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Application for a Grant

Identification						
This page will be made available to selection committee members and external assessors.						
Funding opportunity Insight Grants						
Joint or special initiative						
Application title Defining rhetorical history: exploring the work of corporate archivists/historians						
Applicant family name Foster			Applicant given name William		Initials M	
Org. code 1480111	Full name of applicant's organization and department University of Alberta Augustana Campus					
Org. code 1480111	Full name of administrative organization and department University of Alberta Augustana Faculty					
Scholar type			Regular <input checked="" type="radio"/>	New <input type="radio"/>	Research Group	
If New, specify category			1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
					435-3	
Does your proposal require a multidisciplinary evaluation?					Yes <input type="radio"/>	No <input checked="" type="radio"/>
Is this a research-creation project?					Yes <input type="radio"/>	No <input checked="" type="radio"/>
Does your proposal involve human beings as research subjects? If "Yes", consult the <i>Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans</i> and submit your proposal to your organization's Research Ethics Board.					Yes <input checked="" type="radio"/>	No <input type="radio"/>
Does your proposal involve activity that requires a permit, licence, or approval under any federal statute; or physical interaction with the environment? If 'Yes', complete Appendices A and B.					Yes <input type="radio"/>	No <input checked="" type="radio"/>
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Total funds requested from SSHRC	<u>87,542</u>	<u>92,507</u>	<u>96,862</u>	<u>95,891</u>	<u>95,855</u>	<u>468,657</u>



Family name, Given name

Foster, William

Participants

List names of your team members (co-applicants and collaborators) who will take part in the intellectual direction of the research. Do not include assistants, students or consultants.

Role

Co-applicant

Collaborator

Family name

Voronov

Given name

Maxim

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Org. code

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Full organization name

Brock University

Department/Division name

Faculty of Business

Role

Co-applicant

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Wiebe

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Commerce

Role

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Department/Division name

Strategic Management and Organization

Role

Co-applicant

Collaborator

Family name

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Initials

Org. code

Full organization name

Department/Division name

Role

Co-applicant

Collaborator

Family name

Given name

Initials

Org. code

Full organization name

Department/Division name



Research Activity
The information provided in this section refers to your research proposal.

Keywords
List keywords that best describe your proposed research or research activity. Separate keywords with a semicolon.

Rhetorical History; Process Management; Social Memory Assets; Corporate Archivists; Cross-Cultural; Institutional Work

Priority Areas - Priority area(s) most relevant to your proposal.

1. Innovation, Leadership and Prosperity

Disciplines - Indicate and rank up to 3 disciplines that best correspond to your activity.

Rank	Code	Discipline	If "Other", specify
1	62600	Management, Business, Administrative Studies	
2	51000	History	
3	70000	Interdisciplinary Studies	

Areas of Research
Indicate and rank up to 3 areas of research related to your proposal.

Rank	Code	Area
1	290	Management
2		
3		

Temporal Periods
If applicable, indicate up to 2 historical periods covered by your proposal.

From	To
<p>Year</p> <p>_____ BC AD</p> <p>_____ ○ ○</p> <p>_____ ○ ○</p>	<p>Year</p> <p>_____ BC AD</p> <p>_____ ○ ○</p> <p>_____ ○ ○</p>



Family name, Given name
Foster, William

Research Activity (cont'd)

Geographical Regions

If applicable, indicate and rank up to 3 geographical regions covered by or related to your proposal. Duplicate entries are not permitted.

Rank	Code	Region
1	1000	North America
2	9001	International
3	3000	Europe

Countries

If applicable, indicate and rank up to 5 countries covered by or related to your proposal. Duplicate entries are not permitted.

Rank	Code	Country	Prov./ State
1			
2			
3			
4			
5			

Statement of Alignment

1) How is the research project relevant to *Innovation, Leadership and Prosperity*?

The CCA report recently identified a number of Canada's shortcoming with respect to innovation. Although this report offers a number of important initiatives for enhancing Canada's innovation and business strategy performance, we think that more attention need to be paid not only to the technical and economic aspects of innovations but also to how innovative ideas are linked strategically to cultural categories in order to be defused more effectively and institutionalized more fully. Prior research in entrepreneurship and strategy has identified the importance of connecting innovative ideas to meaningful cultural categories (Hargaddon & Douglas, 2001; Lounsbury & Glynn, 2001; Suddaby & Greenwood, 2005). Establishing such cultural alignment often involves producing and deploying rhetorical histories (Anteby & Molnar, 2012; Foster et al., 2011; Suddaby et al, 2010).

Whereas prior research has convincingly shown that rhetorical history is important for assuring such cultural alignment, the specific ways in which it facilitates the diffusion and institutionalization of innovative ideas and practices has not been explored. Thus, by drawing greater attention to the importance of managing the cultural aspects of innovation, the insights generated by this research program will be very important in complementing the extant research on economic and infrastructural factors in managing innovation.

2) How will the research project lead to research partnerships, knowledge mobilization and the development of a "critical mass" of scholars?

We are addressing various audiences with our research. Our target audience is the corporate archivist/historian. These individuals are the focus of the project and we anticipate building on our current and future relationships. The goal is to work with corporate archivists/historians and their organizations to increase our understanding of how their work with rhetorical history impacts the operations of their organizations.

We will also solicit the help of the archivists/historians when reporting our findings, commenting on processes and building models. The knowledge of these individuals is invaluable and it is essential that we collaborate with this group to co-create new management tools that can help enhance organizational performance. To that end, we will aim to develop a book that directly addresses the practical use of rhetorical history in organizations. Our main focus is on corporate archivists/historians; however we also hope to determine which elements of our findings have applicability in other sectors and organizations by inviting archivists/historians from other disciplines to join our discussions.

