



Brief Biosketch: Ketra L. Armstrong, PhD

Dr. Ketra L. Armstrong (a Tupelo, MS native) is currently the Associate Dean for Graduate Affairs; Diversity, Equity, & Inclusion Lead; and Professor of Sport Management in the School of Kinesiology at the University of Michigan (UM). She is also an Affiliate Faculty in the UM Departments of Afroamerican and African Studies and Women's Studies, and is the UM NCAA Faculty Athletics Representative. Prior to her employment at UM, Dr. Armstrong served as the Director and Professor of the Graduate Program in Sport Management at California State University, Long Beach (CSULB), and as an Assistant and Associate Professor of Sport Management at The Ohio State University (OSU).

Dr. Armstrong's scholarship converges on the topics of race, gender, and the social psychology of sport/leisure consumption and the management thereof. Her research has been featured in numerous journals (*Journal of Sport Management*, *Sport Marketing Quarterly*, *Journal of Sport and Social Issues*, *Journal of Sport Behavior*, *Innovative Marketing*, *Journal of Black Psychology*, *Journal of Black Studies*, *Western Journal of Black Studies*, and others). She received the 2001, *Outstanding Probationary Faculty Research Award* from OSU; she received the 2002 *Young Professional Award* from the American Association of Active Lifestyle and Fitness; she co-authored an article that received the 2004 *Outstanding Research Award* by the Sport Marketing Association; she conducted national research for *Essence Magazine* on Black Women's Fitness; in 2008 she was inducted as a *Research Fellow* by the North American Society for Sport Management, and in 2011 the article she was the lead author of, '*Market Analyses of Race and Sport Consumption*,' received the distinction of being among the top 20 articles published in the past 20 years by *Sport Marketing Quarterly*. She was inducted as a 2015 *Fellow in the National Academy of Kinesiology*. She is presently authoring a book for Routledge entitled, *Theorizing Race and Sport (Social Psychological Perspectives)*.

In addition to Dr. Armstrong's scholarly pursuits, she has amassed a wealth of practical experience – notably in the Sport Industry. She is a former NCAA Division I scholarship student athlete (basketball player), coach (women's basketball), and athletic administrator. Over the years, she has performed integral roles in the advising/consulting, research, management, marketing, and/or media relations for numerous youth, community, collegiate, professional, and international sport events. Her professional service includes being a member of the *NCAA Gender Equity Task Force*, the former Vice-President of the *NCAA Scholarly Colloquium and Social Justice Symposium*, the former President of the *National Association for Girls and Women in Sport*, former Internal Advisory Board Member for the *UM SHARP Research Center (for Girls and Women)*, former Board Member of the *National Women's Hall of Fame*, and a former Member of the prestigious *Wade Trophy Selection Committee* (NCAA women's basketball). Dr. Armstrong is also a freelance sport journalist. In 2001 she received the *Newsmaker of the Year Award* from the Columbus, OH Association of Black Journalists; in 2009, she was the narrator and co-Executive Producer of *Title IX: Implications for Women in Sport and Education* (a 3-Disc, 14 chapter DVD); in 2012 she was the host of *Inside Michigan Women's Basketball* on M-GOBLUE.com, and she was the Faculty Advisor for the UM Student Chapter of the *Association for Women in Sport Media*, which was voted the 2014 *National Chapter of the Year*. For her longstanding dedication to gender equity, Dr. Armstrong was the 2010 *NAGWS Honorary Guiding Woman in Sport*. As a testament to her commitment to diversity and social justice, she received the 2014 *UM Harold L. Johnson Diversity Service Award*, the 2015 *Charles D Henry Award* from *SHAPE America*, and she was a 2015 *Fellow* in the New Leadership Academy of the National Center for Institutional Diversity.

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EDUCATION:

Ph.D. The Ohio State University (Columbus, OH), February 1996.

Major: Sport Management; Emphasis: Marketing/Consumer Behavior

Cognate Area: Sociology

Dissertation Title: *The Variables That Influence African-Americans'*

Processing of Persuasive Communication via the Elaboration Likelihood

Model: Implications for Sport Marketing

M.Ed. Mississippi State University (Starkville, MS), August 1988.

Major: Physical Education; Specialization Athletic Administration

B.S. Mississippi State University (Starkville, MS), May 1987.

Major: Physical Education; Emphasis: Teaching/Coaching

Minor: Biology and General Science

University of Southwestern Louisiana (Lafayette, LA). August 1983-1986.

Major: Physical Education/Pre-Physical Therapy

Extracurricular: Scholarship Student Athlete (Women's Basketball)

Awards: Best Defensive Player (1985); Scholar Athlete (1986);

No Degree Received – credits were transferred to Mississippi State University

A.A. Itawamba Community College (Fulton, MS). May 1983

Major: Physical Education/Pre-Physical Therapy

Extracurricular: Scholarship Student Athlete (Women's Basketball)

Awards: Team Captain (1981-82; 1982-83), Most Valuable Player (1982-83),

Best Offensive Player (1981-82; 1982-83), All-State Player (1981-82; 1982-83),

MJCAA All-Star Game Participant (1982-83), Scholastic Award (1982-83)

PROFESSIONAL/DISTINGUISHED NOMINATIONS, HONORS & RECOGNITION:

1. Elected as a 2015 *Fellow in the National Academy of Kinesiology*. *The National Academy of Kinesiology (NAK) is an honorary organization composed of Fellows who have made significant contributions to Kinesiology-related disciplines through scholarship and professional service.*
2. Recipient of the 2015 *Charles D. Henry Award* from the Society of Health and Physical Educators (SHAPE) of America. The Award recognizes meaningful and distinguished service to SHAPE and to its ethnic minority members.
3. Selected as a Fellow in the 2015 *New Leadership Academy*, National Center for Institutional Diversity.
4. Recipient of the 2014 *Harold R. Johnson Diversity Service Award*, University of Michigan Provost's Office. The Award was established to recognize UM Faculty whose service contributes to the development of a culturally diverse campus community.
5. Faculty Advisor to the *UM Chapter of the Association for Women in Sport Media* which was voted, 2014 *National Student Chapter of the Year*.
6. Received Award recognition in 2011 for co-authoring one of the *Top 20 Articles in the last 20 Years* by *Sport Marketing Association*. Article: "Armstrong, K.L., & Strata, T.P. (2004). Market analyses of race and sport consumption. *Sport Marketing Quarterly*, 13(1), 7-16."
7. Received 2010 *Honorary Guiding Woman in Sport Award* from the National Association of Girls and Women in Sport (NAGWS). The Award recognizes the lifetime contribution of individuals with a pioneering spirit and commitment to improve sport for girls and women.
8. Received *University Award for Post Promotion Merit*, California State University, Long Beach, Spring 2009.
9. Inducted as a *Research Fellow* by the *North American Society for Sport Management* (Spring 2008).
10. Featured in *Women in Sport Careers* (Member Spotlight), March 2006 Newsletter.
11. Granted Tenure upon hire at Carnegie Research I Institution (University of Michigan; Fall 2011); Received *Tenure and Promotion* at Carnegie Research I Institution (The Ohio State University, Spring 2003); Received *Tenure* (Spring 2005) and *Promotion* (Spring 2007) at Comprehensive Teaching Institution (California State University, Long Beach).
12. Received 2004 *Outstanding Research Award* from *Sport Marketing Quarterly* (the official Journal of the Sport Marketing Association) for Article: "Ferreira, M. & Armstrong, K.L. (2004). An exploratory examination of attributes influencing students' decision to attend college sport events. *Sport Marketing Quarterly*, 13(4), 194-208."
13. Received the 2002 *Young Professional Award* from the American Association for Active Lifestyles and Fitness, Ethnic Minority Council of the American Association of Health, Physical Education, Recreation, and Dance.
14. Received the 2001 *Probationary Faculty Research Award*, from the School of Physical and Activity Services in the College of Education at The Ohio State University.

