

Keith J Connell, MBA

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Statement of Teaching Interest

As an educator, I am committed to fostering a dynamic, inclusive, and student-centred learning environment that emphasises engagement, critical thinking, and practical application. I believe that students learn best when they are active participants in their education, encouraged to question, explore, and connect course content to real-world contexts. My teaching approach prioritises active learning and collaboration through case studies, simulations, peer-led discussions, collaborative projects, and reflective activities. Guided at all times by the principles of Universal Design for Learning, I design experiences that accommodate the full range of student abilities, backgrounds, and circumstances from the outset, ensuring that inclusivity is a foundational commitment rather than an afterthought.

A significant expression of that commitment is thecollegeprof.ca, a learning ecosystem I developed in direct response to the rising cost of commercial textbooks and proprietary platforms. The site provides students with open, professionally curated course content, removing financial barriers to full participation. It also functions as a data-informed teaching environment, where integrated engagement analytics allow me to identify disengagement early and intervene proactively, before difficulties escalate. The result is a learning environment that is more affordable, more equitable, and more responsive to each student's individual needs.

Beyond subject-specific knowledge, I am passionate about developing transferable competencies including critical thinking, ethical reasoning, collaboration, and effective communication, embedding these intentionally within course outcomes and assessments. Drawing on nearly three decades of industry leadership and seven years of post-secondary teaching, including Business Communications I and II and marketing at Lakehead University, I bring a dual perspective that allows me to connect theory to contemporary workplace realities in ways that are both accessible and meaningful. I view education as a lifelong journey and strive to model that belief by fostering curiosity, resilience, and a genuine love of learning in every course I teach.

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Summary

As a doctoral candidate in Educational Leadership and Policy and a graduate of the University of Fredericton's MBA in Leadership and Innovation, I bring close to three decades of applied marketing and corporate leadership experience together with seven years of post-secondary teaching across Georgian College, Lakehead University, and York University. My industry background spans senior marketing management roles in which I led international advertising campaigns, directed digital transformation initiatives, and developed brand and CRM strategies for organisations across multiple sectors, giving me the practitioner credibility that graduate marketing instruction demands. In the classroom, I have designed and delivered fully online and hybrid courses in marketing, digital marketing communications, integrated marketing, social media strategy, and business communications, consistently applying adult learning principles and evidence-based instructional design to create engaging, rigorous, and learner-centred experiences. I am equally comfortable developing course content from the ground up, refining assessments to reflect graduate-level expectations, and providing the timely, substantive feedback that supports student success in an online environment. My commitment to academic excellence, my fluency across the full spectrum of contemporary marketing practice, and my personal connection to the University of Fredericton position me as a contributor who understands and values what UFred strives to deliver for its students.

Skills Highlights

- Reviewing and developing new courses and new academic programs in accordance with the needs of today's business
- Conducting program renewal projects from implementation to approval
- Designing and updating course material based on the program learning outcomes
- Experience with developing strategic organizational plans and SOPs
- Thrives in a collaborative environment
- Project management using technology for enhanced organization
- Supporting sustainable organizational success strategies with various internal and external stakeholders
- Inspiring and focused leadership and relationship management
- Diplomatic approach to conflict resolution and opportunities within the workplace
- Experience working with Program Advisory Committees
- Detail-oriented strategic planner
- Developing, monitoring and managing budgets and objectives

Education

- Ph.D. Candidate, University of Windsor – Educational Leadership and Policy (2022 – 2027)
- Master of Business Administration, University of Fredericton – Leadership and Innovation (2018 – 2021)
- Teaching and Training Adults (Certificate), Georgian College (2018 – 2019)
- ADMC, COPR (Two Year Diploma), Georgian College, Barrie, ON (2015 – 2018)
- Bachelor of Arts (English), York University (1991 – 1994)

Academic Employment

Contract Lecturer, Lakehead University – September 2022 – current

In this role, I design, develop, and deliver fully online university-level instruction in Business Communications and Marketing, taking full ownership of all course content, learning materials, and assessments from the ground up. My responsibilities encompass the complete instructional design cycle, including developing assessments aligned with university-level academic expectations, facilitating online engagement, and providing timely, substantive feedback that advances student learning. I also provide individualised mentorship and academic support to a diverse student population, including international learners navigating new academic and professional environments.

