

## CURRICULUM VITAE

### RICHARD ALLAN WOLFE

Professor of Strategic Management  
Winspear Fellow  
Gustavson School of Business  
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#### EDUCATION:

May 1989                      Ph.D. in Organization Theory  
                                    The University of Michigan  
                                    School of Business Administration

June 1983                     Masters in Physical Education  
                                    The University of Michigan  
                                    Emphasis in Corporate Health Promotion

September 1971             Masters in Business Administration  
                                    The Pennsylvania State University  
                                    Major in Management Science and Organizational Behavior

May 1969                     Bachelor of Arts  
                                    Sir George Williams University  
                                    Liberal Arts

#### ACADEMIC APPOINTMENTS:

July 2009 -                    The University of Victoria, School of Business  
                                    Professor

Jan. 2008 -                   Brock University, Faculty of Applied Health Sciences  
June 2009                     Department of Sport Management  
                                    Professor

Jan. 2000 -                   University of Michigan, Division of Kinesiology  
Dec. 2007                     Sport Management Department  
                                    Associate Professor  
                                    Director, Sport Management Masters Program  
                                    Director, The Michigan Center For Sport Management

July 1997 -                   The University of British Columbia, School of Human Kinetics  
Dec. 1999                     Leisure and Sport Management Program  
                                    Associate Professor

July 1996 -                   Western Kentucky University, College of Business  
June 1997                     Associate Professor

July 1994 -                   The University of Victoria, School of Business  
June 1996                     Visiting Associate Professor

Sept. 1988 -                 The University of Alberta, Department of Organizational Analysis  
June 1994                     Assistant Professor

**REFEREED PUBLICATIONS:**

D. Bell-Laroche, J. MacLean, L. Thibault, R. Wolfe “Leader Perceptions of Management by Values Within Canadian National Sport Organizations” *Journal of Sport Management*, 2014, in press.

S. Shaw, R. Wolfe, W. Frisby “A Critical Management Studies Approach To Sport Management Education: Insights, Challenges And Opportunities” *Sport Management Education Journal*, 2011, 5(1), 1-13.

K. Babiak and R. Wolfe “Determinants of corporate social responsibility in professional sport: Internal and external factors” *Journal of Sport Management*, 2009, 23, 717–742.

D. Smart, J. Winfree and R. Wolfe “Major League Baseball Managers: Do They Matter?” *Journal of Sport Management*, 2008, 22, 303 – 321.

R. Wolfe, K. Babiak, K. Cameron, R. Quinn, D. Smart, J. Terborg, and P. Wright “*Moneyball*: A Business Perspective” *International Journal of Sport Finance*, 2007, 2, (249 – 262).

R. Wolfe, P. Wright, and D. Smart “Radical HRM Innovation and Competitive Advantage: The *Moneyball* Story,” *Human Resource Management Journal*, 2006, 45, (111-126).

K. Babiak & R. Wolfe, “More than just a game? Corporate social responsibility and Super Bowl XL” *Sport Marketing Quarterly*, 2006, 15, (214 - 222).

reprinted in *The Handbook of Sport Marketing Research*, N. Lough & B. Sutton (Eds.), 2011. Morgantown, WV: Fitness Information Technology.

R. Wolfe, K. Weick, J. Usher, J. Terborg, L. Poppo, A. Murrell, J. Dukerich, D. Core, K. Dickson, and J. Jourdan “Sport And Organizational Studies: Exploring Synergy,” *Journal of Management Inquiry*, 2005, 14, 182-210.

R. Cooper and R. Wolfe, “Information Processing Model of Information Technology Adaptation: An Intra-Organizational Diffusion Perspective,” *Data Base Journal*, 2005, 36, 30-48.

J. Long,, L. Thibault, and R. Wolfe, “A Case Study of Influence Over a Sponsorship Decision in a Canadian University Athletic Department,” *Journal of Sport Management*, 2004, 18, 174-199.

D. Smart and R. Wolfe “The Contribution of Leadership and Human Resources to Organizational Success: An Empirical Assessment of Performance in Major League Baseball,” *European Sport Management Quarterly*, 2003, 3, 165-188.

R. Wolfe and D. Putler, “How Tight Are The Ties That Bind Stakeholder Groups?” *Organization Science*, 2002, 13, 64-80.

R. Wolfe, L. Hoeber, and K. Babiak, “Perceptions Of The Effectiveness Of Sport Organizations: The Case Of Intercollegiate Athletics,” *European Sport Management Quarterly*, 2002, 2, 135-156.

