

LAURA L COUSENS, Ph.D.

Associate Professor
Department of Sport Management
Brock University
St. Catharines, Ontario
L2S 3A1

Phone: (905) 688-5550 ext. 4748

E-mail: lcousens@brocku.ca

A. FORMAL EDUCATION

- University of Alberta 1993 – 2000, Doctor of Philosophy, Sport Management
Studied for one term at the Centre for Corporate Strategy and Change at Warwick University, England.
- University of Ottawa 1992-1993, Masters of Arts, Sport Administration
- University of Waterloo 1982-1987, Honors Bachelor of Arts, Recreation

B. ACADEMIC DISTINCTIONS AND AWARDS

- Scholarships Province of Alberta Dissertation Fellowship
Province of Alberta Graduate Scholarship
Gordon J. Kaplan Graduate Student Award
University of Alberta Ph.D. Scholarship
- Other Awards Awarded the *Andrew Stewart Memorial Graduate Prize* for excellence in the pursuit of knowledge by the Faculty of Graduate Studies and Research at the University of Alberta in 1997.
- Winner of the North American Society for Sport Management (NASSM) 1995 *Student Paper Competition*

C. ACADEMIC POSITIONS HELD

- 2006 to Present Associate Professor, Dept. of Sport Management, Brock University
SPMA 1P91 – Introduction to Sport Management
SPMA 2P00 – Professional Sport in North America
SPMA 2P05 – Management Concepts
SPMA 3P06 – Globalization of Sport
SPMA 3P93 – Sport for Development
SPMA 3P99 – Independent Study Course
SPMA 4P25 – Strategic Alliances
SPMA 4F03 – Honors Research Project
SPMA 4F04-5 – Honors Thesis
SPMA 4P10 – Change and Innovation
SPMA 4P25 – Strategic Alliances

SPMA 4P27 – Economics
SPMA 4P98 – Major Games Field Course
SPMA 4P99 – Independent Study Course
AHSC 5V65 – Strategic Alliances (Graduate course)
AHSC 5P61 – Sustainable Development

C. ACADEMIC POSITIONS HELD (CONT'D)

- 2002 to 2006 Assistant Professor, Dept. of Sport Management, Brock University
SPMA 1F90 – Introduction to Sport Management
SPMA 2P00 – Professional Sport in North America
SPMA 2P04 – Social Issues in Sport
SPMA 2P05 – Management Concepts
SPMA 2P07 – Research and Evaluation
SPMA 3P99 – Independent Study Course
SPMA 4P99 – Independent Study Course
SPMA 4P07 – Sport Sponsorship
SPMA 4P99 – Independent Study Course
- 2000 Sessional Instructor, School of Human Kinetics, University of BC
HKIN 392: The Leisure and Sport Industry
- 1998 Lecturer, Faculty of Health Sciences, Central Queensland University
72240: Sport Management
72241: Sport Planning and Development
72242: Sport Marketing
- 1997 Sessional Instructor, School of Human Kinetics, University of BC
HKIN 392: The Leisure and Sport Industry
HKIN 355: Field Experience
- 1996 Sessional Instructor, School of Human Kinetics, University of BC
HKIN 392: The Leisure and Sport Industry
HKIN 372: Research Applications in Leisure and Sport Management

D. CREATIVE/SCHOLARLY ACTIVITIES

1. Publications

a. Books and Chapters Contributed to Books

Cousens, L., & Bradish, C. (2017). Sport and corporate partnerships. In, D. Hassan (Ed.) *Managing Sport Business*. New York, NY: Routledge.

Cousens, L., & Bradish, C. (2011). Sport and sponsorship. In L. Trenberth (Ed.) *Managing the Business of Sports*. Palmerston North, New Zealand: Dunmore Press Ltd.

Cousens, L., Barnes, M., & Dickson, G. (2008). Event Management: A Network Perspective. In Mallen, C. & Adams, L. (Eds.). (publication in the spring of 2008). *Sport, recreation and tourism event management: Theoretical and practical dimensions*. Burlington, MA: Butterworth-Heinemann/Elsevier.

Dickson, G., O'Brien, D., & **Cousens, L.** (2005). Warming the bench: Pacific island Rugby and entry into an expanded SANZAR competition. In B. Stewart and Hess, R. (Eds.) *Football Fever: Crossing Boundaries*. Geoff Slattery Publishing, Melbourne.

Cousens, L., & Amis, J. (2003). Sport and sponsorship. In L. Trenberth (Ed.) *Managing the Business of Sports*. Palmerston North, New Zealand: Dunmore Press Ltd.

Cousens, L. & Slack, T. (2003). Changes in the Ideas and Beliefs Guiding North American Professional Sport. In M. F. Friederici, H. D. Horch, and M. Schubert (Eds.), *Sport, Wirtschaft und Gesellschaft* (pp. 175-188). Germany: Hofmann.

b. Articles in Refereed Journals

Barnes, M, **Cousens, L.**, and MacLean, J. (2015). Pay to Play? Pressures for the commercialization in the organizational field of community basketball providers. *International Journal of Sport Management*, 16(3), 455

Barnes, M., **Cousens, L.**, & MacLean (2012). Strategies to increase sport participation in Canada: The role of a coordinated network. *International Journal of Sport Management and Marketing*, 12 (3/4), 198-216.

MacLean, J., **Cousens, L.**, & Barnes, M. (2012). Look who's linked with whom: A case study of one community basketball network. *Journal of Sport Management*. 25 (6), 562-575.

