

Scott A. Jeffrey

Department of Management and
Decision Sciences
Leon Hess Business School
Monmouth University
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West Long Branch, NJ 07764

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BACKGROUND

EDUCATION

Ph.D. Managerial and Organizational Behavior, University of Chicago Graduate School of Business

MBA, Santa Clara University

B.S.C., Decision and Information Sciences, Santa Clara University

ACADEMIC AWARDS

Leon Hess Business School Service Award, 2018

Leon Hess Business School Service Award, 2011

Leon Hess Business School Research Award, 2010

Outstanding Reviewer, OB Division of Academy of Management, 2007

University of Chicago GSB Fellowship, \$12,000 per year. 1997-2002

Oscar Meyer Fellowship, University of Chicago, \$5,000. 2001

Dean's Award for Academic Excellence, Santa Clara University, 1995.

Beta Gamma Sigma Honor Society, Santa Clara University, 1995.

Woolf Award of Excellence for Scholastic Achievement, Santa Clara University, 1995.

ACADEMIC EMPLOYMENT HISTORY

Since Sept 2009: Assistant Professor, Monmouth University, West Long Branch, NJ

July 2003 to Sept 2009: Assistant Professor, University of Waterloo, Waterloo, Ontario Canada

Sep 2002 to July 2003: Lecturer in Behavioral Science and Strategy, University of Chicago GSB

June 2000 to February 2002: Online Course Development, Cardean University

INDUSTRY EXPERIENCE

Strategic Management/Human Resources Consultant, Lexecon Strategy Group, Chicago IL. 2000.

Advanced Micro Devices, Sunnyvale, California 1989 - 1997:

Purchasing Manager, Customer Marketing, Production Control Supervisor, Master Production Planner

Sun Microsystems, Mountain View, California, 1986-1989:

Production Planner

RESEARCH

INTERESTS

Incentives and employee motivation

Entrepreneurial decision making.

Goals and employee behavior in pursuit of a goal

Cognitive and motivational processes associated with judgment and decision-making

Sustainability

Teaching Ethics in Business School

PUBLICATIONS

ACCEPTED TO REFEREED JOURNALS

Jeffrey, Scott A., Rosenberg, Stuart, and McCabe, Brianna. 2018. Corporate Social Responsibility Behaviors and Corporate Reputation, *Social Responsibility Journal*, Forthcoming.

Wilches-Alzate, Guillermo and Jeffrey, Scott A. 2016. The role of rewards and recognition in increasing customer service behaviors, *Journal of Behavioral and Applied Management*, 17(1), 66-82.

Jeffrey, Scott A., Levesque, Moren, and Maxwell, Andrew, 2016. The non-compensatory relationship between risk and return in business angel investment decision making, *Venture Capital*, 18(3), 189-209

Jeffrey, Scott A. 2014. The motivational power of incentive travel: the participant's perspective, *Journal of Behavioral and Applied Management*, 15(3), 122-139.

Mu, D. Sabrina, and Jeffrey, Scott A. 2014. Unrestricted Gift Cards: Compensation, not Recognition, *Academy of Business Research Journal*, 1, 115-127.

Cozzarin, Brian P., and Jeffrey, Scott A. 2013. Human resource management practices and longitudinal workplace performance, *Applied Economics Letters*, 21(5), 344-349.

Jeffrey, Scott A., Dickinson, Alyce M., and Einarsson, Yngvi F. 2013. The use of incentives in organizations. *International Journal of Productivity and Performance Management*, 62(6), 606-615.

Jeffrey, Scott A., Schulz, Axel, and Webb, Alan, 2012. The performance effects of an ability-based approach to goal assignment. *Journal of Organizational Behavior Management*, 32(3), 221-241.

Jeffrey, Scott A., and Adomdza, Gordon K. 2011. Incentive salience and improved performance. *Human Performance*, 24(1), 47-59.

Maxwell, Andrew L., Jeffrey, Scott A., and Levesque, Moren. 2011. Business angel early stage decision making, *Journal of Business Venturing*, 26(2), 212-225.

Webb, Alan, Jeffrey, Scott A., and Schulz, Axel. 2010. Factors affecting goal difficulty and performance when employees select their own goal: Evidence from the field, *Journal of Management Accounting Research*, 22, 209-232.

