

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.

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- x 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

- x 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.
- x 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.
- x 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.
- x 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.
- x 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).
- x 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.
- x 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

- x Launching the [State of the School](#)

Fostering a Culture of Research

- x 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.
- x 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.
- x 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.
- x Introducing the Research Promotion and Teaching Release Program, providing course releases to faculty with exceptional research output.
- x

## 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

- x 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.
- x 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.
- x 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

- x 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.
- x 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.
- x 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

- x Development of the strategic plan including key priorities, action plan and dashboard.
- x 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.
- x 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

- x 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.
- x 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.









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## 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

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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

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 20<sup>th</sup> 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.

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## 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**, 565-580.
- Gaudes, A., B. Hamilton-Bogart, S. Marsh, and H. Robinson (2007). A framework for constructing effective virtual teams. **Journal of Working** 2(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** (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**

### Peer-Reviewed Conference Proceedings

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 ICSCB 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**, Argentina: El Cid Editor.
- Hitt, M., Black, S., Porter, L., and Gaudes, A. (2009). **Management, First Canadian Edition**, ON: Pearson Education.
- Gaudes, A. (2006). **eNetworks 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**. ON: Canadian Centre for Management Development.
- Stoyko, P. & Gaudes, A. (2002). **A Fine Balance: A Manager's Guide to Wo**

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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:

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)