

Dr. Charlene Zietsma

Associate Professor, Ann Brown Chair of Organization Studies, Director of Entrepreneurial Studies
Schulich School of Business, York University
Room N317, Seymour Schulich Building
4700 Keele Street, Toronto, ON M3J 1P3
Tel: 416.736.2100 Ext 77919
czietsma@schulich.yorku.ca

EDUCATION

Doctor of Philosophy, Organizational Behaviour, University of British Columbia, 2003.
Social Sciences and Humanities Research Council Doctoral Fellowship Recipient, 1997-2000.
Dissertation: Determinants and Processes of Institutional Change in the BC Coastal Forest Industry.

Master of Business Administration, Simon Fraser University, 1996.
Awarded Dean of Graduate Studies' Convocation Medal for top performance in the MBA program.

Bachelor of Arts, Wilfrid Laurier University, 1985.
Major: Psychology, Minor: Economics, Achieved top undergraduate GPA in Psychology BA program.

EMPLOYMENT

Schulich School of Business, York University _____ **2012 to Present**

Associate Professor and Ann Brown Chair of Organization Studies (2012-Present)

- Organization Studies MBA 5100 Core course (teach part-time and full-time students); course director (2014-2015).
- MBA Consulting Project Committee member: 1 project (2014-2015); 2 projects (2013-2014).
- Oversaw Independent Studies courses on Innovation and Growth, Leadership and Growth, Stakeholder Partnerships and Work and the Sharing Economy.

Director of Entrepreneurial Studies (2014-Present; on sabbatical break 1/1/2016-7/1/2016)

- Manage the entrepreneurial studies area, including staffing courses, assessing course offerings, and general program administration.
- ENTR 6190 Building an Entrepreneurial Mindset (designed for Kellogg/Schulich joint MBA program; delivery begins in 2016).
- ENTR 4900/6900 Entrepreneurship Practicum (designed and delivered, for MBAs and BBAs)
- Entrepreneurship Organizational Behaviour and Marketing modules for Engineering students (designed).

Sabbatical (2015-2016). Visiting Positions:

Chair of Excellence, Universidad Carlos III, Madrid, Spain. (2015, 2016)

Visiting Scholar, University of Sydney (2016)

University of Technology Sydney (2016)

Australian Center for Entrepreneurship Research at

Queensland University of Technology (2016)

Queensland University, Brisbane, Australia (2016)

University of Victoria, Gustavson School of Business _____ **2008 to 2012**

PhD Program Director (2010-2012), Research Champion (2010-2012)

- Developed policy, procedures, curriculum (in conjunction with faculty) and program elements for a new PhD program; recruited and mentored students and oversaw faculty and budget
- Developed curriculum for, and taught, the Foundations of Management Research PhD course

- Allocated an internal research fund; recognized faculty publications; supported underperforming researchers; and created an internal research conference to facilitate collaboration and support

Tenured Associate Prof. and Winspear Scholar (2010-2012); Assistant Prof. (2008-2010)

- Taught (MBA and BBA) Entrepreneurial & Capstone Strategy, Entrepreneurial Practicum
- Executive programs: Telus: Strategic Thinking (ratings, 4.7-4.9/5). Hunan University EMBA Entrepreneurship (ratings, 4.8/5), International Summer Institute Entrepreneurship.
- Supervised 3 MBA consulting projects and 2 MBA research projects.

Richard Ivey School of Business, University of Western Ontario _____ 2002 to 2008

Assistant Professor, Strategy

- *Strategic Analysis 300 (9 sections); Strategy II 415 (2 sections); Teaching Group Coordinator*
- *Ivey Client Field Project 430: Consulting Processes (2 sections, supervised 25 field projects)*
- *Building Sustainable Value PhD course modules*

Simon Fraser University, Faculty of Business _____ 2000 to 2002

Lecturer, Strategy

- *Business 478 Strategy (4 sections); EMBA 696 (1 section)*
- *Supervised 12, and second reader of 13, final client consulting projects.*

University of British Columbia, Faculty of Commerce _____ 1997-2001

Instructor

- *Strategy & Organizational Change, Executive Program for Shanghai Telecom (2001)*
- *Organizational Behaviour, Bachelor of Commerce Program (1999)*
- *International Business Strategy, MBA Program (1997)*

RESEARCH INTERESTS

Institutional Change, Organizational Field Dynamics; Social and Sustainable Entrepreneurship and Change; Entrepreneurship Processes; Entrepreneurial Growth; Entrepreneurs' Legitimation Strategies

RESEARCH GRANTS AND FUNDING

SSHRC Insight Grant (under review). Diffusing and Scaling Innovations to New Contexts: The Challenge of Contextual Bridging. PI: Luciano Barin-Cruz; CI: Charlene Zietsma; Collaborator: Jean-Pascal Gond.

MITACS and Van City Credit Union (2012). Funding for \$30,000 granted to support doctoral student research in greening the economy of Victoria and its environs. Project complete.

Social Sciences & Humanities Research Council of Canada (SSHRC) Standard Research Grant 410-2011-485 (2011-2014). Legitimizing strategies of clean technology entrepreneurs: Investigating network and discursive strategies for resource acquisition and industry change. Funded for \$81,810. Principal Investigator: Charlene Zietsma; Collaborator: M. Gavira, University of Campinas, Brazil.

SSHRC Standard Research Grant (2011-2014). Female entrepreneurs, community enterprises, and social change: A comparative study of Canada and Japan. Funded for \$67,500. Principal Investigator: Aegean Leung; Co-investigators: Charlene Zietsma and Ana Maria Peredo.

Export Development Canada Case Writing Contract (2009-2010). \$21,010.

SSHRC Internal Research Grant (2009). Challenges and Opportunities facing Sustainable Energy Entrepreneurs in Canada. Funded for \$4,000. Principal Investigator: Charlene Zietsma.

SSHRC CURA LOI funding (2009). Developing Entrepreneurial Capacity and Expertise in Northern Aboriginal Communities. Funded for \$20,000. Principal Investigator: Brock Smith; Co-Investigators: James Hopkins, Brent Mainprize, Charlene Zietsma.

BC Innovation Council Case Writing Grant (2008-2009). \$16,000.

Foundation Western Grant (2007): Grounded & Groundbreaking: Strategies for Exceptional Qualitative Research Conference. Co-Applicants: Claus Rerup & Charlene Zietsma. \$4293. Additional funding provided by Ivey Business School Dean's Office and Cross-Enterprise Leadership Centers: \$8000.

SSHRC Standard Grant (2004-2007): Social-to-Strategic Issue Transformation in the Salmon-Farming Industry: A Comparative Study of the Structural, Power and Cognitive Dynamics in Institutional Fields. Principal Investigator: Monika Winn; Co-Investigators: Charlene Zietsma, Tom Lawrence. Collaborators: Andrew Griffiths and Stephanie Cairns. Funded for \$133,610.

SSHRC Standard Grant (2003-2006): Stakeholder Influence Strategies and Institutional Change. Principal Investigator: Charlene Zietsma. Funded for \$63,928.

Ivey Research Grant (2002): Stakeholder Influence Strategies and Organizational Learning. Principal Investigator: Charlene Zietsma. Funded for \$3,250.

AWARDS

Nominee, The Dean's Research Impact Award, Emerging Leader Category, Schulich School of Business, 2015.

Nominee, Craigdarroch Silver Medal for Excellence in Research, University of Victoria, 2012.

Nominee, President's Distinguished Service Award, Entrepreneurship team, Univ. of Victoria, 2012.

Excellence in Research Award, 2011 University of Victoria Gustavson School of Business.

Best Case Award, 2011 Administrative Sciences Association of Canada.

Honourable Mention for Best English Paper, CCSBE 2011.

Excellence in Service Award, 2009 University of Victoria Faculty of Business.

Innovation Excellence Award, Entrepreneurship team, 2009 University of Victoria Faculty of Business.

