

PROMOTION RECOMMENDATION  
The University of Michigan  
School of Kinesiology

Katherine M. Babiak, associate professor of kinesiology, with tenure, School of Kinesiology, is recommended for promotion to professor of kinesiology, with tenure, School of Kinesiology.

Academic Degrees:

Ph.D.	2003	University of British Columbia
M.A.	1994	University of Ottawa
B.A.	1991	Queen's University

Professional Record:

2010 – present	Associate Professor, School of Kinesiology, University of Michigan
2018 – present	Adjunct Associate Professor, Recreation and Leisure Studies, University of Waterloo
2003 – 2010	Assistant Professor, School of Kinesiology, University of Michigan

Summary of Evaluation:

Teaching: Professor Babiak has taught four courses in the sport management program including: SM 313: Non-profit Management in Sport; SM 342: Strategy in the Sport Industry; KIN 514: Strategy in Sport Organizations, and KIN 532: Organizational Behavior in the Sport Industry.

Her teaching is recognized as exemplary and focuses on active learning. Several elements form the foundation of her pedagogical approach: 1) helping students understand theory and research related to the role and impact of sport businesses in society today; 2) developing students' conceptual, problem-solving and critical thinking skills; 3) engaging in active inquiry and critical analysis of the theory and theory-based concepts in an organizational setting – by application to real-world challenges faced by organizations in the sport industry and 4) use research as a tool for teaching, learning, and practice so that her students become leaders and teachers in their professional life.

The highlight of her course portfolio is, Social Enterprise and Non-profit Management in Sport. Since 2017, with the support she received from the Buffett Foundation's Learning by Giving program, students in this class have had the opportunity to engage in experiential philanthropy by navigating and engaging with each step of the grant making process. It is impressive that her students have made over \$30,000 in grants to impact local community sport-based organizations, including Detroit PAL, Northstar Reach Camp, Downtown Youth Boxing, and RacquetUp Detroit. This course has created a unique learning experience on many different levels and is emblematic of her innovative teaching style.

Research: Professor Babiak has a very strong publication record. Since her 2010 promotion, she has 29 reviewed articles and nine book chapters with an additional nine accepted book chapters, one of those was co-authored with a doctoral student. The impact of Professor Babiak's research is supported by a high citation rate with a steady increase in citations over time. She has 3,960

Google Scholar citations and eight of her pieces have been cited more than 100 times. Of the ten most cited articles in corporate social responsibility within sport management, Professor Babiak has four articles. The upward trajectory of all of these metrics suggests that her research excellence will continue to rise.

The social science culture of sport management is a mix of interdisciplinary collaborative and sole authored individual work. The collaborations tend to be relatively small groups with two to four contributors. First authorship is typically for trainees or junior faculty members, and last authorship is typically for the senior faculty supervisors. Middle authorship represents the collaborators. Professor Babiak is the first or senior author on more than 50% of her papers published since promotion. This is considered excellent evidence of both her leadership and her collaborative research endeavors.

#### Recent and Significant Publications:

- Misener, K., Morrison, K., Shier, M., Babiak, K. (2020), "The Influence of Organizational Social Responsibility on Involvement Behavior in Nonprofit Membership Associations," *Nonprofit Management and Leadership*. doi.org/10.1002/nml.21406
- Babiak, K., Sant, S.L. (Ahead of Print, 2020), "All the News That's Fit to Print?: How the Media Frames Professional Athlete Philanthropy," *Journal of Sport Management*.
- Yang, D.F., Babiak, K. (2020), "How League and Community Affect Corporate Philanthropy in Professional Sport: A Multiple Field Embeddedness Perspective," accepted in *Journal of Sport Management*.
- Kwak, D.H., Kwon, Y., Lee, J.S., Babiak, K. (2019), "The Public's Reactions to a Breast Cancer Awareness Campaign: The Case of the National Football League's Crucial Catch Campaign," (Manuscript available online in *International Journal of Sport Management and Marketing*).
- Gerke, A., Babiak, K., Dickson, G., Desbordes, M. (2018), "Developmental Processes and Motivations for Linkages in Cross-sectoral Sport Clusters," *Sport Management Review*, 21(2), 133-146.
- Babiak, K., Thibault, L., Willem, A. (2018), "Mapping Research on Interorganizational Relationships in Sport Management: Current Landscape and Future Research Prospects," *Journal of Sport Management*, 32(3), 272-294.
- Lee, S.P., Cornwell, T.B., Babiak, K. (2013), "Measuring the Contribution of Sport to Society: Social Capital, Collective Identities, Health Literacy, Well-being and Human Capital," *Journal of Sport Management*, 27(1), 24-42.