Another outcome of the project will be a larger community of scholars who have an expertise in rhetorical history. This is particularly important because the empirical focus of this project is on corporate archivists/historians. As other research has shown (e.g., Anteby & Molnar, 2012; McGaughey, 2012), there are a number of other empirical sites where rhetorical history is applicable. Furthermore, we will also invite students, scholars, practitioners and the general public to engage with our ideas. With more people involved with the conversations about rhetorical history, the body of knowledge will increase and new strands of research will develop.



Family name, Given name

Foster, William

Response to Previous Critiques - maximum one page

Applicants may, if they wish, address criticisms and suggestions offered by adjudication committees and external assessors who have reviewed previous applications.

Empty response area for addressing criticisms and suggestions.



Family name, Given name

Foster, William

Summary of Proposal

The summary of your research proposal should indicate clearly the problem or issue to be addressed, the potential contribution of the research both in terms of the advancement of knowledge and of the wider social benefit, etc.

This program of research will expand upon and refine the concept of rhetorical history (Suddaby, Foster, & Quinn-Trank, 2010) by studying how archivists/historians in large, for-profit organizations use rhetorical history to strategically "re-present" the past so that it becomes a firm asset.

Although we know the past is important to organizations very little is known about how and why organizations refer to days gone by. Rhetorical history is the term that describes the process of organizations discursively re-interpreting past organizational events. Through this lens, the past is viewed as a tool that shapes the way stakeholders understand and interpret organizational actions (e.g., Gioia & Chittipeddi, 1991; Gioia, Corley, & Fabbri, 2002). Thus, when the past is rhetorically constructed in the present it becomes a valuable catalyst for organizational activities and practices, including organizational change and strategic renewal.

Despite the growing awareness that rhetorical history is a valuable strategic tool, we still do not fully understand how rhetorical history operates. For instance, we do not know what makes one rhetorical history more effective than another. Moreover, it is also unclear if there are essential characteristics of rhetorical history or if these characteristics vary by time and space. To explore these questions and understand these processes we will study what we see as key aspects of rhetorical history. First we will explore the event structure (sequence), the discourse structure (narrative) and the affect structure (emotion) of corporate rhetorical histories and how these are developed and maintained. Second, we will examine whether rhetorical histories share similar characteristics across time periods, cultures, nations and industries and why similarities or differences in rhetorical histories exist.

To study why and how organizations draw upon their past to build rhetorical histories we propose to analyze the activities of corporate archivists/historians. Our cross-industry, cross-country investigation is designed to examine how senior, corporate managers and archivist/historians use rhetorical history. We will use case study research (Yin, 2003) to explore our questions. In particular, we will interview archivist/historians and senior, corporate managers employed by large, for-profit organizations.

This research project has broad applicability to managers, academics and the public because we will explore how the past, when skillfully constructed, can be used as a valuable, persuasive tool. For example, managers in both for-profit and not-for-profit organizations will find our results relevant because we could identify key processes that lead to the effective implementation of rhetorical history. Other researchers will find our project interesting because of the potential applicability of rhetorical history to their research areas. And the public will be interested in our research because we will explain how organizations use rhetorical history as a way to connect with both consumers and employees. In all, this body of research has the potential to present different communities (business, academic, public) with a different conception of how organizations use history as a strategic, persuasive tool.

Introduction: Defining the Research Question

What role does history play in conferring a competitive advantage? More specifically, how is it that some corporations use history strategically to motivate employees, to facilitate change, to promote a brand or product or to crystallize an organizational culture or identity? Why do some large and storied multi-national corporations such as Cargill, Coca-Cola, Kraft and Boeing employ corporate historians, maintain elaborate archives and deliberately revel in their history while others such as Manulife Financial (est. 1887) & Canadian National Railway (est. 1918), largely ignore or forget their past? This research project seeks to answer these questions. We aim to understand the conditions and processes involved in the active management of history and how this can lead to the strategic advantage of large, international organizations.

To answer these questions we draw upon the construct of rhetorical history. Defined as the “strategic use of the past as a persuasive strategy to manage key stakeholders of the firm” (Suddaby, Foster, & Quinn-Trank, 2010: 157) rhetorical history builds on a long-standing view of history as a discursive practice rather than an objective account of past events. Writers as diverse as Thucydides, Herodotus and Adam Smith have recognized that history is often used as a narrative designed to motivate change, construct the illusion of continuity and to create socially charged situations (MacMillan, 2008; Zerubavel, 2003).

We use rhetorical history as a theoretical construct because it helps explain how organizations use history as a tool for sense-making (Weick, 1995) or sense-giving (Gioia & Chittipeddi, 1991). Our goal is to elaborate upon our current understanding of rhetorical history as a competitive tool in organizations and to understand how history creates value and meaning both internally and externally to the firm. To do so our research project will focus on two separate but related questions. RQ1: What are the essential characteristics of an effective corporate rhetorical history? RQ2: How do corporate rhetorical histories vary across time and space? We begin by outlining the gap in the theoretical literature. We continue with an elaboration and discussion of the relevant research. We conclude with an outline of our methodological approach.

Theoretical Review: Organizational Past versus Rhetorical History

Organizational theorists have long recognized that a firm’s past plays a critical role in determining its competitive position. We understand, for example, that the founding conditions of the firm tend to “imprint” the firm with conditions for success or failure based on the constraining forces of tradition, routines and vested interests (Stinchcombe, 1965). Similar constructs that emphasize the inertial effects of the past on organizations include “structural inertia”(Hannan & Freeman, 1977), “path dependence” (David, 1985), and “cognitive sunk costs” (Oliver, 1997). Each of these terms describes the historical conditions that tend to constrain the agency of managers and thus impair the ability of the firm to adapt to new conditions. From this perspective, the past is fixed or immutable and creates a detriment to organizational survival.