Jeffrey, Scott A., Onay, Selcuk, & Larrick Richard P. 2010. Goal attainment as a resource: The cushion effect in risky choice above a goal. *Journal of Behavioral Decision Making*, 23(2), 191-202.

Jeffrey, Scott A. 2009. Justifiability and the Motivational Power of Tangible Non-Cash Incentives. *Human Performance*, 22(2), 143-155.

Jeffrey, S. A., & Hodge, R. (2007). Factors influencing impulse buying during an online purchase. *Electronic Commerce Research*, 7(3-4), 367-379.

Astebro, Thomas, Jeffrey, Scott A., and Adomdza, Gordon K. 2007. Inventor perseverance after being told to quit: The role of overconfidence and optimism, *Journal of Behavioral Decision Making*, 20(3), 253-272.

BOOK CHAPTERS

Jeffrey, Scott A., and Cozzarin, Brian P. 2010. Incorrect Weighting of Absolute Performance in Self-Assessment, In S. Ao, B. Rieger & M. Amouzegar (Eds.), *Advances in Machine Learning and Data Analysis*, Lecture Notes in Electrical Engineering , Vol. 48.

REFEREED CONFERENCES PROCEEDINGS

Jeffrey, Scott A., and Hammerman, A. When, For What, and With Whom: Optimizing incentive choice. NBEA, October 2017.

Jeffrey, Scott A., Rosenberg, Stuart, and McCabe, Brianna. ESG indicators and Fortune's most admired companies. IBAM 24, San Diego, CA, November 2016.

Jeffrey, Scott A. Does business ethics education matter? IBAM 23, Pittsburgh, PA, October 2015

Jeffrey, Scott A. Using debates to develop critical thinking skills in a business ethics course. IBAM 22, Orlando, Florida, October 2014

Jeffrey, Scott A., and Wilches-Alzate, Guillermo. The impact of national culture on the motivational power of tangible incentives, IBAM 22, Orlando, Florida, October 2014

Jeffrey, Scott A. 2013. The motivational power of incentive travel: The participant's perspective. Institute for Behavioral and Applied Management (IBAM 21), San Diego, October 2013. Best Paper Award for Division II.

Jeffrey, Scott A., Dickinson, Alyce M., and Einarsson, Yngvi F. 2011. The use of incentives in organizations. Northeast Business & Economics Association, Philadelphia, November 2011.

Jeffrey, Scott A., and Rosenberg, Stuart. 2011. Performance Management at IFC Call Centers. North American Case Research Association, San Antonio, TX.

Jeffrey, Scott A., and Wilches-Alzate, Guillermo. 2009. The role of rewards and recognition in increasing customer oriented citizenship behaviors. Institute for Behavioral and Applied Management, Washington DC, October 2009. Best Paper Award for Division II.

Maxwell, Andrew, Jeffrey, Scott A., and Levesque, Moren. 2009. Business angel early stage decision making. Institute for Behavioral and Applied Management, Washington DC, October 2009.

Jeffrey, Scott A., and Adomdza, Gordon K. 2008. Incentive vividness and improved performance. Institute for Behavioral and Applied Management, Orlando, Florida, October 2008.

Jeffrey, Scott A., and Cozzarin, Brian P. The Point Illusion: Incorrect weighting of absolute performance in self-assessments. International Conference on Education and Information Technology, Berkeley, California, October 2008.

OTHER CONTRIBUTIONS

Jeffrey, Scott A. and Joppe, Marion. 2014. Site Index Annual Survey.