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Multi-Disciplinary Professor and Program Coordinator, Georgian College – May 2018 - present

As a professor and program coordinator within the Digital Content Creation and Strategy program, I design and deliver post-secondary instruction across marketing, digital marketing strategy, social media marketing, entrepreneurship, data analytics, and business communications. I develop curricula grounded in current industry practice, adult learning principles, and evidence-based instructional design, ensuring that course content reflects the applied realities of contemporary marketing environments. In my coordination role, I lead program renewal, engage with advisory committees, and collaborate with academic and administrative stakeholders to advance program quality and student success.

Instructor (Teaching and Training Adults), Georgian College – May 2020 - present

As a facilitator in this continuing education program, I deliver instruction focused on engaging the adult learner, facilitating multigenerational and multicultural classrooms, and coaching for professional performance. I apply adult learning theory deliberately in every session, designing learner-centred experiences that are responsive to the diverse backgrounds and professional goals of participants. I also independently developed a digital application to support course and class planning, demonstrating ongoing initiative in leveraging educational technology to enhance instructional practice.

Instructor, York University – May 2021 – September 2022

Through York University's post-graduate certificate program, I delivered graduate-level instruction in Integrated Marketing Communications and Digital Marketing Communications in a fully online format. I developed course content aligned with post-graduate academic standards and real-world marketing practice, facilitating online learning experiences that connected theory directly to industry application. Beyond my instructional responsibilities, I served as a student advocate and career mentor, supporting both domestic and international students in transitioning successfully into Canadian professional environments.

Program Co-Ordinator, Georgian College – July 2019 – September 2021

As Program Co-Ordinator for the Business, Computer Studies, and Interactive Web Design programs, I collaborated closely with a broad range of stakeholders, including students, administrators, faculty, and community leaders, to advance academic excellence and foster a culture of integrity and inclusion across three distinct academic areas. I designed and developed custom software applications to streamline program administration and transition the office to a fully digital, paperless workflow, demonstrating a practical commitment to leveraging technology for operational efficiency and organisational improvement. In this role, I also had the opportunity to support meaningful special initiatives, including the Enactus program for social innovation and a range of international education projects, both of which deepened my understanding of the diverse student experience and reinforced my commitment to equity-informed, student-centred academic leadership.

Teaching, Program and Course Development Experience

College and University Courses	Adult Education
Business 2331 Business Communications [†]	Teaching in a Multigenerational Classroom [†]
Business 2351 Business Communications II	Developing Teams [†]
Business 2314 Marketing I [†]	Strategic Management [†]
DGCC 1002 Web Design	Engaging Adult Learners
DGCC 1004 Writing for Social Media	Emotional Intelligence in the Workplace [†]
DGCC 1013 Cross Platform Narratives	Coaching for Performance
BUSI2011 International Business	Communicating for Success
AUTO2011 CRM and Digital Marketing [†]	Change Management
BDAT1009 Enterprise Analytics [†]	
BMGT1000 Advanced Business Processes [†]	Programs Developed
COMP1030 Programming Fundamentals	Leadership in Artificial Intelligence
COMP2099 Business Intelligence Tools [†]	Business Management
MKMN1002 Database Marketing Strategies	Marketing Management
MKMN1003 Computer Apps for Databases	Small Business and Trades Management
MKTG1017 Digital Media Marketing & Analytics	Agricultural Business

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MKTG2032	Marketing On the Web	Video and Motion Graphics
MKTG2033	Professional Edge	Content Creation and Strategies
MKTG2038	Marketing Performance Mgmt.	
MKTG2041	Applied Digital Marketing	

Faculty Lead Courses are indicated in bold † Course curricula developed ‡ Lakehead University Course

Published Articles

Connell, K., & Smith, C. (2023). The intersection of SEM and equity: A systematized literature review. Strategic Enrollment Management Quarterly, Special Edition, 3-23.

