



Lecturer in Public Finance, Research Methodology and Organizational Behaviour.

## 2. Positions Held other than at University of Victoria

- 1980-81      **Visiting Scientist, Tavistock Institute of Human Relations**  
Project concerned with the implementation of research findings in organizations
- 1991-94      **Associate Professor, Nanyang Business School, Nanyang Technological University, Singapore**  
Teaching class on Marketing Research, Human Resource Management Research
- 1993-94      **Research Director, Enterprise Development Committee (ENDEC), Nanyang Business School**  
Projects concerned with entrepreneurship and small business management
- F - 2000      **Visiting Faculty Member, California School for Professional Psychology, San Diego, California.**  
Completing a project which resulted in a book on researching organizational values and teaching organizational behavior course.
- S - 2001      **Visiting Faculty Member, School of Strategic Management and Leadership, University of Waikato, Hamilton, New Zealand.**  
Completing a project which resulted in a book on researching organizational values and teaching; writing proposal which led to project on creativity and discovery; teaching courses on human resource management and organizational behavior.
- F – 2007  
2008, 2009,  
2010, 2013,  
2014, 2015,  
2016      **Visiting International Professor**  
**Johannes Kepler University,**  
**Linz, Austria**  
Honorary appointment involving teaching a course on Strategic Human Resource Management; during the Fall of 2007, I was a Guest Professor and taught a course on creative problem solving in addition to research related activities

### **3. Major Field(s) of Scholarly or Professional Interest**

#### **Professional Interests**

- Human resource management issues
- Action learning and research
- Organizational behavior, theory, effectiveness and change

#### **Research interests**

- Strategy implementation & performance: Strategic Human Resource Management
- Stress and health
- Insight, creativity, and entrepreneurship,
- Quality of working life and job design

### **4. Memberships and Offices Held in Learned and Professional Societies (Include dates of offices)**

2011-2014 Institute for Public Administration of Canada  
1978-1984 Member, ASPA (American Society for Public Administration)  
1981- present Member, Academy of Management  
1984-1986 Member, ASAC (Administrative Science Association of Canada)  
1984-present Member, WAM (Western Academy of Management)

### **5. Scholarships, Fellowships, Honours and Awards (include dates)**

1972-74 Research Fellowship University of Southern California  
1980-82 Study Leave Fellowship (SSHRC)  
1983-87 National Science and Engineering Council  
1987-88 Social Science & Humanities Research Council  
2004-08 Social Science & Humanities Research Council  
2009 Social Science & Humanities Research Council (internal grant 4A)  
2010 Social Science & Humanities Research Council (internal grant 4A)  
2011-2016 Social Science & Humanities Research Council

## 6. Appointments at University of Victoria

### a. Academic:

<i>Inclusive Years</i>	<i>Rank</i>	<i>Department</i>
1974-1981	Assistant Professor	School of Public Administration
1981-1990	Associate Professor	School of Public Administration
1990-	Professor	School of Public Administration

### b. Administrative

<i>Inclusive Years</i>	<i>Title</i>	
2009-2016	PhD Advisor	School of Public Administration
1982-1984	Graduate Advisor	School of Public Administration

## 7. Scholarly and Professional Achievements

### a. Articles Published in Refereed Journals

Cunningham, J.B. & MacGregor J.N. (2016). To be or not to be...at work while ill: effects of leader support, goal clarity, trust and creativity on sickness presenteeism and sickness absenteeism in the workplace. *Work and Stress* (under review).

Cunningham, J.B. & MacGregor J.N. (2016). A self-report measure of productive thinking in solving insight problems. *Journal of Creative Behavior*, November 1.

Cunningham, J.B. & Darling, S. (2016). Underlying values, competencies and management: public and private sector managers. *Asian Education and Development Studies*, 5, 4, 371-387.

Dusterhoff, C., Cunningham, J.B., & MacGregor, J.N. (2014). The Effects of Performance Rating, Leader-Member Exchange, Perceived Utility, and Organizational Justice on Performance Appraisal Satisfaction: Applying a Moral Judgment Perspective. *Journal of Business Ethics*, 119: 265-273.

Cunningham, J.B., & MacGregor, J.N. (2013). Productive and reproductive thinking in solving insight problems. *Journal of Creative Behavior*, 48, 1, 44-63

Caverley, N., B. Langlois, A. Krishnaswamy, B. Cunningham, J. MacGregor, J.

- Eustache, M. Carlson, & K. Strobl. (2013). Understanding Occupational Health and Safety Culture for BC Aboriginal Fire Crews and Emergency Service Personnel: Research Update. *Journal of Ecosystems and Management* 14, 1, 1–3.
- Gunn, E., Cunningham, J.B., & MacGregor, J.N. (2013). Developing benchmarks for guiding CAO performance. *Local Government Studies*, Published online: 28 Aug 2013 DOI: 10.1080/03003930.2013.815614.
- Cunningham, J.B. & Kempling, J. (2012). Promoting Organizational Fit in Strategic HRM: Applying the HR Scorecard in Two Public Service Organizations. *Public Personnel Management*. 40, 3, 193-214.
- Cunningham, J.B., & Hillier, E. (2012). Informal learning in the workplace: Key activities and processes. *Education and Training*, 55, 1. 37-51
- Walinga, J., Cunningham, J.B., & MacGregor, J.N. (2011). Training insight problem solving through focus on barriers and assumptions. *Journal of Creative Behavior*, 45, 47-58.
- MacGregor, J.N., & Cunningham, J.B. (2009). The effects of number and level of restructuring in insight problem solving. *Journal of Problem Solving*, 2, 130-141. (MacGregor and Cunningham equal first authors.)
- Cunningham, J.B. & MacGregor, J.N. Gibb, J. & Harr, J. (2009). Categories of insight and their correlates: An exploration of relationships among classic-type insight problems, rebus puzzles, remote associates and esoteric analogies. *Journal of Creative Behavior*. 43, 1-22. (MacGregor and Cunningham equal first authors.)
- Cunningham, J.B. & Sweet, B. (2009). Individual Competencies that older workers use in successfully adapting during their careers. *International Journal of Human Resources Development and Management*. 9, 198-222.
- Cunningham, J.B., & Kempling, J.S. (2008). Implementing change in public sector organizations. *Management Decision*. 74, 330-344. **(2010 Award of Excellence: Emerald Award for top paper in 2010)**
- Cunningham, J.B. & MacGregor, J.N. (2008). Training insightful problem solving: Effects of realistic and puzzle-like contexts. *Creativity Research Journal*. 20, 291-296. (MacGregor and Cunningham equal first authors.)
- MacGregor, J.N., Cunningham, J.B., and Caverley, N. (2008). Factors in absenteeism and presenteeism: Life events and health events. *Management Research News*, 31 (8), 607-615. (MacGregor and Cunningham equal first authors.)
- MacGregor, J. N., & Cunningham, J.B. (2008). Rebus puzzles as insight problems.

*Behavior Research Methods*, 40, 263-268. (MacGregor and Cunningham equal first authors.)

Caverley, N., Cunningham, J.B. & MacGregor, J.N. (2007). Sickness presenteeism, sickness absenteeism, and health following restructuring in a public service organization. *Journal of Management Studies*, 44,2, 304-319. (MacGregor and Cunningham equal first authors.)

Cunningham, J.B. & MacGregor, J.N. (2006). The Echo approach in developing items for student evaluation of faculty performance. *Teaching of Psychology*, 33, 2 (Spring), 96-100. (MacGregor and Cunningham equal first authors.)

J.B. Cunningham, Natasha Caverley, & Lari Mitchell, (2006). Reflections on public sector-based integrative collective bargaining: Conditions affecting cooperation within the negotiation process. *Employee Relations*. 28, 1, 62-75

J.B. Cunningham and P. Gerrard, (2006). The service quality of e-banks: an exploratory study. *International Journal of Financial Services Management*, 1, 1, 102-117.

J.B. Cunningham and P. Gerrard, (2006). Why consumers are not using internet banking: a qualitative study. *Journal of Services Marketing*, 20, 3, 160-168.

J.B. Cunningham and P. Gerrard, (2005). Moneychangers: An appraisal of their service. *International Journal of Retail and Distribution Management*, 33, 10, 749-765.

J.B. Cunningham and P. Gerrard, (2004). Consumer switching behaviour in the Asian banking market. *Journal of Service Marketing*, 18, 3, 215-223.

Cunningham, J B., Lischeron, J., Koh, H.C., & Farrier, M. (2004). A cybernetic framework linking personality and other variable in understanding general health. *Personnel Review*. 33, 1, 55-80

Cunningham, J.B., Gerrard, P., & Schock. H. (2003). Values and skills of female entrepreneurs in Vietnam: an exploratory study'. *Asia Pacific Business Review*, 10,.2, 139-159. {j

J.B. Cunningham and P. Gerrard, (2003). The Diffusion of Internet banking among Singapore's consumers. *International Journal of Bank Marketing*, Vol. 21, No. 1, 16-28

Cunningham. J.B., Gerrard, P., Schock, H., & Chaing, L. H. (2002). Entrepreneurial logic for a new economy. *Management Decision*. 40, 8 , 734-744.

J.B. Cunningham and P. Gerrard, (2002). Bank service quality: A comparison between a publicly quoted bank and a government bank in Singapore. *Journal of Financial Services Marketing*, Vol 6, No 1, pp 50 –66.

- J.B. Cunningham and P. Gerrard, (2001). Singapore's Undergraduates: How they choose which bank to patronise. *International Journal of Bank Marketing*, Vol. 19, No. 3, 104-114.
- J.B. Cunningham and Jim MacGregor, (2000). Trust and the design of work: complementary constructs in satisfaction and performance. *Human Relations*, Vol. 53, No. 12, 1575-1591.
- J.B. Cunningham and P. Gerrard, (2000). The bank switching behaviour of Singapore's graduates, *Journal of Financial Services Marketing*, Vol 5, No 2, pp. 118 - 128
- J.B. Cunningham and P. Gerrard, (2000). "Gazetted hotels in Singapore: A banking study", *International Journal of Bank Marketing*, Volume 18, no 3, pp 135 – 147.
- J.B. Cunningham and P. Gerrard, (2000). "Characteristics of well-performing organisations in Singapore", *The Singapore Management Review*, 22, 1, pp 35 - 64.
- J.B. Cunningham and Philip Gerrard. (1999). The Multiple Banking Behaviour of Singapore's population. *International Journal of Bank Marketing*, 17, 26-35.
- J.B. Cunningham, Maria Chow, Yaw A. Debrah, 1998. Determining the future challenges in industrial relations management in Singapore: A Delphi approach. *Asia Pacific Business Review*,
- J.B. Cunningham, John Friend, Don Bryant, and John Luckman, 1998. Negotiated project engagements: Learning from experience. *Human Relations*, 51, 1509-1542.  
***Awarded a Citation of Excellence by ANBAR Electronic Intelligence.***
- B. Cunningham, (1998). Improving training through action learning. *The 1998 Annual*, (Training). Jossey Bass, Pfeiffer, 219-236.
- J.B. Cunningham. (1997). Case study principles for different types of cases. *Quality and Quantity*, 31, 401-423.
- J.B. Cunningham and Philip Gerrard. (1997). Islamic banking: A study in Singapore. *International Journal of Bank Marketing*, 15, 204-216.
- J.B. Cunningham, (1997). Feelings and interpretations during an organization's death. *Journal of Change Management*, 10, 471-490.
- J.B. Cunningham, (1997). Tactics on implementing quality related programs. *Optimum*, 27, 14-20.
- J.B. Cunningham, S. Petzall, Yaw Debrah (1996). A study of manufacturing management practices of Japanese subsidiaries in Singapore. *Industrial Management and Data Systems*, 96, 3-16.