15. Received the Columbus Association of Black Journalists' *2001 Newsmaker Award* (the highest award given by the Association based on education and outreach to the community).
16. Was appointed a *Fellow in the Center for African Studies*, in the Ohio State University (October 1997 – June 2003).
17. Received the *Presidential Award* from National Association for Girls and Women in Sport (Spring 1999).
18. Nominated for *2000 Project GOLD, Olympic Leadership Development Program*

SUMMARY OF PROFESSIONAL APPOINTMENTS AND POSITIONS

Associate Dean for Graduate Programs and Faculty Affairs, University of Michigan, School of Kinesiology, Ann Arbor, MI (July 1, 2012 – September 1, 2016). Responsible for oversight of *Graduate Program* leadership which includes: (a) program logistics and administration such as strategic planning; admissions; student learning, support, engagement, and evaluation; curriculum and course delivery strategies; program review and assessment; budget; marketing; program spokesperson/ambassador; campus liaison; external outreach; alumni engagement; donor support; etc., (b) serving as Chair of Graduate Committee, and (c) supervising Graduate Program staff (Graduate Coordinator and student assistants). Also responsible for implementing and managing policies and procedures for *Faculty Affairs which includes* faculty appointments, faculty onboarding, faculty third year reviews, faculty tenure and promotion reviews, faculty grievances and support, faculty mentoring, and faculty allocations of funding for doctoral students. *As of September 1, 2016 I released the Faculty Affairs component of this position to allow me to assume the role of UM Faculty Athletics Representative.*

Professor, Sport Management, University of Michigan, School of Kinesiology, Ann Arbor, MI (Fall, 2011-Present). Courses taught: *Principles of Marketing; Race Relations, Cultural Images, and Sport; Leadership and Diversity in Sport; Gender and Sport; and Philosophy of Science and Research*. Research focus: race/ethnicity, gender, and the social psychology of sport involvement and the management thereof.

Affiliate Faculty Appointments: University of Michigan. Affiliate Faculty in Departments of Afroamerican and African Studies (Fall 2013-Present); Affiliate Faculty in Women's Studies (Winter 2015-Present). Teaching courses, advising students, and participating in unit governance.

Lead, Diversity, Equity, & Inclusion, University of Michigan, School of Kinesiology, Ann Arbor, MI (July 2014-Present). Responsible for developing and implementing a strategic plan to enhance and sustain Diversity and Inclusion throughout Kinesiology (student and faculty recruitment and retention, organizational culture, climate assessment, research, instruction, service/outreach and engagement, and programming).

Faculty Athletics Representative, University of Michigan, Office of President. (September 1, 2016 – Present). Responsible for the oversight of the academic integrity of the UM Athletics Department, and the overall welfare of the student athletes. The position involves reviewing and approving eligibility issues, requests to participate in outside competitions, certified eligibility lists, accommodations for missed classes, and a myriad of other matters concerning the student-athlete's educational and athletic experiences. Also responsible for serving as a liaison between student-athletes and UM Faculty and as a representative to the conference (Big Ten) and national (NCAA) governing bodies. UM has 29 athletic teams and approximately 850 student-athletes.

Professor & Director of Graduate Program in Sport Management, California State University, Long Beach, College of Health and Human Services, Department of Kinesiology – Sport Management Program, Long Beach, CA (August 2003- September, 2011). Responsible for overall Program leadership and governance which included: faculty support, curriculum development, student recruitment and admission, marketing and public relations, community engagement, budget/finances, establishment of Program policies and procedures, research, service, and instruction (taught *Foundations of Sport Management, Research Methods, Measurement & Statistics, Sport Marketing, and Sport Management Capstone* courses). *Received Early Tenure Spring 2005; Received Promotion to Full Professor Spring 2007.*

Assistant/Associate Professor, Sport Management, The Ohio State University, Sport and Exercise Management Department, College of Education, School of Physical Activity and Educational Services; Columbus, Ohio: September 1996 – August 2003. Taught graduate and undergraduate courses in *Sport Marketing*, and developed and taught a Doctoral Seminar in *Sport Consumer Behavior*. *Received Tenure and Promotion.*

Instructor, Sport Management, The Ohio State University, Sport and Exercise Management Department, College of Education, School of Physical Activity and Educational Services; Columbus, Ohio: September 1995 – March 1996. Taught a variety of lecture and activity-based courses.

Visiting Professor, Sport Management, University College of Education, Winneba, Ghana, West Africa. Summer 2001.

Visiting Professor, Sport Management, University of West Indies, St. Augustine, Trinidad & Tobago, West Indies, Summers 1998; 1999.

Venue Management, Sector Coordinator for Operations, Basketball Competition, The Atlanta Committee for the Summer Olympic Games; Atlanta, Georgia: June – August 1996.

Assistant Athletic Director, Columbus State Community College, Student Affairs; Columbus, Ohio: January 1994 - September 1995.

Head Women's Basketball Coach, Columbus State Community College, Student Affairs; Columbus, Ohio: January 1994 - September 1995.

Graduate Teaching Assistant, The Ohio State University, Health, Physical Education, Recreation, Basic Instruction Program; Columbus, Ohio: September 1992 - January 1994.

Physical Education Instructor/Assistant Women's Basketball Coach, University of Southwestern Louisiana, Lafayette, Louisiana; August 1990 - August 1992.

Assistant Women's Basketball Coach, Virginia Tech University, Blacksburg, Virginia; August 1989 – August 1990.

Sport Administration Assistant, Southeastern Conference Office, Birmingham, Alabama; August 1988 - August 1989.

Graduate Teaching Assistant, Mississippi State University, Department of Health and Physical Education, August 1987 – August 1988.

Coordinator, Youth Sports and Culture, City of Tupelo (MS) Department of Parks and Recreation.

Summers, 1983 - 1986, Summer 1990.

Freelance Sport Journalist. (1995-Present). Former host of *Inside Michigan Women Basketball* (internet broadcast); former color analyst for CSULB women's basketball; former writer and talent for Ohio State women's basketball coaches' show; media relations assistant for the Columbus Quest professional women's basketball team; former host and producer of "*Ketra's Korner*", a weekly sports segment of a news-magazine radio talk show; temporary sports reporter/director for local FM radio station; assisted national media (CBS and Fox) televised women's basketball games.

SCHOLARSHIP

My area of scholarly interest in the Sport Management domain is marketing. The essence of effective marketing is understanding consumer behavior. As such, my research focus is on identifying sociology's and social psychology's contribution to understanding various facets of sport consumer behavior – noting the implications for marketing and management practices. Although my research examines a myriad of psychosocial factors, the primary focus of my scholarship is on examinations and explorations of the impact of culture (i.e., race/ethnicity and/or gender) on sport involvement and the management thereof. The primary target of my research are the sport opportunities, experiences, and behaviors of women and consumers of African descent.

A) Refereed/Peer Reviewed Journal Articles: * Publications co-authored with my students

Armstrong, K.L. (In Press). Racioethnic self-referencing and the symbolic consumption of sport merchandise: A Standpoint theory analysis. *International Journal of Sport Management*

*Armstrong, K.L., & Jennings, M. (In Press). Race, sport, and sociocognitive 'place' in higher education: Black male student-athletes as critical theorists. *Journal of Black Studies*.