Some organizational theorists, however, acknowledge that a firm’s history can provide a competitive advantage. The concept of “competitive clusters”, for example, is based on the assumption that certain geographical locations, as a result of their history, have preferential access to certain resources and thus enjoy a competitive advantage (Porter, 1990). Similarly, the resource-based view of the firm maintains “the ability of a firm to obtain a resource is dependent upon unique historical conditions” (Barney, 1991: 107). Even though these theorists adopt a more positive view of the potential for history to enable some organizations in their competitive position, they still view history as something beyond the ability of managers to shape or control in their efforts to improve the ability of the firm to survive and prosper.

The concept of rhetorical history, by contrast, implies a view of history that grants agency to the managers and organizations by distinguishing between the objective assessment of events, actions,

decisions, results and occurrences of the past and their discursive interpretation. While the past may be objective and immutable, the re-telling of the past and its use as a discursive resource is not (Zerubavel, 2003). Rhetorical history, thus, is based on several assumptions. Foremost, it is premised on the recognition that the (objective) past is very complex, sometimes inaccessible and often subject to competing accounts. Also, those competing accounts of the past can provide the raw material for ongoing new interpretations of past events in the present. Finally theories of rhetorical history assume managers can “activate the past” (Foster, Suddaby, & Weibe, 2012) by constructing historical narratives and practices that advantage the organization.

In the context of a corporation, thus, a rhetorical history is a powerful narrative of the past created by managers to facilitate change, motivate employees, persuade stakeholders, create a sense of common identity and further the interests of the organization (Anteby & Molnar, 2012; Delahaye, Booth, Clark, Procter, & Rowlinson, 2009; Gatti, 2011; McGaughey, 2012). This active interpretation infuses past events with value and transforms the objective past from a collection of disparate events and actions into a powerfully coherent and organizationally specific historical narrative. Prior theoretical accounts of the role of history in explaining organizational success or failure have tended to confuse a firm’s history with its past. By adopting the theoretical lens of rhetorical history, however, we seek to understand the means by which managers actively and deliberately use history as a discursive device to convert the past into a firm’s competitive resource.

Theoretical Gap & Framework

Our research will address the following two questions: Q1: What are the essential characteristics of an effective rhetorical history? Q2: How do rhetorical histories vary over time and space? We elaborate upon both of these questions below.

1. What are the essential characteristics of an effective corporate rhetorical history?

While we understand that rhetorical histories are skillful narrative reconstructions of an organization’s past (Suddaby, Foster & Quinn-Trank, 2010) we do not have a clear or comprehensive understanding of the constituent elements of an effective rhetorical history. What are the essential components of an effective historical narrative? To which audiences should they be directed? Who, within the organization, should be involved in creating and deploying them? These questions form a critical gap in our current understanding of how history can be used for competitive advantage.

Essential elements: Theorists suggest that all effective narratives contain recurring schematics (Foster, Suddaby, Minkus, & Wiebe, 2011; Wertsch, 2004) or a consistent anatomy of essential components and structure that can be scientifically analyzed. These essential elements include 1) the event structure, or the sequence by which events (e.g., “socially significant occasions” ((Butler, 1995: 928)) are presented to an audience, 2) the discourse structure, such as drawing on conventional myths and archetypal metaphors and 3) the affect structure, the skilful use of emotions to create identification between the narrator and her audience.

Prior research on rhetorical history offers glimpses of insight into the significance of the *event structure* of a corporation’s rhetorical history. The literature on social memory, for example, suggests that re-interpreting the temporal event structure is critically important in that past events must be made to appear relevant in the present (Rüsen, 2008). So, for example, Hobsbawm & Ranger (1983) demonstrate how new nations effectively update past traditions and routines to make them relevant for contemporary audiences and thus create a sense of continuity and communal collectiveness. Similarly, Rowlinson & Hassard (1993) show how the UK confectionary manufacturer Cadbury’s rescheduled the company’s centennial in an effort to maximize the symbolic impact of the anniversary. And Delahaye et al’s (2009) analysis of corporate history websites reveals considerable variation in how firms construct the sequence of their historical narratives.

Prior research also indicates some awareness of the importance of the *discourse structure* of rhetorical history. That is, successful rhetorical histories seem to connect their narratives to broader past oriented meaning frameworks (Olick & Robbins, 1998), societal meaning systems (Scott, 2001), dominant institutions and ideologies. So, for example, Dacin, Munir & Tracey (2010) analyze how the rhetorical history of dining practices at Cambridge University – i.e. the “high table” – effectively captures and helps to reinforce the British class system. Foster et al. (2011) observe that the effectiveness of the fast-food corporation Tim Horton’s rests largely on its ability to incorporate iconic elements of Canadian national institutions such as hockey and the Canadian military into their historical narratives. Anteby & Molnar (2012), similarly, demonstrate how a French aerospace manufacturer successfully used rhetorical history to erase the role of German workers and exaggerate the influence of French employees in an effort to create a coherent national identity for the firm vis-à-vis external stakeholders. Some firms also draw on the mythology of the family to legitimate an organization (Hills, 2012). Such research offers a preliminary insight into the important discursive structure of successful corporate rhetorical histories that seem to borrow heavily from archetypal elements of dominant social institutions.