- J.B. Cunningham and Janice Ho, (1996). Assessing the impact of quality management programs. *Quality Management Journal*, 3, 51-66.
- J.B. Cunningham, (1996). Designing flexible logistics systems. *Logistics Information Management*, 9, 40-48.
- J.B. Cunningham and P. Gerrard, (1995). Do undergraduates have what it takes to be entrepreneurs in Asia? *Journal of Asian Business*. 35-49.
- Foo Check Teck and J.B. Cunningham, (1995). Strategic planning in a Malaysian rubber company. *Malaysian Management Review*, 29-48.
- J.B. Cunningham, (1995). Success in corporate and entrepreneurial organizations in Singapore. *Journal of Small Business Management*, 33, 80-86.
- J.B. Cunningham 1995. Strategic considerations in carrying out an action research project. *Public Personnel Management*. 24, 515-529.
- J.B. Cunningham, (1995). A description of some of the dynamics of venture creation. *Entrepreneurship, Innovation, and Change*, 15.
- J.B. Cunningham & Yaw Debrah (1995). Skills for managing human resources in complex organizations: The perceptions of human resource managers in Singapore. *International Journal of Human Resource Management*. 6, 79-101.
- J.B. Cunningham & Janice Ho (1994). The dynamics of growth in entrepreneurial organizations. *Journal of Enterprising Culture*. 2, 1,
- J.B. Cunningham (1994). Using mentoring for professional development. *Annual Handbook for Group Facilitators*. 1994 Annual.
- J.B. Cunningham & Janice Ho (1994). Succession in entrepreneurial organizations: A comparison of successful and less successful cases. *Journal of Small Business and Entrepreneurship*.
- J.B. Cunningham and Ted Eberle (1993). Characteristics of the mentoring experience: A qualitative study. *Personnel Review*. 22, 54-66.
- J.B. Cunningham (1993). Action planning: A procedural model for involving the organization's membership in planned change. *Journal of Strategic Change*. 2, 2, pp. 103-116).
- J.B. Cunningham and J. Lischeron (1993). Entrepreneurship: Some popular impressions and new information. *Journal of Small Business and Entrepreneurship*. 10, 46-50.



J.B. Cunningham and Stephan Graham (1993). Assessing the reliability of four different evaluation plans. *Canadian Journal of Administrative Studies*. 10, 1, 31-47.

J.B. Cunningham (1993). Facilitating a mentorship process. *Leadership and Organizational Development Journal*. 14, 15-20.

J.B. Cunningham (1992). Theory can be practical: how managers develop their skills. *Leadership and Organizational Development Journal*. 13, 4, 20-26.

J. Barton Cunningham (1991). "Using paperback and academic theories for practice." *Management Decision*, 29, 18-23.

J. Barton Cunningham, John Farquharson, and Denis Hull (1991). "A profile of the human fears of technological change." *Technological Forecasting and Social Change*, 40, 355-370.

J.B. Cunningham (1991). "A proposed program for skill development," *Journal of Management Development*. Vol. 10, 64-74.

J.B. Cunningham and Joe Lischeron (1990/91). "Internal communications: A literature reviews." *Optimum*. Vol. 21-3, 53-70.

J.B. Cunningham and Joe Lischeron (1991). "Defining Entrepreneurship." *Journal of Small Business Management*, Vol. 29, 45-61.

J.B. Cunningham (1991). Leadership in planning and problem-solving. *Leadership and Organizational Development Journal*. Vol. 12, 22-27.

J.B. Cunningham and Lari Mitchell (1990). "Privatization: What the experts say will happen." *Relations Industrielles*. 45, 383-403.

J. Barton Cunningham (1990). "What should we emphasize in management development." *Management Research News*, 13, 19-29.

J.B. Cunningham (1990). "Approaches to job design" *Optimum* Vol. 20, no. 1, 39-55.

J.B. Cunningham (1990). "Twelve hour shift scheduling." *Canadian Journal of Policing* 14, 198-216.

J.B. Cunningham, and John Farquharson (1989). "Systems problem-solving: Unravelling the mess." *Management Decision*. Vol, 27, no. 1, 30-37.

J. Barton Cunningham (1989). "Dealing with Some of the Problems of Shift Work." *Journal of Organizational Behaviour*. Vol. 10, no 3, pp. 231-246.

- J. Barton Cunningham and Denis Hull (1988). "A Union Perspective on Technological Change." *Relations Industrielles*. Vol. 43, no. 2, pp. 394-411.
- J. Barton Cunningham (1984). "Assumptions Underlying the Use of Different Types of Simulations." *Simulation and Games*. 15, 213-234.
- J. Barton Cunningham (1983). "Gathering Data In A Changing Organization." *Human Relations*. 36, 403-420.
- J. Barton Cunningham (1982). "Compressed Shift Schedules: Altering the Relationship Between Work and Non-work." *Public Administration Review*. 42, 438-447.
- J. Barton Cunningham (1982). "Exploring the Impact of a Ten-Hour Compressed Shift Schedule," *Journal of Occupational Behaviour*. 2, 217-222.
- J.B. Cunningham, (1980). "Community Program Assessment: A Functional Approach," *Social Indicators Research*, 7: 71-89.
- J.B. Cunningham and J.H.P. Ramsay, (1980). "Simulating a Disaster," *Group and Organizational Studies*, 5, 4: 478-491.
- J.B. Cunningham, (1979). "The Managerial Process: Its Relationship to System's Functioning," *Management Science*, 25, 7:657-671.
- J.B. Cunningham, (1978). "The Systems-Resource Approach to Organizational Effectiveness Evaluation," *Human Relations*, 31, 7: 631-656.
- J.B. Cunningham, (1978). "Conceptualizing the Organizational and Family Relationship," *International Journal of Sociology of the Family* 8: 195-206.
- J.B. Cunningham, (1977). "Approaches to Organizational Effectiveness Evaluation," *Academy of Management Review*, 2, 3: 463-474, also reprinted in *Breaking with Orthodoxy in Public Administration*, University Press of America (1980) also reprinted in *Readings in Organizational Behavior and Performance.*, *Goodyear Publications* (1980).
- J.B. Cunningham, (1976). "Action Research: Toward a Procedural Model," *Human Relations*, 29, 3: 215-238.
- J.B. Cunningham, (1975), "The Action Research Approach to Changing Organizations," *Optimum*, 6, 2: 33-55.

## 7. Scholarly and Professional Achievements

**b. Books, Chapters, Monographs**

Cunningham, J.B. (2016). Strategic Human Resource Management in the Public Arena: A Managerial Perspective. U.K.: Palgrave-MacMillan (refereed).  
<https://he.palgrave.com/page/detail/strategic-human-resource-management-in-the-public-arena-j--barton-cunningham/?sf1=barcode&st1=9781137438041>

J.B. Cunningham 2001. *Researching Organizational Values and Beliefs: The Echo Approach*. Westport, Connecticut: Quorum Books, with a foreword by Janet Bavelas.

J.B. Cunningham 2000. *The Stress Management Sourcebook*, (2<sup>nd</sup>. Edition) McGraw Hill, with a foreword by Joe Lischeron.

J.B. Cunningham 1997. *The Stress Management Sourcebook*, California, Lowell House

J.B. Cunningham 1993. *Action Research and Organizational Development*. New York: Praeger, with a foreword by Alex McEachern.

J.B. Cunningham and T. H. White, (eds.) 1984. *Quality of Working Life: Contemporary Cases*. Ottawa: Supply and Services, with a foreword by Eric Trist.

**b. Books, Chapters, Monographs**

J.B. Cunningham, (1978). *Community Program Evaluation*, Ottawa: Department of the Solicitor General.

J.B. Cunningham, (1975), *Organizational Effectiveness Methodologies: Application of Decisions Theory and Game Theory*, doctoral dissertation, School of Public Administration, University of Southern California.

**b. Books, Chapters in books, Monographs**

Cunningham, J.B., Campbell, D., & Kroeker-Hall, J., (2015). Motivational goals and Competencies of older workers who re-engaged in the workforce. by R. Burke, C. Cooper, A. Antoniou (eds.) *The Multigenerational Workforce: Challenges and Opportunities for Organisations*, U.K. Edwar Elgar.

Cunningham, J.B. (2014). Case study principles for different types of cases. In Malcolm Tight (ed.) *Case Studies*. Sage Benchmarks in social research methods. This article was originally published in *Quality and Quantity*, 31 (1997), 401-423.

Factors in absenteeism and presenteeism: Life events and health events. (2009) published in *Managing Employee Absenteeism*, through the Emerald Group Publishing. This is based on an article published in (2009) *Management Research News*. 31 (8), 607-

615, authors were MacGregor, J.N., Cunningham, J.B., and Caverley, N. (2009).

Stress and health: Implications for the workplace. (with Janice Ho) in Gregory Thong (ed.) *Human Resource Issues in Singapore*, Addison Wesley, 1996

Entrepreneurial management during a Crises, in Dennis Ray (ed.) *International and Comparative Entrepreneurship*, Addison Wesley, 1996

Developing Entrepreneurial Skills. in Dennis Ray (ed.) *International and Comparative Entrepreneurship*, Addison Wesley, 1996

Managing Teams, *20th Anniversary Commemorative Publication, 1992/93*, National Productivity Board, Singapore.

Implementing Quality Control Circles, *National Productivity Association Annual Publication, 1992/93*, National Productivity Board, Singapore.

Quality Control Circles: Gaining Managerial Commitment. in Chris J. Czerkowski (ed.), *Japanese Management - Challenges and Applications for Business Executives*, Hong Kong, Academic Press, 1993, ISBN 981-00-4234-5

"Approaches to Organizational Effectiveness Evaluation" in Gilbert Siegel (ed.) *Breaking with Orthodoxy in Public Administration*, University of America Press, 1980.

"Approaches to Organizational Effectiveness Evaluation" in Andrew D. Szilaggi, Jr. and Marc J. Wallace, Jr. (eds.) *Readings in Organizational Behavior and Performance*, Goodyear Publishing, 1980.

J. Barton Cunningham and Terry White (1989). *Quality of Work Life: A Perspective on its Future*, *Learning Works* Toronto: York University Press.

"Systematic errors in simulating management behavior," in Sal Belardo and Jay Weinroth *Simulation in Business and Management*. San Diego, California: Society for Computer Simulation (Simulation Councils, Inc.)

## **7. Scholarly and Professional Achievements**

### ***c. Other Publications (Papers Published in Refereed Conference Proceedings)***

Cunningham, J.B., Campbell, D., & Kroeker-Hall, J., (2016). Older workers: Multigenerational motivation. Paper presented at the Academy of Management Conference in Anaheim, August, 2016.

Cunningham, J.B., Campbell, D., & Kroeker-Hall, J., (2015). Sustaining motivation for older workers: Contributing to economic and social health. Paper presented at the

Western Academy of Management Conference, March, 2015.

Cunningham, J.B., & MacGregor, J., (2015). Selecting people who have the ability to creatively solve problems. Paper presented at the Western Academy of Management Conference, March, 2015.

MacGregor, J.N., & Cunningham, J.B. (2015) "The dynamics of sickness presenteeism and absenteeism: An empirical examination." Paper presented at the Western Academy of Management Conference, March, 2015.

Cunningham, J.B. and MacGregor, J.N. (2014). To be or not to be...at work sick? Path models of presenteeism. Western Academy of Management Conference, La Jolla, California. March, 2014; Paper presented at the Western Academy of Management Conference, March, 2014.

Cunningham, J.B. and MacGregor, J.N. (2012). Developing a test for creative problem solving: Productive and reproductive thinking. Western Academy of Management Conference, La Jolla, California. March, 2012.

MacGregor, J.N. & Cunningham, J.B. (2011). The effects of performance rating, leader-member exchange, perceived utility, and organizational justice on performance appraisal satisfaction: Applying a moral judgment perspective. La Jolla, California. March, 2012.

Gunn, E., Cunningham, J.B., & MacGregor, J.N. (2011). Developing benchmarks to guide CAO performance. IPAC Conference, Victoria, B.C. August, 2011

Cunningham, J.B., & Hillier (2011). Defining and encouraging informal learning. Western Academy of Management Conference, Victoria, B.C. March 24-25, 2011.

Cunningham, J.B., & Kearsy, S. (2011). Developing a curriculum for supervisorial training. Western Academy of Management Conference, Victoria, B.C. March 24-25, 2011.

MacGregor, J. & Cunningham, J.B. (2008). Testing hypotheses about insight problem solving. *New Perspectives in Problem Solving*, Purdue University, November 7-9, 2008.