Service: Professor Babiak has a strong service record and has been active in school and program affairs. At the program level, she led the review and revision of the sport management master's degree program. Nationally and internationally, she has served the sport management profession well through professional association leadership roles and journal editorial roles. Professor Babiak has served on the editorial boards of the *Journal of Sport Management*, *Sport Management Review*, *European Sport Management Review*, *International Journal of Sport Policy and Politics*, and the *International Journal of Sport Management and Marketing* – a clear sign that she is highly regarded within the field of sport management. She is an active participant in the affairs of the major sport management professional organization the North American Society for Sport Management (NASSM) and has served as a member of the

organization's board for three years. She has been a member of the board for the Robert Wood Johnson Foundation Sport Award committee.

External Reviewers:

Reviewer A: "I am confident that she would achieve promotion to full professor at [my institution]. In fact, I suspect that this record is more than sufficient to be promoted to full professor with tenure at any business school in the Big Ten."

Reviewer B: "Dr. Babiak is a preeminent scholar in sport management in the area of Corporate Social Responsibility (CSR). She has established an extraordinary national and international reputation as a leading (if not the leading) scholar in this area. She was well-established in this area before tenure and has gained even greater stature since that time. Since receiving tenure, Dr. Babiak has published 29 manuscripts related to CSR with most in high quality, high impact journals."

Reviewer C: "I have read much of her research and other related publications, and attended many of her presentations at sport management conferences over the years. I hold Dr. Babiak in high regard and consider her to be one of the leading members of the sport management academic community not only in the USA but internationally."

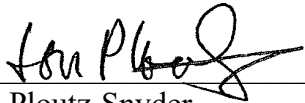
Reviewer D: "I am particularly impressed that she has published five papers that have been cited over 300 times, suggesting that she has made her mark in the field multiple times and has not established her reputation in the field on the basis of a single work. Finally, in the field of CSR, she has published half of the most cited articles, which should clearly establish her as the leader in that field.... To summarize my review, Dr. Babiak has developed an exemplary, identifiable research program and is the leader in the area of CSR and inter-organizational relationships in sport. She has published regularly, and in leading journals in our field, along with strong journals in parent disciplines."

Reviewer E: "I applaud her for the strong theoretical grounding of her research and for going outside sport management theory when needed (e.g., using framing theory in her 2020 JSM paper with Stacy-Lynn Sant). The papers also provide strong theoretical and managerial contributions, both being equally important in our field. Of the 5 publications presented, I would consider her 2011 Corporate Social Responsibility and Environmental Management paper with Sylvia Trendafilova to be outstanding due to its very strong methodology – using mixed methods before it was fashionable to do so in sport management, including looking at webpages as a data source – and to its contributions."

Reviewer F: "The impact of her entire body of work, focused on the social impact of sports, is indeed impressive and lands her squarely in the domain, I think, of 'leading scholar.' It is worth noting that the considerable impact of her scholarship is reflected not only in the citation analyses provided by Dr. Babiak but also in the top quality (FT-50) journals (e.g., Journal of Business Ethics, Journal of the Academy of Marketing Science, Journal of Management) in which her research has been cited."

Reviewer G: “Dr. Babiak is definitely known for her work examining Corporate Social Responsibility (CSR) in sport organizations. I would go as far as to say she is one of the preeminent scholars in our field that have examined why sport organizations adopt CSR, how they implement CSR and how they evaluate the success of their CSR initiative. To be a bit blunt, I was surprised that she was not already a full professor given her research record.”

Summary of Recommendation: Professor Babiak’s aggregate achievements in research, teaching, and service have resulted in strong and enthusiastic support at all levels in our school. The impact of her work using sport to promote both business and social goals is very timely and we need more people like Professor Babiak at the University of Michigan. It is with the support of the School of Kinesiology Executive Committee that I recommend Katherine M. Babiak for promotion to professor of kinesiology, with tenure, School of Kinesiology.



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Lori Ploutz-Snyder  
Dean, School of Kinesiology

May 2021