**REFEREED PUBLICATIONS (cont.):**

J. Gladden and R. Wolfe, "Sponsorship Of Intercollegiate Athletics: The Importance Of Image Matching," *International Journal of Sports Marketing & Sponsorship*, 2001, 3, 41-65.

D. Smart and R. Wolfe "Examining Sustainable Competitive Advantage In Intercollegiate Athletics: A Resource-Based View," *Journal of Sport Management*, 2000, 14, 133-153.

M. Rahim and R. Wolfe "Innovation and Conflict Management," In M. Rahim (ed.) *Current Topics in Management*, 2000, 5, 247-262. Greenwich, CT: JAI Press.

D. Putler and R. Wolfe, "Perceptions Of Intercollegiate Athletic Programs: Priorities And Tradeoffs," *Sociology of Sport Journal*, 1999, 16, 301-325.

B. Nault, A. Dexter, and R. Wolfe, "Electronic Communication Innovations: Addressing Adoption Resistance," *Wirtschaftsinformatik*, 1998, 40, 114-121.

R. Lachman and R. Wolfe, "The Interface of Organizational Effectiveness and Corporate Social Performance: Opportunities for Research and Theory Development," *Business and Society*, 1997, 36, 194-214.

B. Nault, R. Wolfe, and A. Dexter, "Support Strategies to Foster Adoption of Interorganizational Innovations," *IEEE Transactions on Engineering Management*, 1997, 44, 378-389.

R. Wolfe, J. Beyer, R. Blackburn, L. Greenhalgh, P. Nayyar, and A. Seth, "Rethinking The Tenure Process: The Influences and Consequences of Power and Culture," *Journal of Management Inquiry*, 1996, 5, 221-236.

R. Wolfe, "Human Resource Management Innovations: Determinants of Their Adoption and Implementation," *Human Resource Management Journal*, 1995, 34, 313-327.

R. Wolfe, D. Parker and N. Napier, "Employee Health Management and Organizational Performance," *Journal of Applied Behavioral Science*, 1994, 30, 22-42.

R. Wolfe and D. Parker, "Employee Health Management: Challenges and Opportunities," *Academy of Management Executive*, 1994, 8, 22-31.

R. Wolfe, "Organizational Innovation: Review, Critique, and Suggested Research Directions," *Journal of Management Studies*, 1994, 31, 405-431.

reprinted in *The Management of Innovation*, J. Storey (Ed.), 2004. Surrey, UK: Edward Elgar Publishing.

R. Wolfe, R. Gephart, and T. Johnson, "Computer Facilitated Qualitative Data Analysis: Potential Contributions to Management Research," *Journal of Management*, 1993, 19, 637-660.

**REFEREED PUBLICATIONS (cont.):**

R. Wolfe, T. Slack, and T. Rose-Hearn, "The Determinants of Employee Health Management Program Viability," *American Journal of Health Promotion*, 1993, 189-198.

Y. Reshef, B. Bemmels, and R. Wolfe, "The Effect of Unionization on Workplace Innovation," *Economic and Industrial Democracy*, 1993, 14, 109-131.

R. Wolfe, "The Use of Content Analysis to Assess Corporate Social Responsibility," In J. Post (Ed.) *Research in Corporate Social Performance and Policy*, 1991, 13, 281-307. Greenwich, CT: JAI Press.

R. Gephart and R. Wolfe, "Qualitative Data Analysis: Three Computer Aided Approaches," *Academy of Management Best Paper Proceedings*, 1989, 382-386.

K. Warner, T. Wickizer, R. Wolfe, J. Schildroth, and M. Samuelson, "Economic Implications of Workplace Health Promotion Programs: Review of the Literature," *Journal of Occupational Medicine*, 1988, 30, 106-117.

R. Wolfe, D. Ulrich, and D. Parker, "Employee Health Management: A Review of the Literature and a Research Agenda," *Journal of Management*, 1987, 13, 603-615.

**BOOK CHAPTER:**

K. Babiak and R. Wolfe, "Perspectives on Social Responsibility in Sport," in *The Routledge Handbook of Sport and Corporate Social Responsibility*, J.L. Paramio-Salcines, K. Babiak & G. Walters (Eds.) expected June, 2013.

