Ontario, February 10, 1997.

“Management Education and the Knowledge-Based Economy”. Invited Speaker at the Science, Technology & Business Law Partnerships Conference: Innovation and Technology Transfer. University of Waterloo, Waterloo, Ontario, January 30-31, 1997.

“The Changing Face of University-Based Management and Executive Education in Canada”. Invited Speaker at the Conference Board of Canada, Information Exchange on Evaluating Executive/Management Development Programs, Toronto, Ontario, September 12, 1996.

“Merchants of Hope: Leaders in Changing Organizations”. Invited Speaker at the Conference Board of Canada, Canadian Education Leadership Network, Halifax, Nova Scotia, August 8-10, 1996.

“How Business Schools are Responding to the Management and Leadership Challenges of the Future”. Invited Speaker at the Conference Board of Canada, Canadian Training Directors Forum, Halifax, Nova Scotia, June 19-21, 1996.

“Business Education in the 1990s and Beyond”. Invited Lecture, University of Victoria, School of Business. Victoria, British Columbia, April 18, 1996.

“The Two Solitudes of Business and Government: Decision Making Model from the Halifax G7 Summit Planning Process”. Presented to the Commerce Faculty Seminar Series on Business and Government, Saint Mary’s University, Halifax, Nova Scotia, October 20, 1995.

“The Two Solitudes of Business and Government: Field Notes from the Halifax G-7 Summit Planning”. Invited Address to the Canadian Institute of Public Administrators, Halifax, Nova Scotia, May 31, 1995.

“Business Ethics for Accountants”. Professional seminar for the Certified General Accountants Association of Nova Scotia, Halifax, Nova Scotia, March 29, 1995.

“Governance in a Business School: Departmentalized Structures”. Invited Speaker at the Canadian Federation of Business School Deans Conference, Vancouver, British Columbia, December 6, 1994.

“Creativity and Innovation: Business Schools of the Future”. Keynote Convocation Address, Canadian Institute of Management, Halifax, Nova Scotia, June 23, 1994.

“Creativity and Management Education”. Invited Luncheon Speaker at the Halifax Club Speaker Series, Halifax, Nova Scotia, June 6, 1994.

“Business Schools and the Development of Rationality”. Invited Address to the Rotary Club, Halifax, Nova Scotia, March 11, 1994.

“Current Trends in Management Education”. Keynote Graduation Address, Institute of Canadian Bankers, Halifax, Nova Scotia, October 26, 1993.

“Financing the Strategic Alliance”. Invited speaker, Strategic Alliances Conference. The Canadian Institute, Toronto, Ontario, March 5-6, 1993.

“Project Finance: Focus on Effective Analytical Techniques”. Invited Speaker, Conference on

Credit Analysis, University of Toronto, Toronto, Ontario, June 1-2, 1992.

“The Treatment of Bondholders in Corporate Restructuring”. Invited Speaker, Corporate Restructuring. Insight Conference. Toronto, Ontario, May 5-6, 1992.

“Project Finance Risk Management”. Invited Speaker and Conference Co-chair, Credit and Financial Analysis, Canadian Institute Conference. Toronto, Ontario, November 27-29, 1991.

“Credit Analysis for Project Finance”. Invited Speaker and Conference Co-chair, Credit Analysis. Canadian Institute Conference.. Toronto, Ontario, May 29-30, 1991.

“Education and the Concept of Community”. Presented to the Philosophy Colloquium, Department of Philosophy Queen’s University, Kingston, Ontario: February 16, 1984.

“Control of the Curriculum: A Case for Teachers”. Presented at the Education Colloquium, Queen’s University, Faculty of Education, Kingston, Ontario: February 14, 1983.

“Knowing and Interpreting the World”. Presented to the Social Theory Group, Faculty of Education, University of Alberta, Edmonton, Alberta: November 8, 1980.