Barnes, M., MacLean, J., & **Cousens, L.** (2010) Understanding the structure of community collaboration: The case of one health promotion network. *Health Promotion International*. 25 (2): 238-247

Cousens, L., & Barnes, M. (2009). Sport delivery in a highly socialized environment: A case study of embeddedness. *Journal of Sport Management*, 23 (5), 547-590.

Barnes, M., **Cousens, L.**, & MacLean, J. (2007). From Silos to Synergies: Enhancing Collaboration and Integration in Canada's Sport System. *International Journal of Sport Management & Marketing*, 2(5/6), 555-571.

Cousens, L., Barnes, M., Stevens, J., Mallen, C., & Bradish, C., (2006). Who's Your Partner? Who's Your Ally? A Framework for Understanding Multi-sector Local Government Linkages for the Delivery of Recreation and Sport Programs. Special issue of the *Journal of Park and Recreation Administration*, 24 (1), 32-55.

Cousens, L., Babiak, K., Bradish, B. (2006). Beyond Sponsorship: Re-framing Business-to-Business relationships in the context of sport. Special Issue of the *International Journal of Sport Marketing and Sponsorship* or *Sport Marketing Quarterly*, 9 (1), 1-23.

Cousens, L., & Slack, T. (2005). Field-level change: The case of North American major league professional sport. *Journal of Sport Management*, 19 (1), 13-42.

Cousens, L., Babiak, K., & Slack, T. (2000). Adopting the Relationship Marketing Paradigm: The Case of the National Basketball Association. *International Journal of Sport Marketing and Sponsorship*, 2(4), 331-355.

Cousens, L. (1997). From Diamonds to Dollars: The Dynamics of Change in AAA Baseball Franchises. *Journal of Sport Management*, 11(4), 316-332.

Cousens, L., & Slack, T. (1996). Using Sport Sponsorship to Penetrate Local Markets: The Case of the Fast Food Industry. *Journal of Sport Management*, 10 (2), 169-187.

Cousens, L., & Slack, T. (1996). Emerging Patterns of Inter-organizational Relations: A Network Perspective of North American Professional Sport Leagues. *European Journal for Sport Management*, 3(1), 48-69.

c. Refereed Conference Proceedings

Cousens, L., MacLean, J., & Barnes, M. (2011). Understanding community sport and recreation delivery through network analysis. In G. Hutson & S. Singh (Eds). *Book of Abstracts Presented at the 13th Canadian Congress for Leisure Research* (p.55-58). Brock University, St. Catharines, Ontario

Barnes, M., & **Cousens, L.** (2005). Revealing the network structure that guides the delivery of recreation and sport in a small community. In D. Kerstetter & (Eds.), *National Recreation and Park Association: Abstracts from the symposium on Leisure Research* (p.), Ashburn, VA: National Park and Recreation Association.

Slack, T., & **Cousens, L.** (1995). Sport sponsorship in the fast food industry: An analysis of decision making approaches. *Conference Proceedings of the European Society on Sport Management*, M. Marchoini, (ed.), p. 599-608.

Barnes, M., Bradish, C., **Cousens, L.,** Mallen, C., & Stevens, J. (2005). What's a community to do? A case study of a community struggling to meet their recreation and sport needs. *Informed leisure practice: Cases as conduits between theory and practice, Volume 1*. Prepared For The Canadian Congress On Leisure Research, May 17-20, 2005 at Malaspina University-College.

f. Articles in Non-Refereed Journals of Other Non-Refereed Publications

Cousens, L. (2012). A new sport fan classification scheme. *Journal of Sport Management Digest* review of the article by Agas, K., Georgakarakou, C., Mylonakis, J., Arsenos, P. (2012). Travelling abroad internal and external motives toward different fan types. *International Journal of Business and Management*, 7(3), 111-126.

Cousens, L. (2012). Sport Industry Competitiveness of Taiwan. *Journal of Sport Management Digest* review of the article by Lu, H. (2012). The economic challenge and opportunity of sport industry in Taiwan. *Modern Economics*, 3, 51-53.

Cousens, L. (2012). Rethinking Innovation. *Journal of Sport Management Digest* review of the article by Leavy, B. (2012). Collaborative innovation as the new imperative: design thinking, value creation and the power of "pull". *Strategy and Leadership*, 4(2), 25-34.