*Xu, W., & **Armstrong, K.L.** (2015). Free agency and team-market ethnic congruence: Excavations of the ethnic preferences of Hispanic Major League Baseball players. *International Journal of Sport Studies*.

Armstrong, K.L. (2013). Towards a Black Psychology of leisure: An 'Akbarian' critique. *Western Journal of Black Studies*, 37(3), 212-222.

Armstrong, K.L. (2013). Correlates and predictors of Black women's physical activity: Afrocentric insights. *Journal of Black Studies*, 44(6), 627-645.

Armstrong, K.L. (2013). Cultural essence and sport consumption: Marketing organizational charisma. *Innovative Marketing*, 9(1), 62-71.

Armstrong, K.L. & Stratta, T.M. (2012). Market analyses of race and sport consumption. In N.L. Lough & W. E. Sutton (Eds.) *Handbook of sport market research* (p. 163-175). Morgantown, WV: Fitness Information Technology. (Reprint of original article in *Sport Marketing Quarterly* 2004)

Armstrong, K.L. (2011). 'Lifting the veils and illuminating the shadows': Furthering the explorations of race and ethnicity in Sport Management. *Journal of Sport Management (Guest Editor, Special Issue)*, 25(2), 95-106.

*Lee, D., Zhang, J., **Armstrong, K.L.** & Kim, S. (2011). Self, social, team and situational factors influencing televised sports viewership. *Journal of Applied Marketing Theory*, 2(1), 49-78.

Armstrong, K.L. (2008). Consumers of Color and the 'culture' of sport attendance: Exploratory insights. *Sport Marketing Quarterly*, 17(4), 218-231.

*Bruening, J., Pastore, D., & **Armstrong, K.L.** (2008). Factors influencing the sport participation patterns of African American females. *International Council for Health, Physical Education, Recreation, Sport and Dance – Journal of Research*, 3 (1), 12-21.

*Lee, D., & **Armstrong, K.L.** (2008). Gender differences in motives for television viewership. *International Journal of Sport Management*, 9(1), 46-66.

Armstrong, K.L. (2007). Self, situations, and sport consumption: An exploratory study of symbolic interactionism. *Journal of Sport Behavior* 30(2), 111-129.

Armstrong, K.L. (2007). The nature of Black women's leadership experiences in community recreation sport: An illustration of Black Feminist Thought. *Women in Sport and Physical Activity Journal*, 16(1), 3-15.

*Kwon, H. & **Armstrong, K.L.** (2006). Preliminary model of personal, psychological, and situational factors influencing impulse purchases. *Journal of Sport Management*, 20(1), 101-119.

Armstrong, K.L. (2005). Black students' responses to Afrocentric communication stimuli. *Journal of Black Psychology*, 39(1), 67-86.

*Bruening, J., **Armstrong, K.L.**, & Pastore, D.L. (2005). Listening to the voices: The experiences of African American female student athletes. *Research Quarterly for Exercise and Sport*, 76(1), 82-100.

*Ferreira, M. & **Armstrong, K.L.** (2004). An exploratory examination of attributes influencing students' decision to attend college sport events. *Sport Marketing Quarterly*, 13(4), 194-208.

*Kwon, H., & **Armstrong, K.L.** (2004). An exploration of the construct of psychological attachment to a sport team among college students: A multi-dimensional approach. *Sport Marketing Quarterly*, 13(2), 94-103.

Armstrong, K.L., & Strata, T.P. (2004). Market analyses of race and sport consumption. *Sport Marketing Quarterly*, 13(1), 7-16.

Armstrong, K.L. (2003, Summer/Spring). An exploratory examination of Black consumers' motivations to attend an Ohio HBCU football classic, *Future Focus*, 17-24.

*Ferreira, M. & **Armstrong, K. L.** (2002). An investigation of the relationship between parents' causal attributions of youth soccer dropout, time in soccer organisation, affect towards soccer and soccer organisation, and post-soccer dropout behaviour. *Sport Management Review*, 5(2), 149-178.

Armstrong, K.L. (2002). Race and sport consumption: A preliminary investigation of a Black consumers sport motivation scale. *Journal of Sport Behavior* 25(4), 309-330.

Armstrong, K.L. (2002). An examination of the social psychology of Blacks' consumption of sport. *Journal of Sport Management*, 16(4), 267-288.

*Kwon, H. & **Armstrong, K.L.** (2002). Factors influencing impulse buying of sport merchandise. *Sport Marketing Quarterly*, 11(3), 151-163.

*Greenwell, C. & **Armstrong, K. L.** (2002). Utilizing the exchange theory to examine the allocation of marketing resources in intercollegiate athletics. *International Journal of Sport Management*. 3(3), 34-51.

Armstrong, K. L., O'Bryant, C., Costa, C. (2002). An assessment of factors that influence students' enrollment in and their evaluation of sport, fitness, and health courses: Contributions of marketing to physical education. *The Physical Educator*, 59(3), 139-150.

*Singer, J. & **Armstrong, K.L.** (2001, Winter). Black coaches' roles in the holistic development of student-athlete. *Academic Athletic Journal*, 15(2), 114-131.

Armstrong, K.L. (2001). Self-image product image congruency among male and female minor league hockey spectators: Implications of women's consumption of professional men's sports. *Women in Sport and Physical Activity Journal*, 10(2), 1-27.

Armstrong, K.L. (2001). Creating multicultural sport spectating experiences: Marketing the sociology of sport consumption. *International Journal of Sport Management*, 2(3), 183-204.

Armstrong, K.L. (2001). Black women's participation in sport and fitness: Implications for sport marketing. *Sport Marketing Quarterly*, 10 (1), 9-18.

Armstrong, K.L. (2001) Black consumers' spending and Historically Black College sport events: The marketing implications. *Sport Marketing Quarterly*, 10(2), 102-111.

Armstrong, K.L. (2000) African-American students' response to race as a source cue in persuasive sport communications. *Journal of Sport Management*, 14, 208-226.

Armstrong, K. L. (2000). Sport marketing education (in Trinidad and Tobago). *Sport and Physical Education Journal Magazine*, 1(1), 22-24.

Armstrong, K. L. (1999) Nike's communication with Black audiences: A sociological analysis of advertising effectiveness via Symbolic Interactionism. *Journal of Sport and Social Issues*, 23(3), 266-286.

Armstrong, K. L. (1999). A quest for a market: A profile of the consumers of a professional women's basketball team and the marketing implications. *Women in Sport and Physical Activity Journal*, 8(2), 103-126.

Armstrong, K. L. (1999, Summer). Marketing sport in South Africa: Sociocultural considerations. *Journal of the International Council for Health, Physical Education, and Recreation. Sport, and Dance*, 35(4), 6-11.

Armstrong, K. L. (1998). Ten strategies to employ when marketing sport to Black consumers. *Sport Marketing Quarterly*, 7(3), 11-18.

B) Book Reviews:

Armstrong, K.L. (2001). Review of Shilbury, Quick, & Westerbeek's Strategic Sport Marketing. *Journal of Sport Management*, 15(1), 77-80.

C) Editor Reviewed Journal Articles:

Armstrong, K. L. (2000, Spring). Sport and the Black community: It's about good business. *Black Coaches Association Journal*, 10-12.

Armstrong, K. L. (1998, March). Women's sport development in South Africa: The role of Women's Sport International in promoting international collaborations. *The Starting Line*, 4(2), 6-7.