#### CONFERENCES ORGANIZED (Program Chair and Conference MC)

Transforming Canadian Healthcare Through Innovation: The Agenda. Queen’s Health Policy Change Series, June 7-8, 2016. Toronto, Ontario.

Managing a Canadian Healthcare Strategy, Queen’s Health Policy Change Conference Series, May 6-7, 2015, Toronto, Ontario.

Creating Strategic Change in Canadian Healthcare, Queen’s Health Policy Change Conference Series, May 15-16, 2014, Toronto, Ontario.

Toward a Canadian Healthcare Strategy, Queen’s Health Policy Change Conference Series, June 13-14, 2013, Toronto, Ontario.

#### MEDIA INTERVIEWS AND QUOTATIONS (*Personal profile indicated by \**)

The Whig.com. KGH President, CEO announces resignation, April 15, 2015.

The Star.com Toronto. SNC Lavalin Investors buy into review results, March 27, 2012

Financial Post Magazine. Corporate Accountability and Ethics, Nov. 15, 2010

NationalPost.com and Financial Post. Corporate Social Responsibility, Sept.28, 2010.

National Post/Financial Post, Key MBA takeaways, Sept. 27, 2010. Also in LeaderPost.com and Canada.com.

Toronto Star, Toronto, When an MBA leads to a marriage contract, Sept. 9, 2010.  
Montreal Gazette, Edmonton Journal, Calgary Herald, Vancouver Sun. Boycotting BP, June 7, 2010.

Kingston Life Magazine, Winners in a tough economy, Nov. 5, 2009

Business Week. Feature interview on the Queen's MBA, 2009  
The Star.com. At Queen's the MBA teams stay together. Sept. 10, 2009

CBC Ottawa. Graduate school applications increase in a slow economy, March 2009

Les Affairs magazine. Importance of international experience, March 2009 (trans. in French)

CBC Radio Canada International. Importance of international work experience March 2009 (dubbed Spanish)

Canadian Press: Interview and quotes for "Graduate school applications" picked up by Toronto Sun, Sudbury Star, Prince George Citizen, New Brunswick Telegraph-Journal, St. Catharines Standard, London Free Press, Waterloo Region Record, North Bay Nugget, Trail Daily Times, January 14, 2009.

Financial Post Executive: Interview and quotes for "Financial crisis holds big lessons for MBA students", November 28.

The Star.com: Interview and quotes for "Downturn jolts business classes", November 1, 2008

BNN Television: Panel interview on management education in the wake of the market meltdown, October 31, 2008

BusinessWeek.com. Full length interview for "Queen's seeks team players", June 5, 2008  
BNN Television: Feature interview on Corporate Culture "The Culture of Personality", January 23, 2008.

CBC Radio interviews: Ottawa, Ontario Morning (Toronto), Sudbury, Winnipeg, Regina, Edmonton, Yellow Knife, Whitehorse, on the impact of the Lord Conrad Black verdict on future securities regulation in Canada, July 16, 2007.

CBC Radio National News Special, Panel discussion of the trial verdict of Lord Conrad Black found guilty on charges of mail fraud and obstruction of justice in a Chicago court, July 13, 2007.

Rex Magazine, Waterloo Region and Guelph, Ont. "Selling Success". Interview and quotes on story about Mary Bales, real estate agent and outstanding citizen, June-July, 2006.

\* The Record, Kitchener-Waterloo-Cambridge, Ont. "WLU Dean of Business Embarks on Sabbatical", Story on accomplishments as dean. pp. E1,2, April 22, 2006.

The Record, Kitchener-Waterloo-Cambridge, Ont. "Office Resolutions", Dec. 31, 2004.

CKCO TV (CTV), Kitchener-Waterloo, Ont. Province-Wide newsmagazine program. Featured television guest interview on corporate governance and business ethics. Feb. 15, 2004.

The Record, Kitchener-Waterloo-Cambridge, Ont. Waterloo Joins Municipalities Using Utilities for Quick Cash". Interview on financing structure of Waterloo North Hydro. Feb. 13, 2004. B 3.