- Cousens, L.** (2012). Evolving boards of directors: Cognitive, network and structural factors. *Journal of Sport Management Digest* review of the article by Jonnergård, K., & Stafssudd, A. (2011). The making of active boards in Swedish public companies. *Journal of Management and Governance*, *15*, 123-155.
- Cousens, L.** (2012). Collective Action and Corporate Social Responsibility. *Journal of Sport Management Digest* review of the article by Vin Weltzien Hoivik, H., & Shankr, D. (2011). How can SMEs in a cluster respond to global demands for corporate responsibility. *Journal of Business Ethics*, *101*, 175-195.
- Cousens, L.** (2012). Sport for Development and Peace: Beyond Decolonization. *Journal of Sport Management Digest* review of the article by Darnell, S. C., & Hayhurst, L. M. C. (2011). Sport for decolonization: Exploring a new praxis of sport for development. *Progress in Development Studies*, *11*(3), 183-196.
- Cousens, L., MacLean, J., & Barnes, M.** (2011). *Understanding community sport and recreation delivery through network analysis*. In G. Hutson & S. Singh (Eds). *Book of Abstracts Presented at the 13th Canadian Congress for Leisure Research* (p.55-58). Brock University, St. Catharines, Ontario
- Cousens, L.** (2011). Towards a Theory of Entrepreneurship in Sport. *Journal of Sport Management Digest* review of the article by Ratten, V. (2010). Developing a theory of sport-based entrepreneurship. *Journal of Management Organization*, *16*, 557-565.
- Cousens, L.** (2011). Ensuring a Civic and Community Development Approach to Sport Event Hosting. *Journal of Sport Management Digest* review of the article by Misener, L., & Mason, D. (2010). Towards a community centred approach to corporate community involvement in the sporting events agenda. *Journal of Management and Organization*, *16*, 495-514.
- Cousens, L.** (2011). Ensuring the Competitiveness of Geographic Clusters of Organizations. *Journal of Sport Management Digest* review of the article by Carbonara, M., Giannoccaro, M., & McKelvey, B. (2010). Making geographical clusters more successful: Complexity-based policies. *E:CO*, *12* (3), 21-45.
- Cousens, L.** (2011). Comparing the Economic Impact Assessment and a Cost Benefit Analysis of Sport Events. *Journal of Sport Management Digest* review of the article by Taks, M., Kesenne, S., Chalip, L., Green, C., & Martyn, S. (2011). Economic impact analysis versus cost benefit analysis: The case of a medium-sized sport event. *International Journal of Sport Finance*, *6*, 187-203.
- Cousens, L.** (2011). Evaluating Sport for Development Programs. *Journal of Sport Management Digest* review of the article by Livermore, R. (2011). Evaluating sport-for-development: Approaches and critical issues. *Progress in Development Studies*, *11* (4), 339-353.
- Cousens, L.** (2011). Understanding the Web of Local Public Economies. *Journal of Sport Management Digest* review of the article by Oakerson, R., J., & Parks, R. B. (2011). The

study of local public economies: Multi-organizational, multi-level institutional analysis and development. *Policy Studies Journal*, 39(1), 147-167.

Cousens, L. (2011). Organizational Culture as an Open System. *Journal of Sport Management Digest* review of the article by Harrison, S. H. (2011). Clean climbing, carabiners, and cultural cultivation: Developing an open-systems perspective of culture. *Organization Science*, 22 (2), 391-412.

Cousens, L. (2011). Exploring a Theoretical Framework for Sport-Based Entrepreneurship. *Journal of Sport Management Digest* review of the article by Ratten, V. (2011). Sport-based entrepreneurship: Towards a new theory of entrepreneurship and sport management. *International Entrepreneurship and Management Journal*, 7, 57-69.

Cousens, L., (2011). Examining Consumers' Intention to Purchase a Sponsor's Product. *Journal of Sport Management Digest* review of the article by Ngan, H. M. K., Prendergast, G. P., & Tsang, A. S. L. (2011). Linking sport sponsorship with purchase intentions: Team performance, stars, and the moderating role of team identification. *European Journal of Marketing*, 45 (4), 551-566.

Cousens, L. (2010). Institutional and Strategic Conceptions of Legitimacy. *Journal of Sport Management Digest* review of the article by Sonpar, K., Pazzaglia, F., & Kornijenko, J. (2010). The paradox and constraints of legitimacy. *Journal of Business Ethics*. 95, 1-21.

Cousens, L. (2010). Planning and Managing the Legacy of an Olympic Games. *Journal of Sport Management Digest* review of the article by Kaplanidou, K., & Karadakis, K. (2010). Understanding the legacies of a host Olympic city: The case of the 2010 Vancouver Olympic Games. *Sport marketing Quarterly*, 19, 110-117.

Cousens, L. (2010). Lessons Learned From Hosting the Formula One Grand Prix. *Journal of Sport Management Digest* review of the article by Henderson, J. C., Foo, K., Lim, H., & Yip, S. (2010). Sports events and tourism: The Singapore Formula One Grand Prix. *International Journal of Event and Festival Management*, 1(1), 60-73.

Dickson, G., & Cousens, L. (2009). Introduction to the special issue on inter-organizational relationships in sport. *International Journal of Sport Management and Marketing*.

Cousens, L., & MacLean, J. (2008). Bridging Values and Vision: The Ophea Novo-Nordisc Partnership. Published on the Ophea website

g. Research-based Reports to Governmental or Comparable Agencies

Cousens, L., MacLean, J., Barnes, M. & Sharpe, E. (2009). *Attitudes Towards the Niagara Sport Commission*. Report for the Niagara Sport Commission Advisory Committee.

Cousens, L., Morin, S., & Stearne, K. (2009). *Future Sport Event Hosting in Niagara*. Report for the Niagara Sport Commission Advisory Committee.

MacLean, J., Cousens, L., Barnes, M. (2009). *Healthy Living Niagara Networks Study*. Report for Healthy Living Niagara of Niagara Region Public.

Cousens, L., MacLean, J., & Barnes, M. (2009). *Sport Canada Knowledge Transfer Summary Template: Examining Interdependence in Canada's Sport System - Community Basketball*. Sport Canada Research Initiative.

Cousens, L., Stearne, K., & Gallant, L. (2008). *Final Report: Parents' Opinions of Secondary School Cafeterias in Niagara*. Report for the Secondary School Committee of Healthy Living Niagara, Niagara Region Public Health.

Barnes, M., Bradish, C., **Cousens, L.,** Mallen, C., & Stevens, J. (December, 2004). *Partnerships for Sport and Recreation Delivery* (City of Thorold Report No. 1.00). St. Catharines, ON.