- Jeffrey, Scott A. and Joppe, Marion. 2013. Site Index Annual Survey.
- Jeffrey, Scott A. and Joppe, Marion. 2013. Site Index Purchasing Study.
- Jeffrey, Scott A. and Joppe, Marion. 2013. Site Index Focus on Destination Management Companies II.
- Jeffrey, Scott A., and Joppe, Marion. 2012. Site Index Cross Sector Study.
- Jeffrey, Scott A., and Joppe, Marion. 2012. Site Index Annual Survey.
- Jeffrey, Scott A., and Joppe, Marion. 2011. Site Index Focus on Destination Management Companies.
- Jeffrey, Scott A., and Joppe, Marion. 2011. The convergence of incentive travel and meeting planning activities. Joint study with Site International Foundation and the MPI foundation.
- Jeffrey, Scott A., and Joppe, Marion. 2011. Incentive travel: The participants viewpoint parts I through IV. Joint study with Site International Foundation and the Incentive Travel Council.
- Jeffrey, Scott A., and Joppe, Marion. 2010. Site Index Focus on Destination Selection.
- Jeffrey, Scott A., and Joppe, Marion. 2010. Site Index Annual Study.
- Jeffrey, Scott A., and Joppe, Marion. 2010. Site Index Use of Technology.
- Jeffrey, Scott A., and Shaffer, Victoria. 2007. The motivational properties of tangible non-cash incentives. *Compensation and Benefit Review*, 39(3), 44-50.
- Jeffrey, Scott A., and Adomdza, Gordon K. 2007. You were always on my mind. Sales Force XP, September/October 2007.
- Jeffrey, Scott A., and Silbert, Lisa. 2007. Who loves ya baby? Sales Force XP, September/October 2007.
- Jeffrey, Scott A., 2004. Right answer, wrong question. Sales Force XP, September/October 2004.
- Jeffrey, Scott A., 2003. The Benefits of Tangible Non-Monetary Incentives. Executive White Paper, The Society of Incentive and Travel Executives.
- Jeffrey, Scott A., 2003. Bonuses. In, Van Horn, Carl E., and Schaffner, Herberrrt A. (Eds.), *Work in America: An Encyclopedia of History, Policy, and Society*, 56-57. Santa Barbara, CA: ABC-CLIO.
- Jeffrey, Scott A., 2003. High performance workforce. In, Van Horn, Carl E., and Schaffner, Herberrrt A. (Eds.), *Work in America: An Encyclopedia of History, Policy, and Society*, 254-256. Santa Barbara, CA: ABC-CLIO.

WORKING PAPERS

- Jeffrey, Scott A., Dickinson, Alyce M., and Einarsson, Yngvi F. The state of tangible incentive research: 1990 – 2010.
- Jeffrey, Scott A., & Kappy, Andrew. Is the intentional base on balls overused? An agency theory perspective.
- Nummelin, Maureen, and Jeffrey, Scott A. The effect of reward recall on perceived organizational support.

PAPERS IN PROGRESS

- Jeffrey, Scott A. Does business ethics education matter?
- Jeffrey, Scott A. Using debates to develop critical thinking skills in a business ethics course. Revision Requested by *Journal of Business Ethics Education*

Jeffrey, Scott A. Myopic cost control: Short-sighted spending cuts to training and development.

Jeffrey, Scott A., and Wilches-Alzate, Guillermo. What Makes Tangible Incentives Motivating? Development of Justifiability and Social Utility Scales, under review at *Journal of Economic Psychology*

Jeffrey, Scott A., and Wilches-Alzate, Guillermo. The impact of national culture on the motivational power of tangible incentives.

PRESENTATIONS

REFEREED ACADEMIC CONFERENCES

Jeffrey, Scott A., and Wilches, G. What Makes Tangible Incentives Motivating? Development of Justifiability and Social Utility Scales, Academy of Business Research, Las Vegas, NV. September 2017.

Jeffrey, Scott A., Levesque, Moren, and Maxwell, Andrew. The non-compensatory relationship between risk and return in business angel investment decision making. Academy of Management, Philadelphia, PA. August 2014

Jeffrey, Scott A. and Skiba, Michaelina, 2012. Myopic cost control. Academy of Business Research, Atlantic City, NJ, September 2012.

Jeffrey, Scott A., Dickinson, Alyce M., and Einarsson, Yngvi F. 2011. The state of tangible incentive research: 1990 – 2010. Academy of Business Research, Atlantic City, NJ, September 2011.

Presslee, Adam, Vance, Thomas, Webb, Alan, Jeffrey, Scott. The effects of reward type on employee goal setting, goal commitment and performance. American Accounting Association Annual Meeting, Denver, CO, August 2011. Outstanding Management Accounting Paper Award.