**OTHER PUBLICATIONS:**

R. Wolfe, and M. Washington JSM Editorial Team Changes. *Journal of Sport Management*, 2011, 25 189-189.

L. Thibault and R. Wolfe "The Journal of Sport Management: Making Progress" *Journal of Sport Management*, 2008, 22, 245 – 246.

R. Wolfe, P. Wright, and D. Smart, Response to editorial concerning "Radical HRM Innovation and Competitive Advantage: The *Moneyball* Story," *Human Resource Management Journal*, 2006, 45, (673-676).

R. Wolfe, "Introduction to the Special Issue: Understanding University Athletics—Cultural, Strategic, and Economic Perspectives," *Journal of Sport Management*, 2000, 14, 79-84.

R. Wolfe, "An Interview With Dr. Henry S. Bienen, President of Northwestern University," *Journal of Sport Management*, 2000, 14, 179-187.

**OTHER PUBLICATIONS (cont.):**

R. Wolfe and K. Aupperle, "Introduction to: Corporate Social Performance; Methods for Evaluating an Elusive Construct," In J. Post (ed.) *Research in Corporate Social Performance and Policy*, 1991, 13, 265-268. Greenwich, CT: JAI Press.

**RESEARCH IN PROGRESS:**

"Using Sport as a Lens for International Business Research" (with W. Danis, F. Lee, M. Uy) submitted to *Journal of International Business Studies*.

"University Athletics, Academics, and the Challenge of Congruence" (with J. Ault)

**BOOK REVIEWS:**

R. Wolfe and T. Johnson, of: Work, Health and Productivity by Gareth M. Green and Frank Baker. New York: Oxford University Press, 1991, in Academy of Management Review, 1993, 18, 160-165.

D. Parker and R. Wolfe, of: Health Promotion in the Workplace by Michael O'Donnell and Thomas Ainsworth. New York: Wiley Medical, 1984, in Human Resource Management, 1984, 23, 437-441.

**FELLOWSHIPS AND GRANTS:**

From the Social Sciences and Humanities Research Council of Canada, \$100,220. "An examination of innovation in community sport organizations." Principal investigator: Larena Hoeber. Co-investigator: Alison Doherty. Collaborators: Orland Hoeber, Richard Wolfe. Awarded 2010, for 2011 – 2013.

From the Social Sciences and Humanities Research Council of Canada, \$39,000. "Towards an understanding of innovation in community sport organizations in Canada." Applicant: Larena Hoeber; Co-Applicants: Alison Doherty, Richard Wolfe. 2008.

From the Center for Local, State, and Urban Policy (CLOSUP), Gerald R. Ford School of Public Policy, the University of Michigan, \$5,000 – in support of the project: "An Assessment of Community Outreach Efforts of Professional Sport Franchises." Co-investigator—Kathy Babiak. July, 2002.

From the Interdisciplinary Committee on Organizational Studies at the University of Michigan, \$5,000 – in support of the work-shop: "Sport And Organizational Studies: Exploring Synergy." April, 2000.

From the Office of the Vice-President, Research, the University of Michigan, \$6,000 – in support of the work-shop: "Sport And Organizational Studies: Exploring Synergy." April, 2000.

From Faculty of Business, The University of Alberta, The Nova Management of Technology Fellowships, \$12,000 – "The Influence of Organizational Context and Innovation Championing in Determining Innovation Implementation." February, 1993.

**FELLOWSHIPS AND GRANTS (cont.):**

From the Social Sciences and Humanities Research Council of Canada, \$46,300. “Qualitative Data Analysis and Microcomputers: New Directions in Management Methods and Measurement.” Co-investigator--Robert P. Gephart. April, 1990.

From the Canadian Fitness and Lifestyle Research Institute, \$9,300 – “Determining the Viability of Employee Health Management Programs.” Co-investigator--Trevor Slack. May, 1989.

From the Michigan Department of Public Health, \$23,500 – “The Adoption and Implementation of Work-Site Health Promotion Programs.” Co-investigator--David O. Ulrich. August, 1986.

**GRANT FOR PEDAGOGICAL PURPOSES:**

MITACS-Accelerate Award, Graduate Research Internship Program, \$15,000. MBA Student, Jeremy Ward with TREQ Innovations, Inc. Awarded July 1, 2011.