Cunningham, J.B. & MacGregor, J.N. Gibb, J. & Harr, J. M. (2008). Understanding the characteristics of creative insights. *Academy of Management Conference, Anaheim, California. August 8-13, 2008.*

J.B. Cunningham & Bryan Sweet. (2007) Competencies that older workers use in successfully adapting during their careers. European Academy of Management, May 16-19, Paris, France.

J.B. Cunningham, J.N. MacGregor, Natasha Caverley, Jennifer Walinga. (2007) Stress,

absenteeism, and presenteeism. Western Academy of Management, March 21-24, Missoula, Montana.

J.B. Cunningham and J.N. MacGregor, (2006) An experimental test of rebus puzzles as insight problems. Australian-New Zealand Joint Psychological Conference. Sept 25-26, Auckland, NZ.

J.B. Cunningham and J.N. MacGregor, (2006) Assessing Creative Problem Solving: the Roles of Productive and Divergent Thinking in Insight. *British Academy of Management*, Sept , Belfast.

J.B. Cunningham and J.N. MacGregor, (2006) Imaginative, ideational, and productive thinking in insight problem solving: A description and measure. *Irish Academy of Management*, Sept , Cork, Island.

J.B. Cunningham and J.N. MacGregor, (2006) Training insight problem solving. Western Academy of Management, March 29-April 1, Long Beach, California

J.B. Cunningham and Jim Kempling (2005). Characteristics of effective change programs in health organizations. *Research Forum on Change and Innovation in the Organization of Healthcare*. April 15-16 2005 – Vancouver, BC

P Gerrard, J F Devlin and J B Cunningham, (2005) Insights about multiple banking behaviour; *SERVSIG Research Conference*, 2005, Singapore 2 - 4 June 2005; organised by the American Marketing Association and the National University of Singapore, Business School.

J.B. Cunningham, Philip Gerrard, and Herb Schoch, 1999 Entrepreneurial Values of females in Vietnam and Singapore. *ENDEC World Conference on Entrepreneurship*, Singapore July,

J.B. Cunningham and Stanley Petzall. (1998). Mutual Gains Bargaining in Canada. ANSAM Conference, Adelaide, Australia, December

J.B. Cunningham (1994), Defining Some of the Characteristics Underlying Singapore's Success Stories. *Proceedings of Pan-Pacific Conference XI*, June 2-4. Pan Pacific Business Association, Bangkok, Thailand, pp. 45-48.

J.B. Cunningham and Yaw Debrah (1994), Human Resource Management During Labor Shortages, *Fourth Conference on International Human Resource Management*, June 5-8. Gold Coast, Queensland, Australia, Number 2C1.

J.B. Cunningham and Janice Ho (1994). The stresses of entrepreneurial work. *5th ENDEC World Conference on Entrepreneurship*, July 7-9. Dynamic Entrepreneurship, 466-476.

J. Beck, J.B. Cunningham, and P. Gibbons (1994). The design, development and demise of an action learning programme to develop entrepreneurial skills. *5th ENDEC World Conference on Entrepreneurship*, July 7-9. *Dynamic Entrepreneurship*, 7-17.

J.B. Cunningham, Philip Gerrard, Chiang Fock Pong, Lim Kok Yong, Celine Siew Linn (1994). Do undergraduates have what it takes to be entrepreneurs and managers of small businesses: A study of values and personality, *5th ENDEC World Conference on Entrepreneurship*, July 7-9. *Dynamic Entrepreneurship*, 1-10 (supplemental Proceedings).

J.B. Cunningham and Koh Hian Chye, Personality and Stress, 1993. *First Asian Conference in Psychology*, Singapore, October 28-30, 33-34.

J.B. Cunningham and Janice Ho (1993). The Dynamics of Growth and Succession in Entrepreneurial Organizations, *4th ENDEC World Conference on Entrepreneurship*, July 15-17. *Dynamic Entrepreneurship*, 153-170 (Supplemental Proceedings).

J.B. Cunningham and Janice Ho (1993). Quality Service and Succession in Entrepreneurial Organizations, *4th ENDEC World Conference on Entrepreneurship*, July 15-17. *Dynamic Entrepreneurship*, 142-151 (Supplemental Proceedings).

J.B. Cunningham and J. Lischeron, Stress: Perception, Personality and Physiology, *British Psychological Society*, Scarborough, England, April 9-12 (Poster presentation).

J.B. Cunningham, Entrepreneurial skills, *Entrepreneurship: Challenges for the 21st Century: 3rd ENDEC World Conference on Entrepreneurship*, August 11-14, pp. 340-358.

J.B. Cunningham, Getting started and responding to crises, *Entrepreneurship: Challenges for the 21st Century: 3rd ENDEC World Conference on Entrepreneurship*, August 11-14, 162-185.

## **7. Scholarly and Professional Achievements**

### ***c. Other Publications (Articles published in professional & trade publications, etc.)***

J. Barton Cunningham (1993). "Improving Motivation through Job Enrichment and Design. *Singapore Business*, August, 53, 8, 76-80

J. Barton Cunningham (1990). "Job Enrichment and Design: When Implementation gets Difficult" *Personnel*, February.

J. Barton Cunningham (1989). "Systems Problemsolving: Unravelling the Mess"

*Training and Management Development Methods* (Reprinted from *Management Decision*).

J.B. Cunningham, (1986). "Q.W.L. and its Implications for Hospital Organizations." *Q.W.L.: The Canadian Scene*, Vol. 9, pp. 18-20.

J. Barton Cunningham and Joe Lischeron, (1989). "Entrepreneurship and Intrapreneurship: Its like Mixing Oil and Water." *Forum (Reprinted in the Bulletin) of IPAC*, Vol. 12, no. 1, 1989.

J.B. Cunningham, (1977). "A Compressed Work Week: A Twelve-Hour Shift for Policing," *R.C.M.P. Gazette*, 39, 10:

**c. Other Publications (Book Reviews)**

Human Resource Management for Southeast Asia, by D. Torrington & Tan, C.H. Prentice Hall, Singapore, 1994, 291 pp. in *Accounting and Business Review*, Vol 2, 193-194.

**7. Scholarly and Professional Achievements**

**c. Other Publications (Published and Unpublished Reports to Research Sponsor)**

Langlois, B., Caverley, N., Cunningham, J.B., MacGregor, J., Krishnaswamy A., 2012. Safeguarding our indigenous communities: Measuring the health and safety culture of Aboriginal fire crews and emergency service personnel in British Columbia. May, 2012 Worksafe B.C.

[http://www.worksafebc.com/contact\\_us/research/funding\\_decisions/assets/pdf/2012/RS2010-IG38.pdf](http://www.worksafebc.com/contact_us/research/funding_decisions/assets/pdf/2012/RS2010-IG38.pdf)

J.B. Cunningham and Jim Kempling, 2011. Report related to development of a strategic plan for innovation in the agriculture sector. Ministry of Agriculture, Victoria, British Columbia

J.B. Cunningham and Jim Kempling, 2006-2007. Reports related to the implementation of the Fuel Management Plan for Dealing with Potential Fires (Resulting from dry dead trees killed by the Mountain Pine Beetle. (Combined agencies, including Ministry of Forests, Department of Environment, etc.)

J.B. Cunningham and Jim Kempling, 2006. Reports and workbooks related to the implementation of the Balanced Scorecard in Chilliwack Health Services. (i) Strategic Plan, (ii) Corporate Balanced Scorecard, (iii) Scorecards for Beginning of life, Chronic, Episodic, and End of Life Care.



J.B. Cunningham, Natasha Caverley, & Jim MacGregor. 2004. Reports and workbooks related to the implementation of the Balanced Scorecard in Cool-Aid. (i) Strategic Plan, (ii) Corporate Balanced Scorecard, (iii) HR Scorecard.

J.B. Cunningham and Jim Kempling, 2004. Reports and workbooks related to the implementation of the Balanced Scorecard in Cool-Aid. (i) Strategic Plan, (ii) Corporate Balanced Scorecard, (iii) HR Scorecard.

J.B. Cunningham and Jim Kempling, 2003. Reports and workbooks related to the implementation of the Balanced Scorecard in Saanich. (i) Force Field Analysis, (ii) Strategic Themes and Objectives.

J.B. Cunningham, Alysia Hawkins, and Rodney Lowman, 2001. Report on Curriculum and Consulting Needs for the Organizational Consulting Centre. California School of Professional Psychology.

J.B. Cunningham, Susan Sharp and Jim MacGregor, 2000. Reports on Job Evaluation. ((i) Assessing Three Different Job Evaluation Plans; (ii) A Process for Developing a Job Evaluation Plan for Prince George Union members; (iii) Terms of Reference for a Union Management Job Evaluation Process, (iv) Observations on the Management Job Evaluation Plan in Prince George. City of Prince George.

J.B. Cunningham, Jim Cutt, and Jim MacGregor, 1998. *Developing Recommendations for Funding Capital Projects in British Columbia*. Ministry of Health, Victoria

J.B. Cunningham and Janice Ho (1993) *Service Quality Among Singapore Companies*. National Productivity Board: Singapore.

J.B. Cunningham, Gordon Hunter, and Janice Ho (1994) *Improving Logistics Management*, Economic Development Board: Singapore.

J.B. Cunningham and Jim MacGregor (1992) *Communications and control in the command and control centre of a nuclear power plant*, Atomic Energy Commission: Canada

J.B. Cunningham and Jim Cutt (1991) *Internal working relationships in the School of Public Administration*, University of Victoria: Victoria.

J.B. Cunningham (1991), *A managerial and strategic plan for the Cool Aid Society*, A Report to the Cool Aid Society

J.B. Cunningham (1991), *Job descriptions for managers and employees at Cool Aid*, A Report to the Cool Aid Society

J.B. Cunningham (1991), *Internal communications in the Cool Aid Society*, A Report to the Cool Aid Society

J.B. Cunningham, (1990). *Entrepreneurial success*. Ottawa: Small Business Office, Department of Regional and Industrial Expansion.

J.B. Cunningham, (1990). *Survey of organizational policies and practices*. Victoria: Cool Aid Society.

J.B. Cunningham and Joe Lischeron, (1990). *Alternative approaches to improving organizational communications*. Ottawa: Department of Indian and Northern Affairs.

J.B. Cunningham and J.A. Lischeron (1990). *An assessment of internal communications*. Department of Indian & Northern Affairs

J.B. Cunningham, Bill Hollingshead, Sylvia Von Schuckmann (1989). *An assessment of B.C.'s oil spill plan: The operational decision-makers' perspective*. Victoria: Ministry of Environment.

J.B. Cunningham and Jim MacGregor (1989) *Developing a merit evaluation process for academic faculty*, University of Victoria

J.B. Cunningham, (1988), *Evaluating the effects of a 12 hour shift schedule*. An Expert Witnesses Report to the Regina Police Arbitration: Regina.

J.B. Cunningham, (1989). *Management skills in a hospital: A skills inventory*. Victoria: Juan de Fuca Hospitals.

J.B. Cunningham, Glen Farrell, and Tel Wholley, (1984). *A review of management and operations of the UVic library*, University of Victoria, Canada,

J.B. Cunningham, (1984). *Assessing the implications of QWL in hospital settings*, Labour Canada, J.B. Cunningham & Denis Hull, (1987), *The digital revolution: The impact of technological change in the telecommunication industry*, Local 2, Telecommunications Workers Union.

J.B. Cunningham, (1979). *Improving productivity and satisfaction: A study of a police organization*, Federation of Canadian Municipalities, Ottawa, Ontario.

J.B. Cunningham, (1979), *An evaluation of the impact of a twelve-hour shift schedule at Luscar Sterco (1977) Ltd.*, Luscar Sterco (1977) Ltd., Edmonton, Alberta.

J.B. Cunningham, (1978), *The four-day week: An application in policing*, Attorney

General: British Columbia Police Commission, Victoria, B.C.

J.B. Cunningham, (1978), *A twelve-hour shift schedule for policing*, Department of the Solicitor General.

J.B. Cunningham, (1977), *Juvenile delinquency in British Columbia (Trends, profiles, recommendations and programs)*, Department of the Attorney General, September 1975.