Jeffrey, Scott A., Adomdza, Gordon K. Incentive vividness and improved performance. Presented at the Annual Academy of Management Meeting, Anaheim California, August 2008

Jeffrey, Scott A., Schulz, Axel, & Webb, Alan. The use of self-set goals as an impression management tactic: Antecedents and consequences. Presented at American Accounting Association - Management Accounting Section, mid-year meeting. January 2008.

Jeffrey, Scott A., Schulz, Axel, & Webb, Alan. The use of self-set goals as an impression management tactic: Antecedents and consequences. Presented Academy of Management meeting, Anaheim California, August 2008

Astebro, Thomas, Jeffrey, Scott A., and Adomdza, Gordon. Inventor perseverance after being told to quit: The role of cognitive biases. Presented at the Academy of Management Meeting, Atlanta, Georgia. August 2006.

Jeffrey, Scott A., Schulz, Axel, & Webb, Alan. The effects of tiered goal systems on managerial performance. Presented at American Accounting Association - Management Accounting Section, mid-year meeting, Ft. Lauderdale, Florida. January 2006.

Jeffrey, Scott A., Schulz, Axel, & Webb, Alan. The effects of tiered goal systems on managerial performance. Presented at Academy of Management Meeting, Atlanta, Georgia. August 2006.

Jeffrey, Scott A. & Hodge, Rebecca, 2004. Factors impacting impulse during an online purchase transaction. Presented at the Judgment and Decision Making Conference, Minneapolis, MN. November 2004.

- Astebro, Thomas, Jeffrey, Scott A., and Adomdza, Gordon, 2004. Inventors' intentions to invent: Delusional and biased or opportunistic bayesians? Presented at the Behavioral Decision Research in Management Conference, Durham, NC. April 2004.
- Jeffrey, Scott A. Non-monetary incentives and motivation: When is Hawaii better than cash? Presented at the Academy of Management Conference, Seattle, WA. August 2003.
- Jeffrey, Scott A., & Mickel, Amy, 2003. The use of non-monetary incentives: When, how, and who? Symposium organized for the Academy of Management Conference, Seattle, WA. August 2003.
- Jeffrey, Scott A., 2002. Non-monetary incentives and motivation. Presented at the Behavioral Decision Research in Management Conference, Chicago, IL. May 2002.
- Jeffrey, Scott A., 1999. Goals and risky choice: Choice behavior above a goal. Presented at the Judgment and Decision Making Conference, Los Angeles, California, November 1999.

INVITED PRESENTATIONS

- Oct. 2016. Separating compensation from recognition. Human Capital Institute Webinar.
- Jan 2016. The behavioral economics of incentives. RPI Annual Conference, Las Vegas, NV
- Oct 2014. Behavioral Economics for Event Planning. BI Worldwide. Minneapolis, MN.
- Feb 2014. "Incentive Travel." Society of Incentive Travel Executives, New York Metro Chapter. New York, New York.
- Dec 2012. "Behavioral Economics: How people really make decisions." BI Worldwide, Sales Force Training. Minneapolis, MN.
- Oct 2011. "Generational Differences in Incentive Travel." SITE International Conference, Las Vegas, NV.
- June 2011. "The New Face of Rewards and Recognition." Employee Engagement Alliance Conference, Tarrytown, NY.
- Dec 2007. "Changing Behavior with the Carrot or Stick: How to Arrive at the Right Incentive Strategy for Your Organization.", Watson Wyatt Worldwide, Minneapolis, MN.
- Nov 2007. "Incentive Mindshare", BI Performance Webinar, Minneapolis, MN.
- Oct 2007. "Incentive Mindshare", DeGroote school of business, McMaster University.
- Jun 2007. "The use of tangible incentives in organizations", Maritz recognition seminar, Boca Raton, FL, June 2007.
- Dec 2006. "The Effects of Tiered Goal Systems on Managerial Performance", University of Chicago, Chicago, IL.
- May 2005. "Tangible Incentives: When is Hawaii better than cash?", National Association for Employee Recognition, Toronto, ON.
- Sep 2004. "The Science behind Tangible Incentives", The Motivation Show, Chicago, IL.
- Aug 2004. "Goal Selection Processes", BI Performance Annual Sales Meeting, Minneapolis, MN.
- Aug 2004. "Incentive Choice", Wells Fargo Bank, Minneapolis, MN.
- Aug 2004. "Incentive Choice", BI Performance Annual Sales Meeting, Minneapolis, MN.
- Apr 2004. "Incentive Choice and Goal Setting", BI Performance, Minneapolis, MN.