Finally, prior studies point to the importance of the *affect structure* of historical narratives. That is, the emotional content or pathos of rhetorical histories appears to have as important a legitimating function as does the sequencing and discursive content of the narrative. Prior research on emotions in organizations indicates quite clearly that emotions can be used effectively to exert managerial control (Voronov & Vince, 2012) and to create the perception of authenticity and legitimacy (Alexander, 2004; Massa, Voronov, & Helms, 2012). Rhetorical history, thus, relies heavily on the affective components of the past, which tend to evoke feelings of sentimentality and nostalgia with both internal and external audiences (Hills, Voronov, & Hinings, 2013; Holt, 2006).

Collectively, these studies indicate an intuitive awareness by those who manage corporations that effective rhetorical histories may exhibit a degree of commonality: i.e. recurring patterns of narrative technique and structure. Based on prior research we hypothesize that these recurring patterns cohere around three essential structures – temporal or event structures, discourse structures and affect structures. We have, as yet, no understanding of the degree to which these structures are, in fact, commonly shared across large corporations. Similarly, we do not know whether the individuals who create these narratives are aware of these common structures and if they deliberately and strategically use them in the process of creating a firm’s rhetorical history. Finally, we do not know if corporate rhetorical histories are, in fact, universal across time and space, an issue that forms our second research question.

2. *How universal are corporate rhetorical histories across time and space?*

The above research seems to indicate that corporate histories share a broad range of systematic and recurring commonalities in their narrative structure that give them a high degree of universality. This is consistent with prevailing theories of critical literature and social psychology, which suggest that humans draw from a collective store of archetypal social memories.

However, no one has systematically studied the rhetorical histories of corporations. So the degree to which they share a common narrative structure is only hypothetical. Moreover, the prior research discloses a high degree of cultural specificity in the discursive content of corporate histories. That is, successful histories seem to draw on localized institutions, such as the nation-state (Hobsbawm & Ranger, 1983), armies (Mosse, 1975), sports teams (Foster & Hyatt, 2008) and related iconic social structures (Holt, 2006) and cultural content. Many of the studies reviewed above indicate that successful corporate rhetorical histories often draw upon a fairly localized geographical base – French (Anteby & Molnar, 2012), or Canadian (Foster et al, 2011) national identity, British social class (Dacin et al., 2010), religious history (Rowlinson & Hassard, 1993) and very localized family histories (Hills, 2012; Hills et al., 2013). These examples seem to suggest that the universal structure of a historical narrative must also be significantly adapted to local circumstances.

Other contextual variables, therefore, might also influence the content and effectiveness of a corporation's rhetorical history. Does the character and structure of an effective corporate history vary across industry lines? Does the degree of globalization influence the relative degree of universality or localism in the discursive content of a firm's history? Beyond structural characteristics are there distinct temporal circumstances that influence the use, structure and effectiveness of a corporation's history? So, for example, might one expect more frequent revision of a firm's history during a period of exogenous shock such as a merger, a substantial downsizing, a large economic loss or related significant event? Finally, we need to better assess and inventory the variety of ways in which corporations communicate their corporate histories across time and space. What are the forms of media and visual rhetoric (displays, texts, social media) used by corporations to communicate their histories to various audiences and stakeholders and how have these forms changed over time?

Summary- Contributions to Theory

In order to address these questions we need to systematically review and compare the essential elements, described above, of corporate histories in a range of similar sized corporations across different industry contexts (i.e. banking, automotive, services etc.), different cultural and geographic contexts and across different temporal and dynamic contexts (i.e. turbulent versus stable conditions). We also need to rigorously analyze the semantic content of the histories and analyze them comparatively across different dimensions of space (industry context, nation state/geography) and time.

Our research will help inform ongoing issues in management theory. The question of how symbolic resources such as stories about the past can be used to create a competitive advantage is of particular interest to contemporary research in strategy, where the question of how intangible resources can be used to create *dynamic capabilities* is paramount (Teece & Pisano, 1994; Teece, Pisano, & Shuen, 1997). History is clearly an intangible resource (Barney, 1991) but one that has received scant attention in current strategy research. There is an acknowledgement that capabilities that are embedded in unique historical (Barney, 1994) or social conditions (Mahoney & Pandian, 1992) offer a distinct competitive advantage because they are causally ambiguous and therefore more difficult to copy. While prior research has identified a firm's history as a source of competitive advantage (Barney, 1986) the prevailing assumption is that history is pre-determined or outside the managerial capacity of the firm (Sydow, Schreyogg, & Koch, 2009). A core insight to theory that our proposed research offers, thus, is the view that the ability to manage history is a key capability that some firms use to gain a competitive advantage.

The ways in which historical narratives can be used to legitimate an organization is also an important question in *institutional theory*. Within institutional theory there is an understanding that organizations are influenced by (DiMaggio & Powell, 1983; Meyer & Rowan, 1977) and, in turn, exert influence on (Oliver, 1991) their broader social environment. Nevertheless, there is relatively little understanding of the mechanisms by which internal organizational practices are used to reproduce and maintain broader social structures and institutional logics (Suddaby, 2010).

This study will also help to understand processes of *sense-making & sense-giving* inside organizations (Weick, 1995; Gioia & Chittipeddi, 1991). That is, our preliminary research (Foster et al., 2012; Suddaby, Foster, & Wiebe, 2012) indicates that rhetorical history is most often directed to internal audiences, employees and managers, in an effort to create a common identity and internal coherence. However, we do not yet have a sufficiently broad database to assess whether the sense-making function of rhetorical history in corporations is shared across all industries, geographies and cultures.