Various consultation reports for private and government clients.

## 7. Scholarly and Professional Achievements

### *d. Papers, lectures, Addresses, Public Presentations, Commentary*

Implementing Positive Performance Reviews, Inuvik Managers, September 20, 2013.

Implementing Positive Performance Reviews. Local Government Administrators of the NWT, September 26, 2013.

Reconsidering Stress: Managing Workplace Stress and Improving Workplace Wellness. Yellowknife IPAC meeting. September 27, 2013.

*Nourishing your creative insight for discovery and product development. Singapore, March 1, 2008*

*Creativity and insight. Johannes Kepler University, November 21, 2008.*

*Stress Management at VIHA wellness conference. February 13<sup>th</sup>, 2007*  
*VIHA*

*Stress Management. Four Stress presentations to physio-therapist in VIHA, November 22<sup>nd</sup>, 2006.*

*Creativity and insight problem solving, Department of National Defence. November 25<sup>th</sup>, 2006 (with Jim MacGregor)*

*Stress Management, B.C. Pensions Corporation, November 24<sup>th</sup>, 2005*

*Stress Management, The 13<sup>th</sup> Annual Wellness Show. Vancouver Convention and Exhibition Center, Feb. 5<sup>th</sup> 2005 for conference on February 4, 5 & 6, 2005.*

*Stress Management, B.C. Pensions Corporation, May 3<sup>rd</sup>, 2004*

*Work and Family*, Community Health Association Professional, Princess Mary Restaurant, October 8<sup>th</sup>, 2003

*Stress Management*, Capital Mental Health Association, December 5, 2001.

Win-win conflict resolution. International Association of Administrative Professionals, Oct 17, 2001.

Stress Management. CFB Esquimalt Formation Health Services Unit, September 24, 2001.

The Echo Approach. Faculty presentation to the Department of Psychology, University of Waikato, May, 2001.

Kurt Lewin and the Echo Approach. Plenary address to students and faculty at the California School of Professional Psychology, Oct, 18, 2000

Discovery and Innovation: Plenary address to students and faculty at the California School of Professional Psychology, November 29, 2000

Curriculum Development and Consulting at the OCC. California School of Professional Psychology, Dec 7, 2000.

Managing the Stresses of Life, Mental Health Counsellors, Riverview Hospital, Vancouver, November 17, 2000.

Win-win Conflict Resolution, Food Services Group, Victoria General Hospital, Jan 12, 2000

Managing the Stresses of Life, United Ostomy Association, Victoria Chapter, March 8, 2000.

Win-Win Conflict Resolution, Sir James Douglas Elementary School Parent Advisory, April 17, 2000

Managing the Stresses of Life, Ministry for Children and Families, March 9, 1999

Managing the Stresses of Life, Over-Fifty's Group, April 24, 1999.

Managing the Stresses of Life, Mount Douglas High. November, 1999.

Managing the Stresses of Life, Sidney Cooperative PreSchool Oct 15, 1999.

Managing the Stresses of Life, Philanthropic Educational Organization Oct 20, 1999.

Managing the Stresses of Life, Victoria Stroke Recovery Club, January 8, 1999.

Managing the Stresses of Life, Sierra Systems, Feb 11, 1999.

Win-win conflict resolution, Feb 11, 1998. James Bay Community Project

Motivating Others Through Interesting Work, Jan 29, 1998

Managing the Stresses of Life, Ministry of Education, March 4, 1998,

Managing the Stresses of Life, Feb 7, 1997, Saltspring High School

Building High Performance Teams, February 11, 1997. Rotary Club of Royal Oak.

Managing the Stresses of Life, Oct 7, 1997, Oak Bay United Church

Managing the Stresses of Life, Nov 14, 1997, Tideline Ventures Inc.

Win-win conflict resolution, Nov 18, 1997, Laurel Enterprises

Win-win Conflict Resolution, Nov 22, 1997, James Bay Community Project

Conflict Resolution Strategies, September 18, 1996, CIBC managers.

New Technologies and Profitability Strategies in Warehouse Management, Conference Chairperson January 20-21, 1994. Dynasty Hotel, Singapore.

Presentation on Storage and Distribution Systems in Workhousing, at New Technologies and Profitability Strategies in Warehouse Management, Conference Chairperson, January 20-21, 1994. Dynasty Hotel, Singapore.

Entrepreneurship Awareness Camp for Pre-University/ Junior College Students; May 30 to June 5, 1993; Singapore.

Seminar on Entrepreneurial Parenting, May 8, 1993, Singapore, Hilton Hotel

Implementing QCC's. A presentation to the CEO Forum, Managing the Corporations of Tomorrow, August 6, 1992, Pinetree Town and Country Club, Singapore

"Stress Management." Kiwanis Villa, January 23, 1991

Japanese Management. Chartered Accountants, May 8, 1991

"Leadership in Local Government." Local Government Managers, Penticton, June 27, 1991.

"Systematic errors in developing computer simulations of management behaviour", Society for Computer Simulation, San Diego, CA, Jan. 17, 1990.

"Performance Appraisal at the University of Victoria: Some Suggestions", April 9, 1990.

"Stress Management to Aid Society Volunteers", Nov. 9, 1989.

"QWL", Capital Regional District, Dec. 9, 1989.

Crisis Management: Seminar for Transport Canada, Cornwall, Ontario, February 16, 1988.

"Winning Strategies for Managing Stress", with Joe Lischeron, Victoria, B.C., February 26, 1988.

Workshop on Police Auditing, University House, February 26, 27, 1987.

"Quality of Working Life", Canadian Credit Granter Association, Victoria Chapter, February 18, 1986.

"Quality of Working Life", Shawnigan Lake School, March 10, 1986.

"Quality of Working Life", Brentwood Bay Rotary, August 26, 1986.

"Stress at Work", Canadian Employment Centre, October 30, 1986.

"Information Technology and Quality of Working Life", National Conference on Management in the Public Sector, April 21, 1986.

"Earthquakes in Victoria: preparation of a simulation on an earthquake. Environmental Studies Program, May 1986.

.

"Resistance to Change", Hillside Kiwanis Club, March 1985.

"Overcoming Resistance to Change", presentation to individuals at Juan de Fuca Recreation Centre, Victoria, B.C., February 6, 1984.

"Implementation of Research", presentation to members of the Tavistock Institute for Human Relations and Tavistock Clinic, London, England, September 11, 1984.

"Change", presentation to Professional Secretaries International, April 20, 1983.

"Quality of Working Life", presentation to Victoria Dieticians. 1983.

"Implementation of Evaluation Results", chairperson of a panel at Evaluation Conference, University of Victoria, May 5, 6, 1983.

"Application of Compressed Work Weeks", Presentation to conference on Change in the Workplace, Vancouver, B.C., September 22, 23, 1983.

"Overcoming Resistance to Change", speech at the Victoria YMCA, December 15, 1982.

"Overcoming Resistance to Change", speech to MENSA Conference, May 1982.

"B.C. Perspective on QWL", at International Conference for Quality of Working Life, September 3, 1981, Toronto, Ontario.

"Quality of Working Life" at Shawnigan Lake School, October 8, 1981.

"Organizational Stress" at the Canadian Credit Grantors Association, Victoria Chapter, October 20, 1981.

"Career Enhancement", chaired at Panel for the Alumni Forums, January 21, 1981.

"Redesigning a Police Organization", at the Conference on Quality of Working Life, March 13, 14, 15, 1980.

"Redesigning the Hierarchy", for the Division of Continuing Education, University, January 1978.

"Alternatives to the Goal Model for Evaluation", Conference for Program Evaluators, United Way and Simon Fraser University, January 24, 1979.

"Manpower Planning", Conference on Manpower Planning in the Public Sector, University of Victoria, May 3, 1977.

"Industrial Democracy", Conference on Industrial Democracy, September 30-October 2, 1977.

"Community Land Use Planning", presentation to Victoria Local Chapter of IPAC, February 1976.

"Disaster Planning", presentation to Victoria Local Chapter of the Institute for Public Administration of Canada (IPAC), March 5, 1975.

Disaster Planning Simulation, Conference for Community, November 1975.

**d. *Papers, lectures, Addresses, Public Presentations, Commentary***

I do not try to tally the many newspaper and television comments I have been asked to make. But, here are a few.

Cunningham, J. Barton & John Fryer, (2014) Time for the premier to act in teacher talks, *Times Colonist*, August 14, 2014.

Cunningham, J. Barton & John Fryer, (2014) Public-sector labour relations fatally flawed, *Times Colonist*, August 26, 2014.

Presenteeism, CBC, January, 2011

Participated in several newspaper and television interviews on the stresses of downsizing in the B.C. public service. (CBC, Times Colonist, Globe and Mail), 2002.

Stress and Health, PBS Interview by Gary Null (New York) March 25, 1999

Managing the Stress of Life, PBS Interview by Gary Null (New York) April, 6, 1999

T.V. Interview with Jannie Tay, (She is a high profile entrepreneur in Singapore) April 14, 1993. National Television in Singapore.

Participated as commentator and speaker on several radio and t.v. programs on the subject of earthquake disasters and municipal decision-making (programs originating from California and British Columbia).

**7. Scholarly and Professional Achievements**

***e. Professional Activities (Funded Grants and Contracts)***

SSHRC Research Grant (as Co-investigator, with Jim MacGregor and Jennifer Walinga, Royal Roads University) on experimental research related to insight problem solving; awarded 2011-2016, \$60,000.

WorkSafeBC (2010): Safeguarding our Indigenous communities: Measuring the health and safety culture of Aboriginal fire crews and emergency service personnel in BC; awarded in 2010, \$49,000.00.

WorkSafeBC (2015): Indigenous leadership in structural firefighting: Developing tomorrow's leaders in British Columbia; awarded in 2015; \$49,000.00.

Insight and Creativity, 2008-2011 SSHRC Grant awarded(with Jim MacGregor)



Insight and Creativity, 2011. SSHRC award of Grant application pending funding (with Jim MacGregor) \$1000 internal seed grant for SSHRC grant preparation.

Insight and Creativity, 2010. SSHRC award of Grant application pending funding (with Jim MacGregor) \$1000 internal seed grant for SSHRC grant preparation.

Insight and Creativity, 2004-2009. SSHRC Grant application awarded (with Jim MacGregor)

Insight and Creativity, 2003. SSHRC award of Grant application pending funding (with Jim MacGregor) We did not receive funding but were encouraged to reapply. Received 1,500 seed money.

***e. Professional Activities (Peer reviews of journal articles and grant proposals)***

I regularly review articles for top and mid range journals and grant submissions for SSHRC.

In the last five years, I have reviewed articles journals such as: Journal of Public Administration Research and Theory. Psychology Reports, Human Relations, Journal of Management Studies, Journal of Creative Behavior, International Journal of Human Resource Management, Employee Relations Review, Management Research News, Journal of Applied Social Psychology, Employee Relations, Journal of Management Studies, and International Journal of Human Resource Management, Organizational Studies, Personnel Review, Journal of Asian Studies

I regularly review grant applications for SSHRC and for the Western Academy of Management (6 during 2013) and Academy of Management (3 during 2014). I am often recognized for outstanding reviews. For example, I was awarded a ‘Top Reviewer’ for the Public and Non-profit Division of the Academy of Management Conference in Philadelphia (Award of \$100 + a very impressive plaque).

***e. Professional Activities (Consulting reports)***

“Implementing the Public Sector Scorecard,” Chiliwack Health Services, 2005-2006.

“Pilot test and survey of stress with the provincial government.” Public Service Agency, Government of British Columbia

“Implementing the HR Scorecard,” Cool Aid, 2003/2004.

“Implementing the Balanced Scorecard,” Cool Aid, 2003/2004.

“Implementing the Balanced Scorecard,” Municipality of Saanich, 2003.

“Funding Capital Projects,” Ministry of Health, 2000.

“Developing a Gender Neutral Job Evaluation System.” City of Prince George. 2000.