D) Book in Progress:

Armstrong, K. L. (In Progress). *Theorizing race and sport (Social Psychological Perspectives)*. Routledge.

E) Chapters in Books:

Armstrong, K. L., Walsch, P., & Dees, W. (In Press). Sport marketing. In P. Pedersen, & L Thibeault's (Eds), *Contemporary sport management*. Champaign, IL: Human Kinetics

Armstrong, K.L. (2014). Sport marketing. In P. Pedersen, & L. Thibeault's (Eds), *Contemporary sport management* (5th Ed., pp. 293-317). Champaign, IL: Human Kinetics

Blann, F.W., & **Armstrong, K.L.** (2010). Sport marketing. In P. Pedersen, J. Parks, J. Quarterman, & Thibeault's (Eds) *Contemporary sport management* (4th ed., pp. 251-26). Champaign, IL: Human Kinetics.

Armstrong, K.L. (2007). Blacks' consumption of sport: Race matters! In D. Brooks & R. Althouse (Eds.) *Diversity and social justice in college sports: Sport management and the student athlete* (pp. 357-378). Morgantown, WV: Fitness Information Technology.

Armstrong, K.L. & O'Bryant, C. (2007). Women of Color in sport leadership. In M. Hums, G. Bower, & H. Grappendorf's (Eds.) *Women as leaders in sport: Impact and influence* (pp. 269-298). Reston, VA: AAHPERD Publications.

Armstrong, K. L. Nike's communication with Black audiences: A sociological analysis of advertising effectiveness via Symbolic Interactionism (originally printed in 1999, *Journal of Sport and Social Issues*, 23(3), 266-286.

- Reprinted in D. Rowe's (2004) *Critical readings: Sport, culture and the media* (pp. 210-228).
- Reprinted in Jandt's (2003) *Intercultural communication: A global reader* (Part 3.6.).

F) Scholarly and/or Creative Activities:

Armstrong, K.L. (2017). *Moving Through the Centuries: The Empowerment of U-M Women Through Physical Activity*. Curated a photographic and archival exhibit celebrating UM's bicentennial. Lane Hall, University of Michigan. January 12, 2017 – June 30, 2017

Parks, J, Noakes, P, & **Armstrong, K.L.** (2009) *Title IX: Implications for Women in Sport and Education*. National Association for Girls and Women in Sport. (*Armstrong is the Co-Executive Producer and Narrator of this 3-Disc, 14 chapter DVD*).

G) Peer Reviewed Scholarly Presentations: * Presentations with my students

*Armstrong, K.L., & McGregor, K. (2016). 'For Us By Us': *Preserving the salience of HBCU sports (The marketing implications)*. North American Society for the Sociology of Sport. Tampa, FL.

* Simpkins, E., & Armstrong, K.L. (2016). *Black women in sport leadership: Uncaged (An organizational critique)*. North American Society for the Sociology of Sport. Tampa, FL.

*McGregor, K., & **Armstrong, K.L.** (2015). 'Separatist solutions': *Reimagining segregation and HBCU sports*. North American Society for the Sociology of Sport. Santa Fe, New Mexico.

*Simpkins, E., & **Armstrong, K.L.** (2015). *Bounded when and where I enter: Black Feminist Thought and sport leadership*. North American Society for the Sociology of Sport. Santa Fe, New Mexico.

*Jennings, M.J., & **Armstrong, K.L.** (2014). *Sport and the mis-education of Black male 'athlete-students': The 'impediments' of race*. North American Society for the Sociology of Sport, Portland, OR.

Armstrong, K.L. (May 2014). *Representing my 'peeps': Race/Ethnicity and the symbolic consumption of sport merchandise*. North American Society of Sport Management, Pittsburgh, PA.

*Xu, W., & **Armstrong, K.L.** (2013). *Free agency and team-market ethnic congruence: Excavations of the ethnic preferences of Hispanic Major League Baseball players*. North American Society for the Sociology of Sport, Quebec City, Quebec (Canada)

Kwak, D. & **Armstrong, K.L.** (2013). *The role of positively-valenced moral emotions on consumers' responses towards a cause-related campaign: A case of NFL's a Crucial Catch Campaign*. North American Society for Sport Management Conference, Austin, TX.

Armstrong, K.L. (2012). 'Emancipating leisure': *Elucidations of Black psychology*. National Black Psychology Conference, Florida A & M, Tallahassee, FL

Armstrong, K.L. (2012). *Cultured Spaces ...gendered places: Preliminary insights into the experiences of women in sport management*. North American Society for Sociology of Sport Conference, New Orleans, LA.

Armstrong, K.L. (2012). *Racial centrality and Black women's physical activity*. Association of Black Psychologists Conference, Los Angeles, CA.

Armstrong, K.L. (2009). *Politics & policies: Replacing homophobia/transphobia with humanism in sport settings*. Panel Presentation at Sport, Sexuality, & Culture Conference. Ithaca, NY.

Armstrong K. L. (2008). *The elusive fan: Racial perspectives*. Paper presented at the North American Society for Sociology of Sport Conference, Denver, CO, November 5-7, 2008.

Armstrong, K.L. (2007). *Marketing sport to Consumers of Color: Multicultural imperatives*. Paper presented at the North American Society for Sport Management. Ft. Lauderdale, FL, May 30- June 2.

Armstrong, K.L. (2006). *The Black sport fan experience: Elucidating the racial essence*. Paper presented at the North American Society for the Sociology of Sport. Vancouver, Canada, November 2-4.

Armstrong, K.L. (2006). *The psychosocial salience of self to Blacks' consumption of sport: Evidence for an Afrocentric infusion in social science inquiry*. Paper presented at the Hawaii International Conference on Social Science, Honolulu, HI.

Armstrong, K.L. (2005). *Lifting as we climb: An illustration of Black women's activism in the leadership of community recreational sport*. Paper presented at the International Summit: Women's Leadership in Sport, Atlanta, GA.

Armstrong, K.L. (2005). *Self, situations and sport consumption: Illustration of symbolic interactionism*. Hawaii International Conference on Social Science, Honolulu, HI.

Armstrong, K.L. (2005). *Black Feminist Thought: Subjective empowerment for Black women in community sports*. Paper presented at the North Central Sociological Association, Pittsburgh, PA.

Armstrong, K.L. (2004). *Afrocentricity and Black's consumption of sport*. Paper presented at North American Society for Sociology of Sport, Phoenix, AZ.

Lee, D. & **Armstrong, K.L.** (2004). *Motives for televised sport consumption*. Paper presented with masters' advisee at Sport Marketing Association, Memphis, TN.

Armstrong, K.L. (2003). *Listening to the experts: Careers in sport marketing*. Session presented at the American Alliance of Health, Physical Education, Recreation, and Dance, New Orleans, LA.

*Ferreira, M. & **Armstrong, K.L.** (June, 2002). *The use of conjoint analysis in sport marketing*. Paper presented at the North American Society for Sport Management Annual International Conference, Canmore, Alberta (Canada). Paper presented with doctoral student.

Armstrong, K.L. (2002). *Missing Links Symposium: Marketing sport to Black women*. Paper presented at North American Society for Sport Management Annual Conference, Canmore, Alberta

*Kwon, H., & **Armstrong, K.L.** (2001). *Factors influencing impulse buying of sport merchandise*. Paper presented with doctoral student advisee at North American Society for Sport Management Annual Conference, Norfolk, VA.

*Singer, J., & **Armstrong, K.L.** (2001). *The role of Black coaches in the overall development of Black student-athletes*. Paper presented with doctoral students advisee at North American Society for Sport Management Annual Conference, Norfolk, VA.