In fact, we see the primary contribution of this research as the identification of a novel empirical phenomenon that holds the potential to unite these three strands of management research: dynamic capabilities, institutional theory and sense-making. Our emergent understanding of rhetorical history is that it highlights a growing awareness that contemporary corporations compete simultaneously in two worlds – the technical world of hard economic resources such as capital, human labour and input

materials and the symbolic world of social resources such as legitimacy (Suchman, 1995), authenticity (Peterson, 1997) and reputation (Fombrun, 1996). The ability of a corporation to manage its history appears to be a key and dynamic capability that offers competitive advantage by consolidating and motivating both internal and external stakeholders with a common past and a coherent future. This research extends this insight by trying to better understand how rhetorical histories are constructed, by whom and how they vary across audiences and contextual conditions.

Methodology

The research will be conducted in two phases, and we will use qualitative research to explore our two questions. We will use a comparative case study approach (Yin, 2003) to understand how organizations, and in particular corporate archivists/historians, construct, maintain and deploy organizationally specific rhetorical histories. Our goal is to explore the differences in the characteristics and universality of rhetorical history across corporations and geographic regions. To select the for-profit firms in our study we have employed a stratified sampling technique (See Table 1 as an example of the organizations that we will target with our sampling technique). To be included in the sample each firm has to: 1) Employ a corporate archivist/historian; 2) Be included on the Fortune 2000 list of companies. We will use this list because it allows us to draw upon a global sample for our study. This is an important factor because geographical variation has been identified as a key element in differences amongst firms and their internal operations (e.g., Hofstede, 1985; Hofstede, Neuijen, Ohayv, & Sanders, 1990); 3) Be of comparable size in terms of revenue.

Industry	Canada	UK/Europe	Cent/South Amer	Australasia
Telecommunications	Bell Canada	Vodafone	Oi	SK Telecom
Aerospace & Defense	Bombardier	Rolls Royce	Embraer	Singapore Tech
Beverage	Molson/Coors	Carlsberg	Grupo Modelo	Kirin
Financial Services	Royal Bank	HSBC	Itau	Commonwealth Bank
Oil & Gas Operations	Suncor	Royal Dutch Shell	Ecopetrol	Petro-China
Airlines	Air Canada	Lufthansa	LAN Airlines	Qantas

Phase 1-Mapping the organization's rhetorical history. The first phase of the project will be to map the conditions and use of rhetorical history. To do so, in this phase of the project, we will begin by collecting the publicly available archival documents that have been produced by the different companies. The data will include advertisements, statements to shareholders and public relations materials used for external stakeholders. The collection and preliminary examination of this data will allow us to answer a number of broad questions with regard to the firm's use of rhetorical history. In particular, we will address RQ1 by asking focused questions designed to identify the *essential elements* of the firm's rhetorical history. For example: 1) What is the organization's rhetorical history (Event Structure)? 2) When was the rhetorical history developed and how long has it been used (Event Structure)? 3) Are there aspects of the past used more regularly than others (Discourse Structure)? 4) How are rhetorical histories made relevant in the present (Discourse Structure)? 5) Are emotions used in a firm's rhetorical history and how (Affect Structure)?

We will address RQ2 by asking focused questions designed to explore the universality of rhetorical history across time and space. For example: 1) Does industry variation affect the use of rhetorical history? 2) Does geographic variation affect a firm's use rhetorical history? 3) Do firms within

similar industries employ common rhetorical histories? 4) Are there specific firm characteristics (e.g., age, board composition, financial health, number of employees) that affect a firm's rhetorical history? 5) What were the social conditions when the rhetorical history was created? 6) Have changes in social conditions affected the company's rhetorical history?

These questions will be answered using traditional archival and content analysis techniques (Fairclough, 1995; Gephart, 1993) that involve both numeric and open coding. We anticipate that this phase of the investigation will be primarily conducted prior to the second phase of the investigation because the results of the first phase of research will inform the types of questions that we will want to ask in the subsequent phase of the study. However, some analysis of this nature will be conducted during the second phase of the study as we gain access to new informants and organizations through snowball sampling techniques.

Phase 2- Understanding the historical processes. The second stage, which will begin near the end of the first year of the project and will continue into the completion of the project, will be to answer the key questions about corporate archivists/historians and rhetorical history. The main focus of the second stage will be to dig deeper and to answer specific questions about the essential features of the firm's rhetorical history. Specifically we will identify if there are commonalities amongst different corporate rhetorical histories, explore why this might be the case and understand the process by which common corporate rhetorical histories become global.

We will primarily collect data through semi-structured interviews (e.g., McCracken, 1988; Spradley, 1979) with key informants from each organization and by gathering the appropriate internal, archival data. Key informants include the corporate archivists/historians. The semi-structured interviews will be used to address the following issues related to RQ1: 1) As a corporate archivist/historian how much autonomy do you have to use history in your communications (Event Structure)? 2) How do corporate archivists/historians choose which stories to tell (Event Structure)? 3) How do your stories "activate" the history of your organization (Discourse Structure)? 4) How do the values of your organization affect your use of history (Discourse Structure)? 4) What role do emotions play when you present the history of your organization (Affect Structure)? To address issues related to RQ2 we will ask the archivist/historians: 1) Do you use history differently in different countries or is it possible to present a global company history (Geographic Variation)? 2) Do you use the past differently when presenting different product and services (Industry Variation)? 3) Are social conditions an important consideration when using the company's past (Social Variation)? 4) Does the timing of stakeholder communications matter (Temporal Variation)? The interviews will be conducted by two researchers on-site. It is optimal to have two interviewers at the interviews to gauge and validate the explanations that the informants provide for their actions. On-site interviews are an essential aspect of the interview process. Previous research suggests that significant cues and data can be collected from on-site visits to corporate archives (Foster, Suddaby, Wiebe, 2012) because of the need to understand how the archives and history are used and the importance of that history within the organization. We will also interview other informants inside the organization (e.g., top managers, web designers) to compare the explanations and justifications of the key informants. Moreover, we will conduct interviews with other corporate archivists/historians outside our sample group (e.g. those who perform this work as an outsourced service) to triangulate our results. Each interviewee will be asked to participate in follow up e-mail and/or telephone interviews if needed. We will also employ a snowball sampling technique by asking the informants if they can recommend any other archivist/historians from our stratified sample who they think would be interested in participating in the research project. Throughout this process we will be collecting internal archival and documentary materials (e.g., documents, job descriptions, advertising materials, company memos, photographs) to supplement our understanding of the role of the archivists/historians.