Honourary Paper Award, Social Responsibility, 2009 Administrative Sciences Association of Canada.

Finalist, Sage-Louis R. Pondy Award for Best Paper Based on a Dissertation, OMT Division, 2003

Academy of Management Conference, Denver, Colorado.

Best Paper, Strategy Division, 1999 Administrative Sciences Association of Canada, St. John.

Best Symposium, OMT Division, 1999 Academy of Management Conference, Chicago, IL.

Best Student Paper, 1997 Canadian Association of Logistics Management Conference.

ACCEPTED/PUBLISHED JOURNAL ARTICLES

Toubiana, M. & Zietsma, C. (forthcoming). The Message is on the Wall: Emotions, Institutional Expectations, and the Dynamics of Emotive Institutional Work. ***Academy of Management Journal***.

Branzei, O., Frooman, J., McKnight, B. & Zietsma, C. (forthcoming). Investor's Assessment of the Impact of Corporate Social Performance on Default Risk in Long-Term Bond Markets. ***Journal of Business Ethics***.

Raaijmakers, A.G.M., Vermeulen, P.A.M., Meeus, M.T.H. & Zietsma, C. (Authorship has been shared equally among the authors). (2015). I need time! Exploring pathways to compliance under institutional complexity. ***Academy of Management Journal***, 58(1): 85-110.

McKague, K., Zietsma, C. & Oliver, C. (2015). Building the Social Structure of a Market. ***Organization Studies***, 36(8): 1063–1093.

- Leung, A., Zietsma, C. & Peredo, A.M. (2014). Revolution of the Middle-class Housewives: Identity work as a process for embedded change. **Organization Studies**, 35(3): 423-450.
- Van Wijk, J. Stam, W., Elfring, T. & Zietsma, C., den Hond, F., (2013). Activists and Incumbents Structuring Change: The interplay of agency, culture and networks in field evolution. **Academy of Management Journal**, 56: 358-386.
- Zietsma, C. (2013). Is there room for ethical leadership in today's business environment? **International Journal of Ethical Leadership**, Vol. 2.
- Zietsma, C. & Tuck, R. (2012). First, Do No Harm: Evaluating resources for teaching social entrepreneurship. **Academy of Management Learning and Education**, 11(3): 512-517.
- Zietsma, C. & Lawrence, T. (2010). Institutional Work in the Transformation of an Organizational Field: The interplay of boundary work and practice work. **Administrative Science Quarterly**, 55, 189-221. Chosen as an "Editors' Choice" article for "Mobilization and Entrepreneurship", **Administrative Science Quarterly**.
- Zietsma, C. & Winn, M. (2008). Building Chains and Directing Flows: Strategies and tactics of mutual influence in stakeholder conflicts. **Business and Society**, 47(1): 68-101.
- Winn, M., MacDonald, P., & Zietsma, C. (2008). Managing Industry Reputation: The dynamic tension between collective and competitive reputation management strategies. **Corporate Reputation Review**, 11: 35-55.
- Moore, D.A., Oesch, J. M. & Zietsma, C. (2007). What Competition? Myopic self-focus in market-entry decisions. **Organization Science**, 18(3), 440-454.
- Cardon, M., Zietsma, C., Saporito, P., Matherne, B. & Davis, C. (2005). A Tale of Passion: New insights into entrepreneurship from a parenthood analogy. **Journal of Business Venturing**, 20:1, 23-45.
- Winn, M. & Zietsma, C. (2004). War of the Woods: A forestry giant seeks peace. **Greener Management International, Journal of Corporate Environmental Strategy and Practice**, 48, 21-37.
- Zietsma, C., Winn, M., Branzei, O. & Vertinsky, I. (2002). The War of the Woods: Facilitators and impediments of organizational learning processes. **British Journal of Management**, 13 (Special Issue), S61-S74.
- Zietsma, C. (2002). The Present through the Eyes of the Past. **Journal of Management Inquiry**, 11:1, 6-7.
- Frost, P. & Zietsma, C. (2002). Introduction: Ghosts of Academies Past, Present and Future: A plurality of perspectives on the field of organization studies. **Journal of Management Inquiry**, 11:1, 8-12.
- Amit, R., MacCrimmon, K., Zietsma, C. & Oesch, J. (2001). Does Money Matter? Wealth attainment as the motive for initiating growth-oriented technology ventures. **Journal of Business Venturing**, 16:2, 119-143.
- Zietsma, C. & Vertinsky, I. (2001) Shades of Green: Cognitive framing and the dynamics of corporate environmental response. **Journal of Business Administration and Policy Analysis**, Vol. 27-29, 1999-2001, 261-291.
- Sheppard, J. & Zietsma, C. (1997) The Childless Corporation: Where does the family fit in the employee's life? **Journal of Business and Society**, 1997, 10:2, 238-244.
- Nakamura, M., Vertinsky, I. & Zietsma, C. (1997). Does Culture Matter in Inter-Firm Cooperation? Research consortia in Japan and the US. **Managerial and Decision Economics**, 18:2.

BOOKS & BOOK CHAPTERS

- Leung, A., Zietsma, C. & Peredo, A.M. (2015). Revolution of the Middle-class Housewives: Identity work as a process for embedded change. Reprinted in L.P. Dana (Ed.), **Asian Entrepreneurship**. Sage Publications. ISBN: 9781-4739-1381-3.
- Zietsma, C. & McKnight, B. (2009). Building the Iron Cage: Institutional creation work in the context of competing protoinstitutions. In Lawrence, T.B., Suddaby, R. & Leca, B. (Eds.), **Institutional Work: Actors and Agency in Institutional Studies of Organizations**, Cambridge University Press, 143-177.
- Crossan, M.; Bansal, P.; Killing, J.P.; White, R.E.; Zietsma, C. (2007). **Strategic Management: A Casebook**; eighth edition, Pearson Prentice-Hall.
- Branzei, O. & Zietsma, C. (2003). Temporary Cognitions of Entrepreneurial Love: Dancing with the opportunity. In **Frontiers of Entrepreneurship Research**, Babson Park, MA: Arthur M. Blank Center for Entrepreneurship, Babson College, 242-256.
- Zietsma, C. & Vertinsky, I. (2001) Shades of Green: Cognitive framing and the dynamics of corporate environmental response. In Peter N. Nemetz (ed.), **Bringing Business On Board: Sustainable Development and the B-School Curriculum**, JBA Press, 2001.
- Zietsma, C. (1999). Opportunity Knocks – Or Does it Hide? An examination of the role of opportunity recognition in entrepreneurship. In P.D. Reynolds, W.D. Bygrave, S. Manigart, C.M. Mason, G.D. Meyer, H.J. Sapienza & K.G. Shaver (Eds.), **Frontiers of Entrepreneurship Research**. Babson Park, MA: Arthur M. Blank Center for Entrepreneurship, Babson College, 242-256.

WORK IN PROGRESS

- Zietsma, C., Groenewegen, P., Logue, D., Hinings, C.R., Field or fields? Building the scaffolding for cumulation of research on institutional fields. Proposal accepted for publication in 2017, manuscript submitted, **Academy of Management Annals**.
- Fan, G. & Zietsma, C. Building a Shared Governance Logic: The role of emotions and cognitive processes in enabling multiply embedded agency. Second revise and resubmit, **Academy of Management Journal**.
- Ruebottom, T., Toubiana, M. & Zietsma, C. Tweets, likes, and hashtags: online generated reflexivity and the possibilities of understanding. Revise and resubmit, **Academy of Management Review**.
- Zietsma, C. & Vermeulen, P. When virtue is not enough: Social movements' strategies for growing virtuous market categories. Second revise and resubmit, **Organization Studies**.
- Castello, I., Barbera, D. & Zietsma, C. Strategy discourse and the construction of meaning. Revise and resubmit, **Strategic Management Journal**.
- Hinings, C.R., Logue, D., & Zietsma, C. Organizational fields and institutional infrastructure. In preparation for resubmission, **Sage Handbook of Organizational Institutionalism** (invited contribution).
- Barin-Cruz, L., Gond, J.-P., Leca, B. & Zietsma, C. Organizing Institutional Work for Cooperative Banking: The role of Institutional capabilities. In preparation for submission to **Academy of Management Journal**.