**RESEARCH AWARDS:**

Best Paper Award. Research Methods Division, Academy of Management Meeting, August, 1989, (with B. Gephart).

The Paul A. Hunsicker Memorial Award. Department of Physical Education, The University of Michigan, April, 1983.

**PRESENTATIONS:**

R. Wolfe and J. Ault, Symposium Co-Sponsors, “The Potential Power, Though Impotence to Date, of Words in Achieving Congruence Between University Athletics and the Mission of Universities” Annual Meeting of the Academy of Management, Philadelphia, August, 2014.

R. Wolfe, Symposium Sponsor, “Positive and Negative Effects of the Power of Words: Using Sport as a Lens” Annual Meeting of the Academy of Management, Philadelphia, August, 2014.

R. Wolfe, “University Athletics, Academics, and the Challenge of Congruence: Effects on Student Athletes” Muhammad Ali Center--Athletes and Social Change Forum, Louisville, Ky, March, 2014.

Babiak, K. & Wolfe, R. Framing corporate social responsibility in professional sport. European Association for Sport Management Conference, Istanbul, Turkey, 2013.

R. Wolfe and J. Ault, Symposium Co-Sponsors, “University Athletics, Academics, and the Challenge of Congruence: Insights from Innovation, Organizational Trust, and Institutional Theories” Annual Meeting of the Academy of Management, Orlando, August, 2013.

**PRESENTATIONS (cont.):**

C. Stoldt, L. Misener, R. Wolfe, and M. Hums, Best Practices for Proposals, Grants, and Publishing Panel; the Annual Meeting of the North American Society For Sport Management, Seattle, WA, May, 2012.

J. Ault and R. Wolfe, "University Athletics, Academics, and the Challenge of Congruence" presented at the NCAA Scholarly Colloquium, Indianapolis, Jan. 2012.

K. Cameron, M. Uy and R. Wolfe, Symposium Co-Sponsors, "West Meets East: Using Sport as a Lens for Enlightening, Balancing, Transcending" Annual Meeting of the Academy of Management, San Antonio, August, 2011.

M. Uy, R. Wolfe and K. Cameron, "Emotion in Organizations: Using Sport as a Lens To Understand Differences Across Nations" presented in the symposium: "West Meets East: Using Sport as a Lens for Enlightening, Balancing, Transcending" Annual Meeting of the Academy of Management, San Antonio, August, 2011.

O. Hoerber and R. Wolfe, From Transcripts to Codes to Patterns: Enhancing Qualitative Research Methods With Association Rule Discovery" presented at the Annual Meeting of the North American Society For Sport Management, Columbia S.C., June, 2009.

K. Cameron, M. Uy and R. Wolfe, Symposium Co-Sponsors, "Understanding Passion in Organizations: Using Sport as a Lens" Annual Meeting of the Academy of Management, Montreal, August, 2010.

M. Uy, R. Wolfe and D. Wooten "Passion in Sport: The Case of Fans; A Research Agenda" presented in the symposium: "Understanding Passion in Organizations: Using Sport as a Lens" Annual Meeting of the Academy of Management, Montreal, August, 2010.

A. Doherty and R. Wolfe, Symposium Co-Sponsors, "Understanding Organizational Innovation Through Sport: Exploring Research Synergy" Annual Meeting of the Academy of Management, Montreal, August, 2010.

A. Doherty, L. Hoerber, O. Hoerber And R. Wolfe, "Innovation in Small Nonprofit Sport Organizations", presented in the symposium: "Understanding Organizational Innovation Through Sport: Exploring Research Synergy" Annual Meeting of the Academy of Management, Montreal, August, 2010.

L. Hoerber, A. Doherty, O. Hoerber, R. Wolfe, K. Misener, B. Cummings-Vickaryous, "An exploration of the nature of innovations in community sport organizations" presented at the Annual Meeting of the North American Society For Sport Management, Columbia S.C., June, 2009.

**PRESENTATIONS (cont.):**

R. Wolfe, "University Athletics, Academics, and Lack of Congruence: The Role of Faculty" presented at the Scholarly Conference on College Sport, Chapel Hill, N.C., April, 2009.

M. Washington and R. Wolfe, Caucus Co-Organizers "Sport: Research Lens, Teaching Metaphor, and/or Phenomenon Worthy of Study In Its Own Right?" Annual Meeting of the Academy of Management, Anaheim, August, 2008.

