

# Caroline D. Heffernan

May 2019

Temple University  
School of Sport, Tourism & Hospitality Management  
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## **EDUCATION**

### **DOCTORAL WORK**

UNIVERSITY OF MINNESOTA, Minneapolis, MN 2018  
Degree: Kinesiology – Sport Management  
Emphasis: Gender Allyship  
Adviser: Lisa A. Kihl  
Committee: Andrew Furco, Nicole LaVoi, Chelsey Thul

### **MASTER OF SCIENCE**

TEMPLE UNIVERSITY, Philadelphia, PA 2014  
Degree: Sport and Recreation Management  
Adviser: Jeremy Jordan, Ph.D.

### **BACHELOR OF ARTS**

BRYN MAWR COLLEGE, Bryn Mawr, PA 2010  
Psychology  
*Cum laude*

## **ACADEMIC POSITIONS**

TEMPLE UNIVERSITY, Philadelphia, PA  
Assistant Professor 2018-*Present*  
School of Sport Tourism & Hospitality Management

## **RESEARCH INTEREST**

Allyship in sport, gender in sport leadership, leadership, women in prison, community-based participatory research, participatory action research, sport for social change, community sport

## **PUBLICATIONS**

### **REFEREED**

Inoue, Y. & Heffernan, C., Filo, K., & Yamaguchi, T. (2018). Social impacts of a charity sport event in Cambodia: A mixed methods evaluation. *Sport Management Review*, 21, 202-218.  
<https://doi.org/10.1016/j.smr.2017.06.005>

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## CASE STUDIES

White, A., **Heffernan, C.**, & Kihl, L. A. (2018). Evaluating academic outcomes of an out-of-school sport program: A repeated-measures community-based study. *SAGE Research Methods Cases*. London, UK: Sage Publications, Ltd. <http://dx.doi.org/10.4135/9781526432049>

## WORKING PAPERS

**Heffernan, C.** & Kihl, L. A. (*In progress*). Gender allyship: A paradigm to increase women's representation in sport leadership.

**Heffernan, C.** (*In progress*). Gender allyship within sport industry (Dissertation research).

## RESEARCH REPORTS

LaVoi, N. M. & **Heffernan, C.** (2016, August). Head coaches of women's collegiate teams: A report on select NCAA Division-II institutions, 2016-17. Minneapolis: The Tucker Center for Research on Girls & Women in Sport. The report and infographic can be downloaded free of charge at <http://www.TuckerCenter.org>

## PRESENTATIONS

### CONFERENCE PRESENTATIONS

**Heffernan, C. (presenter)** & Kihl, L. A. (presenter). (2019). "Grounded theory: The misunderstood methodology within sport management. Accepted for presentation at 2019 North American Society for Sport Management, New Orleans, Louisiana.

**Heffernan, C. (presenter)** (2018). Overcoming inertia: Considering the catalyst and the role of facilitators in gender allyship in sport organizations. Presented at 2018 North American Society for Sport Management, Halifax, Nova Scotia, Canada.

**Heffernan, C. (presenter)** & Kihl, L. A. (2018). "Need v. strategy: Women's perspectives on gender allyship in sport organizations. Presented at 2018 North American Society for Sport Management, Halifax, Nova Scotia, Canada.

**Heffernan, C. (presenter)** & Kihl, L. A. (2017). "Gender allyship: Reframing men's roles in addressing the leadership gap in sport organizations. Presented at 2017 North American Society for the Sociology of Sport, Windsor, Canada.

Kihl, L. A., Schull, V., & **Heffernan, C.** (2017). Examining the dimensions of athlete representation in sport governance. Presented at 2017 European Association for Sport Management, Bern, Switzerland.

Kihl, L. A. (presenter), Schull, V., & **Heffernan, C. (presenter)** (2017). Athlete representation in the governance of intercollegiate sport. Presented at 2017 North American Society for Sport Management, Denver, CO.

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Baeth, A. (presenter), Thul, C., Okamoto, K. (presenter), **Heffernan, C. (presenter)**, Konchanek, J. (presenter), Valesano, M., & Larrick, J. (presenter) (2017). Deep listening, activist coaching, and intentional relationship building: A graduate student readings group on sport and social responsibility. Presented at 2017 Social Justice through Sport and Exercise Symposium, Charlottesville, VA.

Inoue, Y. (presenter) & **Heffernan C. (presenter)** (2016). A qualitative assessment of social impact of a charity sport event in Cambodia. Presented at 2016 North American Society for Sport Management, Orlando, FL.

