Raymond B Chiu

Assistant Professor of Business (tenure-track)

Redeemer School of Business Redeemer University 777 Garner Road East Ancaster, ON L9K 1J4 CANADA

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Profiles

Redeemer	https://www.redeemer.ca/our-faculty/dr-raymond-chiu/
DeGroote	http://www.degroote.mcmaster.ca/profiles/raymond-chiu/
Personal	http://beliefsthatmatter.weebly.com/
LinkedIn	https://ca.linkedin.com/in/raymond-b-chiu-2b171457
Google Scholar	https://scholar.google.ca/citations?user=JB6LRBsAAAAJ&hl=en

Academic

Research Interests

- Candour, truth, trust, and communication in leadership
- Leader character, ethical virtues, and organizational values
- Leadership preference and the role of gender, moral foundations, and threat
- Philosophical and theological perspectives on moral goodness
- Ethical objectives and unconscious bias in HR assessment and selection
- Cross-cultural religious and spiritual beliefs in the workplace
- Religious and psychological aspects of charity and refugee law
- Faith-work integration, workplace diversity, and religious accommodation
- Nonprofit management and faith-based organizations
- Workplace incivility in customer service encounters
- Social entrepreneurship, sustainable business, and organizational change
- Qualitative research methods

Dissertation Topic

Beliefs that Matter: Workplace Religiousness and Spirituality Across Cultures

MacSphere http://hdl.handle.net/11375/22117

Supervisory Committee

Rick D. Hackett, DeGroote School of Business, McMaster University (supervisor) Aaron C. H. Schat, DeGroote School of Business, McMaster University Peter C. Hill, Rosemead School of Psychology, Biola University Bruno Dyck, Asper School of Business, University of Manitoba

Academic Positions

Assistant Professor of Business (tenure-track), Redeemer School of Business, Redeemer University, 2021-present

• Teaching data analytics, leadership seminar, management information systems, not-for-profit strategy, organizational behaviour, and program design and evaluation

Assistant Professor (Instructional Limited-Term Appointment), Goodman School of Business, Brock University, 2018-2021

• Taught business ethics and organizational behaviour

Postdoctoral Associate, Ian O. Ihnatowycz Institute for Leadership, Ivey Business School, Western University, 2017-18

• Developed theoretical and case research on leadership

Research Assistant, DeGroote School of Business, McMaster University, 2013-15 (selected terms)

• Assisted with research on moral foundations and ethical objectives in human resource selection

Educational Degrees

Ph.D., DeGroote School of Business, McMaster University (Management of Organizational Behaviour and Human Resources), 2017

M.T.S., Tyndale University (Christian Foundations), 2022

M.B.A., Schulich School of Business, York University, 2002

- Nonprofit Management and Leadership Program
- Dean's Entrance Scholarship
- Founder/president, Nonprofit Management Association

B.A.Sc., University of Toronto (Civil Engineering), 1991

- Second place (transportation division), Canadian Society for Civil Engineering thesis competition
- 2 admission scholarships and 3 year-end awards

Teaching Experience

Redeemer School of Business, Redeemer University

• 2023: BUS 464 – Program Design and Evaluation

- 2022-2023: BUS 425 Data Analytics (2 sections)
- 2022: BUS 225 Management Information Systems (1 section)
- 2022: BUS 340 Leadership Seminar (1 section)
- 2022: BUS 466 Not-for-Profit Strategy (1 section)

Goodman School of Business, Brock University

- 2019-2021: MBAB 5P25 Business Ethics (MBA International Student Pathway) (10 sections)
- 2018-2021: ETHC 3P82 Business Ethics (undergraduate) (15 sections)
- 2018-2021: OBHR 2P51 Basics of Organizational Behaviour and Design (undergraduate) (3 sections)

DeGroote School of Business, McMaster University

• 2017: 1BA3 – Organizational Behaviour (undergraduate) (1 section)