The Record, Kitchener-Waterloo-Cambridge, Ont. "Report Offers Great Vision". Interview dealing with Prosperity Council on economic vision for Waterloo Region. Jan. 7, 2004. F1.

The Record, Kitchener-Waterloo-Cambridge, Ont. Minimum Wage Hits \$7.15". Headline story interview on increase in minimum wage in Canada. Dec. 2, 2003.

CKCO Television (CTV) Kitchener-Waterloo, Ont. Television interview concerning deregulation of undergraduate Business program fees at Wilfrid Laurier University, July 9, 2003.

CKGL AM and CHYM FM Radio, Kitchener, Ont. Radio interview concerning deregulation of undergraduate Business program fees at Wilfrid Laurier University, July 9, 2003.

The Record, Kitchener-Waterloo-Cambridge, Ont. "Can Entrepreneurship Be Taught?" Interview and photo concerning the Schlegel Centre For Entrepreneurship. Pg. F6, August 24, 2002.

CKGL AM and CHYM FM Radio, Kitchener, Ont., Broadcast interview discussion the selection of Clive Beddoe, Chairman, President and CEO, WestJet Airlines as the Laurier Outstanding Business Leader Award winner, July 30, 2002.

National Post, Toronto, Ont., "A Joint Venture with the Canadian Association of Supply Chain and Logistics Management: Managing the Supply of Skill Managers". JV1, October 31, 2001.

CKGL AM and CHYM FM Radio, Kitchener, Ont., Broadcast interview dealing with employees working from home and the use of technology. February 22, 2001.

Transportation & Logistics, November-December, 2000. "An Educated Move", pp. 32-33. Story describing partnership between Laurier and Canadian Association of Supply Chain & Logistics Management.

The Record, Kitchener-Waterloo-Cambridge, Ont., Three universities and a college are critical to technology sector's success. K5, October 26, 2000.

The Record, Kitchener-Waterloo-Cambridge, Ont., WLU business kicks it up a tier. Article on high profile Dean's Advisory Council. F1, October 24, 2000.

Financial Post (National Post), Toronto, Ont., Problems facing CEOs not new. Article reporting



on Laurier/National Post national CEO survey on corporate social responsibility.C3, September 29, 2000.

CHQR Radio, Calgary, Radio interview concerning results of Wilfrid Laurier/National Post survey of 360 CEOs on corporate social responsibility. September 27, 2000.

CBC Radio, Quebec City. Radio interview concerning results of Wilfrid Laurier/National Post survey of 360 CEOs on corporate social responsibility. September 27, 2000.

Financial Post/National Post, Top Workplace Issue is improper sexual behaviour: study. September 25, 2000, pp. C1, C2.

CKGL AM & CHYM FM Radio, Interview concerning results of Wilfrid Laurier/National Post survey of 360 CEOs on corporate social responsibility. September 25, 2000.

Canadian Business, Feature article on student organization at Wilfrid Laurier. September 25, 1998, pp. 50 ff.

\*The Record, Kitchener-Waterloo-Cambridge, Ont., WLU business dean will spend a year as CEO of government privatization. September 1, 1998, C2.

CKGL AM and CHYM FM Radio (Kitchener), Laurier Business enrolments and new initiatives. August 4, 1998.

\* The Record, Kitchener-Waterloo-Cambridge, Ont. Business Integrity Requires Skill, Dean Says. Story on a conference speech. May 29, 1998. F2.

Canadian Business, letter to the editor on behalf of the Canadian Federation of Business School Deans regarding an article on MBA programs in Canada. November 24, 1997.

CKGL AM and CHYM FM Radio (Kitchener), Economic development in the Technology Triangle area. Interview broadcast on CKGL AM and subsequently re-broadcast on CHYM FM. August 14, 1997.