4. Papers Presented at Conferences and Learned Societies

Barnes, M., & **Cousens, L.,** (2017). The challenges of integration: Exploring community sport councils in Ontario” Presented at the 15th Canadian Congress on Leisure Research, *Engaging Legacies*, in Kitchener, Ontario.

Kikulis, L., & **Cousens, L.** (2017). Jason and the Argonauts. How a social intrapreneur created a corporate social responsibility initiative and the difference it made. Presented at the 15th Canadian Congress on Leisure Research, *Engaging Legacies*, in Kitchener, Ontario.

Cousens, L., Barnes, M., & MacLean, J. (2016). Trust in a community sport network: The Case of Swimming Providers. Presented at the *16th Annual International Conference on Sport: Economics, Management, Marketing & Social Aspects* in Athens, Greece.

Kikulis, L., & Cousens, L. (2014). Jason and the Argonauts: Using Social Entrepreneurship to tackle social issues through sport. *European Association of Sport Management Conference* in Coventry, England in September 2014.

Cousens, L. (November, 2013). Exploring the value of mobile applications in the context of community sport events. Presented at the *2013 Sport Management Association of Australia and New Zealand Conference* in Dunedin, New Zealand.

Lodewyk, K.R., **Cousens, L.,** & Mandigo, J. L. (2012, April). *Increasing participation in after school sport and physical activity in children and youth of Ontario*. Paper presented at the American Educational Researchers' Association (AERA) Annual Convention. Vancouver, BC.

Cousens, L., MacLean, J., & Barnes, M. (2011). *Sport Councils: Where Sustainability Meets Community Service*. *North American Society for Sport Management Conference*, June 1-4, London, Ontario.

Cousens, L., MacLean, J., & Barnes, M. (2011). *Understanding Community Sport and Recreation Delivery through Network Analysis*. The Canadian Congress of Leisure Research Conference, May 17-21, St. Catharines, Ontario.

Doherty, A., Nicholson, M., Hoyer, R., Green, C. B., Vail, S. Kikulis, L., **Cousens, L.,** Maclean, J., Barnes, M., & Sharpe, E. (2011). *Where People Play: A Research*

Symposium on the Development and Provision of Community Sport. The North American Society for Sport Management Conference in London, Ontario.

The 2010 North American Society for Sport Management Conference in Tampa, Florida the paper by **Cousens, L.**, Maclean, J., & Barnes, M. entitled *From Barriers to Bridges: Fostering Collaboration in Community Sport*.

The 2009 North American Society for the Sociology of Sport (NASSS) Conference in Ottawa, Ontario the paper by **Cousens, L.**, Barnes, M., & MacLean, J. entitled *Evolving Logics of Action: The Institutional Context of Community Sport*

The 2008 World Leisure Congress in Quebec City, Quebec the paper by **Cousens, L.**, Barnes, M., & MacLean, M. entitled *Promoting healthy communities: Linking sport and recreation organizations to enhance service delivery*

The 2008 European Association of Sport Management Conference in Heidelberg, Germany the paper by **Cousens, L.**, MacLean, J., & Barnes, M. entitled *Exploring interdependence in the Canadian sport system: A network approach*

The 2008 North American Society of Sport Management Conference in Toronto, Ontario by **Cousens, L.**, Maclean, J. & Barnes, M. the paper entitled *Understanding interdependence in the Canadian sport system: The role of cognitive, normative, and regulative factors*

*The 2007 European Association for Sport Management Conference in Turin, Italy by **Cousens, L.**, MacLean, J., & Barnes, M., entitled *Understanding Interdependence in the Canadian Sport System: A Network Approach*.*

The 2007 North American Society for Sport Management Conference in Fort Lauderdale, Florida by MacLean, J., **Cousens, L.**, & Barnes, M., entitled *Exploring Interdependence among Local Sport Organizations: A Comparison of Basketball and Swimming Providers in Niagara*.

The 2006 National Recreation and Park Association Research Symposium in Seattle, WA. by Barnes, M., **Cousens, L.**, & MacLean, J. entitled *Moving from silos to synergies in the Canadian sport system: Implications for recreation service delivery*.

The 2005 National Recreation and Park Association Research Symposium in San Antonio, Texas by Barnes, M., & **Cousens, L.** *Revealing the network structure that guides the delivery of recreation and sport in a small community*.

The 2005 Canadian Congress for Leisure Research, Nanaimo, British Columbia by **Cousens, L.**, Barnes, M., Bradish, C., Mallen, & Stevens, J. *The reality of sport and recreation partnerships*.

The 2006 Parks and Recreation of Ontario (PRO) Trade Show and Conference in St. Catharines, Ontario, by Barnes, M., & **Cousens, L.** Presented at the session entitled *Research in Recreation: Partnerships*.