Armstrong, K.L., Jackson, E.N., Lee, M., Crow, B. & Stratta, T. (2001). *Promoting Ethnic Diversity in NASSM*. Symposium presented at the North American Society for Sport Management Annual International Conference, Norfolk, VA.

Armstrong, K.L. (2000). *Dollar Bill, Dollar Bill: Black consumers' economic contribution to sport*. Paper presented at the Black Coaches Association National Convention, Atlanta, GA.

Armstrong, K. L. (2000). *Apartheid and its aftermath: The playing fields of South Africa*. Paper presented at the Global Games: Sports, Politics, and Society; Education for Public Inquiry and International Citizenship International Symposium, Tufts University, Boston, MA.

Armstrong, K. L. (2000). *Sporting stereotypes: Race and the American athlete*. Paper presented at the Global Games: Sports, Politics, and Society; Education for Public Inquiry and International Citizenship International Symposium, Tufts University, Boston, MA.

Armstrong, K. L. (1999). *Black women in sport and fitness*. Paper presented at the National Sporting Goods Manufacturers Association Annual Convention and Super Show, Atlanta, GA.

Armstrong, K. L. (1999). *Marketing sport to Black consumers*. Paper presented at the Black Women in Sport Foundation, Philadelphia, PA.

Armstrong, K. L. (1998). *African-Americans as consumers of sport*. Paper presented at the American Alliance of Health, Physical Education, Recreation, and Dance National Convention, Reno, NV.

Armstrong, K. L. (1998). *Outside the arena: The status of women in sport and physical education in South Africa*. Paper presented at the American Alliance of Health, Physical Education, Recreation, and Dance National Convention.

Armstrong, K. L. (1997). *Communicating with Black consumers via the Elaboration Likelihood Model: Implications for sport marketing*. Paper presented at the North American Society for Sport Management International Conference, San Antonio, TX.

Armstrong, K. L. (1997). *How to secure a professional position in the sport industry in the 21st century*. Paper presented at the American Alliance of Health, Physical Education, Recreation, and Dance National Convention, St. Louis, MO.

Armstrong, K. L. (1996). *Marketing sport to Black consumers: Facilitating the exchange*. Paper presented at Sport and the City: An International Symposium, Memphis, TN.

Armstrong, K. L. (1994). *Sport and Black consumers*. Paper presented at the North American Society for Sport Management International Conference, Pittsburgh, PA.

Armstrong, K. L. (1994). *Cultural diversity and coaching*. Paper presented at Ohio Association for Health, Physical Education, Recreation, and Dance: Links to Leadership Conference, Columbus, OH.

Pastore, D. & **Armstrong, K. L.** (1993). *High school coaches of women's teams and burnout*. Paper presented at the National Girls and Women in Sport Symposium, Slippery Rock, PA.

H) Invited Presentations:

Armstrong, K.L. (March 19, 2017). *Women of Purpose*, UM Chapter- Council of Negro Women, Panel Presentation and Seminar. University of Michigan, Ann Arbor, MI.

Armstrong, K. L. (2017, January). *Professional Development of Graduate Students: Connected, Empowered, and Celebrated*. Workshop delivered at the American Kinesiology Association Leadership Conference, Dallas, TX.

Armstrong, K.L. (2015, August). *'The Awakener...A Vision of Inspiration'*. Opening Keynote presentation at the Mississippi Community College Workforce, Career, and Technical Educators Summer Conference, Biloxi, MS.

Armstrong, K.L. (2015, July). *Diversity & Inclusion (Innovation & Collaboration)*. Seminar delivered for Toyota Engineering and Manufacturing of North American, Erlanger, KY.

Armstrong, K.L. (2015, July). *Thriving Leadership*. Keynote presentation at the Mississippi Community Colleges Board's Leadership Academy, Biloxi, MS.

Armstrong, K.L. (2015). *Infusing Social Justice in Research & Practice: Dialogue and Action*. Panelist, SHAPE America National Convention, Seattle, WA.

Armstrong, K.L. (2015, February). *...In the Spirit of Leadership: Simplicity, Fearlessness, and Grace 'At Work'*. Keynote Presentation, Women in Higher Education -Mississippi Annual Conference, Belden, MS.

Armstrong, K.L. (2014). *Inclusive Workplace Mentoring: Releasing and Harnessing Collective Human Genius*. Seminar delivered to Central Florida Medical School for the Central Florida Diversity Learning Series. Orlando, FL.

Armstrong, K. L. (2014). *...Towards Inclusive Classrooms*. Diversity Summit 2020. Panelist, University of Pittsburgh, Pittsburgh, PA.

Armstrong, K.L. (2014). *'A Soul of Freedom' & 'The Skin I Am In.'* Original Poetry Readings at Ypsilanti Public Library Black History Program, Ypsilanti, MI.

Armstrong, K.L. (2013). *Race Matters! The Social Psychology of Blacks' Consumption of Sport*. Passing the Ball: Race and Sport Conference, Temple University, Philadelphia, PA

Armstrong, K.L. (2013). *Self and Sport: A Journey of Discovery*. Clifford Lewis Keynote Lecture in Department of Kinesiology, University of Georgia.

Armstrong, K.L. (2013). *Black Thought and Intellectual Diversity: Research Matters!* Keynote Address at Florida A & M University Imhotep Student Research Conference.

Armstrong, K.L. (2013). *Power Play: Developing Leaders Through Sport*. Presented at Girl Scouts of Michigan Annual Developing Girls Leadership Summit, Ypsilanti, MI.

Armstrong, K.L. (2013). *Black Women's Leadership: Lifting as We Climb (Civility Through the Eyes of Dr. Martin Luther King, Jr.* Keynote Address at the National Association of Negro Women Business Leaders and Entrepreneurs Annual Martin Luther King Ball, Ann Arbor, MI.

Armstrong, K.L. (2012). *Minesweep: The Landscape of Intercollegiate Athletics for Women of Color*. Minorities Opportunities and Interest Committee, National Collegiate Athletic Association Meeting, Indianapolis, IN.

Armstrong, K.L. (2012). *Celebrating Title IX: Illuminating the Racialization of Gender*. National Association of Collegiate Women's Administrators. Kansas City, MO.

Armstrong, K.L. (2012). *Title IX and Black Women: Disparities, Distortions, and Dreams Deferred*. Title IX at 40 Conference, University of Michigan

Armstrong, K.L. (2012). *Into an Inclusive Culture: The Crossroads*. NCAA Equity and Inclusion Forum, Closing Panel. New Orleans, LA

Armstrong, K.L. (2012). *Celebrating Black History: Reclaiming the spirit of empowerment*. Keynote Black History Month Presentation to Ypsilanti High School, Ypsilanti, MI.

Armstrong, K.L. (2012). *Activism and the Character of Intelligence...In the Spirit of Sport: Reflections of the Dream of Rev. Dr. Martin Luther King, Jr.* Keynote Presentation at Kinesiology MKL Symposium, University of Michigan, Ann Arbor.

Armstrong, K.L. (2009). *Black Scholar in Sport Roundtable*. Wharton School of Business, University of Pennsylvania, Philadelphia, PA.

Armstrong, K.L. (2008). *Visions of inspiration: Professional women's football*. Keynote Presentation delivered at the Women's Professional Football Conference. Los Vegas, NV.

Armstrong, K.L. (2007). *NCAA Gender Equity and Issues Forum*. New Orleans, LA.

Armstrong, K.L. (2007). *Texas Woman's University Kinesiology Homecoming Keynote Speaker*, Denton, TX.