Globe & Mail, Toronto, Ont., \$36,000 Proposed MBA Tuition, January 16, 1997.

\* The Record, Kitchener-Waterloo-Cambridge, Ont. Dean Aims to Sharpen Business School's Focus. Feature interview. December 7, 1996.

\* Atlantic Progress Magazine, Going Down the Road. Feature interview. September 1996, Vol.3, no.6, pp.92-95.

The Vancouver Sun, UBC taking Care of Business School to Help it Thrive in Fierce MBA Market. September 23, 1996.

\* The Record, Kitchener-Waterloo-Cambridge, Ont. On Both Sides of the Fence. Feature interview. September 17, 1996.

Chronicle-Herald, Halifax, N. S., Sir Izaak Walton Killam gets posthumous induction into Business Hall of Fame. April 30, 1996.

Daily News, Nova Scotia, Nova Scotia Business Hall of Fame press Conference. April 17, 1996.

Chronicle-Herald, Halifax, N.S., Saint Mary's wins doctoral program in business, April 5, 1996.

CBC Ottawa (radio), Distance education and MBAs, March 27, 1996.

Chronicle-Herald, Halifax, N.S., The Sobeys food retailing empire, December 6, 1995.

Daily News, Nova Scotia, The privatization of water treatment facilities. November, 1995.

Canadian Business Magazine, Toronto, Ont., Audio tape interview about business education with the Editor and Canadian business deans from Saint Mary's, University of Toronto, University of Alberta and the University of Montreal for Air Canada and played on all domestic flights September - November 1995.

Daily News, Nova Scotia, Business education, August 6, 1995.

Financial Post, Toronto, Ont. Business schools, programs and advisory boards, June 15, 1995.

\* Business Voice, Halifax, N.S., Cover picture and full-length interview about Halifax G-7 Summit and the joint venture between business and government in planning for the event, March 1995.

MITV (Global Network), Televised interview about preparations for the Halifax, G-7 Summit, March 20, 1995.

Atlantic Progress Magazine, Halifax, N.S., Re-structuring business education programmes, January, 1995.

CBC Radio, Drug testing in the workplace: radio call-in show, September 1994.

Chronicle-Herald, Halifax, N.S., What business needs from business schools, June 7, 1994.

McLean's Magazine, Toronto, N.S., Preparing for the new economy, June 27, 1994.

Chronicle-Herald, Halifax, N.S., Economic year in review, December 21, 1993.

Nova Scotia Business Journal, University business relations, October 1993.

MITV (Global Network), Televised interview about mega-projects and provincial investment, September 28, 1993.

Daily News, Nova Scotia, Business-university co-operation, August 19, 1993.

Financial Post, Toronto, Ont. Economy and corporate debt, June 18, 1991.

Globe & Mail, Toronto, Ont., Bank lending in the food processing industry, November 22, 1990.

## MANUSCRIPT REVIEWING

Canadian Scholar's Press  
MacDonald-Laurier Institute  
Journal of Religion & Business Ethics  
International Association for Business & Society  
Thompson South Western Publishing  
Clarke Irwin Publishing Co.  
Journal of Business Ethics  
Academy of Management (Management Education Section)  
Society for Business Ethics  
Alberta Journal of Educational Research  
Journal of Educational Thought

## COURSES TAUGHT

### **A. Business undergraduate and graduate courses**

Healthcare Governance and Strategy – MBA (Queen's); MPA (Queen's)  
Consulting – MBA (Queen's)  
Foundations of Strategy and Organization – MSc/ PhD (Queen's)  
Corporate Social Responsibility: A Strategic Perspective – MBA (Queen's)  
Business Policy/Strategy – B.Com. (Queen's), Executive MBA (Saint Mary's)  
Ethical Leadership and Decision Making – Accelerated MBA (Queen's)  
Business and Ethics – BComm (Queen's)  
Ethics and the Conduct of Business - B.B.A (Wilfrid Laurier), B.Comm. (Queen's, Saint Mary's), MSc and MBA (Queen's)  
Strategic Management - B.Comm. and MBA (Saint Mary's and Wilfrid Laurier)  
International Ethics - MBA (Saint Mary's)  
Corporate Finance - MBA (Rotman, University of Toronto)