The 2005 National Recreation and Park Association Research Symposium in San Antonio, Texas Barnes, by Barnes, M., & **Cousens, L.** *Revealing the network structure that guides the delivery of recreation and sport in a small community.*

The 2005 North American Society for Sport Management Conference in Regina, Saskatchewan by **Cousens, L.**, and Barnes, M., *Sport and Recreation Delivery in a Highly Socialized Environment: A Case Study of Embeddedness.*

The 2004 Sport Management Association of Australia and New Zealand Conference in Melbourne, Australia a presentation by O'Brien, D., Dickson, G., & **Cousens, L.**, entitled *Investigating Change in the Sport Media-Nexus in North American and Australian Professional Sport Leagues: An Organisational Field Approach.*

The 2004 Sport Marketing Association Conference in Memphis, Tennessee the presentation by Bradish, C., & **Cousens, L.** entitled *Antecedents of IOC Partnerships: A Case Study Examination of Sponsorship Relationships.*

The Football Fever 2004 Conference in Auckland, New Zealand. Presentation by Dickson, G., O'Brien, D., & **Cousens, L.**, entitled *An Investigation of Changes in the Fields Encompassing Elite Rugby Union Organisations: A Case Study of Southern Hemisphere Rugby.*

The 2004 Football Fever Conference in Auckland, New Zealand. Presentation by Dickson, G., O'Brien, D., & **Cousens, L.**, entitled *An Investigation of Changes in the Fields Encompassing Elite Rugby Union Organisations: A Case Study of Southern Hemisphere Rugby*

The 2004 North American Society for Sport Management Conference in Atlanta, Georgia. Presentation by **Cousens, L.**, Dickson, G., & O'Brien, D. entitled *Beyond Boundaries: A Comparative Investigation of Change in the Fields Encompassing North American and Australian Professional Sport Organizations.*

The 2003 International Conference on Sport and Entertainment Business in Columbia, South Carolina. Presentation by Bradish, C., **Cousens, L.**, & Babiak, C. entitled *'Radically Canadian': A Case Study Examination of Corporate Sport Relationships.*

The 2003 North American Society for Sport Management Conference in Ithica, New York. Presentation by **Cousens, L.**, Babiak, K., Bradish, C. entitled *From Selling Signage & Suites to Building Strategic Partnerships: A Framework for Assessing Business-to-Business Relationships in the Context of Sport.*

The 2003 Sport Management Association of Australia and New Zealand Conference at Central Queensland University, Australia. Presentation by Dickson, G., & **Cousens, L.** entitled *Teaching with analogies and metaphors: Using atomistic structures to understand the inter-organisational structure of sports leagues.*

The 2002 North American Society for Sport Management Conference in Canmore, Alberta. Presentation by Babiak, K., **Cousens, L.**, Kihl, L., Kikulis, L., Thibault, L. entitled *Are Athletes the Priority? Exploring shifting ideologies in Canada's amateur sport system.*

The 2002 American Marketing Association Sports Marketing Faculty Consortium at the University of Kentucky Gatton College of Business and Economics in Lexington, Kentucky. Presentation by Bradish, C., **Cousens, L.**, & Babiak, K. entitled *Sport Marketing Partnerships: Re-examining Sport Sponsorships from a Relationship Marketing Perspective*.

The 2002 American Marketing Association Sports Marketing Faculty Consortium at the University of Kentucky. Presentation by Bradish, C. L., **Cousens, L.**, & Babiak, K. entitled *Sport Marketing Partnerships: Re-examining Sport Sponsorships from a Relationship Marketing Perspective*.

The 2002 North American Society for Sport Management Conference in Canmore, Alberta. A 75 minute full session symposium by Babiak, K., **Cousens, L.** Kihl, L., Kikulis, L. M., Thibault, L. entitled: *Are athletes the priority? Exploring shifting ideologies in Canada's amateur sport*.

The 1999 North American Society for Sport Management Conference in Vancouver, B.C. Presented the paper by **Cousens, L.**, Slack, T., & Greenwood, R. *Changing Logics of Action: The Deinstitutionalization of the Rules of the Game Guiding North American Professional Sport Leagues*.

The 1999 Provincial Aquatic Symposium in Surrey, B.C. Presentation by **Cousens, L.**, & Kerr, C. entitled *Identifying Valued Customers and Building Relationships*.

The 1998 Sport Management Association of Australia and New Zealand (SMAANZ) Conference in Surfers Paradise, Gold Coast, Australia. **Cousens, L.**, & Dickson, G. Presented the Paper *Understanding the Emergence of the Relationship Marketing Paradigm Among Sport Organizations: A Contextualist Approach*.

The 1998 North American Society for Sport Management Conference in Buffalo, New York. **Cousens, L.**, & Slack, T., presented the paper *The Dynamics of Field-Level Change: An Investigation of North American Major League Professional Sports*.

The 1996 North American Society for Sport Management Conference in Fredericton, New Brunswick. **Cousens, L.** & Slack, T., Presented the paper *Emerging Patterns of Inter-organizational Relations: A Network Perspective of North American Professional Sport Leagues*.

The 1995 North American Society for Sport Management Conference in Athens, Georgia. **Cousens, L.**, & Slack, T., presented the paper *From Diamonds to Dollars: The Dynamics of Change in AAA Baseball Franchises*. This paper won the North American Society for Sport Management 1995 Student Paper Award.

The 1994 North American Society for Sport Management Conference in Pittsburgh, P.A. **Cousens, L.**, & Slack, T. Presented the paper *Using Sport Sponsorship to Penetrate Local Markets: The Case of the Fast Food Industry*.

5. Invited Speaker

Organizing Conferences

Member of the organizing committee for the 2008 *North American Society for Sport Management Conference* in Toronto, Ontario.

Membership in Scholarly Associations

Member at Large of the Executive Committee of the *North American Society for Sport Management* (2010-2012)

Member of the *North American Society for Sport Management* (1995 to present)

Member of the *European Association of Sport Management* (2007 to 2009)

Non-Academic Projects and Contributions

Member of the *Brock Community Observatory* (April 2010 to Present)

Member of *Healthy Living Niagara* (2003 to 2011)

Member of the Steering, Advisory and Sponsorship Committees of the *Niagara Sport Commission* (2008 to 2011)

Member of the organizing committee of the 2008 *Fit for the Future Expo* hosted at Brock University attended by over 3,500 residents from the Niagara region.