Funding and Awards

External Competitions

- <u>EFMD 2019 Case Writing Competition</u> (principal author, with Fernando Olivera), Women in Business category, European Foundation for Management Development, "Google LLC: The Diversity Manifesto and Leader Candour," 2020, €2,000
- Insight Development Grant (principal investigator), Assessing Refugee Claims on Religious Grounds: An Integration of Law, Psychology, and Religion, Social Sciences and Humanities Research Council of Canada, 2019, \$60,355 + \$9,581
 - > with co-investigators: Kathryn Chan (Victoria), Christopher Chan (York), Kemi Anazodo (Brock); collaborators: Hilary Evans Cameron (Ryerson/York)
- <u>Best Ph.D. Dissertation Award</u> (first place co-winner), Human Resources Research Institute (Human Resources Professionals Association), "Beliefs that Matter: Workplace Religiousness and Spirituality Across Cultures," 2018, \$4,000
- Outstanding Reviewer Award (one of twelve awarded), meeting of the Academy of Management, Management, Spirituality and Religion interest group, 2017
- Best Reviewer Award (one of ten awarded), Journal of Public Administration Research and Theory (JPART), meeting of the Academy of Management, Public and Nonprofit division, 2016, **\$100**
- Most Promising Dissertation Award (third place), meeting of the Academy of Management, Management, Spirituality and Religion interest group, "Religious and Spiritual Beliefs in Organizations," 2013, \$800
- Graduate Scholarship, Canadian Centre for Ethics & Corporate Policy, "The Morally Good Employee: Transforming Organizations through Personnel Selection," 2013, **\$5,000**

Internal Competitions

• Redeemer Internal Research Grant (principal investigator), Assessing Refugee Claims on Religious Grounds—French Coding, Redeemer University, 2023, **\$2,500**

- Redeemer Internal Research Grant (principal investigator, with Kemi Anazodo), Assessing Refugee Claims on Religious Grounds—Coding and Compiling Articles, Redeemer University, 2022, **\$2,500**
- Redeemer Internal Research Grant (principal investigator, with Peter Hill), Belief-Based Measures of Religiousness Final Components, Redeemer University, 2022, **\$2,160**
- Redeemer Internal Research Grant (principal investigator, with Peter Hill), Belief-Based Measures of Religiousness, Redeemer University, 2021, **\$2,448**
- Goodman Dean's Seed Fund Award (in recognition of Explore award), Brock University, 2021, \$1,500
- Explore Award (principal investigator, with Madelyn Law and Dave Bouckenooghe), Brock University Advancement Fund/Social Sciences and Humanities Research Council Institutional Grant, "Leadership, Communication, and Character in High-Stakes Situations," Brock University, 2021, \$6,712.14
- Goodman Dean's Seed Fund Award (in recognition of SSHRC grant), Brock University, 2019, \$3,000
- Ontario Graduate Scholarship, 2014-2015, \$10,000

Book Chapters

 [principal author] Chiu, R. B. (2020). <u>Religion and public benefit: Social scientific perspectives and</u> <u>critiques</u>. In B. W. Bussey (Ed.), *The Status of Religion and the Public Benefit in Charity Law*. London, UK: Anthem Press.

Business Cases

 [principal author] Chiu, R. B., & Olivera, F. (2018). <u>Google LLC: The Diversity Manifesto and leader</u> <u>candour</u>. Ivey No. 9B18C046 (case), 8B18C046 (teaching note). London, ON: Ivey Publishing. (also available in Japanese and simplified Chinese)

Journal Articles

- [co-author] Mirowska, A., Chiu, R. B., & Hackett, R. D. (2022). <u>The allure of tyrannical leaders: Moral foundations, belief in a dangerous world, and follower gender.</u> *Journal of Business Ethics*, 181(2), 355-374.
- [principal author] Chiu, R. B., & Hackett, R. D. (2017). <u>The assessment of individual moral goodness</u>. *Business Ethics: A European Review, 26*(1), 31-46.

Conference Contributions

- [principal author] Chiu, R. B. (2020, August). Truth, trust, and candour: The role of virtue in leader communication. Paper presented at the online meeting of the Society for Business Ethics.
- [principal author] Chiu, R. B., & Olivera, F. (2019, June). Truth in leadership: Communication, trust, and the realization of leader candour. Paper presented at the meeting of the European Academy of Management, Lisbon, Portugal.
- [principal author] Chiu, R. B., Sharih, S., Eslaminostratabati, H., & Schat, A. C. H. (2019, May).
 Fighting for satisfaction: Pathways to customer incivility in service encounters. Paper presented at the meeting of the Administrative Sciences Association of Canada, St. Catharines, ON. (acceptance to conference proceedings declined)