### **B. Executive courses**

Queen's School of Business:  
International Executive Program in Mining Leadership  
Fundamentals of Governance (Not-for-profits)  
Fundamentals of Governance (For-profit)  
Governance for University Trustees

Governance Centre of Excellence, Ontario Hospital Association:  
Strategic Frameworks for Hospital Boards and Executives

### **C. Educational theory and curriculum graduate and undergraduate courses**

Ethics and Education (Alberta, Queen's and Dalhousie)  
Ethical Problems in Public Administration (Queen's)  
Problems in History and the Social Sciences (Queen's)  
History of Educational Thought (Alberta)  
Introduction to the Philosophy of Education (Alberta and Queen's)  
Aims of Education (Alberta)  
Educational Ideas Through Literature (Alberta)  
Issues in Education (Alberta)  
Logic in Teaching (Alberta and Queen's)  
Planning Teaching Strategy (Queen's)  
Junior and Intermediate Social Studies Curriculum (Queen's).

### **EXAMINATION, EXAMINATION CHAIR AND SUPERVISION OF MAJOR RESEARCH PROJECTS AND THESES**

#### **A. Supervisions and Examinations**

Thesis Committee Member, Cassandra Kuyvenhoven, "Governing Canadian Waste and Recyclables Transportation", PhD thesis, School of Environmental Studies, Queen's University, September 2014-present. (In process)

Supervisor, Lauren DeVries, "The Role of the Private Sector in Canadian Healthcare", Honours BA thesis, Global Development Studies, Queen's University, September 2013 – August 2014. (Completed)

Supervisor. Lauren DeVries, "Analysizing Expenditures in the Integrated Strategy on Healthy Living and Chronic Disease Using a Balance Scorecard Framework (2005-2010)". Queen's University Undergraduate Summer Student Fellowship, May-September, 2013. (Completed)

External Examiner. Carrie Hunter, "The Characteristics of Ways of Learning in the Pharmaceutical Sales Industry", Thesis, M.Ed., Faculty of Education, Queen's University, 2009. (Completed)

Supervisor: Dean Bulloch, "Corporate Social Responsibility Report and Proposal", Major Research Project, MBA, Royal Roads University, 2008. (Completed)

Supervisor. Neil Perley, "An Alternate Banking and Credit Model for Lending to Aboriginal People on Reserves", Major Research Project, MBA, Saint Mary's University, 1995. (Completed)

Supervisor. Virginia Bennett, "Ethical issues in the Sale of Nuclear Technology by Atomic Energy Canada", Major Research Project, MBA, Saint Mary's University, 1995. (Completed)

Supervisor. Mary Tou, “An Investigation into the Nature of Bribery in International Business: Three Perspectives”, Major Research Project, MBA. Saint Mary’s University, 1995. (Completed)

## **B. Examination Administration**

Chair, Doctoral Thesis Examination Board, Ryan McSheffrey, “A Restorative Theory of Criminal Justice”, Department of Philosophy, Queen’s University, October 7, 2016.

Chair, Doctoral Thesis Examination Board, Meagan Alexandria Carson Troop, “Creative Space: Teaching Higher Education: A Contemporary Curriculum vision of Teaching”, Faculty of Education, Queen’s University, November 29, 2013.

Chair, Doctoral Thesis Examination Board, Scott Frederick Hughes, “Romancing Children into Delight: Promoting Children’s Happiness in the Early Primary Grades”, Faculty of Education, Queen’s University, 2013

Chair, Doctoral Thesis Examination Board, Tou Wang, Department of Economics, Queen’s University, 2012

Chair, Doctoral Thesis Examination Board, April Girard-Brown , “Do Good Intentions Beget Good Policy? Two Steps Forward and One Step Back In the Construction of Domestic Violence in Ontario”. Department of Sociology, Queen's University, 2012.