Research Reports

Kikulis, L., Cousens, L., Wu, B. (2013). *Level the Playing Field: A Qualitative Impact Study*. Report for the Toronto Argonauts Football Club.

Cousens, L., MacLean, J., Barnes, M. & Sharpe, E. (2009). *Attitudes Towards the Niagara Sport Commission*. Report for the Niagara Sport Commission Advisory Committee.

Cousens, L., Morin, S., & Stearne, K. (2009). *Future Sport Event Hosting in Niagara*. Report for the Niagara Sport Commission Advisory Committee.

*MacLean, J., Cousens, L., Barnes, M. (2009). *Healthy Living Niagara Networks Study*. Technical report for Healthy Living Niagara.

*Cousens, L., MacLean, J., & Barnes, M. (2009). *Sport Canada Knowledge Transfer Summary Report: Examining Interdependence in Canada's Sport System - Community Basketball* for the Sport Canada Research Initiative.

Cousens, L., Stearne, K., & Gallant, L. (2008). *Final Report: Parents' Opinions of Secondary School Cafeterias in Niagara*. Report for the Secondary School Committee of Healthy Living Niagara, Niagara Region Public Health.

Policy Papers

*Cousens, L., MacLean, J., & Barnes, M. (2010). *Policy Brief 8: More than fun and games: Sport's contribution to Niagara's economy and community wellbeing*. Niagara Community Observatory.

*Cousens, L., MacLean, J., & Barnes, M. (2009). *Sport Canada Knowledge Transfer Summary Template: Examining Interdependence in Canada's Sport System - Community Basketball*. Sport Canada Research Initiative.

Public Lectures

The 2015 City of Hamilton Special Events Health & Safety Summit at Mohawk College the research by Cousens entitled *Risk Management Solutions for Sport Events*.

The 2012 Canadian Sport Tourism Alliance Congress in Richmond, British Columbia the research and resulting applied conceptual application by Lowe, N., Theriault, C., Cousens, L. entitled *Be there! Mobile Application: Bridging the Excitement of Sport Events with Enhanced Destination Marketing*.

The 2011 Welland Sport Tourism Alliance Community Forum, Welland, Ontario the research by Cousens, L. Chard, C. MacLean, J., Stevens, J. entitled *Economic impact of sport events in Niagara*.

The 2011 Aquatics Information Sharing Group Meeting at the Fallsview Indoor Waterpark, Niagara Falls, Ontario the research by Cousens, L., Barnes, M., MacLean, J. entitled *Partnerships involving local swimming providers*.

The 2010 Ontario at the Parks and Recreation Ontario (PRO) conference in Niagara Falls, Ontario the research by Sharpe, E., Barnes, M., MacLean, J. & Cousens, L. *Sport Councils in Ontario*.

The 2009 Sport Canada Research Initiative Conference in Ottawa, Ontario the research by Cousens, L., MacLean, J., Barnes, M. entitled *Barriers to Bridges: Fostering Collaboration in Community Sport*.

The 2009 Integrated Community Planning Committee of Niagara's Regional Council meeting presented the concept by Cousens, L., Stearne, K., Sutton, N., & Morin, S. for the *Niagara Sport Commission: Where Business and Community Play*.

The 2009 launch of the Niagara Sport Commission at Brock University the keynote address by Cousens, L. entitled *The Promise of Sport*.

Lowe, N., Theriault, C., **Cousens, L.** (2012). *Be there! Mobile Application: Bridging the Excitement of Sport Events with Enhanced Destination Marketing*. The Canadian Sport Tourism Alliance Congress in Richmond, British Columbia.

Cousens, L. Chard, C. MacLean, J., Stevens, J. (2011). *Economic impact of sport events in Niagara*. Welland Sport Tourism Alliance Community Forum, Welland, Ontario.

Cousens, L., Barnes, M., MacLean, J. (October 25, 2011). Partnership research involving local swimming providers. Aquatics Information Sharing Group Meeting at the Fallsview Indoor Waterpark, Niagara Falls, Ontario

6. Grants Obtained or Submitted

Cousens, L. (2017). Brock University New Experiential Course Development Grant. Awarded \$1,500

Cousens, L. & Barnes, M. (2016). Brock University Advancement Fund. Applied for \$4,161 for the research entitled. *Understanding the strategic advantages of sport league management software: Nice to have or essential*. Declined.

Barnes, M., & **Cousens, L.** (2016) Brock University Advancement Fund. Applied for \$4,851 for the research entitled *Investigating the network structure of Canadian Tire's Jumpstart program*. Declined

Cousens, L., Chard, C., & Mongeon, K. (2014). Brock University Advancement Fund. Requested \$4,066 for the research entitled *The Economic Impact of the Meridian Centre for One Year*. Declined.

Shields, C., Pitter, R., Swanson, L., Wan, J, **Cousens, L.** and Lori Dithrubide (2014). Social Sciences and Humanities Research Council of Canada. Requested \$160,000 for the research entitled *That's my kid; you've probably heard of him: Understanding the relationships between the development of child's physical capital and parents' social capital through youth sport*. Received an assessment of A4 and will be resubmitted in October 2015.

Janzen, B., & **Cousens, L.**, (2012-2013). Federal Economic Develop Agency. Awarded \$100,000.