- [principal author] Chiu, R. B., & Olivera, F. (2018, May). **The Google Manifesto: Candour in leadership.** Case presented at the meeting of the Administrative Sciences Association of Canada, Toronto, ON. (acceptance to proceedings declined)
- [principal author] Chiu, R. B. (2017, August). **Restoring substantive belief in workplace religiousness and spirituality measurement.** Paper presentation at the meeting of the Academy of Management, Management, Spirituality and Religion interest group, Atlanta, GA. (*voluntarily withdrawn by the author's sole discretion for reasons of moral and religious conscience*)
- [principal author] Chiu, R. B. (2017, July). Appreciating diverse religious and spiritual beliefs in the workplace. Paper presented at the conference on Diversity in Organizations, Communities & Nations, Toronto, ON.
- [principal author] Chiu, R. B., Mirowska, A., & Hackett, R. D. (2016, August). Meaning and madness of leadership: Threat sensitivity, moral foundations and the Trump phenomenon. Paper presented at the meeting of the Academy of Management, Managerial and Organizational Cognition division, Anaheim, CA.
- [principal author] Chiu, R. B. (2016, August). **Strengthening methodology in workplace religion and spirituality research.** Paper presented at the meeting of the Academy of Management, Management, Spirituality and Religion interest group, Anaheim, CA.
- [principal author] Chiu, R. B. (2015, August). **Metaethical theory building for individual moral goodness.** Paper presented at the meeting of the Academy of Management, Social Issues in Management division, Vancouver, BC.
- [co-author] Mirowska, A., Chiu, R. B., & Hackett, R. D. (2015, July). Moral foundations predict implicit leadership prototypes. Paper presented at the meeting of the European Group for Organizational Studies, Athens, Greece.
- [principal author] Chiu, R. B. (2014, May). Religion and spirituality in organizations: Exploration of employee beliefs. Paper presented at the meeting of the Administrative Sciences Association of Canada, Huntsville, ON.
- [principal author] Chiu, R. B. (2014, May). Advancing ethical objectives in human resource selection: Challenges for leadership and practice. Paper presented at the meeting of the Administrative Sciences Association of Canada, Huntsville, ON.
- [principal author] Chiu, R. B., & Schat, A. C. H. (2013, June). **Customer hostility during service** encounters: A model of antecedents and consequences. Paper presented at the meeting of the Administrative Sciences Association of Canada, Calgary, AB.
- [principal author] Chiu, R. B., & Hackett, R. D. (2012, June). Identifying "good" employees: Ethical behaviour in human resources assessment and selection. Paper presented at the meeting of the Administrative Sciences Association of Canada, St. John's, NL.

Speaking Engagements

- Chiu, R. B. (2020, October). **Online teaching showcase.** Invited panellist by the Brock University Centre for Pedagogical Innovation to discuss online student engagement.
- Chiu, R. B., & Hackett, R. D. (2016, January). Staffing after Ghomeshi, Ford and Volkswagen: A renewed agenda for selecting ethical employees and leaders. Invited workshop speaker at joint

breakfast event of Canadian Centre for Ethics and Corporate Policy, and the Human Resources Professionals Association of Ontario, Toronto Chapter, Toronto, ON.

- Chiu, R. B. (2014, January). The challenge of measuring religion and spirituality in the workplace: A belief-based cross-cultural approach. Invited lecture at Hong Kong Baptist University, Hong Kong, China.
- Chiu, R. B. (2014, January). The challenge of measuring religion and spirituality in the workplace: A **belief-based cross-cultural approach.** Invited lecture at the Chinese University of Hong Kong, Hong Kong, China.
- Chiu, R. B., & Weidelich, T. M. (2013, September). Energizing your fundraising through marketing research. Workshop speaker at the annual conference of the Canadian Council of Christian Charities, Mississauga, ON.
- Chiu, R. B. (2012, November). Exploring social enterprise as a solution for civic challenges in North America. Invited workshop panellist at the annual convention of the Mennonite Economic Development Associates, Niagara Falls, ON.
- Chiu, R. B. (2012, November). **Entrepreneurial marketing research.** Workshop speaker at the annual convention of the Mennonite Economic Development Associates, Niagara Falls, ON.
- Chiu, R. B. (2012, June). Let marketing research take you to the next level. Workshop conducted at the annual meeting of the Word Guild writers' association, Guelph, ON.
- Chiu, R. B. (2008). **Nonprofit careers.** Invited panellist at Schulich School of Business Career Centre networking event, Toronto, ON.
- Chiu, R. B. (2007). **Nonprofit careers.** Invited panellist at Schulich School of Business Nonprofit Management and Leadership networking event, Toronto, ON.
- Chiu, R. B. (2002). Introduction to brand management. Invited workshop speaker at Ten Thousand Villages board-staff meeting, New Hamburg, ON.