"Organizational Development and Change", Victoria Cool Aid Society. 1993-1994

"Command and Control Structure", Atomic Energy Commission

"Managerial Skills Development", Juan de Fuca Hospitals

"Assessing Internal Communication", Dept. of Indian & Northern Affairs

“Entrepreneurial Innovation Project” (Grants from SSHRC and Dept. of Small Business)

"Assessing the Impact of Technological Change", Telecommunications Workers Union (2 years)

"Simulation of a Hospital", Victoria General Hospital (3 months)

"Quality of Working Life", Victoria General Hospital & Labour Canada (1 year)

"Compressed Shift Schedule in Vancouver Police", B.C. Police Commission, Vancouver Police Department (1 year)

"Police Decision-making in West Vancouver", Ministry of State & Urban Affairs (2 years)

"Shift Scheduling Saanich", Ministry of the Solicitor General (12 years)

"Evaluating Juvenile Delinquency Problems in B.C.", for Justice Development Commission (4 month project)

***e. Professional Activities (Workshops)***

Implementing Positive Performance Reviews, Inuvik Managers, September 20, 2013.

Implementing Positive Performance Reviews. Local Government Administrators of the NWT, September 26, 2013.

Reconsidering Stress: Managing Workplace Stress and Improving Workplace Wellness. Yellowknife IPAC meeting. September 27, 2013.

Strategic Plan for Innovation in the Ministry of Agriculture. (2011). *Balanced Scorecard Planning*. Using the Balanced Scorecard as a tool to develop a plan to the

implementation of strategies and initiatives related to innovation in the Ministry of Agriculture. (Based on two Vancouver workshops with people in the agriculture sector).

Coalition to End Homelessness (2009). *Balanced Scorecard Planning*. Using the Balanced Scorecard as a tool to focus the implementation of strategies and initiatives related to the four strategic themes on ending homelessness in Victoria.

Using Information Technology to Improve Access for First Nations Communities (2008) *Balanced Scorecard Planning*. These workshops and reports were related to the implementation of strategies and initiatives for improving technology and skills in First Nations communities in B.C. The workshops and planning sessions are for the First Nations Technology Council and are held in various locations. (Vancouver, Prince George, Kamloops, Williams Lake, 2009, 2009).

Chairperson of session on Community Action Initiatives at CUexpo, University of Victoria, May 7, 8:30-10:00, 2008

Chairperson of session on Combined Agency Community Action at CUexpo, University of Victoria, May 7, 10:30-12:00., 2008

*Creative Problem Solving (2008)*. This was a three-day workshop on "Creative Problem Solving" at Nanyang Technological University in Singapore (during February, 2008).

*Organizational Design (2008)*. This was a three-day workshop on "Organizational and Job Enrichment" at Nanyang Technological University in Singapore (during February, 2008).

*Creative Problem Solving (2007)* The workshops were part of a class based on research carried out within our SSHRC grant This was for students at Johannes Kepler University in Linz, Austria.. (September-December 2008).

*Organizational Design. (2007)* This involved two three-day workshops on "Organizational Enrichment" in Brunei (during April 30 –May 7, 2007). The first workshop was for Protective Security Services. The second workshop was for the Management Service Division, a division of the Brunei government responsible for organizational design.

"Planning for the First Nations Mountain Pine Beetle Initiative" (2007-2008) *Balanced Scorecard Planning*. Several workshops and reports were undertaken relating to the implementation of plans for responding to fuel management and economic recovery. This is related to trees killed by the Mountain Pine Beetle. Workshops were held in Victoria, Prince George, Kamloops, Williams Lake, during 2007 and 2008.

Workshops Implementing the Public Sector Scorecard,” Chiliwack Health Services, 2005-2006.

“Development of Strategy Themes and Objectives for the Balanced Scorecard.” Cool Aid Organization, October, November, 2003.

“Development of Strategy Themes and Objectives for the Balanced Scorecard.” University of Victoria, Carboro Common for Department Heads and Managers, April 1, 15.

“Strategic Themes for the Municipality of Saanich for City Council and Department Heads, February 13<sup>th</sup> 2003.

“Balanced Scorecard Briefing” for the Municipality Department Heads, Feb 7<sup>th</sup> 2003

“Balanced Scorecard Briefing” for the Municipality Council, Feb 7<sup>th</sup>, 2003

“Balanced Scorecard” Workshop, Saanich. Cedar Hill Golf Course, January 31<sup>st</sup> 2003

“Balanced Scorecard” Public Workshop, University of Victoria Cadboro Commons.

“Balanced Scorecard” Public Workshop, University of Victoria Cadboro Commons, Sept 23-25<sup>th</sup>

“Balanced Scorecard” Public Workshop, Dunsmuir Lodge, Victoria, Sept 23-25, 2002

“Managing the stress of job loss.” Workshop for CESS, Victoria, January 25, 2002.

“Grid Management” workshop, Vancouver conference centre. Vancouver, Feb 10-14, 2002, 65

“Balanced Scorecard” Workshop, Dunsmuir Lodge, Victoria, Feb 21-22, 2002.

Case Study Teaching Colloquia, February 8-10 1993; Three sessions organized for N.T.U. teaching staff.

Case Study Teaching Colloquia, May 24-26 1993; Three sessions organized for N.T.U. teaching staff.

Workshop on "Effective Negotiations Skills", at the Allison Hotel, For Applied Research Corporation, Singapore, April 15-16th 1992, July 16-17th 1992.

Workshop on "Effective Negotiations Skills", to the Ministry of Defense, Lands and Estates Division, Singapore, 1993.

Course on "Managerial Skills", for Sony Corporation, Singapore.

Entrepreneurship Seminar on "Family Entrepreneurship", Singapore, Feb 19, 1993.

Entrepreneurship Youth Camp. Assisting in conducting a five day camp during June 1993, Singapore, NTU.

Workshop on "Negotiating Skills in Engineering and Construction", (Applied Technology) Kuala Lumpur, Malaysia, Sept 13-14th, 1993.

Workshop on "Negotiating Skills in Engineering and Construction", (Applied Technology) Singapore, Sept 16-17th, 1993.

Workshop on "Negotiating Skills in Engineering and Construction", (Public Works Department) Brunei, Sept 20-22th, 1993.

Various planning workshops during 1991-1992 in developing a strategic plan for the Cool Aid Society.

Workshop on "Effective Negotiations Skills", to the Ministry of Defense, Lands and Estates Division, Singapore, 1992.

"The Leadership Challenge for Local Government", University of Victoria Extension, January 31 - February 2, 1991

"Leadership and the Management Team", Cool Aid Management Group, May 6 - 9, 1991.

"Planning for the Future", Cool Aid Society, January 25, 1990

Two, One Week Workshops on Crisis Management, Oil Spill Simulation off the Queen Charlotte Islands, April 10-14, 1990.

Two, One Day Workshops to Canadian Association of Petroleum Landmen, Simulation in "Sour Gas Blowout in Central Alberta, Victoria, B.C., September 14 & 15, 1990.

Three, Three Hour Workshops during Landsdowne Lecture by Prof. MacEachern, Workshops on Management, Unions, and Native Groups, Victoria, April 1990.

"Quality of Working Life" and "Stress at Work", University of Victoria, University

Extension and Community Relations, workshops presented to Support Staff Meeting, January 12, 1989.

"Crisis Management", S.D. #62 Continuing Education in conjunction with the Speakers Bureau, Belmont Senior Secondary School, February 21, 1989.

"Stress: How to Cope Positively with It", for CRD Activity Coordinators Association in conjunction with the Speakers Bureau, Oak Bay Lodge, March 21, 1989.

Workshop on "Stress for Profit", with Joe Lischeron, February 26, 1988.

"Japanese Management", Edward Milne Community School in conjunction with the Speakers Bureau, Edward Milne Community School, November 3, 1988.

"Stress at Work", Certified Dental Assistants Association of Victoria in conjunction with the Speakers Bureau, Eric Martin Pavilion Staff Lounge, November 15, 1988.

"Stress at Work", Kiwanis Villa in conjunction with the Speakers Bureau, Kiwanis Villa, November 17, 1988.

"Entrepreneurship", Belmont Secondary PACE 11 class in conjunction with the Speakers Bureau, Belmont Senior Secondary School, December 15, 1988.

"Simulation at Victoria General Hospital". Purpose was to assess new hospital's design to March 19, 1983.

Workshops on Motivation, leadership, interviewing, decision-making for Ministry of Lands, Parks & Housing, sponsored by UVic Division of Continuing Education, March 7, 18, 21, June 13, 1985. (one day workshop)

"Quality of Working Life", workshops for union official at Victoria General Hospital, January 24, 25, 1983.

Conference on "The Redesign of Work", March 13, 14, 15, 1980.

"Changing Organizational Life", three-day workshop for senior managers at Qualicum College Inn. Sponsored by University Extension, School of Public Administration and B.C. Research, January 14-16, 1979.

Conference on "Industrial Democracy", September 30, October 1 and 2, 1977.

Community workshops on the Western \ty Master Plan, with Victoria Capital Regional District, November 1975.

"APEX" Gaming Simulation Workshop for Community, November 16, 23, 30, 1974.

"Technical Forecasting", workshop for California ASPA, San Diego, 1972

"Organizational Development", workshop for National ASPA, Los Angeles, 1972.

**7. Scholarly and Professional Achievements**  
*e. Professional Activities (Course Developments )*

Admin 531 Strategic Human Resource Management and new text (course adaption and new text) (2016)

Admin 431a Human Resource Management (course adaption and new text) (2016)

Community Development 509 Management of Non-Profits (course redesign) (2016)

Community Development 511 Developing Personal Capacity to Facilitate and Lead Change (2012)

Admin 431a Public Sector Human Resource Management (2011)

Admin 312: Managing Public and Non-profit Organizations

Admin 431: Human Resource Management and Labour Relations

Admin 406: Organizational Behavior Distance Education course

Admin 431: Human Resource Management Distance Education course

Human Resource Management Course Development in the Phillippines.

Human Resource Management in the Czech Republic

## 8. Teaching Duties at the University of Victoria

### a. Courses Taught (Exclude directed studies courses)

<u>Year</u>	<u>Course</u>	<u>Unit Value</u>	<u>Term</u>	<u>No. of Students</u>	<u>Evaluation<sup>1</sup> Procedures Used</u>	<u>Availability<sup>2</sup> of Evaluation Results</u>
2016-2017						
16-17	Admin 431a		Spring	33	(ongoing now)	
16-17	CD 509		Spring		(ongoing now)	
16-17	Admin 507		Fall	25		
16-17	Admin 531		Fall	23		
2016	<i>Strat. HR.</i> (JKU, Austria)		Fall	18		N.A.
2015-2016						
15-16	Admin 531		Spring	21		
15-16	Admin 431a		Spring	24		
14-15	Admin 507		Fall	26		
2015	<i>Strat. HR.</i> (JKU, Austria)		Fall	18		N.A.
-----						
2014-2015						
2014-2015			Sabbatical (July 2014-July 2015)			
2014	<i>Strat. HR.</i> (JKU, Austria)		Fall	18		N.A.
-----						
2013-2014						
2014	ADMN 312		Spring	50		Yes, Survey
2013-14		ADMN 600			Fall/Spring	12
2013	ADMN 431a	1.5	Fall	12		Yes, Survey
2013	ADMN 531		Fall	12		Yes, Survey
2013	ADMN 607		Fall	4		N.A.
2013	<i>Strat. HR.</i> (JKU, Austria)		Fall	18		N.A.
2013	ADMN 431a		Spring	22		Yes, survey
13-14	ADMN 600		Fall/Spring	12		
-----						
2012-2013						
2013	ADMN 312	1.5	Fall	26		Yes + comments
2013	ADMN 312		Fall	25		Yes + comments
2012	ADMN 531		Fall	12		Yes, survey
2012	<i>Strat. HR.</i> (JKU, Austria)		Fall	12		N.A.