Cousens, L., Francis, N., & Lodewyk, K. (2012). *Active After School: Kid's Club Children's Program*. Funded by the Power of Sport for Kids Foundation. Awarded \$10,000.

Cousens, L., Stearne, K, Morin, S. (2009). *Niagara Sport Council*. Funded by the Ontario Trillium Foundation. Awarded to Heart Niagara Inc. Awarded \$144,000.

Cousens, L. (PR), Barnes, M., & MacLean, J. (2006). *Exploring interdependence in the Canadian Sport System*. Funded by the Sport Participation Research Initiative of the Social Sciences and Humanities Research Council of Canada and Sport Canada. Awarded \$71,795.

Barnes, M. (PI), **Cousens, L.**, & MacLean, J. (2005). *Examining the Partnerships Among Local Providers of Swimming in the Niagara Region*. Funded by the Brock University's Internal SSHRC Grant. Awarded \$1,747.

Cousens, L. (2005). *Digital Game*. Funded by the Faculty of Applied Health Sciences Technology Grant. Awarded \$3,000.

Cousens, L. (PI), Barnes, M., Bradish, C. Mallen, C., & Stevens, J. (2004). *Sport and Recreation Delivery in the Niagara Region: The Role of Partnerships*. Funded by the Brock University Internal SSHRC Grant. Awarded \$3,000.

Cousens, L. (2004). *Digital Game*. Funded by the Faculty of Applied Health Sciences Technology Grant. Awarded \$3,000.

Cousens, L. (2004). *Teaching Large Classes Workshop*. Funded by the Centre for Teaching, Learning and Educational Technologies at Brock University. Awarded \$50.00.

7. Works in Progress

Barnes, M., & Cousens, L. (under review). New in town: Exploring the integration of community sport councils into their environment. *European Journal of Sport Management*

Cousens, L., Barnes, M., & MacLean, J. (revisions in progress). Can we believe in you? An exploration of collaboration in one multi-sectoral community sport network. *Sport Management Review*

Kikulis, L.M., **Cousens, L.**, & Wu, B. (in progress). Jason and the Argonauts: Using social entrepreneurship to tackle community issues through sport [data analysis complete; outline of paper complete based on EASM presentation Sept. 2014]

Kikulis, L.M. & **Cousens, L.** (in progress). Corporate Social Responsibility: A case study of a professional sport - school sport partnership [data collection complete; data analysis 75% complete]

Barnes, M., & **Cousens, L.** (in progress). Exploring a multi-sector network: The Case of Jumpstart.

Cousens, L., & Barnes, M. (in progress). Understanding the strategic advantages of sport league management software: Nice to have or essential

8. Other Creative and Scholarly Activities (non-refereed)

Cousens, L., (2014) Executive Producer of the film “*How to Raise A Champ*”. Purpose of the film is to expose the efforts of parents, coaches, and fiends to support amateur athletes to achieve their “sport dreams”. The film will be screened at Ridley College in May 2014. The film has been submitted to Cogeco for consideration for broadcasting in the Niagara region and in Ontario. The film will also be entered in a selection of film festivals.

Cousens, L., & Munkley, D. (2010). Little league sport powers big league tourism. *Sports by Today*, REV Publishing, Niagara Falls, Ontario.

Cousens, L., & Munkley, D. (2010). Today’s community sport: Going from line-ups to on-line. *Sports by Today*, REV Publishing, Niagara Falls, Ontario.

Cousens, L., & MacLean, J (2008). Leveraging values and vision: The cross-sector partnership of Ophea and Novo Nordisk Canada. Toronto, On: Ophea Website.

Cousens, L., Stearne, K., & Gallant, L. (October, 2008). *Final Report: Parents’ Opinions of Secondary School Cafeterias in Niagara*. St. Catharines, On.: Healthy Living Niagara Secondary School Committee.

Dickson, G., & **Cousens, L.** (2007). Introduction to the Special Issue on Inter-organizational Relationships. *International Journal of Sport Management and Marketing*.

Cousens, L., & MacLean, J (2008). Leveraging values and vision: The cross-sector partnership of Ophea and Novo Nordisk Canada. Toronto, On: Ophea Website.

Cousens, L., Stearne, K., & Gallant, L. (October, 2008). *Final Report: Parents' Opinions of Secondary School Cafeterias in Niagara*. St. Catharines, On.: Healthy Living Niagara Secondary School Committee.

a. Service as an Assessor/referee for Book Manuscripts, Journals and/or Grant Applications

Doherty, A., & Cousens, L. (Eds.). (2013). Community sport [Special Issue]. *Journal of Sport Management*, 27(6), 419-525.

Guest Editor with Dickson, G. of the special issue on inter-organizational relationships for the *International Journal of Sport Management and Marketing*.

Reviewer for the North American Society for Sport Management Student Paper Competition (2004, 2005).

Reviewer of abstracts for the North American Society for Sport Management conference (2004, 2005).