- Leung, A., & Zietsma, C. A Non-Conflictual Pathway of Change by the Marginalized: Interstitial Positioning and Logic Integration. Ready for submission to ***Journal of Management Studies***.
- Vermeulen, P., Zietsma, C., Greenwood, R. & Langley, A., Introduction to the special issue on Strategic Responses to Institutional Complexity. In preparation, ***Strategic Organization***.
- Toubiana, M. & Zietsma, C. Beyond the Gap: Introduction to the special themed section on Emotions and Institutions. In preparation, ***Organization Studies***.
- Zietsma, C., Ruebottom, T., Slade-Shantz, A. Underground maintenance: Incumbent responses and the stalled emergence of the clean technology sector. In preparation, ***Journal of Business Venturing***.
- Castello, I., Barbera, D. & Zietsma, C. Movement entrepreneurs creating revolutionary movements for sustainability: Building cultural and relational identification. In preparation for submission, ***Organization Studies***.
- Zietsma, C. & Leung, A. Entrepreneurial by Design. In preparation for submission to ***Journal of Business Venturing***.
- Lawrence, T.B. & Zietsma, C. High Stakes Innovation. In preparation, ***Sloan Management Review***.
- Zietsma, C., Tuck, R. & Doucette, J. Seeking Greener Pastures: Clean technology entrepreneurs' network and discursive strategies to overcome barriers to adoption. In preparation for submission to ***Journal of Business Venturing***.

CASES IN BOOKS

- Zietsma, C. Charles Chocolates.
- In Beamish, P. (2015). ***Cases in Strategic Management, 11e***. McGraw-Hill Ryerson.
- Winn, M. & Zietsma, C. The War of the Woods: A forestry giant seeks peace.
- In Daft, R.L. & Armstrong, A., (2014). ***Organization Theory & Design***, Third edition. Toronto: Nelson Education.
 - In Galea, C. (Ed.), (2006). ***Teaching Business Sustainability: From theory to practice, 2nd Edition***. Sheffield, UK: Greenleaf Publishing.
- Zietsma, C., Mitchell, J. Ontario Science Centre.
- In Rowe, G. & Conway Dato-on, M. (Eds.) (2013), ***Introduction to Nonprofit Leadership: Text and Cases***. Thousand Oaks: Sage.
- Zietsma, C. Rogers' Chocolates.
- In Rothaermel, F.T., (2013). ***Strategic Management: Gaining and Sustaining Competitive Advantage, Concepts and Cases***, 1st Edition, McGraw-Hill, Irwin.
 - In Thompson, Strickland & Gamble (2009), ***Crafting and Executing Strategy: The Quest for Competitive Advantage***, 17th Edition.
- Zietsma, C. & Rowe, G. Newfoundland Centre for the Arts. Ivey Publishing. Case and teaching note.
- In Rowe, G. & Conway Dato-on, M. (Eds.) (2013). ***Introduction to Nonprofit Leadership: Text and Cases***. Thousand Oaks: Sage.
 - In M. Hitt, D. Ireland, R. Hoskisson, J. Sheppard and W.G. Rowe (Eds.) (2006), ***Strategic Management: Cases for Competitiveness and Globalization***, Revised, 2nd Edition. Toronto: Nelson Thompson Learning.
- Zietsma, C. & Mark, K. Hewlett Packard in 2001.
- In Barney, J. & Hesterly, W. (2007), ***Strategic Management and Competitive Advantage: Concepts & Cases***, 2nd edition Pearson/Prentice Hall.

- In Paul W. Beamish and Kevin K. Boeh (Eds.), (2006). **Cases in Mergers and Acquisitions**, Thousand Oaks: Sage.

Zietsma, C. & Wong, R.. KTM: Ready to Race. In Crossan, et al., (Eds.), (2007), **Strategic Analysis and Action: A Casebook, 8th Edition** (2007). Toronto: Pearson, Prentice Hall.

Zietsma, C. & Sekhar, C. *Loblaws*. Ivey Publishing. Case and teaching note.

- In Crossan, et al., (Eds.), (2007), **Strategic Analysis and Action: A Casebook, 8th Edition** Toronto: Pearson, Prentice Hall.
- In P. Beamish (Ed.), **Cases in Strategic Management, 8th Edition** (2006), McGraw-Hill Ryerson.
- In M. Hitt, D. Ireland, R. Hoskisson, J. Sheppard and W.G. Rowe (Eds.) (2006), **Strategic Management: Cases for Competitiveness and Globalization, Revised, 2nd Edition**. Toronto: Nelson Thompson Learning.

Zietsma, C., Mark, K. & Mitchell, J. *Audible.com*. Ivey Publishing. Case and teaching note.

- In Crossan, et al., (Eds.), (2007,) **Strategic Analysis and Action: A Casebook, 8th Edition**. Toronto: Pearson, Prentice Hall.
- In Schaan, J.-L. & Kelly, M., (Eds.), (2006), **Cases in Alliance Management**. Thousand Oaks: Sage.
- In Crossan, M. et al. (Eds.), (2005), **Strategic Analysis and Action: A Casebook, 7th Edition**. Toronto: Pearson, Prentice Hall.

Zietsma, C. & Thornhill, S. *Frontier Adventure Racing: Pack Lightly, Go Like Hell, Never Give Up*. Case and teaching note, Ivey Publishing.

- In M. Hitt, D. Ireland, R. Hoskisson, J. Sheppard and W.G. Rowe (Eds.) (2006). **Strategic Management: Cases for Competitiveness and Globalization, Revised, 2nd Edition and 1st Edition** (2004). Toronto: Nelson Thompson Learning.
- In E. Morse (Ed.), (2005). **The Venture Creation Process Casebook**. Thousand Oaks: Sage.

REFEREED CONFERENCE PROCEEDINGS

Castello, I., Barbera, D., & Zietsma, C. (2013). Intentional Field Creation: The Case of an Anti-Plastic Pollution Social Movement, *Academy of Management Conference Proceedings*.

Zietsma, C. (2013). Using Game Design Principles to Improve the Classroom, the Workplace and Life in General. *Organizational Behavior Teaching Conference Proceedings*.

Zietsma, C., Tuck, R., & Doucette, J. (2011). Seeking greener pastures: clean technology entrepreneurs' strategies to overcome institutional barriers to adoption. Canadian Council for Small Business & Entrepreneurship Annual Conference, Windsor, Ontario, Conference Proceedings. Honourable Mention, Best Paper Award.

Zietsma, C. & Day, D. (2011). VIH Aviation Group. Case study and teaching note. *ASAC Case Track Proceedings*. Montreal, Quebec. Best Case Award.

Frooman, J., Branzei, O., McKnight, B. & Zietsma, C., (2009). Social (Ir)Responsibility Effects on Long-term Capital Costs. *ASAC Social Responsibility Division, Best Paper Proceedings, Honourary Paper Award*.

Frooman, J., Zietsma, C., & McKnight, B. (2008). There is no good reason not to be good. *ASAC Social Responsibility Division, Best Paper Proceedings*.

Frooman, J., Zietsma, C., & McKnight, B. & Murrell, A. (2008). How Risk Mediates the CSP-CFP Link. *Academy of Management Social Issues in Management Division, Best Paper Proceedings*.