Armstrong, K.L., & Noakes, P. (2007). *'Generations of Title IX.'* *Girls and Women Rock: Title IX Symposium*. Cleveland, OH.

Armstrong, K.L. (2006). *Multicultural marketing: Research implications*. Paper presented to West Virginia University Sport Management students and faculty.

Armstrong, K. L. (1997). *The status of sport and physical education in America*. Paper presented to a student delegation at the University of the Western Cape, South Africa.

Armstrong, K. L. (1997). *The South African experience*. Paper presented to students at Joyner Elementary School, Tupelo, MS.

Armstrong, K. L. (1996). *The Olympic experience*. Paper presented to students at Joyner Elementary School, Tupelo, MS.

GRANTS/ FUNDED RESEARCH/SCHOLARLY ENDEAVORS

1. Lead-Author of initiative on behalf of the School of Kinesiology for '*Kinesiology ... Moving Toward Diversity, Equity, & Inclusion*' Spring, 2014. Granted \$75,000 from University of Michigan Provost's Office (Co-author – Kim Elliott); Grant received 'automatic annual renewal' status.
2. Awarded \$5,000 Stipend for Diversity Research consequent to receiving the 2014 *Harold R. Johnson Diversity Service Award*, University of Michigan Provost's Office, Winter 2014.
3. Awarded \$5,000 Research Grant from the Institute for Research on Girls and Women, University of Michigan, "*Without Maleness... Without Whiteness: Black Women in Sport (Black Feminist Insight)*". Winter 2014.
4. Awarded a \$2,500 Diversity Recruitment Grant from University of Michigan Rackham Graduate School. Winter 2014.
5. Awarded \$10,000 for Diversity Grant (*Intellectual Diversity in Kinesiology Research Speaker Series*) by University of Michigan Rackham Graduate School. Winter 2013; renewed for Winter 2016.
6. Received \$4,000 California State University, Long Beach Scholarly and Creative Activity Award , Fall 2008 for Summer, 2009 Research: "*The 'un-Gendering' of Leadership: Elucidating 'Rules of the Game' for Women in Sport.*"
7. Awarded \$1,000 from Kinesiology Department (California State University, Long Beach) Research Grant "*Social Psychology of Sport Consumption: Exploration of Racial and Ethnic Perspectives.*"
8. Awarded \$1,900 to conduct research for National Lacrosse League (Anaheim, CA)
9. Awarded \$2,250 to conduct research for NHL Franchise (Columbus, OH).
10. Awarded \$700 research grant from Women's Sports Foundation for research and project on grassroots women's sport leadership development initiative.
11. Awarded \$15,000 Nissan Community Grant (on behalf of the National Association for Girls and Women's Sports) for community sport development initiatives.
12. Awarded \$2,250 International Travel Grant collaboratively from the Office of International Studies and the School of PAES, The Ohio State University.

13. Awarded \$650 to conduct research for NHL franchise (Columbus, OH).
14. Awarded \$600 to conduct research for Cincinnati (OH) River Front Classic Football Event.
15. Awarded \$700 grant to examine coaches' role in the development of Black athletes from the Black Coaches Association. (Co-Investigator with doctoral student).
16. Awarded \$600 grant to conduct a consumer study of dropout of youth soccer from the Newark Area Soccer Association. (Co-Investigator with doctoral student).
17. Awarded a \$1,000 grant from the School of PAES, The Ohio State University to examine students as consumers of the sport and fitness programs, noting marketing implications. (Co-Investigator)
18. Awarded a \$500 grant from the American Basketball League to conduct a consumer research study for the Columbus Quest professional women's basketball team.

PROFESSIONAL LEADERSHIP & SERVICE

A) University Leadership & Service:

1. Chair, Search Committee, Institute for Research on Women and Gender, University of Michigan, Winter, 2017.
2. Faculty Athletics Representative, University of Michigan, Office of the President, Fall 2016 – Present).
3. Member of Provost's Academic Affairs Advisory Group, University of Michigan, Fall 2014-Present).
4. Member of Provost Budget and Academic Affairs Group, University of Michigan (Fall 2014-Winter 2015).
5. Member of the Executive Committee of the University of Michigan Institute for Research in Gender and Women (September 2015-Present)
6. Member of University Health Sciences Martin Luther King Planning Committee, University of Michigan (Fall 2015-Present).
7. University of Michigan Rackham Graduate School Designated Faculty Diversity Ally (Spring 2012-Present).
8. Member, University of Michigan's Diversity Council (Spring 2012-Fall 2014).
9. Chair, California State University, Long Beach President's Commission on Women (Fall 2008-Spring 2009). Member, Fall 2003-Spring 2007.
10. Member of the California State University, Long Beach Martin Luther King, Jr. Celebration Planning Committee (Fall 2004).

B) College and School Leadership & Service:

1. Chair, Search Committee for the Dean of the School of Kinesiology, University of Michigan (May 2014-Present).
2. Director, Diversity, Equity, & Inclusion, School of Kinesiology, University of Michigan, (July 2014-Present).
3. Associate Dean for Graduate Programs & Faculty Affairs, School of Kinesiology, University of Michigan (July 2012-Present). *Released Faculty Affairs responsibilities Sept. 1, 2016.*
4. Elected Member of School of Kinesiology Executive Committee, University of Michigan (elected for Fall 2012-2014; re-elected for 2014-2016).
5. Member of the University of Michigan, School of Kinesiology SHARP Center Internal Advisory Board (Fall 2011-Present).
6. Elected Member of California State University, Long Beach College of Health and Human Services Research Committee (Fall 2005- Spring 2006).
7. Member of Dean's Committee on the Status of Women and Minorities. College of Health and Human Services, California State University, Long Beach (Spring 2004-Fall 2006).
8. Chair of The Ohio State University School of PAES (College of Education) Diversity Plan (Winter 2003).
9. Attendee at The Ohio State University College of Education Faculty Council meeting as an alternate. (Winter 2001).
10. Member of the Search Committee for an Assistant/Associate professor in School of Education Policy and Leadership at The Ohio State University (Winter 2001).

C) Department/Program Leadership & Services:

1. Sport Management Search Committees, School of Kinesiology, University of Michigan; Chair of present search (Sport Marketing); Chair of 2014 search (Sport Management); Member of 2012-13 searches.
2. Member of the Sport Management Undergraduate Admissions Committee, School of Kinesiology, University of Michigan (Winter 2012).
3. Director, Graduate Program in Sport Management, Department of Kinesiology, California State University, Long Beach (August 2003 - September, 2011).
4. Member of the Graduate Advisory Council, Department of Kinesiology, California State University, Long Beach (Fall 2004-Present).

5. Chair, Kinesiology Department Advisory Committee, California State University, Long Beach. Responsibilities included: Creating documents and facilitating the process for awarding faculty travel grants; chairing the Grade Appeal Committee; Chairing Department Elections procedures and administering ballots for Department elections (Fall 2005-Spring 2006).
6. Member of Educational Policy Committee, Department of Kinesiology, California State University, Long Beach (Fall 2005-Spring 2006).
7. Member of Sport Studies Graduate Committee, Department of Kinesiology California State University, Long Beach (Fall 2004- Spring 2007).
8. Member of the Sport Psychology Search Committee, Department of Kinesiology, California State University, Long Beach (Fall 2004).
9. Internship Coordinator for the Sport and Exercise Management Program at The Ohio State University (Summer 1999 – Summer 2003).
10. Member of The Ohio State University Larkins Renovation Project Committee (Autumn 2001).
11. Admissions Co-Coordinator for Sport and Exercise Management master's program at The Ohio State University (Winter/Spring 2000).
12. Coordinator of the Sport and Exercise Management comprehensive exams at The Ohio State University (Spring 1997 and Spring 2000).