Guest reviewer for the *European Journal of Sport Management* (June, 2010)

Guest reviewer for the *European Sport Management Quarterly* (March, 2016)

Guest reviewer for the *International Journal of Sport Management and Marketing* (August, 2008; February, 2007; October, 2005, November, 2005)

Guest Reviewer for the *Journal of Sport Management* (January, 2010; September, 2009; October, 2008; April, 2007; August, 2006; April, 2003; April, 2002; June, 2000; May, 2000; Dec., 1997; Sept., 1996)

Guest reviewer for *Sport Management Review* (February, 2014; August, 2009; December, 2008; Sept., 1998)

Guest reviewer for the *International Journal of Sport Marketing & Sponsorship* (June, 2003; June, 2000; July, 1998)

Guest reviewer for *Leisure & Society* (December, 2003)

External Reviewer of the Masters of Arts Thesis by Bruce Kaider entitled *Sport Sponsorship at Nike Australia: Acquisition, Management and Evaluation Processes*, Deakin University, Australia (Fall 2003)

b. Memberships in Scholarly and/or Professional Societies or other Federal or Provincial Agencies having an Academic Connection

Member at Large on the Executive Committee of the *North American Society for Sport Management* (2010 – 2012)

Member of the *Sport Management Association of Australia and New Zealand* (2013-2014)

Member of the *European Association of Sport Management* (2007-2008; 2014-2015)

Member of the *North American Society for Sport Management* (1995-2014)

Member of the Editorial Board for the *International Journal of Sport Management and Marketing* (2005 to present)

Member of the North American Society for Sport Management's Nominating Committee (2004, 2005)

Member of the Centre for Healthy Development through Sport and Physical Activity (CHDSPA)

Chair of the Committee responsible for reviewing the Organization Culture/Theory abstracts for the North American Society of Sport Management conference (2004; 2005).

Keynote speaker at the 2002 Conference of University Athletic Departments at Brock University

Member of the North American Society for Sport Management (1993 to Present)

Member of the Advisory Committee – Niagara Sport Commission (2009 to 2011)

Co-Chair – Sponsorship Committee, Niagara Sport Commission (2009 to 2011)

c. Consulting Activities

Consultant to the Niagara Sport Commission. Provided assistance with grant applications, strategic planning, and marketing and sponsorship.

Consultant to the Mississauga IceDogs OHL Franchise, Mississauga, Ontario. Provided assistance in the area of Corporate Marketing (June 2002 to June 2003)

Consultant to the Vice President of Business Development, Vancouver Canucks NHL Franchise. Provided assistance to the charity fund raising concept (Jan. to Nov. 2001)

Consultant to the City of West Vancouver, Parks and Recreation Department, West Vancouver, BC. Provided assistance designing the City's corporate partnership literature (Nov. 2001 to Jan. 2002).

E. TEACHING ACTIVITIES

3. Other Contributions Devoted to Pedagogical Interest

Development of the *Management Concepts Game* in coordination with the Centre for Teaching, Learning and Educational Technologies at Brock University. This digital game enables students to learn and apply management concepts as they ascend ten levels of a fictitious Canadian national sport organization labeled Aceball Canada. The game is for use by students in the SPMA 2P05 – Management Concepts class.

F. University/Community Service

Faculty of Applied Health Sciences Graduate Committee	2002
SPMA Department Committee	2002 to Present
SPMA – Industry Liaison Committee	2012-Present
SPMA – Undergraduate Committee	2014 to Present
SPMA Workload Committee	2012-2013
SPMA Retention Committee	2009- 2011
SPMA Scheduling Committee	2002 to 2003
SPMA Graduate Committee	2002 to 2007
SPMA Faculty Liaison to SPMA Council	2003 to 2004
SPMA Curriculum Committee	2004 to 2007
Secondary Schools Committee of Healthy Living Niagara	2005 to 2009
Fit for the Future Expo Organizing Committee	2007-2008

G. Professional Development

Participated in the webinar on September 15, 2015, *A Golden Social Strategy: How Team Canada Digitally Connects with Consumers*, hosted by the Conference Board of Canada.

Attended the workshop, March 30, 2016) at the Four Points Sheraton, entitled *St. Catharines Collective Impact Workshop!* Hosted by the Ontario Trillium Foundation.

Attended the workshop, February 6, 2014, at Niagara College entitled *Intellectual Property and The Patent Process* by Blake Landry and Innovate Niagara.

Attended the *Canadian Sport Tourism Alliance Sport Events Congress* in Edmonton, Alberta, April 2014.

Narrative Workshop, August 23-24, 2011, hosted by the Centre for Teaching, Learning and Educational Technologies

Faculty of Applied Health Sciences *Teaching and Learning Workshop*, September 6, 2011

Attended working on *Writing Multiple-Choice Exams*, Brock University, September, 2009

Attended workshop on *Sakai Web-Based Classroom*, Brock University, December 2009

Attended workshop on *Creating Effective Multiple Choice Exams*, Brock University, October 2009

Attended workshop on *Sport for Development* at Brunel University, London, UK (April 26-27, 2008)

Attended presentation by Dr. Wendy Frisby that was delivered at the University of Waterloo (March 13, 2009)

Attended workshop entitled “Our Children Today” in Toronto (June 5, 2008)

Represented SPMA at the Sport Matters workshop – Toronto (December 2, 2008)

Attended the Risk Management workshop at Brock University (March 23, 2009)

Attended the Parks and Recreation Ontario (PRO) workshop by John McKnight on *Building Communities from the Inside Out* on February 9th in Hamilton, Ontario

Attended the three-day, *Instructional Skills Workshop* facilitated by Nancy Francis and Jill Grose from August 23 to 25 2004, Brock University.

Attended the workshop entitled *Cognitive Apprenticeship, Hybrid Learning and Large Class Instruction* by John Mitterer, April 21, 2004, George Brown College.

Attended the workshop entitled *Creating Learning in the Classroom* by E. R. Auster and K. Wylie, April 21, 2004, George Brown College.

Attended the presentation by Stephen D. Brookfield, University of St. Thomas entitled *Becoming a Critically Reflective Teacher*, May 6, 2004 at Brock University.