- Rouse, M. & Zietsma, C. (2008). Responding to weak signals: The emergence of adaptive dynamic capabilities for strategic renewal, *Organizational Learning, Knowledge & Capabilities Conference, Best Paper Proceedings*.
- MacDonald, P., Zietsma, C. & Winn, M. (2007). Learning from the Enemy: Knowledge Creation and the Dynamics of Deinstitutionalization. *Organizational Learning, Knowledge and Capabilities Conference, Best Paper Proceedings*.
- Zietsma, C. & Rouse, M. (2006). Responding to weak signals: An empirical investigation of emergent adaptive capabilities. ASAC Strategy Division, Best Paper Proceedings.
- Zietsma, C. & Kistruck, G. (2006). Aurora Cultural Centre Case Study. ASAC Case Track Proceedings.
- Zietsma, C. & Wong, R. (2006). KTM Ready to Race. ASAC Case Track Proceedings.
- Rouse, M. & Zietsma, C. (2005). Emergent Adaptive Capabilities: Organizing to respond to weak signals. *British Academy of Management Conference Proceedings*.
- Zietsma, C. (2003). Multilevel Determinants and Processes of Institutional Change, *Academy of Management Best Paper Proceedings*, Seattle, WA. *Finalist*, Sage-Louis R. Pondy Award for Best Paper Based on a Dissertation.
- Zietsma, C., & Vertinsky, I. (2003). Corporate Responses to Influence Attempts from Socially-Oriented Stakeholders. *Eastern Academy of Management Conference Proceedings*, Porto, Portugal.
- Zietsma, C., Winn, M., Branzei, O. & Vertinsky, I. (2001). The War of the Woods: Processes of Organizational Learning and Institutional Change. In M. Crossan & F. Olivera (Eds.), *Organizational Learning and Knowledge Management: New Directions*. London: Richard Ivey School of Business, 679-701.
- Branzei, O., Vertinsky, I. & Zietsma, C. (2000). From Green-blindness to the Pursuit of Eco-sustainability: An Empirical Investigation of Leader Cognitions and Corporate Environmental Strategy Choices. In S. Havlovic (Ed.), *Academy of Management Best Paper Proceedings*. Toronto, ON: Academy of Management.
- Zietsma, C. (1999). Trust or Contracts For Alliance Governance: Both? Presented at the *Administrative Sciences Association of Canada Conference*, Saint John, NB. Winner of Best Paper Award, Strategy Division. In W.G.Rowe (Ed.), *ASAC 99 Proceedings, Strategy Division, Managing on the Digital Frontier*, 20(6), 11-20.
- Zietsma, C. & Vertinsky, I. (1999) Cognitive Framing of Corporate Environmental Response: Examples from the Forest Industry. In Veeman, T., Smith, D., Purdy, B, Salkie, F. & Larkin, G. (Eds.), *Science and Practice: Sustaining the Boreal Forest*, 710-719.
- Zietsma, C. (1997). Developing Trust Within Organizations, Presented at the *Administrative Sciences Association of Canada*, and published in the *Best Papers Proceedings, OB Division*, 18(5), 109-118.
- Zietsma, C., Nakamura, M., & Vertinsky, I. (1997). What Leads Competitors to Collaborate in R&D? A Comparison of U.S. and Canadian R&D Consortia. In Kocagaoglu, D. & Anderson, T. (Eds.), *Innovation in Technology Management: The Key to Global Leadership*, 106-110.

INVITED TALKS (2010-Present)

Panelist, (July, 2016). Is institutional theory of any (practical) use? The case of social innovation. Sub-Plenary session at EGOS 2016, Naples.

Keynote Speaker, (February, 2016). Problem-Driven, Theoretically-Bound Research. Australian Centre for Entrepreneurship Research Exchange, Gold Coast, Australia.

Zietsma, C. (March, 2016). Doing Theory. Queensland University of Technology, Brisbane, Australia.

Zietsma, C. (March, 2016). Institutional Entrepreneurship. Queensland University of Technology, Brisbane, Australia.

Zietsma, C. (March, 2016). Writing Up Qualitative Research. University of Queensland, Brisbane, Australia.

Zietsma, C. (February, 2016). Doing Grounded and Groundbreaking Qualitative Research. Doctoral Consortium, Australian Centre for Entrepreneurship Research Exchange, Gold Coast, Australia.

Toubiana, M. & Zietsma, C. (February, 2016). The Message is on the Wall: Emotions, Institutional Expectations, and the Dynamics of Emotive Institutional Work. University of New South Wales, Sydney, Australia.

Fan, G. & Zietsma, C. (February, 2016). Building a Shared Governance Logic: The role of emotions and cognitive processes in enabling multiply embedded agency. Presented at University of Sydney, Sydney, Australia.

Zietsma, C. (February, 2016). Taking it up a notch: Aiming for A* Journals. Presented at University of Technology Sydney, Sydney, Australia.

Zietsma, C. & Ruebottom, T. (February, 2016). Underground maintenance: Incumbent responses and the stalled emergence of the clean technology sector. Presented at University of Technology Sydney, Sydney, Australia.

Fan, G. & Zietsma, C. (December, 2015). Building a Shared Governance Logic: The role of emotions and cognitive processes in enabling multiply embedded agency. Presented at University of Victoria, Victoria, BC, Canada.

Fan, G. & Zietsma, C. (November, 2015). Building a Shared Governance Logic: The role of emotions and cognitive processes in enabling multiply embedded agency. Presented at IESE, Barcelona.

Zietsma, C. & Ruebottom, T. (November, 2015). Underground maintenance: Incumbent responses and the stalled emergence of the clean technology sector. Presented at ESADE, Barcelona.

Zietsma, C. & Vermeulen, P. (November, 2015). When virtue is not enough: Social movements' strategies for growing virtuous market categories. Presented at Universidad Carlos III, Madrid.

Zietsma, C. (November, 2015). Taking it up a notch: Aiming for A Journals. Presented at Universidad Carlos III, Madrid.

Zietsma, C. (May, 2015). Strategies to Achieve Network Mobilization and Focused Action in the Coalescence of a Sustainability Movement. Halbert Center Israeli-Canadian Workshop, Hebrew University, Jerusalem.

Zietsma, C. (November, 2014). Underground maintenance: Incumbent tactics and the stalled emergence of the clean tech sector. Nottingham University Business School, Ningbo, China, and University of Sydney, Sydney, Australia.

- Zietsma, C. (November, 2014). Taking it up a notch: Aiming for A Journals. Invited presentation at Nottingham University Business School, Ningbo, China; Tongji University, Shanghai China & University of Sydney, Sydney, Australia.
- Zietsma, C. (September 2014). Using Small World Networks and Distributed Innovation to Engage Citizens and Create Smart, Sustainable Cities. Strategic Management Society Pre-Conference Workshop: Smart Cities and the Socially Responsible Firm. Madrid, Spain.
- Zietsma, C. (June, 2014). Intentional Field Creation: The Case of an Anti-Plastic Pollution Social Movement. Invited presentation at Tilburg University, Tilburg, Netherlands.
- Zietsma, C. (October, 2013). Invited presentation at the Proto-institutions Conference, Maastricht University, Maastricht, Netherlands.
- Zietsma, C. (October, 2013). Designing structures for persistently entrepreneurial communities. Vrije Universiteit, Amsterdam, Netherlands.
- Zietsma, C. (October, 2013). Comparing institutional theory with stakeholder theory. Invited panelist. Radboud University, Nijmegen, Netherlands.
- Zietsma, C. (October, 2013). Distributed innovation and community control: Structuring a social enterprise community for persistent entrepreneurship. Invited presentation, INGENIO CSIC-UPV, Instituto de gestión de la innovación y del concimiento, Valencia, Spain.
- Zietsma, C. (January, 2013). Changing the Unchangeable: Applying lessons from other wicked problem contexts to healthcare. Keynote presentation at Workshop: Innovative thinking for health system innovation: Prospects for research. Montreal, PQ.
- Zietsma, C. (October, 2012). Institutional contradictions as resources: Effectuating with multiple logics in a social enterprise. Invited presentation at Dutch Institutional Theory conference, Radboud University, Nijmegen, Netherlands.
- Zietsma, C. (October 2012). Identity work unintended? The “quiet” revolution of the middle class housewives. Invited presentation at Universidad Carlos III, Madrid, Spain.
- Zietsma, C. (April, 2012). After you’ve created the market, how do you make it stick? Invited presentation at Kellogg School of Business, Northwestern University.
- Zietsma, C. (April, 2012). Conference on Theorizing Business Responses to Systemic Problems. Unlocking Systems: The Slow Unlock, the Fast but Partial Unlock and the Rapid Shift. Invited talk at Ivey School of Business, University of Western Ontario.
- Leung, A., Zietsma, C. & Peredo, A. (2011). The revolution of the middle-class housewives. The case of the Seikatsu Club in Japan. Invited talk at the Vrije Universiteit, Amsterdam, Netherlands.
- Zietsma, C. (2010). Publishing qualitative research. Invited talk at Rotterdam School of Management, Rotterdam, Netherlands.
- Zietsma, C. (2010). Making positive social change through business: Strategies for activists, change agents and entrepreneurs. Invited lectures for Rouen Business School’s Corporate Social Responsibility Conference, Rouen, France.
- Zietsma, C. (2010). Educating tomorrow’s leaders in CSR. Panel member, International Week closing conference, Rouen Business School, Rouen, France.