Kihl, L. A. (presenter) & **Heffernan C. (presenter)** (2016). Causes of corruption in intercollegiate athletics: A multi-level analysis. Presented at 2016 North American Society for Sport Management, Orlando, FL.

Inoue, Y. (presenter) & **Heffernan C. (presenter)** (2016). Social impact of a charity sport event in Cambodia. Presented at 2016 University of Minnesota Kinesiology Research Day, Minneapolis, MN.

**Heffernan, C. (presenter)** & Jordan, J. (2015). Cell block cardio: Female inmates' physical activity involvement. Presented at the 2015 North American Society for Sport Management, Ottawa, ON, Canada.

**Heffernan, C. (presenter)** (2015). Developing athletes' agency to address social change. Presented at the 2015 Ali Center for Athletes and Social Change Forum, Louisville, KY.

## **PROFESSIONAL PRESENTATIONS & WORKSHOPS**

Baeth, A. (presenter), **Heffernan, C. (presenter)**, Konchanek, J. (presenter), Larrick, J. (presenter), Mohamed, M. (presenter), Okamoto, K. (presenter), Thul, C. & Wasend, M. (2017). Creating an inclusive climate & cultural competencies in coaching. Presented at 2017 Tucker Center Women's Coaching Symposium, Minneapolis, MN.

## **RESEARCH PARTNERSHIPS**

### **SCHOLARLY AFFILIATIONS**

Affiliated Scholar, Tucker Center for Research on Girls & Women in Sport      October 2018  
University of Minnesota

### **RESEARCH PARTNERSHIPS**

**Live Like Blaine**, Temple University      Spring 2019  
Contributing Scholars: Gareth Jones, Ph.D.; Elizabeth Taylor, Ph.D.  
Assisted in the development of survey and including gendered leadership measures. Assisted with data collection in leading of focus groups and report review.

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**Angkor Wat Marathon**, University of Minnesota, *Research Assistant* Fall 2015

Contributing Scholar: Yuhei Inoue, Ph.D.

Acted as co-investigator on project looking to develop a measure assessing the social impact of a charity sport event (Angkor Wat International Half-Marathon). Worked with PI in developing codes that were used to take qualitative data and inform the development of a quantitative measure designed to be pilot tested at 2015 Angkor Wat International Half-Marathon.

**Women Bike PHL**, *Contributing Researcher* Summer 2015 – Summer 2016

Contributing Scholars: Christine Wegner, Ph.D., Jeremy Jordan, Ph.D

**Reviving Baseball in Inner-Cities**, University of Minnesota, *Graduate Assistant* 2014 – 2015

Supervising Scholar: Lisa Kihl, Ph.D.

Contributing Scholars: Andrew White, Ph.D Candidate, Diane Wiese-Bjornstal, Ph.D

Assisted with follow-up interviews conducted via phone with participants from summer program.

**Sport Industry Research Center**, Temple University, *Research Assistant* August 2013 – July 2014

Supervising Scholars: Jeremy Jordan, Ph.D.

Contributing Scholars: Daniel Funk, Ph.D.; Bradley Collins, Ph.D.; Uma Nair, Ph.D; Erica Tibbets, Ph.D

Acted as co-lead Research Assistant on Gearing Up project, which entailed weekly data collection at Philadelphia Prison System's Riverside Correctional Facility. Primary responsibilities included administering a survey with sports management, sports psychology, and public health measures, in addition to recording physical health information (e.g., height, weight, BMI).

## **TEACHING EXPERIENCE**

### **TEMPLE UNIVERSITY**

Business of Leisure – STHM 1113 Fall 2018; *Fall 2019*  
School of Tourism & Hospitality Management – Temple University

Law & Ethics in Sport & Recreation – SRM 2212 Fall 2018; Spring 2019; *Fall 2019*  
School of Tourism & Hospitality Management – Temple University

Marketing Management in Sport & Recreation – SRM 3296 Fall 2018; *Fall 2019*  
School of Tourism & Hospitality Management – Temple University

Sport Leadership – SRM 3220 *Fall 2019*  
School of Tourism & Hospitality Management – Temple University  
Co-instructor: Elizabeth Taylor, Ph.D.

Legal Issues in Sport & Recreation – SRM 5212 Spring 2019; *Summer 2019*  
School of Tourism & Hospitality Management – Temple University

Management in Sport & Recreation – SRM 3211 Fall 2018  
School of Tourism & Hospitality Management – Temple University

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## **COURSE DEVELOPMENT**

Sport Leadership – SRM 3220 *Summer 2019*  
School of Tourism & Hospitality Management – Temple University  
Co-instructor: Elizabeth Taylor, Ph.D.