Media Appearances

- Why do people like harsh leaders? <u>The Roys Report</u> podcast interview, April 6, 2023. Available on <u>Spotify</u>, <u>Apple Podcasts</u>, <u>Google Podcasts</u>, and <u>YouTube</u>.
- Why are we attracted to strongman leaders? A professor deconstructs our age-old attraction to tyrants. <u>Psychology Today</u>, January 19, 2023 (by M. Travers).
- A professor deconstructs our attraction to tyrannical leaders. <u>Forbes</u>, January 13, 2023 (by M. Travers).
 - > Reported by <u>RayWilliams.ca</u> and <u>BusinessNews</u>.
- Why are we so attracted to tyrants? Professor Agata Mirowska explains why we sometimes elect the harshest people to lead us. <u>Therapytips.org</u>, January 12, 2023 (by M. Travers).
- Honouring the faith of refugees. <u>Resound</u>, September 29, 2022.
- Passions that war within us: Understanding the appeal of tyranny in our communities and churches. <u>Christian Courier</u>, August 8, 2022.
- From Trump to Putin: Why are people attracted to tyrants? <u>The Conversation</u>, July 26, 2022 (with A. Mirowska and R.D. Hackett).

- Republished by <u>National Post</u>, <u>Winnipeg Free Press</u>, <u>World News</u>, <u>World Nation News</u>, <u>Scroll.in</u>, <u>Innerself.com</u>, <u>DeGroote School of Business</u> (McMaster), and <u>Brighter World (McMaster)</u>.
- Redeemer voices: Raymond Chiu. <u>Resound</u>, March 29, 2022.
- Coverage of Mirowska, A., Chiu, R. B., & Hackett, R. D. (2021). The allure of tyrannical leaders: Moral foundations, belief in a dangerous world, and follower gender.
 - > Reported by <u>HRZone</u>, <u>FE News</u>, and <u>Psychreg</u>.
 - > [lead researcher A. Mirowska] Reported by <u>Threshold</u>.
- [lead researcher Agata Mirowska] **Study Reveals, The Secret of Authoritarian Leaders.** <u>Mason Vera</u> <u>Paine</u> podcast interview, February 18, 2022.
- **Religion's role in workplace problem-solving.** <u>Religion@Work</u> podcast interview from the Tri-Faith Initiative, September 22, 2021. Available on <u>Spotify</u>, <u>Apple Podcasts</u>, <u>Google Podcasts</u>, and <u>Podbean</u>.
- The case for religious diversity. Ivey Business Journal, May/June 2018 issue.
- Radical thinking about leadership. <u>Ivey Business Journal</u>, January/February 2018 issue (with F. Olivera).
- **Religious discrimination is a reason to fight Trump's travel ban.** <u>The Conversation</u>, November 21, 2017.
 - > Republished by <u>National Post</u> and <u>BuzzFresh News</u>.
- The bully pulpit: Explaining Donald Trump. <u>iPolitics.ca</u>, September 9, 2016 (with A. Mirowska and R. D. Hackett).
- What the Goodwill closure means for nonprofit recycling. Research @ DeGroote, January 28, 2016.
- Goodwill's closure of 26 locations. CTV News Canada AM interview, January 19, 2016.
- Harper had the polls on his side over the niqab. Why did he fail? <u>iPolitics.ca</u>, November 1, 2015.
- Sex-ed: How leaders win and lose on moral values. Research @ DeGroote, October 2, 2015
- Will we ever be free from religion at work? Research @ DeGroote, May 13, 2015.
- How can we stop the next Rob Ford? By asking the right questions. iPolitics.ca, June 20, 2014.
- Will your new hires do the right thing? Research @ DeGroote, April 7, 2014.