Zietsma, C. (2010). Insurgents, activists and entrepreneurs: Strategies for making positive social change. Invited presentation for the Centre for Cooperative and Community Based Business, University of Victoria.

SELECTED CONFERENCE PRESENTATIONS (2010-Present only)

Zietsma, C. & Ruebottom, T. (2015). Underground maintenance: Incumbent tactics and the stalled emergence of the clean tech sector. Alberta Institutions Conference, Banff, Alberta

Zietsma, C., & Ruebottom, T. (2015). Stimulating and Sustaining Social Change Efforts: The role of social media. Presentation in symposium: The Fulfilled or Failed Potential of New Social Media: Reflections on New Opportunities for Agency. Academy of Management, Vancouver, BC.

Fan, G. & Zietsma, C. (2015). Affective Commitment, Moral Emotions and Emotional Energy: Building a Shared Governance Logic. Presentation in symposium: Opening Governance of Natural Resources: A multilevel and spatially embedded perspective. (organized jointly with Angelique Slade Shantz). Academy of Management, Vancouver, BC.

Zietsma, C. (2015). Relational Leadership. Presentation in Governance and Leadership within the Family Unit: The role of parent leaders (PDW). Academy of Management, Vancouver, BC.

Zietsma, C. (2014). SMO Strategy Choices and the Structural Conditions that Affect Them. Academy of Management, Philadelphia, Pennsylvania.

Zietsma, C. (2014). Core Values, Emotional Energy and Institutional Work in Hybrid Organizations. Academy of Management, Philadelphia, Pennsylvania.

Zietsma, C. (2014). Blending Academic and Motherhood Logics. Academy of Management Conference Presentation, Philadelphia, Pennsylvania.

McKague, K., Zietsma, C. & Oliver, C. (2014). Building the Social Structure of a Market. Academy of Management, Philadelphia, Pennsylvania.

Ruebottom, T., Toubiana, M. & Zietsma, C. (2014). Generating reflexivity: Technologies of understanding. 9th annual Organization Studies Summer Workshop, Corfu.

Toubiana, M., Zietsma, C. & Bradshaw, P. (2013). Emotions and Institutional Work. EGOS, Montreal.

Castello, I., Barbera, D. & Zietsma, C. (2013). Intentional Field Creation: the Case of an Anti-plastic Pollution Social Movement. Academy of Management, Buena Vista, FL.

Zietsma, C. (2013). Multilateral Stakeholder Engagement as a Way to Resolve Super-Wicked Problems. Presentation in the symposium: "Reconciling the Social and Private Interests: Towards New Theoretical Perspectives on Stakeholder Engagement and Firm Strategy", organized by A. McGahan, R. Chowdhury & I. Kivleniece. Academy of Management, Buena Vista, FL.

Zietsma, C. (2013). Using Game Design Principles to Improve the Classroom, the Workplace and Life in General. Organizational Behavior Teaching Conference, Asheville.

Leung, A., & Zietsma, C. (2013). Institutional Contradictions as a Resource: The Effectuation Process in Balancing Multiple Logics in a Social Enterprise. Second Effectuation Conference, Lyon, France.

Zietsma, C. & Leung, A. (2012). Entrepreneurial by Design: Organizational structures and practices for persistently entrepreneurial social enterprises. NYU Stern Conference on Social Entrepreneurship, New York.

- Zietsma, C. (2012). Working with Institutional Complexity: How institutional workers manage complexity to achieve their goals. Contribution to symposium "The Complexities of Institutional Work", organized by Migdal-Picker, M. & Zilber, T., *Academy of Management*, Boston.
- Zietsma, C. (2012). Using Institutional Theory to Conceptualize Systemic Problems. Contribution to symposium entitled "It's the System Stupid: Establishing a Research Agenda on Systemic Problems in Organization Theory", organized by Valente, M. & Lepoutre, J., *Academy of Management*, Boston.
- Zietsma, C., Tuck, R. & Doucette, J. (2012). Seeking Greener Pastures: Clean technology entrepreneurs' network and discursive strategies to overcome barriers to adoption. *Babson Entrepreneurship Research Conference*, Fort Worth, Texas.
- Leung, A., Peredo, A.M. & Zietsma, C., (2012). Institutional contradictions as a resource: The effectuation process in balancing multiple logics in a social enterprise. *Babson Entrepreneurship Research Conference*, Fort Worth, Texas.
- Zietsma, C., Dastmalchian, A., & Tehranchi, A. (2012). The Rich get Richer: Assessing research output at Canadian business schools. Administrative Sciences Association of Canada, St. John's, Newfoundland.
- Zietsma, C. (2012). Unlocking Systems: The Slow Unlock, the Fast but Partial Unlock and the Rapid Shift. *Ivey Academic Conference on Organizational Response to Systemic Problems*.
- Leung, A., Zietsma, C. & Peredo, A.M. (2011). Revolution of the Middle-class Housewives: Identity work as a process for embedded change. *Academy of Management*, San Antonio, TX.
- Frooman, J., Branzei, O., McKnight, B. & Zietsma, C., (2010). The shadow of the future: How social assessments of forward-looking risk change the CSP-CFP debate. *Academy of Management*, Montreal, Quebec.
- Zietsma, C. (2010). Fan passion and what we can learn from it as organization scholars. In K. Cameron, M. Uy & R. Wolff (organizers) symposium, "Understanding passion in organizations: Using sports as a lens". *Academy of Management Conference*, Montreal, Quebec.
- Leung, A., Zietsma, C. & Peredo, A.M. (2010). Revolution of the middle-class housewives: The Seikatsu Club case in Japan. *International Conference on Institutional Work*, Vancouver, B.C.

TEACHING CASE STUDIES (DISTRIBUTED)

- Zietsma, C. (2013). Charles Chocolates A, B & C. Case studies and teaching note. Ivey Publishing.
- Zietsma, C. & Day, D. (2010). VIH Aviation Group. Case study, teaching note and video prepared for Export Development Canada, http://www.edc.ca/english/student_16256.htm. Winner, Best Case Award, ASAC Conference, Montreal, PQ, 2011.
- Zietsma, C. & Hayter, J. (2009). Zengar Institute. Case and teaching note. BC Innovation Council Case Library, <http://www.bccic.ca/case-library>.
- Zietsma, C. & Wallis, R. (2009). Carmanah Technologies Corporation: New Markets for Solar Lighting. Case and teaching note. BC Innovation Council Case Library, <http://www.bccic.ca/case-library>.
- Zietsma, C. (2008). Rogers' Chocolates A, B and C. Ivey Publishing, Case and teaching note. One of Ivey's top 15 case studies in 2011/2012.
- Zietsma, C. & Mark, K. (2007). West Lake Home Furnishings. Ivey Publishing. Case and teaching note.