D) Advisor to Student Groups and Organizations

1. Faculty Advisor to the newly created University of Michigan Student Chapter of Association of Women in Sport Media (July 2013 –Present). *Note: This chapter received the 2014 National Chapter of the Year Award.*
2. Faculty Advisor to the Sport Management Student Organization, The Ohio State University (Autumn 1998 – Autumn 2003).
3. Faculty Advisor to The Ohio State University's Women's Fast Pitch Softball Team (1998-1999), with responsibilities as an administrative liaison for the club.

E) Doctoral Students Supervised:*

1. Kristal McKreggor, Fall 2015-Present (University of Michigan). Research Focus: *Race, Culture Historically Black Colleges/Universities, and Sport Marketing.*
2. Elena Simpkins, Fall 2015-Present (University of Michigan). Research Focus: *Race, Gender, and Sport Leadership.*
3. Jatong Baba, - Summer 2003 (The Ohio State University). Dissertation Title: *The Influence of Personal Values and Ethnic Identity on the Sport Consumption Behaviors of Blacks in America.*

4. Hyungil Kwon- Spring 2002 (The Ohio State University). Dissertation Title: *An Investigation of the Psychosocial and Financial Factors Influencing the Impulse Buying of Sport Team Licensed Merchandise*. Note: Received runner-up in the North American Society for Sport Management Student Research Award in Spring 2002.
5. Yu-Lin Shao – Spring 2002 (The Ohio State University). Dissertation Title: *An Exploratory Examination of the Impact of Personal Values on Sport Consumption Preferences and Behaviors: A Cross-Cultural Study*.
6. John Singer – Spring 2002 (The Ohio State University). Dissertation Title: *Let Us Make Man: The Development of Black Male Student- Athletes in a Big Time College Sport Program*.
7. Mauricio Ferreira - Spring 2001 (The Ohio State University). Dissertation Title: *The Effect of Contextual Factors and Attribute Importance on College Students' Sport Event Preference and Attendance*. Note: Received runner-up in the North American Society for Sport Management Student Research Award in Spring 2001.

F) Master's Thesis Supervised:*

Donghun Lee - Spring 2003 (The Ohio State University). Master's Thesis Title: *An Examination of the Motivational, Situational, and Sociodemographic that Influence the Consumption of Televised Sports*.

* Notes: I have mentored, advised, and served on committees for countless Masters' and Doctoral students that are too numerous to list here. Also, from 2003-2011 I was employed at a University that did not have a Doctoral Program in my discipline, thus the gap in my Doctoral student supervision.

G) Refereed Journal Editorship or Service as a Reviewer:

1. Ad Hoc Reviewer, *Qualitative Research in Psychology*, Winter 2017.
2. Member of Editorial Board for the *Sociology of Sport Journal* (Fall 2015-Present).
3. Member of Editorial Board for the *International Journal of Kinesiology and Sport Science* (Summer 2013 – Present).
4. Member of Editorial Board for the *Journal of Global Academy of Marketing Science*, a quarterly refereed journal that endeavors to establish itself as a “global bridge” journal which connects marketing scholars and readers in Asia and other various parts of the globe (Fall 2011- Present).
5. Reviewer for Routledge's Proposal for the *Handbook of Race and Ethnicity in Sport* (Winter 2014).
6. Reviewer for Routledge's Proposal for the *Handbook of Theory in Sport Management* (Fall 2013).

7. Member of Editorial Board for *Journal of Sport Management*, the official refereed journal of the *North American Society for Sport Management*, (Fall 2008-Present); Guest Reviewer for *Journal of Sport Management* (Fall 2006; Summer 2002).
8. Member of Editorial Board for *Journal of Intercollegiate Sport* (Spring 2008-Present), an interdisciplinary publication funded by the National Collegiate Athletic Association.
9. Member of Editorial Board for *Sport Marketing Quarterly*, the official refereed journal of the *Sport Marketing Association*, (Autumn 2000-Present). [Guest reviewer for *Sport Marketing Quarterly*, 1999]
10. Member of Editorial Board for *Quest*, the refereed journal of the *National Association for Physical Education in Higher Education* (Spring 2006-Present); Guest Reviewer: Summer 2005; Summer 1999.
11. Ad hoc Reviewer for *Sport Management Review* (Fall 2011-Present)
12. Ad hoc Reviewer for the *Journal of Black Studies* (Winter 2013-Present)
13. Ad hoc Reviewer for the *Psychology of Sport & Exercise Journal* (Winter, 2012).
14. Ad hoc Reviewer for the *Journal of Consumer Research* (Winter, 2012).
15. Member of Editorial Board for *Women in Sport and Physical Activity Journal* (2001 - 2003). Guest reviewer for *Women in Sport and Physical Activity Journal*, 2000.
16. Member of Editorial Board for *Academic Athletic Journal* (Fall 1999- Fall 2004), the refereed journal of the National Association for Athletic Academic Advisors.
17. Ad Hoc Reviewer for *International Journal of Sport Management and Marketing* (Spring 2007).
18. Reviewer of Abstracts for North American Society for Sport Management 2001 and 2007 Annual International Conferences.
19. Served on External Program Review Team for James Madison University Department of Kinesiology (Spring 2006).
20. Reviewer for Presentation Abstracts for National Association for Girls and Women in Sport, AAHPERD Conference (Summer 2005).
21. Served on the *AAHPERD Research Consortium* – Sport Management and Administration Division panel to review submissions (Summer 2002).
22. Reviewer of prospectus for Shank's (1999) *Sport marketing: A strategic perspective*, for Prentice-Hall publishers.

H) Service as an External Reviewer for Tenure & Promotion

1. External Reviewer for Tenure & Promotion for Texas A&M (Fall 2016)
2. External Reviewer for Tenure & Promotion for University of South Carolina (Summer, 2016)
3. External Reviewer for Tenure & Promotion for University of South Florida (Fall 2016)
4. External Reviewer for Tenure & Promotion for University of Tennessee (Fall 2015)
5. External Reviewer for Tenure & Promotion for University of Florida (Summer, 2014)
6. External Reviewer for Tenure & Promotion for Texas A & M University (Summer, 2014)
7. External Reviewer for Tenure & Promotion for University of North Carolina (Chapel Hill). Fall 2013.
8. External Reviewer for Tenure & Promotion for Drexel University, Fall 2013.
9. External Reviewer for Promotion Universiti Putra Malaysia, Winter 2013
10. External Reviewer for Tenure & Promotion Florida State University, Fall 2012
11. External Reviewer for Promotion University of Massachusetts, Fall 2012
12. External Reviewer for Retention, Promotion, Tenure for University of Regina, Saskatchewan. CANADA, Fall 2006.
13. External Retention, Tenure, and Promotion Reviewer for Florida State University (Summer 2004).