## **UNIVERSITY OF MINNESOTA**

Ethics and Values in Sport – SMGT 3601 Spring 2018; Spring 2016  
Kinesiology, College of Education and Human Development

Introduction to Sport Management – SMGT 1701 Spring 2017; Summer 2017  
Kinesiology, College of Education and Human Development

Organization & Management of Sport – SMGT 3143 Fall 2016; Fall 2017  
Kinesiology, College of Education and Human Development

Senior Seminar in Sport Management – SMGT 3881W Spring 2017  
Kinesiology, College of Education and Human Development

## **CO-TEACHING**

Racial- Ethnic Minorities & Sport – Sport in a Diverse Society (SMGT 3501) Fall 2017  
Kinesiology, College of Education and Human Development, University of Minnesota

Intercollegiate Sport – Sport in a Diverse Society (SMGT 3501) Fall 2017  
Kinesiology, College of Education and Human Development, University of Minnesota

## **GUEST LECTURES**

Finance & Economics - Introduction to Sport Management (SMGT 1701) Fall 2017  
Kinesiology, College of Education and Human Development, University of Minnesota

Sport Management – Introduction to Health, Physical Education & Exercise Science (HPE 205)  
Health, Physical Education & Exercise Science, Augsburg College Spring 2017

Leading to Victory – Organization and Management of Sport (SMGT 3143) Spring 2016  
Kinesiology, College of Education and Human Development, University of Minnesota

Sports Sponsorship – Introduction to Sport Management (SMGT 1701) Fall 2015  
Kinesiology, College of Education and Human Development, University of Minnesota

Sports Law – Introduction to Sport Management (SMGT 1701) Fall 2015  
Kinesiology, College of Education and Human Development, University of Minnesota

*Schooled: The Price of College Sports* – Introduction to Sport Management (SMGT 1701) Fall 2015  
Kinesiology, College of Education and Human Development, University of Minnesota

Commercialization – Ethics and Values in Sport (SMGT 3601) Spring 2015  
Kinesiology, College of Education and Human Development, University of Minnesota

Sports Sponsorship – Introduction to Sport Management (SMGT 1701) Spring 2015  
Kinesiology, College of Education and Human Development, University of Minnesota

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Sports Law – Introduction to Sport Management (SMGT 1701) Spring 2015  
Kinesiology, College of Education and Human Development, University of Minnesota

Sales & Pricing Strategies – Sport Marketing (SMGT 3631) Spring 2015  
Kinesiology, College of Education and Human Development, University of Minnesota

Sport Brands – Sport Marketing (SMGT 3631) Fall 2014  
Kinesiology, College of Education and Human Development, University of Minnesota

Play, Recreation, Sport, Tourism, Hospitality, & Leisure Around the World: Comparing and  
Contrasting Values in Different Cultures – Foundations of Leisure (THM 1113) Spring 2014  
School of Tourism & Hospitality Management, Temple University

Play, Recreation, Sport, Tourism, Hospitality, and Leisure Around the World: Comparing and  
Contrasting Values in Different Cultures – Foundations of Leisure (THM 1113) Fall 2013  
School of Tourism & Hospitality Management, Temple University

## TEACHING ASSISTANT

Senior Seminar in Sport Management – Lisa Kihl, Ph.D. (SMGT 3881W)  
Spring 2018, Fall 2017, Fall 2014  
Kinesiology, College of Education and Human Development, University of Minnesota

Organization & Management of Sport – Yuhei Inoue, Ph.D. (SMGT 3143) Spring 2016  
Kinesiology, College of Education and Human Development, University of Minnesota

Introduction to Sport Management – Tiffany Richardson, Ph.D. (SMGT 1701)  
Fall 2015, Spring 2015, Fall 2014  
Kinesiology, College of Education and Human Development, University of Minnesota

Ethics and Values in Sport – Lisa Kihl, Ph.D. (SMGT 3601) Spring 2015  
Kinesiology, College of Education and Human Development, University of Minnesota

Practicum – Tiffany Richardson, Ph.D. (SMGT 3996) Spring 2015  
Kinesiology, College of Education and Human Development, University of Minnesota

Sport Facility and Event Management – Derek Hillestad, M.S. (SMGT 3111) Fall 2014  
Kinesiology, College of Education and Human Development, University of Minnesota