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Knowledge Mobilization Plan:

There are three overarching goals of our project:

1) *To facilitate and enhance the flow of theoretical knowledge within the academic community with the aim of building and testing management theory.* To meet this goal we will present both our empirical and theoretical work at the top management conferences in Canada, the United States, Europe and Latin America (e.g., ASAC, AoM, EGOS, LAEMOS). We will also target our work for publication in the management journals listed in the Financial Times 45 (e.g., AMJ, AMR, JMS, OrgSt).

2) *To build bridges with non-academic groups with the goal of enhancing professional knowledge amongst corporate archivists/historians.* To address the practical concerns of the corporate archivists and historians we will present our work at the various conferences and workshops organized by the professional association of archivists such as the Business Archivists Section (BAS) at the Society for American Archivists (SAA) and the International Council on Archives (ICA). We also plan to arrange annual workshops with the archivists from each of the different regions we plan to explore. The goal is to bring together practitioners from different regions to engage with each other about best practices and ways that they create, deploy and maintain rhetorical history for their organizations.

3) *To extend the knowledge that corporations, governments, NGO's and the public have about the roles of corporate archivists/historians.* To address the needs of key stakeholders who lie outside of the scope of academics or practitioners we will arrange a workshop that will highlight the role of the archivist within a global corporation. We will invite academics and practitioners, however our main audience will be the leaders of public and private corporations, government officials, leaders from NGO's and the general public. The goal is to present our findings about the impact that rhetorical history has on the strategic operations of organizations.

Below is a proposed schedule and detailed plan for our knowledge mobilization goals.

Defining rhetorical history: exploring the work of corporate archivists/historians (LA-Lead Author)					
	Yr 1: 2012/13	Yr 2:2014	Yr 3: 2015	Yr 4: 2016	Yr 5: 2017/18
Conceptual Work	July/Aug 2013 Present initial theoretical framework (RQ1) EGOS (LA-Suddaby) and AoM (LA-Foster)	May 2014 Submit theoretical framework (RQ1) to <i>JMSt.</i> , (LA-Suddaby) OrgSt., (LA-Voronov)	July/Aug 2015 Present conceptual work (RQ2) at AOM (LA-Foster), EGOS (LA-Wiebe)	May 2014 Submit theoretical framework (RQ2) to <i>JMSt.</i> (LA-Foster), OrgSt. (LA-Wiebe),	Jan 2017 Submit theory paper (RQ 1 & 2) to <i>Academy of Mgmt. Review</i> (LA- Voronov)
		Oct 2014 - Revisions		Oct 2016 - Revisions	Oct 2017 - Revisions
Empirical Work	Oct 2012– Apr 2013 Data collection- Finish US	Jan 2014-Dec 2014 Data collection-Finish UK/Europe & begin Australia	Jan 2015-Dec 2015 Data collection-Finish Australia & begin Japan	Jan 2016-Dec 2016 Data collection-Finish Japan & begin S. & Cent America	Jan 2017-Apr 2018 Data collection-Finish S. & Cent America Conduct final visits
	Oct 2012 Submit empirical findings to <i>Academy of Mgmt. J</i> (LA-Foster)	July/Aug 2014 Presented initial findings (RQ1), AoM (LA Wiebe), EGOS, (LA- Voronov)	July/Aug 2015 Present empirical findings at AOM (LA-Suddaby), ASAC (LA-Foster)	July/Aug 2016 Present empirical findings at LAEMOS (LA-Wiebe), AOM (LA-Foster), EGOS (LA-Voronov)	March-Aug 2017 Present empirical findings at AOM (LA-Voronov), ICA conference (LA-Foster)
	May 2013-Dec 2013 Data collection-Canada & UK/Eurpoe	Oct 2014 Submit empirical findings (RQ1) to <i>Academy of Mgmt. J</i> (LA-Foster)	Jan 2015 Revisions	Oct 2016 Submit empirical findings (RQ2) to <i>Admin. Science Quarterly</i> (LA-Suddaby)	Jan 2017 Revisions
Dissemination to the Industry		March-Aug 2014 Feedback to key Canadian archivists	March-Aug 2015 Feedback to UK/European Archivists	March-Aug 2016 Feedback to Australian & Japanese Archivists	March-Aug 2017 Feedback to S. and Cent Am. Archivists
	Aug 2013 Presentation to BAS of SAA Conference. (LA-Wiebe)	Aug 2014 Presentation to BAS of SAA Conference. (LA-Suddaby)	Aug 2015 Presentation to BAS of SAA Conference (LA-Voronov)	Nov 2016 Organize workshop with Japan Arch to share findings with industry.	June 2017 Submit practical implications (RQ 1 & 2) to <i>Sloan Mgmt. Rev./HBR</i> (LA-Wiebe)
			Nov 2015 Organize workshop with NA & Eur. Arch to share findings with industry.	Nov 2016 Apply for SSHRC Connection Grant to host workshop for stakeholders.	Nov 2017 Organize workshop with all stakeholders from all regions to share findings.