- Zietsma, C. & McKnight, B. (2007). *Sensible Life Products A and B.** Ivey Publishing. Cases and teaching notes.
- Zietsma, C. & Mark, K. (2006). *British Columbia Automobile Association: Post strike and looking towards the future.* Ivey Publishing. Case and teaching note.
- Zietsma, C. & McDonald, P. (2006). *Cermaq A.S.** Ivey Publishing. Case and teaching note.
- Winn, M. & Zietsma, C. (2006). *The War of the Woods.* Galea, C. (Ed.) Teaching Business Sustainability: From theory to practice, 2nd Edition. Sheffield, UK: Greenleaf Publishing. Selected as "Synthesis Case" for the 3rd Sustainable Enterprise Academy (SEA) for Business executives.
- Zietsma, C., Fischlmayr, I. & Wong, R. (2006). *KTM Quest for Growth.** Ivey Publishing. Case and teaching note.
- Sapp, S., Fischlmayr, I., Zietsma, C. & Wong, R. (2006). *KTM: Venture Capitalist Exit.** Ivey Publishing. Case and Teaching Note.
- Zietsma, C. & Wong, R. (2005). *KTM Motorcycles – Ready to Race.** Ivey Publishing. Case and note.
- Zietsma, C. & Kistruck, G. (2005). *Aurora Cultural Centre.** Ivey Publishing. Case and teaching note.
- Zietsma, C. & Mitchell, J. (2005). *Ontario Science Centre.* Ivey Publishing. Case and teaching note.
- Zietsma, C. & Rowe, G. (2005). *Newfoundland Centre for the Arts.** Ivey Publishing. Case and note.
- Zietsma, C., Mark, K. & Mitchell, J. (2004). *Hewlett Packard/Compaq Competitive Dynamics Case Set and Teaching Note:*
- | | | |
|--------------------------------|---------------------|---------------------------------|
| <i>Hewlett Packard in 2001</i> | <i>IBM in 2001</i> | <i>Lexmark in 2001</i> |
| <i>Hewlett Packard in 2004</i> | <i>Dell in 2001</i> | <i>Sun Microsystems in 2001</i> |
- Zietsma, C. & Anonymous (2004). *A Minor Assignment.* Ivey Publishing. Case set and teaching note.
- Zietsma, C. & Sekhar, C. (2004). *Loblaws.* Ivey Publishing. Case and teaching note.
- Zietsma, C., Mark, K. & Mitchell, J. (2004). *Audible.com.** Ivey Publishing. Case and teaching note.
- Zietsma, C. & Thornhill, S. (2001). *Frontier Adventure Racing: Pack Lightly, Go Like Hell, Never Give Up.* Case and teaching note, Ivey Publishing.

ACADEMIC SERVICE

Service to the Field

Editorial and Advisory:

Special Issue Co-Editor, Institutional complexity special issue, *Strategic Organization* (forthcoming in 2016); Emotions & Institutions special themed section, *Organization Studies* (forthcoming in late 2016/early 2017); Social Innovation and Institutions special issue, *Business & Society* (forthcoming in 2017).

Senior Editor, *Organization Studies* (2013-Present)

Editorial Review Board, *Organization Studies* (2012-2013)

Editorial Board, Corporate Social Responsibility and Environmental Management (2014-Present)

Editorial Board, *Management and Society Review* (2013-Present)

Editorial Review Panel, Corporate Responsibility and Sustainability Section, *Journal of Business Ethics* (2008-Present)

Editorial Review Board, *Scandinavian Journal of Management* (2005-Present).

Advisory Board Member, Sustainability, Ethics & Entrepreneurship Conference, Colorado State University, Denver, Colorado (2013-Present).

Conference, Event & Committee Leadership:

Track Chair, Entrepreneurship Track, ANZIBA Conference, Sydney, Australia, 2016.

Convenor, European Group on Organization Studies Track: Contextual Bridging for Sustainable Development: The Role of Local Actors in Institution Building Projects. With Luciano Barin Cruz and Jean-Pascal Gond. July 2016, Naples (42 submissions).

Convenor, European Group on Organization Studies Track 60: Institutional Complexity (with Royston Greenwood and Patrick Vermeulen), July 2014, Rotterdam. Received a record number of submissions (126).

Co-Organizer (with Madeline Toubiana) 2-day workshop, *Emotions & Institutions*, December 2013, and 2014, Schulich School of Business. Speakers included: Roger Friedland, Doug Creed, Maxim Voronov, Bryant Hudson, Christine Oliver, Lianne Lefsrud and others.

Co-Chair, Manuscript Development Workshop and SIMian Speed Dating Workshop, Social Issues in Management Division Professional Development Workshops, Academy of Management Conference, Boston (2012).

Co-Chair, Manuscript Development Workshop, Research Roundtables Workshop, and Talking to the Experts Panel, Social Issues in Management Division Professional Development Workshops, Academy of Management Conference, San Antonio, Texas (2011).

Co-Organizer (with Claus Rerup) 2-day workshop, *Grounded & Groundbreaking: Strategies for Exceptional Qualitative Research and Theorizing*, April 2007. Speakers included: Sara Rynes, Martha Feldman, Ann Langley, Beth Bechky, Sally Maitlis, Mark Zbaracki, Eileen Fischer, Claus Rerup and Charlene Zietsma.

Conference Organizing Committee Member, Organizational Learning and Knowledge

Management Conference, June 2007 Conference, London, Ontario. Social Events Convenor.

Academy of Management Council Task Force Member, 1998.

Mentorship:

Paper Development Mentor, Australian Centre for Entrepreneurship Research Exchange, Brisbane, February, 2016.

Faculty Mentor, ETH Energy innovation and Climate Change PhD Academy, Zurich and Alpnach, Switzerland (2015)

Faculty Mentor, PhD Paper Development Workshop, Alberta Institutions Conference, Banff (2015)

Mentor, Navigating Qualitative Dissertations: Advice from the Experts. Academy of Management Conference (2015).

Ask the Editors Panel, and Work-Life Balance Panel, ONE/SIM Junior Faculty Consortium, Academy of Management Conference (2015)

Discussant, Social Movements, Stakeholders, and Nonmarket Strategy, Academy of Management Conference (2015).

Faculty Mentor, ONE Doctoral Consortium, Academy of Management Conference (2014).

Institutional Innovation Topic Leader, SIM Research Incubator PDW, Academy of Management Conference (2014).

Panel Member, Researching the Organization of Energy – Dirty, Clean and In-Between, Academy of Management Conference, Philadelphia, 2014.

Insider Tips Panel Member and Manuscript Reviewer, Institutional Theory Professional Development Workshop, European Group on Organization Studies, Rotterdam, 2014.

Host, Entrepreneurship Division New Member Orientation, Academy of Management Conference, Buena Vista, FL. (2013).

“Date”, SIMian Speed Dating Workshop, Academy of Management Conference, Buena Vista, FL.

Session Coach, OMT Discussion Paper Session, Academy of Management Conference (2012).

Discussant, Entrepreneurship Theory & Practice Special Issue Conference on Social Capital (2012).

Mentor and Reviewer, Social Issues in Management Manuscript Development Session, Academy of Management (2010-2013).

External Examination/Review

External Examiner, Students' Candidacy Proposals

Hendra Wijaya, Rotterdam School of Management, Rotterdam (2013).
 Ruxi Wang, Rotterdam School of Management, Rotterdam (2013).
 Jacomijn Klitsie, Rotterdam School of Management, Rotterdam (2013).
 Iteke van Hille, MSc., Vrije Universiteit, Amsterdam (2013).
 Vincent de Gooyert, Radboud Universiteit, Nijmegen (2012).
 Anne Kok, Vrije Universiteit, Amsterdam (2011).
 Gijs van Houwelingen, Rotterdam School of Management, Rotterdam (2011).