2012 CD 511 1 Summer 27 Yes, survey  
 2011 CD 511 Spring Course development (Non-credit)

**8. Teaching Duties at the University of Victoria**

a. Courses Taught (Exclude directed studies courses) continued

<u>Year</u>	<u>Course</u>	<u>Hours/Week</u>	<u>Term</u>	<u>No. of Students</u>	<u>Evaluation<sup>1</sup> Procedures Used</u>	<u>Availability<sup>2</sup> of Evaluation Results</u>
2012	ADMN 312	1.5	Spring	23		Yes, survey
2012	ADMN 312		Spring	20		Yes, survey
2012	ADMN 431		Spring	22		Yes, survey
12-13	ADMN 600		Fall/Spring	12		
-----						
11-12	ADMN 607	1.5	Fall	3(team taught)		
11-12	ADMN 431		Fall	24		
11-12	ADMN 600		Fall/Spring	12		
11-12	ADMN 607		Spring	3		
11-12	ADMN 431a		Spring	19		
10-11	<i>Strat HR</i> (JKU, Austria)		Spring	15		
2011	ADMN 431a		Fall/Spring	Course development (Non-credit)		
-----						
10-11	ADMN 531	1.5	Fall	33		
10-11	ADMN 531a		Fall			
10-11	ADMN 645		Fall	2 (Team taught)		
10-11	ADMN 312		Fall	48		
10-11	ADMN 600		Fall/Spring	12		
09-10	ADMN 645		Spring	2(.25 credit for prep)		
09-10	ADMN 431		Spring	25		
-----						
09-10	ADMN 312	1.5	Fall	48		b
09-10	ADMN 531		Fall	14		b
09-10	ADMN 531a		Fall	6		b
09-10	ADMN 607		Fall	4(team taught)		
09-10	ADMN 600		Fall/Spring	12		
-----						



## 8. Teaching Duties at the University of Victoria

### a. Courses Taught (Exclude directed studies courses) continued

<u>Year</u>	<u>Course</u>	<u>Hours/Week</u>	<u>Term</u>	<u>No. of Students</u>	<u>Evaluation<sup>1</sup> Procedures Used</u>	<u>Availability<sup>2</sup> of Evaluation Results</u>
08-09	ADMN 645	1.5	Spring	2(team taught)		
08-09	ADMN 431		Spring	36		b
08-09	ADMN 312		Fall	32		b
08-09	ADMN 531		Fall	12		b
-----						
07-08	Sabbatical					
07-08	Creative PS JKU, Austria		Fall	16 (while on Sabbatical)		
	Creative PS Singapore		Spring	55 (while on Sabbatical)		
	Job Design Singapore		Spring	48 (while on Sabbatical)		
07-08	ADMN 312	1.5	Spring	32		b
07-08	ADMN 431		Spring	13		b
06-07	ADMN 531		Summer	11		b
06-07	ADMN 312		Summer	40		b
06-07	ADMN 645		Fall	2 (team taught)		
06-07	ADMN 607		Fall	2 (team taught)		
05-06	ADMN 312	1.5	Spring	66		
05-06	ADMN 431		Fall	36	a	b
05-06	ADMN 531		Spring	11	a	b
05-06	ADMN 312		Summer/Fall	Course development		
05-06	ADMN 590		Fall	1		
04-05	ADMN 531	1.5	Summer	9	a	b
04-05	ADMN 406		Summer	36	a	b
04-04	ADMN 431		Spring	30	a	b
04-05	C. Exemption		Fall/Spring			
04-05	ADMN 690		Spring	3		
04-05	ADMN 690		Fall/Spring	2		
03-04	ADMN 431		Spring	50	a	b
03-04	ADMN 431		Fall/Spring	Course development		
03-04	ADMN 507		Summer/Fall	12	a	b
03-04	ADMN 690		Spring	4		

03-04 ADMN 690

Fall/Spring 8

## 8. Teaching Duties at the University of Victoria

### a. Courses Taught (Exclude directed studies courses) continued

<u>Year</u>	<u>Course</u>	<u>Hours/Week</u>	<u>Term</u>	<u>No. of Students</u>	<u>Evaluation<sup>1</sup> Procedures Used</u>	<u>Availability<sup>2</sup> of Evaluation Results</u>
02-03	ADMN 531		Fall	17	a	b
02-03	ADMN 507		Fall	31	a	b
02-03	ADMN 690		Fall	4	a	
02-03	ADMN 406		Spring	34	a	b
02-03	ADMN 531		Spring	8	a	b
02-03	ADMN 690		Spring	4		
02-03	ADMN 690		Fall/Spring	4		
01-02	ADMN 406		Fall	50	a	b
01-02	ADMN 507		Fall	24	a	b
01-02	ADMN 431		Spring	25	a	b
01-02	ADMN 507		Spring	25	a	b
01-02	ADMN 530		Spring	25	a	b
20-01	On Sabbatical					
99-20	ADMN 406		Fall	50	a	b
99-20	ADMN 507		Fall	22	a	b
99-20	ADMN 431		Spring	75	a	b
99-20	ADMN 507		Spring	14	a	b
97-98	ADMN 531		Fall	22	a	b
97-98	ADMN 507		Fall	29	a	b
97-98	ADMN 530		Fall	8	a	b
97-98	ADMN 590		Fall/Spring	3		
97-98	ADMN 406		Spring	41	a	b
97-98	ADMN 507		Spring	13	a	b
97-98	ADMN 530		Spring	9	a	b
97-98	ADMN530		Summer	20	a	b
98-99	ADMN 431		Spring	75	a	b
98-99	ADMN 507		Spring	14	a	b
96-97	ADMN 431		Fall	14	a	b
96-97	ADMN 502A		Fall	22	a	b
97-98	ADMN 590		Fall/Spring	5		
96-97	ADMN 532		Fall	8		
96-97	ADMN 406		Spring	58	a	b
96-97	ADMN 502a		Spring	22	a	b

## 8. Teaching Duties at the University of Victoria

### a. Courses Taught (Exclude directed studies courses) continued

<u>Year</u>	<u>Course</u>	<u>Hours/Week</u>	<u>Term</u>	<u>No. of Students</u>	<u>Evaluation<sup>1</sup> Procedures Used</u>	<u>Availability<sup>2</sup> of Evaluation Results</u>	
94-95	ADMN 532		Fall	20	a	b	
94-95	ADMN 502A		Fall	20	a	b	
94-95	ADMN 590		Fall/Spring	6			
94-95	ADMN 406	Wkshps	Fall	20			
94-95	ADMN 502A		Spring	20	a	b	
94-95	ADMN 431	Wkshps	Spring	22			
94-95	ADMN 532		Intersession	100	a	b	
95-96	ADMN 406		COURSE DEVELOPMENT (DIPLOMA)				
95-96	HUMAN RES		EXECUTIVE COURSE IN THE CZECH REPUBLIC				
95-97	HUMAN RES.		COURSE DEVELOPMENT (PHILIPPINES)				
95-96	ADMN 431	Wkshps	Fall	25			

## 8. Teaching Duties at the University of Victoria

### a. Courses Taught (Exclude directed studies courses)

<u>Year</u>	<u>Course</u>	<u>Hours/Week</u>	<u>Term</u>	<u>No. of Students</u>	<u>Evaluation<sup>1</sup> Procedures Used</u>	<u>Availability<sup>2</sup> of Evaluation Results</u>
74-75	ADMN 523	3	Fall	18	a	b
74-75	ADMN 599	3	Fall/Spring	18	a	b
75-76	ADMN 526	3	Fall	16	a	b
75-76	ADMN 529	3	Fall	8	a	b
75-76	ADMN 523	3	Spring	23	a	b
75-76	ADMN 506	3	Fall/Spring	18	a	b
76-77	ADMN 526	3	Fall	4	a	b
76-77	ADMN 506	3	Fall/Spring	13	a	b
76-77	ADMN 523	3	Spring	7	a	b
77-78	Social Work/ Nursing 450 (2 section)	3 each	Fall	60	a	b
77-78	ADMN 506	3	Fall/Spring	18	a	b
77-78	ADMN 529	3	Fall	15	a	b

77-78	ADMN 531	3	Spring	20	a	b
78-79	ADMN 506	3	Summer	8	a	b
78-79	ADMN 507	3	Summer	9	a	b
78-79	ADMN 529	3	Fall	14	a	b
78-79	ADMN 531	3	Spring	10	a	b
78-79	ADMN 506	3	Summer	8	a	b
78-79	ADMN 507	3	Summer	9	a	b
78-79	ADMN 529	3	Fall	14	a	b
78-79	ADMN 531	3	Spring	10	a	b
79-80	ADMN 506	3	Summer	8	a	b
79-80	ADMN 507	3	Summer	4	a	b
79-80	ADMN 506	3	Fall	20	a	b
79-80	ADMN 529	3	Fall	7	a	b
80-81	STUDY LEAVE					
81-82	ADMN 506	3	Fall	23	a	b
81-82	ADMN 529	3	Fall	8	a	b
81-82	ADMN 506	3	Spring	6	a	b
81-82	ADMN 531	3	Spring	11	a	b
82-83	ADMN 523	3	Fall	9	a	b
82-83	ADMN 529	3	Spring	6	a	b
83-84	ADMN 530	3	Fall	15	a	b
83-84	ADMN 531	3	Spring	9	a	b
83-84	ADMN 507	3	Summer	4	a	b
83-84	ADMN 531	3	Summer	6	a	b
84-85	Org. Beh. (U. Extension)	3	Spring	11	a	b

## 8. Teaching Duties at the University of Victoria

### a. Courses Taught (Exclude directed studies courses) continued

<u>Year</u>	<u>Course</u>	<u>Hours/Week</u>	<u>Term</u>	<u>No. of Students</u>	<u>Evaluation<sup>1</sup> Procedures Used</u>	<u>Availability<sup>2</sup> of Evaluation Results</u>
85-86	ADMN 507	3	Fall	27	a	b
85-86	ADMN 530	3	Fall	9	a	b
85-86	ADMN 529	3	Spring	3	a	b
85-86	ADMN 531	3	Spring	10	a	b
85-86	ADMN 531	3	Spring	6	a	b
85-86	BPGE X280	3	Fall	11	a	b
86-87	ADMN 507	3	Fall	25	a	b
86-87	ADMN 530	3	Fall	10	a	b
86-87	ADMN 531	3	Spring	8	a	b
86-87	ADMN 529	3	Spring	10	a	b
87-88	ADMN 507	3	Fall	22	a	b
87-88	BPGE X280	3	Fall	23	a	b
87-88	ADMN 507	3	Spring	13	a	b
87-88	ADMN 531	3	Spring	11	a	b
87-88	ADMN 530	3	Spring	6	a	b
88-89	ADMN 431	3	Fall	31	a	b
88-89	ADMN 507	3	Fall	11	a	b
88-89	ADMN 507	3	Spring	7	a	b
88-89	ADMN 531	3	Spring	10	a	b
89-89	BPGE X 280	3	Spring	20	a	b
89-90	ADMN 529	3	Summer	12	a	b
89-90	ADMN 530	3	Summer	5	a	b
89-90	Education 537a	3	Fall/Spring	14	a	b
89-90	ADMN 431	3	Spring	23	a	b
89-90	BPGE X 280	3	Spring	26	a	b
90-91	ADMN 470	3	Summer	50	a	b
90-91	ADMN 530	3	Fall	4	a	b
90-91	ADMN 529	3	Fall	6	a	b
90-91	ADMN 431	3	Fall	10	a	b
90-91	ADMN 531	3	Spring	15	a	b
90-91	BPGE X 280	3	Spring	25	a	b
90-91	BPGE X 280	3	Intersession	20	a	b



*Note: Use the appropriate letters to indicate how evaluations were conducted and where the results are available. Instructor consent is normally required for release of any evaluation results. Release of evaluation results may be required for salary review, promotion and tenure decisions or where University policy requires disclosure of teaching evaluations (e.g., procedures under the University Harassment Policy).*

- |  |   |
|--|---|
| <p><sup>1</sup> a. Student questionnaires<br/>(numerical ratings)</p> <p>b. Student questionnaires<br/>Department/School<br/>(written comments)</p> <p>c. Comparisons of student ratings<br/><br/>(across School/Department instructors)</p> <p>d. Peer review(s)</p> <p>e. Self-evaluation(s)</p> <p>f. Post-graduate survey(s)</p> <p>g. Other evaluation/review procedures used</p> | <p><sup>2</sup> a. Available from the instructor</p> <p>b. Available from the<br/><br/>(with instructor's consent)</p> <p>c. Available from the Dean's<br/>Office<br/>(with instructor's consent)</p> |
|--|---|