Family name, Given name

Foster, William

Expected Outcomes

Elaborate on the potential benefits and/or outcomes of your proposed research and/or related activities.

Scholarly Benefits

Indicate and rank up to 3 scholarly benefits relevant to your proposal.

Rank	Benefit	If "Other", specify
1	Enhanced theory	
2	Student training/skill development	
3	Knowledge creation/intellectual outcomes	

Social Benefits

Indicate and rank up to 3 social benefits relevant to your proposal.

Rank	Benefit	If "Other", specify
1	Enhanced professional practice	
2	Enhanced policy	
3	New or enhanced partnerships	

Audiences

Indicate and rank up to 5 potential target audiences relevant to your proposal.

Rank	Audience	If "Other", specify
1	Academic sector/peers, including scholarly associations	
2	Practitioners/professional associations	
3	Private sector	
4	Professional and/or scholarly associations	
5	General public	



Family name, Given name

Foster, William

Expected Outcomes Summary

Describe the potential benefits/outcomes (e.g., evolution, effects, potential learning, implications) that could emerge from the proposed research and/or other partnership activities.

There are 4 expected outcome of our research: 1) to clarify and expand upon the theoretical tenets of rhetorical history, 2) to extend the current knowledge about the role of corporate archivists/historians, 3) to increase awareness about the importance of history in private and public organizations and 4) to raise the awareness of the general public about the strategic role of history in organizations and the role of corporate archivists/historians.

1) To clarify and expand upon the theoretical tenets of rhetorical history. Our research will lead to better theory about history and how it operates in different organizations and in different social, economic, cultural and industry contexts. To meet this goal we will present our work at the main academic conferences in management, strategic management and history. We will also send our work to the top peer reviewed journals in the same fields. The dissemination of our research at top conferences and in the top journals will extend what we currently know about rhetorical history. This will also help further the reach of the concept so that other academics can build on our work in their own research.

2) To extend the current knowledge about the role of corporate archivists/historians. The role of the corporate archivist/historian has been investigated from a profession-specific perspective. Our research will extend this knowledge by looking outside the profession of the archivist. We will study how archivists/historians contribute to organizations and how this can be facilitated/enhanced. The expected outcome will be presentations at the Business Archivists Section of the Society of American Archivist conference and of the International Council of Archives. As well, we aim to organize small, practitioner workshops that address the concerns of corporate archivists from a management perspective. From these workshops we will produce an edited book that draws upon the writings of both academics and practitioners from these workshops.

3) To increase the awareness of private and public organizations about the strategic importance of rhetorical history. For many organizations, both private and public, history is not recognized as an asset that can be managed through different organizational processes. We will change this view by publishing our work in various high profile business press journals and magazines. The primary outcome will be to publish our work in Harvard Business Review. Furthermore, we will contact different business magazines (e.g., Canadian Business, Forbes, Fortune, The Economist) and we will discuss our research and the possible implications our study has on business and strategic management.

4) To raise the awareness of the general public about the importance of history to organizations. Our study will address the general public and look to discuss how history is used, strategically, by organizations. In particular, we will use the general media as an outlet for our work. The publication of our research results in popular venues (e.g., newspaper, television, webpages) will demonstrate that an organization's presentation of history is highly constructed for a strategic purpose.

DESCRIPTION OF RESEARCH TEAM

Collaborative Synergies: The research team of Foster, Suddaby, Voronov and Wiebe (listed alphabetically) has been assembled because of their research strengths and how these complement each other. Foster, Suddaby, & Wiebe have worked closely together for the past 3 years. During this time they have produced five refereed articles or book chapters and seven refereed conference presentations. In addition, their previous research on, and interactions with, corporate archivists/historians will be a valuable asset as the team examines how archivists/historians discuss their roles in the creation and use of rhetorical history. The diverse theoretical backgrounds of the three researchers allows for a new approach to rhetorical history. In particular, Foster's knowledge of social memory studies, discourse and strategic management will be useful when examining the event and discourse structures used by archivists/historians to construct rhetorical histories within the selected organizations. Suddaby's extensive knowledge of rhetoric, institutional theory and institutional work will provide a strong theoretical and empirical base for the team to draw upon in the analysis of event structures and discourse structures of the archivists/historians. Wiebe's knowledge of temporal dynamics in framing (sensemaking) and sustaining (sense-giving) organizational narratives during organizational change will provide strong theoretical and empirical grounding for analyzing event and discourse structures. Voronov has joined the team and brings with him a strong background in rhetorical history, emotions and critical theory. His knowledge will be particularly useful when the team explores the affect structure that underlies the different rhetorical histories used by the various archivist/historians. In sum, all four researchers have experience with the analysis of public records, archival data and the analysis of qualitative data. The complementary theoretical and empirical knowledge and skill, in addition to the proven track record of academic performance, will allow the team to make a strong contribution to the fields of organizational theory and strategic management.

Principal Investigator: **William Milton Foster** has experience with both quantitative and qualitative research and has successfully worked in collaborative research situations. Foster is currently the primary investigator on a SSHRC 1A research grant investigating the activities of Fortune 500 corporate archivists. His background in social memory, strategic management and organizational theory and his knowledge of corporate archivists will form the basis for the current project. He has published in a number of top management journals including *Journal of Business Ethics*, *Management and Organizational History* and *Advances in Strategic Management*. Foster will devote 80 % of his research time to the project.