Smith, C., Mkonto, N., Connell, K., and Bamgboye, T. (chapter manuscript). A Comparative View of Post Secondary First-Year Student Transition Programming.

Connell, K., & Connell, S. (2026) (chapter manuscript). Canada's International Student Surge and Decline.

Conference Presentations

Connell, K. (2024). Understanding why students quit and why they don't: A look at Tinto's Student Integration Model and Ben's Student Attrition Model. Presented at Graduate Education Research Conference, University of Windsor (peer-reviewed).

Connell, K. (2023). The impact of international students transitioning from home to host academic culture on their persistence/withdrawal decision. Presented at Graduate Education Research Conference, University of Windsor (peer-reviewed).

Connell, K. (2023). The impact of the international student experience on persistence in higher education. Presented at Research Innovation Scholarship and Entrepreneurship Symposium (RISE).

Connell, K. (2023). Bridging the student/instructor gap through conversational introductions. Presented at Graduate Students in Teaching Conference, University of British Columbia – Round Table Discussion (peer-reviewed).

Specialized Programs and Presentations

Connell, K. (2023). Training the Multi-Generational and Culturally Diverse Classroom. Presented to the Canadian Armed Forces, Canadian Forces Training Development Centre National Defence.

Connell, K. (2021). Effective team building in a multi-generational workforce. Presented at the Executive Leadership Program, Georgian College and Lakehead University.

Corporate Employment History

Principal, Turtleback Canada Inc. – November 2014 – May 2022

As company principal, I designed, launched, and managed integrated digital and multi-platform marketing campaigns for clients across Ontario, applying current best practices in social media marketing, content strategy, search engine optimisation, and performance analytics. The campaigns I developed and executed delivered an average of 53% growth in site traffic and an 8% increase in client revenue, demonstrating a consistent ability to translate strategic marketing thinking into measurable business outcomes. Beyond campaign management, clients regularly engaged me for guidance on developing and implementing internal training programs, documenting organisational processes to recognised quality standards including TQM, ISO, and Six Sigma, and building the change management and digital transformation strategies needed to sustain long-term competitive advantage.

Marketing Manager, Nedco – May 2011 – October 2014

In this role, I managed and monitored advertising budgets and marketing operations across a national network of 39 locations, applying advanced analytical tools and financial management techniques to ensure departmental performance and fiscal accountability. I recruited, onboarded, and evaluated marketing personnel, developing team capacity while maintaining a high standard of professional practice across a geographically distributed organisation. The role also required ongoing cultivation of stakeholder relationships at multiple levels and the skilled mediation of operational issues as they emerged across a complex, multi-site environment.

Marketing Manager, Visioneering – September 2007 – April 2011

As Marketing Manager, I held full responsibility for the creative development, production, and execution of the organisation's international advertising and promotional campaigns, overseeing all aspects of brand communications from concept through deployment. I simultaneously coordinated the scheduling, logistics, and human resources requirements for multiple international trade shows and professional networking events, managing competing

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priorities across a global calendar with precision and accountability. This position required close collaboration with the executive leadership team, providing regular reporting on departmental performance metrics, campaign outcomes, and the progress of special strategic initiatives.

Affiliations and Volunteerism

- Guest Social Media Lecturer (Paralegal Program)
- OCMC Faculty Coach
- Enactus Faculty Advisor (2019)
- Grizzly Cubs
- Student Leadership Conference
- Business Networking Night
- Served on Business, and Advertising and Marketing Communications Renewal Team
- Director of Innisfil Chamber of Commerce
- Empower Simcoe, Client Website Strategy, Design, and Launch in full compliance with AODA