## 8. Teaching Duties at Nanyang Technological University

### a. Courses Taught (Exclude directed studies courses) continued

Year	Course	Hours/Week	Term	No. of Students
91-92	Guest lecturer during sabbatical		Full Term	
	AC 105 Organization Behavior 4 tutorial groups	4	2nd (Oct-Jan)	75
	BH 202 Organizational Behavior 2 tutorials	4	2nd (Oct-Jan)	50
	BH 206 Organizational Theory 2 tutorials	4	2nd (Oct-Jan)	50
	BH 202 Organizational Behavior Human Resource Management lecture	4	2nd (Oct-Jan)	50
	BH 206 Organizational Theory Human Resource Management lecture	4	2nd (Oct-Jan)	50
<hr/>				
92-93	BH 304 Research Methods Behavioral Science 2 tutorials	2	Full term (July-Jan)	50
	AC 105 Organizational Behavior 4 tutorials	4	Full term	100
	BH 304 Resource Management in Behavioral Science 1 lecture	1	Full term	50
	MBA6010 Human Resource Mgmt.	1	July-Oct.	30
	MBA6010 Human Resource Mgmt.	3	Oct-Jan	45
	MBA6010 Human Resource Mgmt.	3	Oct-Jan	40
	MBA6010 Human Resource Mgmt.	3	Jan- Apr	30
<hr/>				
93-94	BH 204 Marketing Research 2 tutorials	2	Full Term	80
	BH 304 Resource Management 3 tutorials	3	Full Term	80
	BM 204 Marketing Research 1 lecture	1	2nd (Oct-Jan)	180
	BH 304 Resource Management in Behavioral Science	1	Full Term	
	MBA Organizational Behavior	3	July-Oct	15

## 8. Teaching Duties at the University of Victoria

### c. Graduate Student Supervision

<u>Year</u>	<u>Student Name</u>	<u>Degree Program</u>	<u>Type of Supervision*</u>
2016			
	Meredith Macdonald	MPA	4
	Cameron Carswell	MPA	1
	Claire Jia	MPA	4
	Sonia Preisler	MADR	2
	Robin Joyce	MPA	2
	Sara Langdon	MPA	4
	Jeff Barber	MPA	1
	Tara Howarth	MPA	1
	Emma Rose	MADR	2
	Cailin Bain-Glenn	MPA	1
	Kristian Whillans	MACD	4
	Karen Unger	MPA	4
	Joann Berekoff	MPA	4
	Tamara Garriock	MPA	4
	Chris Minchuk	MPA	1
	Justine Berndt	MPA	1
	Bianca Wallace	MPA	1
	Kerry Lang	MPA	1
	Lucy Banfield	MPA	1
	Brittany Goulding	MPA	1
	Kailee Douglas	MPA	2
	Sarah Monnon	MPA	2
	Christian Mullayl	MACD	4
	Jayne Gramlich	MPA	4
	Sean Kowalsky	MPA	2
	Kristin Korberg	MPA	4
	Adrian Proton	MPA	4
2015			
	Alyssa Sherman	MPA	1
	Rebecca Ro	MPA	4
	Leta Young	MADR	1
	David Wheeler	MPA	2
	Andy Stewart	MPA	1
	Cate Lawrence	MPA	1
	Susan Illmayer	MPA	1
	Emma Fraser	MPA	2
	Justin Longo	PhD	2
	Coralie Breen	PhD	2

2014	Rowa Mgodl	MPA	1
	Melanie Braendel	MPA	1
	Gaby Yeoung	MPA	1
	Jaime FaFard	MPA	4
	Kelton Doraty	MPA	4
	Aaron Miller	MPA	1
	Tine Lathowwers	MPA	1
	James Attfield	MPA	1
	Isabelle Couture	MPA	1
	Erin Pyke-Forsey	MPA	2
	Amanda Thompson	MPA	2
	Erin Forsey	MPA	2
	Kelsie Herbst	MPA	4
	Penelope Barillaro	MPA	2
2013	Alexandra Schwenger	MPA	1
	Melanie Bundgaard	MPA	1
	Brook Calvert	MPA	1
	Megan Chadwick	MADR	1
	Jennifer Foster	MPA	1
	Amy MacAdam	MPA	1
	Peter Navrital	MPA	1
	Stephanie Taylor	MPA	1
	Ritu Vinluan	MPA	1
	Melissa Meyer	MPA	1 (co supervisor)
	Rajvir Lashar	MADR	1
	Maree Roche	PhD	3 (U. of Waikato, NZ)
	Andrew Dambeniaks	PhD (Chem.)	4
	David Nelson	MPA	2
	Carling Helander	MPA	2
	Warren O Lokke	MADR	2
	Melanie Foster	MPA	2
	Steven Longstaff	MPA	2
	Nick Buncic	MPA	4
	Susanne Forbrich	MPA	4
	Aiden Ryan	MPA	4
2012	Jaclyn Casler	MPA	1
	Jocelyn Beyak	MPA	1
	Darren Christle	MPA	1
	Joe Chu	MPA	1
	Patrick Elves	MPA	1
	Katherine Goplen	MPA	1
	Jennifer Miller-Cholette		1

Anita Mlinar	MPA	1
Sukhpreet Sidhu	MPA	1
Martin Stegman	MPA	1
Vanessa Wachuku	MPA	1
Holli Ward	MPA	1
Kevin Lowe	MPA	2
Paige Thomson	MPA	2
Suzanna Gardner	MPA	2
Parinita Rajagopalan	MPA	2
Aureleo Reyes	MPA	2
Paige Thomson	MPA	2
Jen McMullin	MADR	2
Mark R. Seemann	PhD Geog.	2
Mekonnen Aragawa	PhD	4 (UVic)
Leanne Davies	MPA	4
Cindy Lee	MPA	4
Kevin Keates	MPA	4
Alison Hopkins	MPA	4
Jeffrey Morris	MPA	4
Marilyn Fusek	MADR	4
Jeffery Nichols	MPA	4
Jane Anna Chapman	MPA	4
David Ennis-Dawson	MPA	4

2011

2011	Dimple Patel	MPA	1 (co-supervisor)
2011	Michael McLaughlan	MPA	1
2011	Eric Mang	MPA	1
2011	Paula Kenny	MPA	1
2011	Madeline Dams	MPA	1
2011	Erika Gunn	MPA	1
2011	Brandon Downs	MPA	1
2011	Lea Joe	MDR	1
2011	Allison Beardworth	MDR	1
2011	Roberto Noronha	PhD	3 (Public Admin: U. Of Macau)
2011	Ahmed Alojairi	PhD	3 (Engineering U. Of Waterloo)
2011	Nathalie Topdjian	MPA	2
2011	Kyla Bottriell	MPA	2
2011	Paul Thorkelsson	MPA	2
2011	David Van Ommen	MPA	2
2011	Jason Evans	MPA	2
2011	Cathy Shen	MPA	2
2011	Krista Hilge	MPA	4
2011	Grace Huang	MPA	4
2011	Robert Parungao	MPA	4
2011	Silas White	MPA	4

	2011	Andrea Windsor-Griener	MPA	4
	2011	Hilary Wheeler	MDR	4
	2011	Emilie Januszewski	MPA	4
	2011	Greta Castillo	HIFS	4
2010				
	2010	Laura Pierce	MPA	1
	2010	Nicole Caufield	MPA	1
	2010	James Hepburn	MPA	1
	2010	Emilie Hillier	MPA	1
	2010	Katherine Hepburn	MPA	1
	2010	Stephen Kearsey	MPA	1
	2010	Lisa Talavia-Spencer	MPA	1
	2010	Andrea Bingham	MPA	1
	2010	Kirsten Fremont	MADR	1
	2010		HIFS	4
	2010	Donna Dunning	PhD	2
	2010	Angela Sharratt	MPA	2
	2010	Sean Wiseman	MPA	2
	2010	Ross Coupé	MPA	2
	2010	Pamela Kachafanas	MPA	2
	2010	Meagan Cunningham	MPA	2
	2010	Natalie Desimini	MPA	2
	2010	Krista Hilge	MPA	2
	2010	Patricia Poilievre	MPA	2
	2010	Alexandria Smith	MPA	2
	2010	Kirndeeep Khaira	MPA	4
	2010	Russ Francis	MPA	4
	2010	Kelly Veillette	MPA	4
	2010	Tamara Checkley	MPA	4
	2010	Francis Bryan	MPA	4
	2010	Amy Lonsberry	MPA	4
	2010	Paige Muttersbach	MPA	4
	2010		MAHealth	4
	2010	Maria Chowdhury	PhD	4
2009				
	2009	Page Muttersback	MPA	4
	2009	Carrie Dusterhoff	MADR	1
	2009	Caitlan Davies	MPA	4
	2009	Katrin Saxty	MPA	4
	2009	Jessica MacEwen	MPA	2
	2009	Kevin Allen	MPA	4
	2009	Anne Marie Pham	MPA	1
	2009	Stephen Dunne	MPA	4
	2009	Jen Ferris	MPA	1
	2009	Kirsten Brown	MPA	4

	2009	Stephen Dunne	MPA	4
	2009	Deborah Tuyttens	MPA	1
	2009	Alyssum Nielsen	MPA	1
	2009	Erin Beaudin	MPA	1
	2009	Katrin Saxty	MPA	4
	2009	Doug Anastos/	MPA	2
	2009	Sean O'Melinn	MPA	2
	2009	Caitlan Davis	MPA	4
	2009	Richard Hildebrand	MPA	4
	2009	Kevin Allen	MPA	4
2008				
	2008	Claudia Steinke	PhD	1
	2008	Judy Ann Brokx	MPA	1
	2008	Karolina Drabik	MPA	1
	2008	Ron Warmald	MPA	1
	2008	Elizabeth Loughran	MPA	1
	2008	Wani, M.	MPA	2
	2008	Grant Boscoe	MPA	2
	2008	Andrew J. Pinfold	M.S.Geog	3
	2008	Talbot, W.	MPA	4
	2008	Greg Perrins	MPA	4
	2008	Kirsten Brown	MPA	4
	2008	Raimondo, G.	MPA	4
	2008	Rhiannon Bray	MDR	4
	2008	Bushra Siddiqui	HIF	4
	2008	Jason MacKenzie	PhD Scie	4
2007				
	2007	Tanis Ferris	PhD Ed	2
	2007	Pat Atherton	MPA	1
	2007	Jessica Ling	MPA	1
	2007	Justin Noble	MPA	2
	2007	Jennie Lewis	MPA	1
	2007	Jennifer Walinga	PhD	1(Co-Supervisor)
	2007	Mark Seeman	PhD	2
	2007	Donna Dunning	PhD	2
	2007	Kai Wang	MPA	2
	2007	Heather Devine	MPA	2
	2007	Leigh Ann Sellers	Dispute R	1
	2007	Trevor Sones	Dispute R	2
	2007	Kai Wang	MPA	2
2006				
	2006	Marianne McLennan	PhD	3 (U.Alberta)
	2006	Karla Biagioni	M.A.	3
	2006	Graham Paul	M.P.A.	1
	2006	J. VanDerVeen	M.P.A.	2