Foundations of Leisure – Ira Shapiro, Ph.D. (THM 1113) Fall 2013, Spring 2014  
School of Tourism & Hospitality Management – Temple University

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## **RELEVANT PROFESSIONAL EXPERIENCE**

- ELEVATE Sports**, Minneapolis, MN December 2015 – February 2018  
*X Games Economic Impact Data Manager*  
Managed volunteer recruitment, data collection, and data entry for economic impact for X Games Minneapolis 2017.
- Secret Shopper*  
Assess fan experience at professional sporting events through evaluating staff behavior and response to situations.
- MLB All Star Green Team** July 2016; July 2017  
*Chaperone & Runner*  
Partnership with University of Minnesota
- Bryn Mawr College**, Bryn Mawr, PA August 2010- October 2013  
*Assistant Field Hockey Coach*
- Netter Center, University of Pennsylvania**, Philadelphia, PA April 2012 - August 2013  
*Program Coordinator*
- Bicycle Coalition of Greater Philadelphia**, Philadelphia, PA September 2010-October 2011;  
Summer 2010, 2009

## **SERVICE**

### **TEMPLE UNIVERSITY**

- Scholarship Committee** March 2019 – *Present*
- Diversity & Inclusion Committee** January 2019 - *Present*
- Tenure Track Faculty Search Committee** October 2018 - *Present*
- Women in Sport & Recreation, Faculty Mentor** September 2018 – *Present*

### **UNIVERSITY OF MINNESOTA**

- Kinesiology Student Council** August 2015 – April 2017  
*Public Relations Co-Chair*
- Sport Management Faculty Search Committee** Nov. 2015 – Feb. 2016  
*Student Representative*

### ***UNDERGRADUATE STUDENT MENTORSHIP***

Allie Hohmann – Undergraduate Research Assistant (Sport Corruption Project)  
Fall 2015 – Fall 2016

Ernest Heifort, Benjamin Pelton, Alex Stuhr, Cole Van Beusekom – SMGT 3881 Senior Seminar  
Final Project  
Spring 2015

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## COMMUNITY

Bryn Mawr College Admissions Alumna Interviewer	Nov. 2015 - Present
Bryn Mawr College Community Day of Learning, <i>Panelist</i>	March 2019
Girls Initiative in Recreation and Leisurely Sports	September 2015 – April 2016
Bryn Mawr College Athletics Alumnae Weekend, <i>Panelist</i>	November 2015
Gearing Up, <i>Volunteer</i>	January 2013 – August 2013
Bicycle Coalition of Greater Philadelphia, <i>Volunteer</i>	November 2011 – March 2013

## PROFESSIONAL DEVELOPMENT

FOX Online Teaching Certificate	Fall 2018
KICKSTART Mini-Workshop: How to actively engage all students	Spring 2017
Preparing Future Faculty	Fall 2016
KICKSTART Mini-Workshop: The CEHD Moodle Template	Fall 2016
CEHD 3 Minute Thesis	Spring 2016
KICKSTART Open Lab	Fall 2015 - Spring 2016
Yearlong training program designed to enhance the understanding of how technology can enhance learning. My project was about learning about the tools and applications within Moodle to make the technology a platform for learning rather than merely a medium for course resources.	
CEHD Graduate Assistant Workshop: Online Course Design	October - December 2015
Gamification With Moodle	October 2015
Making Things Easier: Organize and Manage Your Site in Moodle	August 2014
Collaborative Institutional Training Initiative	August 2014; September 2013
RCR Core: Social & Behavioral Sciences	August 2014

## HONORS & AWARDS

Tucker Center Graduate Fellowship for Gender Equity in Sport	2017-2018
The Tucker Center for Research on Girls & Women in Sport – (\$5000)	
Seashore Fellowship	2016-2017
The College of Education & Human Development – University of Minnesota) – (\$3000)	
Pam Borton Fellowship for the Promotion of Girls and Women in Sport Leadership	Summer 2016
The Tucker Center for Research on Girls & Women in Sport – (\$4000)	
School of Tourism and Hospitality Management Most Outstanding Graduate Student	2014
Sport and Recreation Management – (\$200)	



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## **GRANTS & FUNDING**

### **TRAVEL GRANTS**

University of Minnesota School of Kinesiology – Doctoral Student Travel Award – 2017 (\$200)

University of Minnesota School of Kinesiology – Doctoral Student Travel Award – 2015 (\$200)

## **MEMBERSHIPS**

North American Society for Sport Managers

February 2014 - *Present*

North American Society for the Sociology of Sport

July 2017 - *Present*