External Examiner, PhD Dissertation Defense,

Evelyn Micelotta, University of Alberta, Edmonton (2015)
 Christine Moser, Vrije Universiteit, Amsterdam (2013).
 Luc Brés, HEC Montreal, Université de Montréal (2013).
 Fei Zhu, University of Western Ontario (2012)
 Jessica Dillabough, Haskayne School of Business, University of Calgary (2012).
 Wesley Helms, Schulich School of Business, York University (2011).
 Graham Dover, Beedie Graduate School of Business, Simon Fraser University (2011).
 Martin Stienstra, Rotterdam School of Management, Erasmus University (2009).
 Tracey Stobbe, Economics Department, University of Victoria (2007).

External Reviewer, Promotion & Tenure cases (3) (2011, 2013, 2014).

External Reviewer, Iudicium cum laude case (2014)

External Reviewer, SSHRC Grant Proposals (2014, 2008, 2006).

External Reviewer, Thompson Rivers University proposed Entrepreneurship program (2010).

Ad Hoc Reviewer

Administrative Science Quarterly
 Academy of Management Journal
 Academy of Management Review
 Organization Science
 Organization Studies
 Journal of Business Ethics
 Journal of Management Studies
 Business & Society
 Journal of Business Venturing
 Entrepreneurship Theory & Practice
 California Management Review
 Other journals and conferences

TEACHING RELATED SERVICE

Curriculum Development

Developed Entrepreneurship courses for EMBA students, Joint Schulich and Kellogg program (2015).
 Developed Entrepreneurial Growth course for MBA students, Hebrew University (2015).
 Developed Entrepreneurship Practicum course for MBA/HBA students, York University (2015).
 Developed Entrepreneurship modules for Engineering students, York University (2013).
 Developed Business 601 Foundations of Management Research, University of Victoria (2010).
 Assisted with Entrepreneurship Certificate curriculum design, University of Victoria (2008-09).
 COM 400 Curriculum Re-design, University of Victoria (2008).
 ENT 412 Curriculum Re-design, University of Victoria (2008).
 ENT 413 Curriculum Re-design, University of Victoria (2009).
 MBA 563 Curriculum Re-design, University of Victoria (2008, 2009).
 ICFP Initial Curriculum Development, University of Western Ontario (2004-2005).
 HBA1 Core Strategy Curriculum Redesign, University of Western Ontario (2003-2005).
 HBA2 Core Strategy Curriculum Design, University of Western Ontario (2004-2005).
 HBA1 & 2 Core Strategy Curriculum Updating, University of Western Ontario (2005-2008).

Student Advising/Mentoring

PhD Committee Supervisor: Angelique Slade Shantz (2013-Present). Pat MacDonald; Brent McKnight (2005-2007).

PhD Committee Member, Sean Buchanan (defense scheduled, York University); Vincent de Gooyert (defense scheduled, Radboud University, Nijmegen); Kate Ruff (York University). Madeline Toubiana (graduated, York University); Amrou Awaysheh, Jijun Gao; Dominic Lim; Devkamal Dutta, Vanessa Strike, Geoff Kistruck (all graduated, Ivey Business School, Western University).

Supervision of ENTR 4900 (2) and ENTR 6900 (6) practicum projects (and course development)

PhD Student Research Supervision, Anna Roberts (2014-2015), Angelique Slade Shantz (2013-5); Sean Buchanan (2012-2013); Pat MacDonald and Brent McKnight (2006); Devkamal Dutta and Huanglin Wang (2004-2005); Case Supervisor: Dan Day (2009), Brent McKnight (2007); Pat MacDonald (2006); Geoff Kistruck (2005).

PhD Comprehensive Exam Committee Member for Dominic Lim, Jing'an Tang (2004); Huanglin Wang, George Peng (2006).

PhD Teaching Mentoring, Dan Day (2009); Pat MacDonald (2007-2009); John Phillips (2005-2006); Suhaib Riaz (2004-2005); Eli Matta (2003-2004); Teaching group mentoring: Dominic Lim, Jing'an Tang, Suhaib Riaz and Nikhil Celly (2003-2004).

Supervision of Research Assistants: MBA or MA: Prashant Dhiman (2013), Swapnil Sawant (2013-2014), Kamalkali Mukherjee (2013-2014), Kiran Kumar Chadaram (2012-2013). Undergraduate: Balmit Kuer (2015/2016); Shirley Nakhshon (2013); Jill Doucette (2010-2011), Justin Hayter (2009), Randal Wallis (2008), Karolina Kibis (2007-2008), Adam Hoffman, Robert Wong, Dave Unipan, Anil Sayani, Kathryn Esaw, Shalina Ismail, Alykhan Haji, Brendon Kortekaas, Justin Derksen (2005-2006).

Chair, PhD Dissertation and Master's Thesis Defenses, Christopher Warren (2011), Jennifer Nicole Little, (2010), Tina Parbhakar (2009), Anton Diess (2009), Marni LaFleur (2008).

Supervisor, EcoCAR Co-op terms: Skyler Kopelow, Karis Fischer and Denisa Rusova (2009-2010).

SERVICE TO THE SCHULICH SCHOOL OF BUSINESS AND YORK UNIVERSITY

Director, Entrepreneurial Studies (2014-Present – currently on sabbatical break).

Operating Committee member, (2014-Present – currently on sabbatical break).

Tenure & Promotion Committee, Non-core member (2014).

Public Management Specialization Task Force (2014-2015).

Coordinator, ORGS 5100 Core Course (2014-2015). Participant in MBA Core & Backbone Process.

Committee Member, SAC Committee (2013-2014).

Invited Teacher, Experience Schulich Day. Leading Like it Matters (2014).

ORGS Tenure Support Committee Member, for Mike Valente (2013-2014).

Affirmative Action Representative (2012-2013).

Invited Speaker, CEO Talk. Unlocking Your Organization's Entrepreneurial Potential (2013).

SERVICE TO THE UNIVERSITY OF VICTORIA, AND UVIC FACULTY OF BUSINESS

Director, PhD Program (2010-2012).

Research Champion and Chair, Research Committee (2012).

Executive Council Member (elected), University of Victoria Faculty of Business (2008-2012).

Decanal Search Committee Member (elected), Gustavson School of Business (2011-2012).

Grants Facilitator, Gustavson School of Business, Office of Research Services (2010-2012).

Salary Review Committee Member, Gustavson School of Business (2011).

Faculty of Graduate Studies Admissions and Awards Committee (2010-2012).

SSHRC Doctoral Fellowship Adjudication Committee (University level committee) (2010-2012).

Joy Award Adjudication Committee Member, Gustavson School of Business (2011-2012).

Research Internationalization Committee Member (University level committee through AVP, Research) (2010-11).

Strategy Retreat Member, Gustavson Strategy-Lite Planning Process (2011).

Chair, Research Sub-committee, Sustainability Pillar Integration (2010).

Member, Research Committee (2009-2010).

PhD Student Selection Committee, Faculty of Business (2010, 2011).

Judge/Coach, Pitch It Competition (2009, 2010).

Judge, Nicoll Business Plan Competition (2009-2012).

Research Retreat Participant, UVic Strategic Plan Renewal Process (2011).