MEDIA AND TRADE PRESS COVERAGE

- Jan 2018. Behavioral Grooves podcast interview. <http://behavioralgrooves.podbean.com/e/bg-3-scott-jeffrey-phd-monmouth-university/>
- Nov 2016. 25 Most Influential People in the Incentive Industry. Incentive Magazine, November/December 2016. http://incentive.texterity.com/incentive/november_december_2016?pm=1&fs=1&pg=26#pg26
- May 2014. Trophy Value: More Than an Award. Incentive Magazine, May 22, 2014. <http://www.incentivemag.com/Incentive-Programs/Engagement/Articles/trophy-value-more-than-an-award/>
- February 2014. In Focus: The State of the Travel Incentive Industry. Incentive Magazine, February 24, 2014. <http://www.incentivemag.com/News/Industry/Articles/In-Focus--The-State-of-the-Travel-Incentive-Industry/>
- January 2013. The Incentives that Motivate Best Are... <http://thebuildnetwork.com/leadership/management/incentive/>
- March, 2012. Incentive Travel: The Participant's Viewpoint. Maritz Travel.
- June 4, 2009. How to... keep your staff psyched. Joanna Pachner, Report on Small Business Magazine, Back Office, page 33.
- Feb 3, 2009. [Non Cash](#), Maritz Motivation White Paper.
- Jan 31, 2009. Motivational Cash is good, prizes are better. Waterloo Region Record, page D.5
- Dec 10, 2008. [Recognition: are you using this powerful tool to connect people and performance?](#), Maritz in the news.
- July 25, 2008. [Realizing Goals Through a Whole Brained Approach](#), Maritz Motivation White Paper
- July 25, 2008. [Non Cash Rewards Are Best for Performance Improvement](#), Maritz Motivation White Paper.
- May 28, 2008. [Are Cash and Comps Enough for Your Loyal Players?](#), Maritz Motivation White Paper.
- Mar 12, 2004. Safety Incentives: Why Cash Isn't King, EHS Today.

FUNDING

2017. Incentive Research Foundation. The meaning of money and incentive effectiveness. \$6,998. Co-Investigator: Ashley Whillans, Harvard Business School.
2010. Incentive Research Foundation. State of the Tangible Incentive Industry. Team Grant. \$26,000 USD. Co-Investigator, Alyce Dickinson, Department of Psychology, Western Michigan University.
2009. International Society of Travel Executives Foundation. Incentive Travel Industry Outlook. Team Grant. \$162,262 CAD. Co-Investigator, Marion Joppe, School of Hospitality and Tourism Management, University of Guelph.
2008. Forum for People Performance Management and Measurement, The role of rewards and recognition behavior on customer service behaviors. Individual Grant, \$10,000 CAD.
2006. Social Sciences and Humanities Research Canada (SSHRC). Inventor Decision Making. Applied for \$213,300, received \$203,300. Team Grant: PI: Tom Astebro.

2005. University of Waterloo/SSHRC. Non-Monetary Incentives. Individual Grant. Applied for \$5,332, Received \$5,332.
2005. SSHRC. The Effects of Tiered Goal Systems on Managerial Performance, Applied for \$71,154, received \$68,654. Team Grant: PI: Alan Webb, Accountancy. Other investigators: Axel Shultz, University of Melbourne.
2005. Canadian Academic Accounting Association, CICA Research Grant Program. The Effects of Tiered Goal Systems on Managerial Performance, \$9,955. Team Grant: PI: Alan Webb, Accountancy. Other investigators: Axel Shultz, University of Melbourne.
2004. Canadian Foundation for Innovation, New Opportunities Grant. Money to fund the creation of a mobile behavioral experimental lab. \$58,348 from Canadian Federal government, \$58,347 from Ontario Provincial Government. Team Grant. PI: Scott Jeffrey, Other investigators: Danny Heller, I/O Psychology; Natalia Kotchetova, Accountancy.
2004. UW/SSHRC Research on non-monetary incentives. Applied for \$4,585, received \$4,585. Individual Grant

STUDENT SUPERVISION

DOCTORAL STUDENTS

- 2009 Guillermo Wilches, “The relationship between recognition climate and customer satisfaction.”
- 2008 Gordon Adomdza, “Control orientation: The effect of the desire to control on the choice of commercialization strategy.”
- 2008 Maureen Nummelin, “Make or buy: Professional designations, human capital, and sustainable competitive advantage.”