## **ACADEMIC AND PROFESSIONAL AFFILIATIONS**

- Academy of Management
- International Association for Business & Society
- Society for Business Ethics
- Australasian Business Ethics Network
- European Institute for Advanced Studies in Management
- Canadian Society for the Study of Higher Education
- Institute of Chartered Accountants of Ontario, Faculty Colleague
- Institute of Corporate Directors of Canada

## **UNIVERSITY COMMITTEE SERVICE**

### **A. Queen’s University (2007 – present)**

- Smith School of Business, Academic Appeals Committee (2017-present)
- Smith School of Business, Physical Facilities Committee (2014-2015)
- Advisory Committee to the Dean, Queen’s Faculty of Health Sciences, Clinical Teachers Association of Queen’s Chair in Health Economics. (2013-14)
- Queen’s MBA Curriculum Committee (2013-2014)

- Commerce Curriculum Committee (2013-2014)
- Smith School of Business Academic Integrity Committee (2012-2013)
- Advisor and strategy facilitation, University Secretariat, Office of the Principal, University Council restructuring (2012)
- Advisor and governance workshops, University Secretariat, Board of Trustees restructuring (2010 – 2013)
- Smith School of Business, Academic Integrity Committee (2012 – present)
- Smith School of Business, Research Committee (2011-2013)
- Graduate Committee for Business (2011- 2013)
- Rankings Task Force (2008)
- Queen’s MBA Curriculum Committee (2007-2011)
- Queen’s MBA Academic Progress Committee (2007-2011)

## **B. Wilfrid Laurier University (1996-2006)**

### University Committees:

- University Senate
- Senate Executive
- Senate Finance Committee
- Senate Academic Planning
- Senate Promotions and Tenure,
- Enrolment and Planned Capacity Steering
- Residence Planning (Chair)
- Search Committee for Dean of Graduate Studies and Director of Research
- Search Committee for Dean, Faculty of Arts
- Search Committee for Dean of Science
- Search Committee for Vice-President: Finance and Administration
- Search Committee for the Associate Vice President Research
- Strategic Planning Committee
- Graduate Faculty Council
- Contract Academic Staff first Collective Agreement (University’s Chief Negotiator)
- President’s Academic Advisory Council
- Strategic Issues Board
- Enrolment Management Committee
- Vice President’s Advisory Committee

### School of Business and Economics Committees:

- School of Business and Economics Faculty Council (Chair)
- School of Business and Economics Dean’s Advisory Council
- School of Business and Economics Management Team (Chair)
- Many other committees as chair or member

### **C. Saint Mary's University (1993-96)**

University Committees:

- University Senate:
  - Executive Committee
  - Policies and Priorities Committee
  - University Appointments Committee
  - University Review Committee
  - Academic Regulations Committee
  - Convocation Committee

Sobey School, Faculty Committees:

- Faculty Council (Chair).
- Faculty Executive (Chair).
- MBA Council
- EMBA Council
- The Sobey School of Business Advisory Board (Chair)
- Saint Mary's Business Development Centre Advisory Board

### **D. Queen's University (1982-84)**

University Committee:

- Council of the School of Graduate Studies and Research

Faculty of Education Committees:

- Queen's Quest Scholars Program (Coordinator)
- Social Theory Seminar (Founder and Coordinator)
- Teaching Practicum
- Student Ethical Conduct Task-force (Chair)
- County of Frontenac School Board Committee on Moral and Religious Education

### **E. University of Alberta (1978-81)**

Faculty of Education Committee and Practicum Supervisor:

- Social and Political Theory Group (Founder and Coordinator)
- Teaching Practicum Supervisor

*(Revised October 2017)*