Manuscripts in Progress

Truth, Trust, and Candour in Leader Communication

- [principal author] Chiu, R. B., & Olivera, F. Toward truth in leadership: How the proposition and person facets change our view of trust.
 - > journal submission (95% complete); editing for submission (theory paper, conference paper presented)
- [principal author] Chiu, R. B., & Olivera, F. Truth, trust, and candour: The role of virtue in leader communication.
 - journal submission (60% complete): writing for submission (theory paper, conference paper presented)

Moral Foundations, Gender, and Implicit Leadership

- [co-author] Scott, K. A., Mirowska, A., & Chiu, R. B. Illuminating the glass mirror: How moral foundations and gender affect preference for sensitive and tyrannical leadership.
 - journal submission (80% complete): editing for submission (experimental study, conference paper submitted)

Psychology, Law, Religion, and Organization

- [co-author] Chan, K., Chiu, R. B., & Cameron, H. E. What is true faith: Religious refugees and inquisitorial adjudication.
 - > conference submission (20% complete): writing for submission (theory paper)
- [principal author] Chiu, R. B., Chan, K., To, A. M., Joynt, C., & Cameron, H. E. Implicit theories of religiousness in refugee claim adjudication.
 - > conference submission (30% complete): data analysis underway (qualitative study)
- [co-author] Anazodo, K., MacDonell, E., Chiu, R. B., & Chan, K. The experience of religious refugees: An interdisciplinary review.
 - > conference submission (10% complete): literature search underway (systematic review)
- [principal author] Chiu, R. B., Anazodo, K., Chan, K., MacDonell, E., Laskin, R., & To, A. M. Religion and global refugee crisis: A multi-level organizational perspective.
 - > conference submission (10% complete): literature search underway (systematic review)

Workplace Religious and Spiritual Diversity

- [principal author] Chiu, R. B. The nature of workplace religiousness and spirituality.
 - > journal submission (90% complete): editing for submission (qualitative study, conference paper presented)
- [principal author] Chiu, R. B. & Hill, P. C. The measurement of religiousness and spirituality.
 - journal submission (70% complete): analyzing qualitative data (qualitative study, conference paper accepted)
- [principal author] Chiu, R. B. Making sense of how religiousness and spirituality matter.
 - > conference submission (60% complete): data collection complete (qualitative study)

Customer Service, Incivility, and Satisfaction

- [principal author] Chiu, R. B., Sharih, S., Eslaminostratabati, H., & Schat, A. C. H. Fighting for satisfaction: Pathways to customer incivility in service encounters.
 - journal submission (90% complete): writing for submission (qualitative study, conference paper presented)
- [principal author] Chiu, R. B., Sharih, S., & Schat, A. C. H. Customer incivility during service encounters: Dual pathways to post-purchase outcomes.
 - journal submission (60% complete): awaiting replication (cross-sectional study, conference paper presented)

Assessing Moral Goodness in Employees and Leaders

- [principal author] Chiu, R. B., & Hackett, R. D. Why do you call me good? Embodiment and the metaethics of assessment.
 - journal submission (50% complete): writing for submission (theory paper, conference paper presented)
- [principal author] Chiu, R. B., & Hackett, R. D. Will your new hires do the right thing? Connecting ethical objectives to human resource selection practice.
 - journal submission (30% complete): awaiting further data collection (theory paper, conference paper presented)

Scholarly Development

• Introduction to Mediation, Moderation, and Conditional Process Analysis, taught by Andrew Hayes, Statistical Horizons, 13-hour online seminar, 2020

Academic Service

Academic Committees

• Faculty Research Committee, 2022-present

Journal Reviewing

• Personnel Review, 2017, 2019, 2020-21

Conference Reviewing

- Administrative Sciences Association of Canada, Human Resource Management division, 2020
- Society for Business Ethics, 2020
- Academy of Management, Management and Organizational Cognition division, 2020
- Administrative Sciences Association of Canada, Social Responsibility division, 2019
- European Academy of Management, Business for Society/Leadership tracks, 2019
- Administrative Sciences Association of Canada, Gender and Diversity division, 2018
- Academy of Management, Management, Spirituality and Religion interest group, 2018
- Administrative Sciences Association of Canada, Social Responsibility division, 2017
- Academy of Management, Management, Spirituality and Religion interest group, 2017
- Administrative Sciences Association of Canada, Social Responsibility division, 2016
- Academy of Management, Public and Nonprofit division, 2016
- Administrative Sciences Association of Canada, Human Resource Management division, 2015
- Academy of Management, Social Issues in Management division, 2015
- Administrative Sciences Association of Canada, Organizational Behaviour division, 2014
- Academy of Management, Management, Spirituality and Religion interest group, 2014