MASTER’S STUDENTS (WITH THESIS)

- 2009 Di Sabrina Mu, “The motivational costs of gift cards”.
- 2008 Andrew Dilts, “De-biasing strategies in the venture capital industry”.
- 2008 Andrew Maxwell, “Business angels’ investment decision making”.
- 2006 W. Raymond Chin, “The role of impression management in goal setting”.
- 2006 Keith Hum, “The effect of employee employer relationship factors on employee commitment to strategic organizational goals”.
- 2005 Andrew Kappy, MASc, “The intentional walk phenomenon in baseball: A statistical analysis and strategic recommendations.”
- 2005 Andrew Chung, “Effects of threats to self-esteem and goal orientation on asking for help”.
- 2005 Lisa Silbert, “The effect of tangible rewards on perceived organizational support”.
- 2004 Rebecca Hodge, “Factors impacting impulse buying during an online purchase transaction”.
- 2004 Gordon Adomdza, “Why do inventors continue when experts say stop? The effects of overconfidence, optimism, and illusion of control”.

UNDERGRADUATE HONORS STUDENTS

- 2018 Brenna Sermarini. A Study of Undergraduate Students' Perceptions about their Student Loans.
- 2018 Amanda Sorresse. Brand Identity and Willingness to Buy.
- 2014 Katelyn Walsh. Credo (In)Consistent Behavior: A Corporate Culture’s Struggle With Permeating Into Its Subsidiaries
- 2013 Tara Mallinder. Music, Mood, and Consumer Behavior.

TEACHING

MONMOUTH UNIVERSITY

UNDERGRADUATE

Fundamentals of Management Organizational Behavior
Decision Making under Uncertainty
Ethics, Diversity, and Social Responsibility
Negotiations
Behavioral Economics

GRADUATE

Management and Organizational Behavior
Negotiations
Business Analysis, Research, and Communication

UNIVERSITY OF WATERLOO, 2003 TO 2009

UNDERGRADUATE

Organizational Behavior
Decision Making Under Uncertainty

GRADUATE

Research Methods
Decision Analysis Under Uncertainty

UNIVERSITY OF CHICAGO, 2002 – 2003

GRADUATE (MBA)

Strategies and Processes of Negotiation
Competitive Strategy

SERVICE

MONMOUTH UNIVERSITY

Member of honors council. Advisor to honors school at Monmouth University.
Member of Sustainability Advisory Council
Coordinator of annual “Sustainability in Business Panel” (2017 and 2018)
Monmouth Representative to New Jersey Higher Education Partnership for Sustainability
Chair of Course Material Affordability Committee
Leon Hess Business School MBA curriculum review committee.
Leon Hess Business School undergraduate curriculum review committee.
Scholarship Week. Representative to University committee and chair of LHBS committee.
Member, Monmouth University Faculty Council.
Monmouth University Travel and grants committee.
Monmouth University Writing Committee

PROFESSION

President, Institute for Behavioral and Applied Management
Managing Editor, Journal of Business and Economic Studies
Member of editorial board of Journal of Organizational Behavior
Member of editorial board of Journal of Behavioral and Applied Management
Ad-Hoc reviewer for the Journal of Tourism Management
Ad-Hoc reviewer for Personnel Review
Ad-Hoc reviewer for The Academy of Management Journal
Ad-Hoc reviewer for Organizational Behavior and Human Decision Processes
Reviewer for HR, OB, and Entrepreneurship Division of the Academy of Management

MEMBERSHIPS

Institute for Behavioral and Applied Management
The Academy of Management
Society for Judgment and Decision Making

REFERENCES

Dr. Moren Levesque
Department of Management Sciences
Schulich School of Business
York University
4700 Keele Street
Toronto, ON, Canada
M3J 1P3
mlevesque@schulich.yorku.ca
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Durham, NC 27708
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