R. Wolfe, Participant (with W. Frisby and S. Shaw) in the Symposium, "Critical Perspectives In Sport Management Teaching: Insights, Challenges, And Looking Forward" Annual Meeting of the North American Society For Sport Management, Toronto, June, 2008.

K. Babiak and R. Wolfe, Symposium Co-Sponsors, "Corporate Social Responsibility and Professional Sport: A Perfect Match?," Annual Meeting of the Academy of Management, Philadelphia, August, 2007.

K. Babiak and R. Wolfe, "Community Outreach Efforts by Professional Sport Teams: A Theoretical Perspective", presented in the symposium: "Corporate Social Responsibility and Professional Sport: A Perfect Match?" Annual Meeting of the Academy of Management, Philadelphia, August, 2007.

K. Babiak and R. Wolfe, Symposium Co-Sponsors, "Corporate Social Responsibility in Professional Sport" Annual Meeting of the North American Society For Sport Management, Ft. Lauderdale, June, 2007.

K. Babiak and R. Wolfe, "Corporate Social Responsibility: Is the Sport Context Unique?" presented at the Annual Meeting of the North American Society For Sport Management, Ft. Lauderdale, June, 2007.

R. Wolfe, "Understanding *Moneyball*: A strategic management perspective" presented at the Annual Meeting of the North American Society For Sport Management, Kansas City, June, 2006.

K. Babiak, R. Wolfe, P. Shrivastava, "Bridging Sport Management Research To Actionable Knowledge" presented at the Annual Meeting of the North American Society For Sport Management, Kansas City, June, 2006.

R. Wolfe, Symposium Sponsor, "A New Vision of Management for the 21<sup>st</sup> Century: *Moneyball* as a Reframing Phenomenon," All-Academy Symposium, presented at the Annual Meeting of the Academy of Management, Hawaii, August, 2005.

D. Smart and R. Wolfe, "*Moneyball*: A Strategic Management Lens," presented in an All-Academy Symposium ("A New Vision of Management for the 21<sup>st</sup> Century: *Moneyball* as a Reframing Phenomenon"), the Annual Meeting of the Academy of Management, Hawaii, August, 2005.

K. Babiak and R. Wolfe, "Community Outreach Efforts in Professional Sport Organizations" presented at the Annual Meeting of the North American Society For Sport Management, Regina, Saskatchewan, June, 2005.



**PRESENTATIONS (cont.):**

J. Winfree, D. Smart and R. Wolfe, "A Comprehensive Assessment of Managerial Efficiency in Major League Baseball" presented at the Annual Meeting of the North American Society For Sport Management, Regina, Saskatchewan, June, 2005.

K. Babiak, S. Waddock, R. Wolfe, Symposium Co-Sponsors, "Bridging Management Research To Actionable Knowledge: Lessons from Social Issues In Management Scholarship," All-Academy Symposium, presented at the Annual Meeting of the Academy of Management, New Orleans, August, 2004.

K. Babiak and R. Wolfe, "Understanding Social Initiatives in Professional Sport: The Case of the Detroit Pistons," presented in an All-Academy Symposium ("Bridging Management Research To Actionable Knowledge: Lessons from Social Issues In Management Scholarship"), the Annual Meeting of the Academy of Management, New Orleans, August, 2004.

K. Babiak and R. Wolfe, "Is it good business to do the right thing? A framework for understanding professional sport organizations' corporate social responsibility initiatives," presented at the Annual Meeting of the North American Society For Sport Management, Atlanta, June, 2004.

D. Smart and R. Wolfe, "The Contribution of Leadership and Human Resources to Organizational Success: An Empirical Assessment of Performance in Major League Baseball," presented at the Annual Meeting of the Academy of Management, Seattle, August, 2003.

R. Wolfe, "Sport and the Study of Business & Society: Exploring Synergy," Work-shop presented at the International Association for Business and Society, Annual Conference, Victoria, B.C., June, 2002.

C. Barr, H-J Lee and R. Wolfe, "Gender, Stakeholders, and Intercollegiate Athletics," presented at the Annual Meeting of the North American Society For Sport Management, Canmore, Alberta, June, 2002.

R. Wolfe, J. Dukerich, D. Crown, Symposium Co-Sponsors, "Sport and Organizational Studies: Exploring Synergy," Business Policy & Strategy, Organizational Behavior, and Organization & Management Theory Divisions, Annual Meeting of the Academy of Management, Washington, August, 2001.