Curriculum Vitae

Professional

Summary

- **Nearly 15 years of work experience** in nonprofit management, marketing research, direct marketing, social enterprise, community development, and civil/environmental engineering
- **Analytical skills** include IBM SPSS; AMOS (structural equation models with moderated mediation); PROCESS; Atlas.ti; NVIVO
- **Productivity skills** include Excel (data analysis) and Microsoft Office; various types of design (e.g., Adobe InDesign, computer-aided design)
- Leadership skills include numerous teaching/training/speaking engagements; the founding or leading of social enterprises, employee/student groups, and community organizations

Employment

Manager of Direct Marketing, Tyndale Foundation, 2009-10

- Directed marketing strategy and creative development for direct mail program
- Developed concepts and incentives in a new gift catalogue and promotional calendar
- Implemented new database segmentation, financial reporting, and research methods

Web Analyst, World Vision Canada, 2007-09

Lead analyst for E-Marketing

- Designed and analyzed 4 major channel-influence tracking surveys
- Introduced new online survey system and usability testing methods
- Implemented new web analytics reporting infrastructure

Chair, World Vision Environment Committee

- Founded and chaired organization-wide volunteer-driven working group
- Led 3-year change management initiative involving all departments
- Implemented intranet site, community garden, annual campaigns, and awards program

Advisory Marketing Research Analyst, World Vision Canada, 2005-07

Lead analyst for Gift Catalogue

- Provided strategic campaign analysis to support growth of \$15M in 3 years
- Introduced new catalogue analysis methods

Lead analyst for Major Donors and Planned Giving

Introduced new donor prospecting system

Marketing Research Analyst, World Vision Canada, 2004-05

Lead analyst for Direct Mail and Single Gift Cultivation

- Provided strategic analysis for \$33M direct mail and telemarketing program
- Advised extensively on targeting, testing, forecasting, and segmentation

Executive Director (acting), Parkdale/Liberty Economic Development Corporation, 2002-03

- Managed 5 staff, 12-member board, and 7 projects
- Led job development, employment research, and community building projects
- Revamped corporate communications, website, and newsletters

Social Enterprise Developer, Rworks, 761 Community Development Corporation, 1999-2000

- Founded and opened RenoSource, a used building material retail social enterprise to employ homeless people
- Founded and completed Recycling Personnel Project, an employment social enterprise for homeless people in partnership with Miller Waste Systems
- Founded and led BottleWorks, a city-wide wine bottle reuse social enterprise in partnership with community and environmental organizations
- Formed advisory boards involving a dozen partner organizations and industry groups, and secured government funding from all three levels of government

Civil/Environmental Engineer, Dillon Consulting, 1991-96

- Coordinated technical writing and interdisciplinary input for environmental assessments
- Designed stormwater ponds, waste management facilities, and municipal works
- Streamlined design and drafting process by introducing computer-aided design

Leadership

- Co-facilitator, The Peoples Church Friday Fellowship (for international students, in partnership with North York (Chinese) Baptist Church), 2023 to present
- Board of directors, Talking Book Library (Christian Talking Book Publications), 2016 to 2020
 - Chair of marketing and fundraising committee
 - Initiated strategic repositioning process for 30-year-old organization
 - Led renewal of marketing strategy, branding, and campaign
 - Led creative direction for new campaign brochure and video
- Postdoctoral steward/mobilization committee, PSAC Local 610, 2017-18
- Founder/chair, World Vision Environment Committee, World Vision Canada, 2007-09
 - Led interdepartmental committee responsible for internal environmental initiatives
 - Managed 3 organization-wide campaigns conducted annually to promote awareness

• Founder/president, Nonprofit Management Association, Schulich School of Business, York University, 2001-02

Affiliations

Current

• Academy of Management

Past

- Administrative Sciences Association of Canada
- Canadian Business Ethics Research Network
- Canadian Centre for Ethics and Corporate Policy
- Marketing Research and Intelligence Association
- Mennonite Economic Development Associates
- Association of Fundraising Professionals
- Professional Engineers Ontario (P.Eng.)

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