I) Leadership & Professional Service to the Sport Management and Related Academies

1. Member of the *NCAA Gender Equity Task Force* (Fall 2013-Present).
2. Member of the *Wharton Sport Business Initiative - Black Scholars in Sport Roundtable* (Fall 2007-Present).
3. Member of Penn State Univ. SMEAL College of Business, *Center for Sports Business Research* Advisory Board (Fall 2012-Fall 2016).
4. Vice-President, *National Collegiate Athletic Association (NCAA) Scholarly Colloquium* Committee (Fall 2011-2012); General Committee Member (Fall 2007-Spring 2011); co-chair of Free Paper Colloquium (Fall 2010).
5. Member of the *National Sports Authority* (June, 2012-Present)
6. Consultant to *NCAA Minorities Interests and Opportunities Committee* (June, 2012-2014)

7. Consultant to the *NCAA's Historically Black Colleges/Limited Resource Institutions Academic Reform Initiative* (Fall 2011-2013).
8. Member of *Racial and Ethnic Diversity Committee* – North American Society for Sociology of Sport (March 2006-2011).
9. President *National Association for Girls and Women in Sport* (Spring 2006-Fall 2009).
President Elect, Spring 2005-Spring 2006.
10. Member of the North American Society for Sport Management *Outstanding Sport Management Educator Award Committee* (Fall 2006-Spring 2007).
11. Chaired the 2004 *Garth Paton Distinguished Service Award* for the North American Society for Sport Management.
12. *Vice President for Marketing* for the National Association for Girls and Women in Sport. Involved creating marketing and sponsorship opportunities for the Association. Was able to secure \$15,000 in corporate funding from Nissan North America, Inc. (Fall 1999- Spring 2002).
13. *Elected Member-at Large of the Executive Council* for the North American Society for Sport Management. Responsibilities included assisting with conference planning, operating codes, review of material for the *Journal of Sport Management*, and assistance with various organizational matters/issues (June 2002-June 2004).
14. Elected Member of *Board of Directors* for the National Women's Hall of Fame (1998-2003). The National Women's Hall of Fame is a non-profit organization dedicated to honoring the accomplishments of women in various disciplines.
15. Chair of the *Diversity Enhancement Task Force* for the North American Society for Sport Management (March 2000 – June 2002).
16. Member of the *Nell Jackson Memorial Awards Committee* for the National Association for Girls and Women in Sport. (March 2000 – March 2005). The Nell Jackson Award recognized outstanding minority professionals and students who have excelled in sport.

J) Leadership & Professional Service to the Managed Sport Industry:

1. *Marketing Researcher*, Central Intercollegiate Athletic Association (Winter, 2016). *This initiative will result in two data-based refereed publications – currently in progress.*
2. *Business Consultant to the Professional Women's Football League* (Summer, 2008).
3. *NCAA Water Polo*. Created a Consumer Survey to assist with the management and marketing of the NCAA Water Polo Championship (Fall 2006).
4. *Sport Attendance in Southern California*. Created Sport Consumption Questionnaire for California State University, Long Beach Athletic Department (Spring 2006). Findings were presented at the North American Society for Sport Management (Spring 2007). *This initiative resulted in two data-based refereed publications.*

5. *Marketing Research, ESPN Original Entertainment*. Developed economic impact questionnaire for the 2004 ESPN X-Games (Los Angeles, CA).
6. *Event Planning, Black Women in Sport Foundation*. Served as a marketing advisor to the planning committee for the Black Women in Sport Foundation's Annual Conference (January 2002).
7. Member of the *United States Tennis Association Membership Committee* (Spring 2001- June 2003).
8. *Marketing Research, National Lacrosse League, Anaheim Storm* (Autumn 2003). Conducted marketing research and submitted report of consumer analysis. Presented findings to The Anaheim Storm management team.
9. Member of the prestigious *Wade Trophy Selection Committee* to select the most outstanding NCAA Division I Basketball Player (1999-2002).
10. *Event Management Consultant to the Ghana Olympic Committee* (Summer 2001 –2002). Conducted a sport management symposium for the Ghana Olympic Committee and will continue to explore ways to assist the organization (via training initiatives) with the overall management of the Games.
11. *Marketing Research Advisor, Black College All-Star Classic* (Autumn 2001- 2003). Conducted marketing research and offered marketing and event management advice to this Historically Black College Basketball event via the submission of consumer report. *This initiative resulted in two data-based refereed publications.*
12. *Marketing Research Advisor, River Front Classic and Jamboree* (Summer 1999 – 2003). Offers marketing and event management advice to this Historically Black College Football event and she conducted an economic impact study for them. *This initiative resulted in two data-based refereed publications.*
13. *Sport Management Advisor to Commonwealth Sport Development* for Eastern Caribbean Region (Winter 1999 – Summer 2003). Assisted with the development of a sport management curriculum for a community college (Barbados Community College) in Barbados, West Indies (Summer 1999), and taught a sport marketing seminar at the University of the West Indies, St. Augustine (Summer 1999). *This initiative resulted in a data based publication in a refereed journal focusing on sport in the Caribbean.*
14. *Marketing Research Advisor, Trinidad Professional Football League* (Summer 1999). Assisted this professional sport league with the construction of a survey to ascertain consumer data. *The networking involved in this initiative was instrumental in furthering a student internship opportunity in Trinidad.*
15. *Research Consultant to the YWCA/Essence's African-American Female Fitness Initiative* (Autumn & Winter 1997). Assisted with the development and analysis of an instrument designed to assess Black women's participation in sport and exercise. The survey instrument appeared in the August 1998 issue of *Essence Magazine* and the results appeared in the March 1999 issue of

Essence Magazine and a joint publication between *Essence* and the YWCA. *This resulted in a data-based refereed publication.*

16. *National Sponsorship Advisor, Soccer in the Streets* (Urban Youth Soccer Program Atlanta, GA (Summer 1997 – Spring 2000). Offered advice on marketing and sponsorship initiatives for this national urban youth soccer program. *Was instrumental in placing one of my undergraduate students and one of her graduate students in a position to work with the local chapter of this organization to assist with one of their special events, to obtain some practical experience with urban youth sports.*
17. *Marketing/Media/Research Advisor to the Columbus Quest Professional Women's Basketball Team* (Summer 1996 - Winter 1997). Attended basketball games, assisted with media relations activities such as press interviews and human interest stories, had pre-and post-season meetings with team management, and conducted consumer research to offer advice for effective marketing strategies. Involved graduate and undergraduate students in the marketing of this franchise. *This resulted in funding for research, a technical report submitted to the professional League Office, two human interest stories, and two data-based refereed publications.*
18. *Marketing Advisor for The Ohio State University's Jesse Owens Track Classic* (Winter /Spring 1997). Met with event organizers to offer marketing advice and suggestions to increase attendance among Black consumers. *Involved graduate students in gathering research and promoting the event to the Black community.*
19. *Marketing Advisor for the Columbus (OH) Association of Black Journalist* (Autumn 1996 - Autumn, 1997). Met with Association members and offered advice on the marketing of their High School Journalism Workshop. Assisted with the development of a successful sponsorship package for the Association Media Gala and presented it to local media. Offered marketing advice and served as a mentor for Black student attendees.
20. *Research Consultant for the Columbus (OH) Girls Academy* (Spring 1997). Assisted a local high school coach requesting assistance with a management issue concerning her program. Met with the coach and developed a research study in response to the "real life" problem her athletic department was experiencing related to the implications of high school awards banquets. *The high school administrators mailed the surveys to a small sample and utilized the results to supplement their management decisions.*
21. *Member of Advisory Board for Columbus State Community College Sport and Fitness Technology* (Winter 1997 – Spring 2002). Met with Columbus State faculty and other board members periodically to advise and consult on curricular and other matters affecting the growth and development of the Sport and Fitness Technology.
22. *Member of the Board of Development for Columbus State Community College* (Autumn 1997 – Spring 2002). Periodically met with College officials and other board members to consult and advise on the growth and development of Columbus State Community College.