J. Usher and R. Wolfe, "Sport as a Context for the Examination of Multi-level Evolution in a Nested Hierarchy," Presented to the Business Policy & Strategy, Organizational Behavior, and Organization & Management Theory Divisions, Annual Meeting of the Academy of Management, Washington, August, 2001.

J. Gladden and R. Wolfe, "Sponsorship Of Intercollegiate Athletics: The Importance Of Image Matching," presented at the Annual Meeting of the North American Society For Sport Management, Virginia Beach, June, 2001.

H-J Lee, R. Wolfe, and D. Won, "Perceptions and Priorities Concerning Intercollegiate Athletics: A Comparison Across Nations and Cultures," presented at the Annual Meeting of the North American Society For Sport Management, Virginia Beach, June, 2001.

**PRESENTATIONS (cont.):**

L. Kihl, D Gray, L. Sharp, and R. Wolfe, "Sport Policy's Stranglehold On Ethical Decision-Making: An Examination of the Ethical Problems Prompted by Sport Policy," presented at the Annual Meeting of the North American Society For Sport Management, Virginia Beach, June, 2001.

R. Wolfe, "Stakeholder Theory in Sport Management Research," session discussant, Annual Meeting of the North American Society For Sport Management, Virginia Beach, June, 2001.

C. Barr, J. Gladden, and R. Wolfe, Symposium Co-Sponsors, "Intercollegiate Athletics Research: What Do We Study?; What Have We Learned?; Is What We Have Learned Relevant??" Annual Meeting of the North American Society For Sport Management, Colorado Springs, June, 2000.

R. Wolfe "Management Within Intercollegiate Athletics: A Review of Published Research", Presented at the Annual Meeting of the North American Society For Sport Management, Colorado Springs, June, 2000.

R. Wolfe "Applying A Multiple Constituency Approach To Studying The Effectiveness Of Sport Organizations", Presented at the Annual Meeting of the North American Society For Sport Management, Colorado Springs, June, 2000.

R. Wolfe "Perceptions Of Intercollegiate Athletic Programs: Priorities And Tradeoffs", Distinguished Speakers Series, School of Human Kinetics, The University of Windsor, March, 2000.

R. Wolfe and C. Barr "The Application of Stakeholder Management to Intercollegiate Athletic Programs: Stakeholders' Perceptions of Success", presented at the Annual Meeting of the North American Society For Sport Management, Vancouver, June, 1999.

K. Babiak, L. Hill and R. Wolfe "Intercollegiate Athletic Programs: Determinants Of Perceptions Of Success", Presented at the Annual Meeting of the North American Society For Sport Management, Vancouver, June, 1999.

R. Wolfe and D. Putler, "Addressing Homogeneity of Interests Within Stakeholder Groups: Current Practice, Empirical Assessment, and Implications", Presented at the Annual Meeting of the Academy of Management, Chicago, August, 1999 (Organization & Management Theory Division).

R. Cooper and R. Wolfe, "Organizational Innovation: An Information Processing Perspective", Presented at the Annual Meeting of the Academy of Management, Chicago, August, 1999 (Technology & Innovation Division).

G. Buntzman, R. Wolfe, and A. Rahim, Symposium Co-Sponsors, "Organizational Innovation: Is Our Understanding of Innovation Progressing?; If So, Is It Contributing To Practice?", Organization and Management Theory, Organization Development and Change, and Technology and Innovation Management Divisions, Annual Meeting of the Academy of Management, San Diego, August, 1998.

**PRESENTATIONS (cont.):**

A. Rahim, R. Wolfe, and G. Buntzman, "Innovation and The Learning Organization", Presented to the Organization and Management Theory, Organization Development and Change, and Technology and Innovation Management Divisions, Annual Meeting of the Academy of Management, San Diego, August, 1998.

R. Wolfe, Symposium Sponsor, "Rethinking the Role of University Athletics: Strategic, Organizational and Social Perspectives." Business Policy & Strategy and Organization & Management Theory Divisions, Annual Meeting of the Academy of Management, Boston, August, 1997.

G. Hansen and R. Wolfe, "University Athletics: Is it a Viable Basis for Strategic Renewal?" Presented to the Business Policy & Strategy and Organization & Management Theory Divisions, Annual Meeting of the Academy of Management, Boston, August, 1997.