FGS Website Consultation Process participant (2011).
Faculty Support Committee, Faculty of Business (2010).
Judge, RBC Case Competition (2009, 2010, 2011).
Invited Speaker, BCom Coffee & Chat: Entrepreneurship (2010).
Organizer, Entrepreneurship Mingler with Vancouver Entrepreneur Community (2009).
Research Metrics and Strategic Priorities Committee member (2009).
Sustainability Metrics and Strategic Priorities Committee member (2009).
Entrepreneurship Metrics and Strategic Priorities Committee member (2009).
Adjudicator, Graduate Student Expo (2009).
Co-Coordinator, Research Seminar Series, University of Victoria (2008-2012).
Co-Facilitator, Sustainability Pillar Retreat (2009); Committee Member, Sustainability Pillar (2009).
Guest Speaker, University of Victoria Board of Advisors Retreat, The Academic Life (2009).
Co-Co-ordinator, Research Seminar Series (2008-09).
Moodle Evaluation Committee (2008-09); **Internal Course Management System Pilot** (2010).
Alumni and Development Committee Member (2008).
2010 Alumni Event Committee Member (2008).
Delta Task Force 2, University of Victoria (2007-08).

SERVICE TO IVEY BUSINESS SCHOOL, UNIVERSITY OF WESTERN ONTARIO

Ivey Research Seminar Coordinator, General Management (2006-2007).
Organizer and Funder, NVivo training workshop (2006).
Faculty Advisor, Ivey Connects Community Consulting Projects (2003-2006).
Speaker, Millennium Development Tour, Ivey Business School (2006).
Coach and Judge, HBA Entrepreneurship Challenge (2005).
Coach and Judge, BCG Case Competitions, (2002-2008).
Chair, ICFP Curriculum Development Committee (2004-05).
MBA Curriculum Review Committees, *Career Management* and *Term 3 Integration*, (2004).
General Management Representative, MBA curriculum review process (2003-2004).

TRANSLATION TO PRACTICE

Articles/Media about My Research

- McGillivray, P. (2012). No Clean Path to Clean Tech. Research and Discovery at the University of Victoria, 12:3, in **Victoria Time Colonist**, March 25, 2012, A8.
- Faces of UVic Research: Charlene Zietsma (2012). <http://www.youtube.com/watch?v=uB4LgljnyQA>.
- Zietsma, C. (2011). System Level Change. Video posted at the University of Victoria's Gustavson School of Business web site, <http://www.uvic.ca/gustavson/cssi/research/index.php>.
- The Big 10: Needed: Co-Creators (2010). **UVic Torch Alumni Magazine**, May 3, 2010.
- George, Dianne. (2010). Groupthink 2.0: Harnessing the power of the global brain. **Business Class Magazine**, Fall & Winter 2010.
- Zietsma, C. (2008). Going for the Green: Sustainability Strategies for Your Business. Podcast posted at University of Victoria Faculty of Business Website.
- Zietsma, C. (2008). Business Responses to Stakeholder Conflicts. Podcast interview posted at Ivey Business School website.
- "Involved stakeholders mean business." **BizEd**, Published by AACSB International, September/October 2006, pp. 53-54.

"A tale of passion: Charlene Zietsma looks at entrepreneurship through the lens of a parent." **Ivey Entrepreneur Newsletter**, Ivey Institute for Entrepreneurship.

"A higher standard." **Impact: Management Research in Action** (June, 2006, 12:6), Ivey Business School.

Zietsma, C., Vertinsky, I. & Wong, G. (1998). Reaching Across Two Cultures, **Financial Post, Mastering Enterprise Series**, Part Seven, April 15, 1998, p. 4-6.

"In business and elsewhere – it's a matter of trust". **Simon Fraser News** (June 1996, 6:3).

"Layoff fallout: Those who escape axe, lose trust." Luke, P. **Vancouver Province**, June 18, 1996, A22.

"Companies that downsize pay hefty price". Luke, P. **Ottawa Citizen**, June 22, 1996, K7.

Guest, Bill Good show (Live radio call-in), **CKNW AM 980** radio station, Vancouver, 1996.

Other Citations in Media

Smith, Susan. Bike without a seat puts B.C. entrepreneurs in gear. *Globe & Mail*, January 21, 2015.

Dann, Moira. Athletes step up to business podium. *Globe & Mail*, February 25, 2010.

Lunau, K. These Doctors Mean Business, *Macleans Magazine*, September 16, 2010.

The Psy-Fi Blog: A sideways look at Psychology and Finance, December 15, 2010.
<http://www.psychitec.com/2010/12/love-your-kids-not-your-stocks.html>

Presentations to Non-Academic Audiences

Zietsma, C. (2012). Clean Technology Industry: Barriers and Strategies presentations to clean tech industry members (2012), & Green Tech Exchange Victoria event (2012);

Zietsma, C. (2012). Strategies for Greening Victoria, presentation to cross-sector city leaders.

Zietsma, C. (2010). Making positive social change through business: Strategies for activists, change agents and entrepreneurs. Invited presentation, Building Futures alumni conference, University of Victoria; Public lecture at the Centre for Cooperative and Community Based Economy, U. of Victoria (2010); MBA Conference lecture at Rouen Business School, Rouen, France (2011).

Zietsma, C. (2010). Value co-creation: Leveraging the power of other people's insight to improve your business. Invited presentation at the Building Futures alumni conference, Faculty of Business, University of Victoria.

Zietsma, C. (2009). Marketing Yourself: Finding the Right Career Match; and Running Your Own Show: Entrepreneurial Careers. Presented at the Glenlyon Norfolk School Career Day.

Zietsma, C. (2008). The Academic Life. Presentation to UVic Faculty of Business Board of Advisors.

Zietsma, C. (2008). Going for the Green: Sustainability Strategies for Your Business. Northern California Faculty of Business Alumni Chapter, San Jose, California.

Zietsma, C. (2008). Business Responses to Stakeholder Conflicts. Invited speaker, Knowledge Forum on Engaging the Community, Research Network for Business Sustainability, Toronto, Ontario.

Zietsma, C. (2006). Getting Business to Buy Sustainability: Strategies for Activists, Change Agents and Social Entrepreneurs. Invited presentation at the CARE (Common Action for the Restoration of the Environment) annual Symposium on the Environment. Stratford, Ontario.

Zietsma, C. (2005). Learning from your critics: Turning stakeholder criticism into business opportunities. Invited speaker for Ivey Builds Corporate Social Responsibility Conference,

COMMUNITY AND PROFESSIONAL LEADERSHIP

Board of Directors, Treasurer, and Chair of the Organizational Development Committee, London Cross Cultural Learner's Centre, 2003-2007

- facilitated the development of a new mission statement and instituted a strategic planning process
- undertook a strategic review of a major acquisition and entry into new service delivery area

Entrepreneurship Instructor & Project Facilitator, Stratford Montessori School (2006-07).

Strategic Planning Facilitator, Stratford Foundation for the Arts (2004).

Pro-Bono Strategy Consultant, Ray of Hope Non-profit Cafés (2003).

Local Review Committee, Self-Employment Assistance Program, HRDC (Surrey, B.C., 1995 – 1996).

Strategic Planning Committee Member, City of Surrey Economic Development (1993 - 1995)

Board of Directors, Education Committee Chair and Co-ordinator, HR '92 Trade Show, Grand Valley Human Resource Professionals Association (1991 - 1993).

Economic Development Advisory Committee Member, City of Kitchener (1990 - 1991).

Ontario Region Board of Directors, ACCIS, Professional Association (1987 - 1989).

OTHER EMPLOYMENT EXPERIENCE

Independent Consulting Projects (1998-2009)

- Strategic review, facilitation and growth strategy for software and food firms and non-profits
- Leadership and governance review of a forestry consulting firm.

Executive Director, Cambridge Multicultural Centre, Cambridge, Ontario (1992).

- Managed staff and all aspects of Centre programs, reporting to a voluntary board.

President/Relocation Consultant, Careers in Motion (1989-1992)

- Assisted firms in attracting and retaining aerospace and computer engineering staff.

Career Advisor/Program Manager, Wilfrid Laurier University, Waterloo, Ontario (1986 - 1990).

- Counselling students and presented workshops, seminars, and special events.
- Created educational and promotional material, supervised staff, and administered a budget.