2005			
	2005	Lisa Weldon	M.P.A. 2
	2005	Scott Green	M.P.A. 1
	2005	Lois Cumming	ABD 1
	2005	Grant Roberge	ABD 1
	2005	Nicole Tremblay	M.P.A. 2
	2005	Ingrid Strauss	M.P.A. 2
	2005	Eldon Salsa	M.P.A. 1
	2005	Yoshiko Onishi	M.P.A. 1
	2005	Lauren Hewson	M.P.A. 1
	2005	Linda Blackman	M.P.A. 2
	2005	Natasha Caverley	PhD 1
	2005	Eben Watt	M.P.A. 2
	2005	Cheryl Wirsz	M.P.A. 1.
	2005	Shazma Esmail	M.P.A. 1
	2005	Diana Gryckiewicz	M.P.A. 1
	2005	Roy Zavorsky	M.P.A. 1.
	2005	Gordon Rapp	M.P.A. 2
	2005	Denise Armstrong	M.P.A. 2
	2005	Faith Layden	M.P.A. 2.
	2005	Shannon Mullen	M.P.A. 2
	2005	Rena Bacy	M.P.A. 1
2004			
	2004	Li Wu	M.P.A. 1.
	2004	Linda Stagg	M.P.A. 1
	2004	Jesse Skulmoski	M.P.A. 1
	2004	Noriko Prezeau	M.P.A. 1.
	2004	Karen McKeown	M.P.A. 2
	2004	Jarret Matanowitsch	M.P.A. 2
	2004	Corey Jackson	M.P.A. 2
	2004	Jana Harley	M.P.A. 1.
	2004	Zane Damani	M.P.A. 1
	2004	Sandra Purcell	M.P.A. 2
2003			
	2003	Lori Fischer	M.P.A. 2
	2003	Eleanor Kallio	M.P.A. 2
	2003	Shelley Reid	M.P.A. 1
	2003	Amy Falkner	M.P.A. 1
	2003	Andrea Walsh	M.P.A. 2
	2003	Blair Hughes	M.P.A. 2
	2003	Claudia Jesson	M.P.A. 1
	2003	Diana Campbell	M.P.A. 2
2002			
	2002	Brad Underwood	M.P.A. 1



	2002	Carrie Daniels	M.P.A.	1
	2002	Sammy Saleh	M.P.A.	2
	2002	Grace Chung	M.P.A.	1
2001		ON SABBATICAL		
	2001	Anne Clayton	M.P.A.	1
	2001	Bryan Sweet	Ph'd	2
	2000	Robert Kroeker	M.P.A.	1
	2000	Lynda Lafond	M.P.A.	1
	2000	Trudy Johnson	M.P.A.	1
	2000	Sheldon Tetreault	M.P.A.	1
	2000	Marilyn Wilson	M.P.A.	2
	2000	Barbara Campbell	M.P.A.	2
	2000	Erica Santos	M.P.A.	2
	1999			
	1999	Ellen Seale	M.P.A.	1
	1999	Sherry Hamilton	M.P.A.	1
	1998	A. Shortreid	M.P.A.	1
		K. Woodlands	M.P.A.	1
		B. Lischeron	M.P.A.	1
	1997	L. Tom	M.P.A.	1
		D. Rogers	M.P.A.	1
		K. Taylor	M.P.A.	1
		K. Allison	M.P.A.	2
		T. Conway	M.P.A.	1
		J. Rigon	M.P.A.	1
		M. Mayhew	M.P.A.	1
	1996	D. Maedel	M.P.A.	1
		G. Batt	M.P.A.	1
		J. Mannall-Fretwell	M.P.A.	2
	1976	Allen, Doug	M.P.A.	1
		Emperingham R.A.	M.P.A.	1
		Lovelace, C.	M.P.A.	1
		Moak, K.	M.P.A.	1
		Thomas, R.J.	M.P.A.	1
	1977	Colebrook, P.	M.P.A.	1
		Delisle, A.M.	M.P.A.	1

1978	Aspestrand, S.	M.P.A.	1
	Kempling, J.S.H.	M.P.A.	1
1979	Laffin, M.	M.P.A.	1
	Ramsay, G.H.P.	M.P.A.	1
	Ross-Smith, G.	M.P.A.	1
1980	Luke, C.	M.P.A.	1
1982	Fayon, M.	M.P.A.	1
	Wall, D.	M.P.A.	2
1983	Buchanan, R.	M.A.	2
1984	Tadesse, A.	M.P.A.	1
	Restall, L.	M.P.A.	1
	Stevenson, J.	M.P.A.	2
	Rippon, T.	M.P.A.	1
1985	Graham, S.	M.P.A.	1
	Wallace, R.	M.P.A.	2
	Brar, D.	M.P.A.	2
	Shaw, A.	M.P.A.	2
	McKee, K.	M.P.A.	2
1986	Merkely, K.	M.P.A.	1
	Ng Cheung	Ph.D.	3
	Rothermel, K.	M.A.	2
1987	Jack, A.	M.P.A.	1
	Madera, K.	M.P.A.	1
1988	Hallet, B.	M.P.A.	2
	Eberle, T.	M.P.A.	1
	Le Clair, J.	M.P.A.	1
	Parry, B.	M.S.	3 (SFU)
	Szockyj, E.	M.S.	3 (SFU)
	MacDougall, M.	M.P.A.	1
	Marshall, E.	M.P.A.	2
	Arcand, M.	M.P.A.	2
	Cooper, R.	M.P.A.	2
	Godard, J.	M.P.A.	1(2)
	Larusson, D.	M.P.A.	2
	Birch-Jones, J.	M.P.A.	2

<u>Year</u>	<u>Student Name</u>	<u>Program</u>	<u>Supervision*</u>
1989	David Nixon	M.P.A.	2
	Lari Mitchell	M.P.A.	1
	Andy Gunn	M.P.A.	2
	Etna Stackhouse	M.P.A.	2
1990	Max de Boer	M.P.A.	2
	Sandra Chan	M.P.A.	1
	Kathy Kartz	M.P.A.	1
	Tim Chizik	M.P.A.	1
	Tobias Louie	M.P.A.	2
1991	John Quince	M.P.A.	1
	Paul Longton	M.P.A.	2
	Carol Shuttleworth	M.P.A.	
	Dwight Lillico	M.P.A.	
	Somebody in Geography Newman Lam		
1994	D. Marcoux	M.P.A.	2
	S. Lavoie	M.P.A.	2
1995	D. Silvestrone	M.P.A.	2
	G. Lock	M.P.A.	1
	A. Browett	M.P.A.	2
	B. Frevel	M.P.A.	2
	P. Nelson	M.P.A.	2

- (1) Chairman of supervisory committee (i.e. supervisor or co-supervisor);
- (2) Member of supervisory committee;
- (3) External examiner (indicate if at another university); or
- (4) Chairman of examination committee.

## 8. Teaching Duties at Nanyang Technological University

Year	Student	Degree Program	Type of Supervision
1992/93	I supervised four project groups		
1993/94	Chiang Fock Pong Lim Kok Yong Celine Ooi Siew Linn	Entrepreneurship	Final Year Project
			1
1993/94	Chew Choon Joo , Patrica Tan Molly Kok Fook Meng	Human Resource Management	Final Year Project
			1
1993/94	Tina Elena Shang Cheow Beng Khoo Heuy Ling	Management	Final Year Project
			1
1993/94	Feon Ang Yeong Hwa Wang Hong Ping Tan Kuan	Human Resource Management	Final Year Project
			1
1993/94	Lee Chuen Meing Lau Chin Tiong, Douglas Han Jam Kwan Jimmy	Entrepreneurship	Final Year Project
			1

- (1) Chairman of supervisory committee (i.e. supervisor or co-supervisor);
- (2) Member of supervisory committee;
- (3) External examiner (indicate if at another university); or
- (4) Chairman of examination committee

## 9. Administrative Activities

**a. University and Faculty Committees (includes offices held and dates)**

Governing Council, ongoing  
PhD Advisory Committee, PhD Coordinator (2008-2016)  
Faculty Advisory Committee (2006-2011) as representative or alternate  
HSD Curriculum Committee (2008-2015)  
Business Management Program Steering Committee (Continuing Education)  
2003 –  
Steering Committee to the Public Relations Diploma Program, (Continuing Education)  
2003-  
University Cooperative Education Committee  
2011-  
Faculty of Graduate Studies  
Ongoing.

**Past years**

Informal Ph.D. Committee for developing Ph.D. program  
Admission, Programs and Standards Committee (2001-2003)  
Chair the School's Coop Committee (1997/2000)  
Assisted with the Development of the Procedures for Hiring of Non-tenured faculty  
(1997/1998)

Advisory Committee for Business Administration, 2002, 2003, 2004, 2005, 2006, 2007  
Curriculum and Staffing Committee. Fall 2005 - 2006  
Dean's Faculty Advisor Committee, 2006-2007  
Curriculum and Staffing Ad hoc Committees for review of reappointments, 2003  
Faculty Advisory Committee, 2005  
University Cooperative Education Committee, 2005-2007  
Admission, Programs and Standards, up until Fall, 2005

SSHRC Evaluation Committee for Graduate grants (2007, 2008, 2009, 2010, 2011)  
SSHRC Committee for Assessing PhD proposals (2008-2011)

Promotion Committee in Faculty of Business Administration, 2002-2003.  
Council of the School of Public Administration, 1974-1976.  
Faculty Search Committee, Faculty of Education, 1976-1977.  
Curriculum Committee, Joint Council of Professional Schools, 1976-1977.  
Joint Council of Professional Schools, 1976-77.

Criteria for Tenure and Promotion Committee, 1980.  
Subcommittee of Faculty of Human Growth and Development, 1980.

Search Committee for Director, School of Public Administration, 1981.  
Faculty of Human and Social Development, 1974.  
Search Committee for Director, School of Public Administration, 1984.

President's Task Force on the Internal Administration of the UVic Library, 1984.  
Faculty of Graduate Studies Admissions & Awards Committee, 1985-86.  
Dean's Advisory Committee, 1985-86.  
F.H.S.D. Curriculum Committee, 1988-1989.  
Research Director, Endec, NTU, 1993/94

Member, Case study committee, NTU, 1992/93  
Curriculum and Staffing (94-97)  
Dean's Advisory Committee (96-97 )  
Research on Human Subjects Committee (96-20)

**b. Department/School Reports (include dates)**

Peer Review process report (2016-17)  
Master's Project Report (2016)  
PhD Handbook (2012)

Subcommittee to Develop a Student Evaluation Instrument and Process (2000)  
Chaired a committee for revising the MPA curriculum (1996/97)  
Development of a Merit Evaluation System for SPA  
Taskforce on Internal Working Relations at SPA  
Development of a Recruitment Policy for the SPA

**b. School Committees and Responsibilities (previous years)**

Liaison Committee between School of Public Administration and Department of Continuing Education, 1976-1977.  
Member, Advisory Council, School of Public Administration, 1977-1978.  
Member, Faculty Council, School of Public Administration, 1977-1978.  
Admissions, Programs & Standards Committee, 1981-1984, 1985-.  
Member, Co-op Committee, 1984-1985.  
Member, Curriculum and Staffing Committee, 1985-86.  
Member, Accounting Committee, 1985.

## 10. Other Information (planned activities)

### a.1 Books, Chapters, or Articles Submitted for Editorial Review

Objective: Completing the website for the book I just completed on Strategic Human Resource Management in the Public Arena. I have written teaching materials (powerpoint slides, personal learnings, and experiential exercises can cases) for 10 chapters).

### a.2 Books, Chapters, Conference Presentations, Articles Completed

- Cunningham, J.B. & MacGregor J.N. (2016). To be or not to be...at work while ill: effects of leader support, goal clarity, trust and creativity on sickness presenteeism and sickness absenteeism in the workplace. *Work and Stress* (under review).
- Cunningham, J.B., MacGregor J.N. & Kroeker-Hall, J. (2016). Reviewing transformation perspectives in different fields of study. *AOM* (under review).
- Cunningham, J.B. & Kroeker-Hall, J. (2016). Developing a Scorecard for Strategic Human Resource Management. *Journal of Organizational Psychology* (being revised based on editor's suggestions).

### a.2 Books, Chapters, Conference Presentations, Articles in Progress

- Walinga, J., Cunningham, J.B. & MacGregor J.N. (2016). Overcoming Barriers in insight problem solving
- Cunningham, J.B. & MacGregor J.N. and graduate students (2016). The effects of different mental frames in solving insight problems
- Cunningham, J.B. & Campbell, D. Career transitions of women in health care
- Articles related to experiments on decision-framing and problem solving

### a.3 Research Grants or Contracts Awarded

- Cunningham and MacGregor (2012). Grant application to Worksafe B.C. for carrying out survey with BC Aboriginal Fire Crews
- Insight Problem-solving SSHRC grant with Jim MacGregor (2011-2016)