P. Nayyar, A. Seth and R. Wolfe, Symposium Co-Sponsors, "Understanding the Tenure Process as Business Schools Adapt to Meet the Challenges of the 21st Century." Human Resource Management and Careers Divisions, Annual Meeting of the Academy of Management, Vancouver, August, 1995.

R. Wolfe, P. Nayyar, A. Seth, "Understanding the Tenure Process as Business Schools Adapt to Meet the Challenges of the 21st Century." Presented to the Human Resource Management and Careers Divisions, Annual Meeting of the Academy of Management, Vancouver, August, 1995.

R. Gephart and R. Wolfe, "Doing Qualitative Research: A Participatory Workshop" Presented at the Annual Meeting of the Western Academy of Management, San Diego, April, 1995.

R. Wolfe and T. Johnson, Pre-conference Workshop, "Computer Facilitated Qualitative Data Analysis: Potential Contributions to SIM Research," Sponsored by the Research Methods Division, The Academy of Management Meetings, August, 1992, Las Vegas.

R. Wolfe, D. Parker and K. Stratton-Devine, "Employee Health Management Programs: Review, Critique, and Research Agenda," Presented at the Annual Meeting of the Western Academy of Management, Spokane, April, 1992.

A. Ojha and R. Wolfe, "A Synthesis of the Change and Innovation Literatures: Suggested Directions for Innovation Research," Annual Meeting of the Western Academy of Management Meetings, Spokane, April, 1992.

R. Wolfe, T. Slack and T. Rose-Hearn, "The Determinants of Employee Health Management Program Viability." Presented at the NATO Research Meeting: International Symposium on Physical Fitness, Active Living and Occupational Performance, Edmonton, Canada, July, 1991.

R. Wolfe and T. Johnson, "Computer Aided Qualitative Research: Mapping the Territory." Presented to the Research Methods Division, Annual Meeting of the Western Academy of Management, Santa Barbara, March, 1991.

**PRESENTATIONS (cont.):**

R. Wolfe & K. Aupperle, Symposium Co-Sponsors, "Corporate Social Performance: Methods for Evaluating an Elusive Construct." Social Issues and Research Methods Divisions, Annual Meeting of the Academy of Management, San Francisco, August, 1990.

R. Wolfe, "A Computer Aided Content Analysis Approach for Measuring Corporate Social Performance." Presented to the Social Issues and Research Methods Divisions, Annual Meeting of the Academy of Management, San Francisco, August, 1990.

R. Wolfe and D. Parker, Symposium Co-Sponsors, "Employee Stress: Should It Be Controlled?" Organizational Behavior and Health Care Administration Divisions, Academy of Management Annual Meeting, Chicago, Aug., 1986.

R. Wolfe, "Justification of Corporate Fitness: Must It Be Economic?" Open Discussion Session; Presented to: The Association for Fitness in Business, 10th Annual Convention, Milwaukee, Sept., 1984.

D. Edington and R. Wolfe, "A Theoretical Model for Determining the Economic Benefits of a Corporate Fitness Program," Presented to: Association for Fitness in Business, 8th Annual Convention, San Diego, Sept., 1982.

**GRADUATE STUDENT COMMITTEES:**

Dissertation Committee; External Examiner:

James Smith (Ph.D. student, Physical Education; The University of Alberta; 2011: The Antecedents and Consequences of Intercollegiate Athletic Association Change of Colleges and Universities in Canada and the United States)

Michael James Barber Read (Ph.D. student, School of Business The University of British Columbia; 2011: Investigating Organizational Coaching Through An Athletic Coaching Comparison: Determining High Performance Coaching Practices In Organizations)

Bill Foster (Ph.D. student, Business Administration and Physical Education; The University of Alberta; 2006: Is the productivity of firm resources moderated by task interdependence? A study of winning and losing teams in Major League Baseball and the National Hockey League)

While At Brock University

Thesis Committees: Andre Andrejiv, Dina Bell-Laroche, and Adam Bylsma, C.J. Morrison, Justine Pacquette (Masters students, Sport Management)

While At The University of Michigan

Dissertation Committee: Lori Hendricks (Ph.D. student, Education)  
Jay Basten (Ph.D. student, Education)

**GRADUATE STUDENT COMMITTEES (cont.):**

## While At The University of British Columbia

- Dissertation Committees: Kathy Babiak (Ph.D. student, Sport Management)  
Hyuk Joong Lee (Ph.D. student, Asian Studies)
- Supervisory Committee: Larena Hill (Ph.D. student, Sport Management)
- Thesis Committees: Param Chauhan, Julie Long (Masters students, Sport Management)
- Examining Committees: University Examiner (Stewart Thornhill; Ph.D. student, Business School)  
Chair (Terri Buller-Taylor; Ph.D. student, Psychology).

## While At The University of Alberta

- Supervisory Committees: Clarence Anderson, Abhoy Ojha (Ph.D. students, Business Administration)  
Carol Estabrooks (Ph.D. student, Nursing)  
Teresa Rose-Hearn (Masters student, Physical Education).

**TEACHING ACTIVITIES AT THE UNIVERSITY OF VICTORIA:**

- Courses Taught Seminar in Strategic Management (BUS603) PhD course  
Strategic Analysis and Action (MBA550) MBA course  
Strategic Management (COM400) Undergraduate course
- Program Development Co-Chair of MBA Review Committee  
Heading an MBA redesign initiative

**TEACHING ACTIVITIES AT BROCK UNIVERSITY:**

- Courses Taught The Organizational Analysis of Sport Organizations (5P03) Masters course  
Philosophical & Methodological Issues In Sport Management (5P00)  
Masters course  
Qualitative Research Methods (3P17) Undergraduate course  
Ethics in Sport Management (4P08) Undergraduate course
- Program Development Led an initiative to develop an applied Sport Management  
Masters program

**TEACHING ACTIVITIES AT THE UNIVERSITY OF MICHIGAN:**

- Courses Taught The Ethics of Sport Organizations (SM 304), Undergraduate course  
The Strategy of Sport Organizations (SM 342), Undergraduate course  
Seminar in the Strategy of Sport Organizations (KIN 514) Masters course  
The Sport Industry: Managing in a Unique and Dynamic Environment  
(KIN 513) Masters course
- Program Development Coordinated Sport Management Masters program revision  
Member of Sport Management undergraduate program revision sub-committee

**UNIVERSITY, SCHOOL, DEPARTMENTAL RESPONSIBILITIES/COMMITTEES:**

University of Victoria

Senate Committee on Awards (2010 – current)

Business School Representative on University Senate (2010 – 2013)

Business School      PhD Advisory Group (2010 – current)  
 Graduate Committee (2011 – 2011)  
 Search Committee (Sustainability, 2010)

Brock University

Faculty of Applied Health Sciences

Graduate Committee (May 2008-April 2009)

Sport Management:      Graduate Committee; Chair (May 2008-April 2009)

University of Michigan

Division of Kinesiology: Executive (July 2003-June 2007; July 2000-June 2001)  
 Graduate (Fall 2000)  
 Search Committee (Finance/Marketing, 2006); Chair  
 Search Committee (Finance, 2002-2003); Co-Chair  
 Search (Law, 2005; Organization Theory, 2002; Finance, 2001).

University of British Columbia

Human Kinetics:      Personnel Committee  
 Advisory Committee  
 Organizing Committee for NASSM Annual Meeting, Vancouver, June, 1999.

**PROFESSIONAL ACTIVITIES:**

Past Editor:              *Journal of Sport Management*; July 2012 - current

Editor:                    *Journal of Sport Management*; 2009 – July 2012

Associate Editor:      *Journal of Sport Management*; 2006 - 2009

Editorial Board:        *Journal of Sport Management*; 2000 – mid-2002; mid-2003 - 2006  
*Journal of Management*; 1990 - 1999

Special Issue Editor:    “Understanding University Athletics: Cultural, Strategic,  
 and Economic Perspectives” in *Journal of Sport Management*, 2000, 14.

with K. Aupperle, Research Forum: "Corporate Social Performance; Methods  
 for Evaluating an Elusive Construct" in *Research in Corporate Social  
 Performance and Policy*, 1991, 13, 265-401.

**PROFESSIONAL ACTIVITIES (cont.):**

Reviewing: *Academy of Management Journal*  
*Administrative Science Quarterly*  
*European Sport Management Quarterly*  
*Health Education Quarterly*  
*Journal of Management Studies*  
*Journal of Sport Management*  
*Organization Science*  
*Technology Studies*

NASSM: Member of North American Society For Sport Management Strategic Direction  
Committee; Spring, 2003.