Co-Applicant: **Roy Suddaby** has considerable experience in conducting large-scale research projects. Suddaby has prior experience with SSHRC research grants. He is the primary investigator on a current SSHRC project and has been a co-investigator with Yves Gendron of Laval University. Suddaby is an experienced field researcher and has established an excellent record of publications at elite management journals including the *Academy of Management Journal*, *Administrative Science Quarterly*, *Accounting, Organizations & Society*, *Human Relations*, *the Journal of Business Ethics* and others. Suddaby's prior research in institutional theory will provide an important theoretical foundation to the project. Suddaby will devote 40% of his research time to the project.

Co-Applicant: **Maxim Voronov** has conducted several research projects, informed by critical theory, into the role of power and politics in the context of organizational change and strategy development and implementation. Voronov's research has appeared or is forthcoming in *Organization*, *Journal of Small Business Management*, *International Small Business Journal*, *Journal of Applied Behavioral Science*, *Journal of Social Psychology*, *Organization Management Journal*, *The Learning Organization*, and *International Handbook of Organizational Teamwork and Cooperative Working* (eds. M. West, D.

Tjosvold, & K.G. Smith; reprinted in *The Essentials of Teamworking: International Perspective*). His first edited volume, *Critical Management Studies at Work: Multidisciplinary Approaches to Negotiating Tensions between Theory and Practice* (with T. G. LeTrent-Jones, D. Weir, & J. Wolfram Cox) is currently in press.

Co-Applicant: Elden Wiebe has successfully worked in several collaborative research situations and is also an experienced field researcher. He is currently a co-investigator on a SSHRC grant examining spirituality in the workplace (*"The confluence of management, spirituality, and religion: a critical search for ethics, meaning, values, and methodology."* SSHRC 2008). He has also recently published in several top management journals including *Perspectives in Process Organization Studies*, *Organization*, *Journal of Business Ethics*, *Management and Organization History*, and *Journal of Management Inquiry*. Wiebe will devote 50% of his research time to the project.

DESCRIPTION OF PROPOSED STUDENT TRAINING STRATEGIES

The budget specifies that two doctoral students (PhD), one master's student (MSc) and two undergraduate student (UG) positions will be funded. These students will be significantly involved with the project. The PhD students will be recruited from the graduate students at the School of Business, University of Alberta. The MSc student will be recruited from the Faculty of Business at Brock University. The UG student positions will be recruited from students at the University of Alberta, Augustana Campus and The King's University College. We will use UG students for the project because both Augustana and The King's have a strong liberal arts focus that encourages the development and growth of undergraduate students through research and training opportunities. Moreover, Augustana and The King's have a specific mandate to actively encourage UG students to participate in the research process.

Doctoral student roles: The two PhD students will be expected to make research and teaching contributions to the project. First, we expect that the students will follow this research program when conducting their own dissertation research. The goal is to help the students craft a research question that is suitable for dissertation quality research.

The primary role for the PhD students will be research. We anticipate that the students will take an active role in the project. The PhD students will be asked to help manage the MSc and UG students develop a contact list of potential key informants in each of the companies to be studied, thus acting as project managers for the investigation. For Phase 1 of the project, the primary responsibility of all the students will be to first collect archival data that pertains to each of the companies chosen for investigation. We will assign each PhD student to be the primary student researcher for a particular organization. The goal is to encourage the PhD students to become immersed in the firm's activities. In addition to the archival research, each student will be asked to participate in the interview processes as co-observers and co-interviewers. Each PhD student will also be asked to verify the accuracy of interview transcripts and to code and evaluate interview and fieldwork data. Another aspect of the research process is that both PhD students will be expected to collaborate with all four researchers by presenting at national and international conferences and writing research papers.

Teaching is another role for the PhD students related to this project. The students will be asked to write case studies of the key organizations for use in senior level undergraduate courses or introductory level MBA classes. Each student will then be asked to prepare a teaching note to accompany the case. The students will then be asked to prepare a lecture on a topic that pertains to the case. After the lecture the student and their supervisor will evaluate how the student engaged the class and determine the strengths and weaknesses of the student's lecture and case teaching style. The goal is to have the students produce a case study that can then be sent to a case study competition and/or a case study journal.

Doctoral student training: We will take a situated learning approach to student training (Lave & Wenger, 1991). Using this approach the students will be involved with the practical application of their course based training. To do so they will take an active role in the project, however, the researchers will closely supervise each student. As the students become more experienced, they will be expected to make more significant contributions to the project. The students will also be trained in case study research. Our focus will be to work with the students in areas of archival and historical research, observational data collection, interviewing techniques and the presentation of the data in case study formats. The students will contribute to the case study project by 1) collecting and analyzing archival data with the researchers; 2) participating in the collection of observational data and the eventual write up of field notes; 3) participating in the face-to-face interviews sessions and the analysis of the subsequent data; and 4) co-authoring case studies and research papers with the researchers. The outcomes that we anticipate from this training will be: 1) the practical application of archival research skills and data analysis; 2) the practical application of observational research skills and fieldwork write-up and analysis techniques; 3) the practical application of semi-structured interview techniques and qualitative data analysis techniques; 4) the experience of co-authoring case studies and academic papers for presentation and dissemination.

Master's and Undergraduate student roles: Throughout the project a number of different students will fill these research positions. These students will initially be responsible for basic data collection activities. For example, the MSc student will be expected to work with the UG students to identify the key informants in the organizations. We will also expect this student to maintain and update a database of the relevant information. As the MSc and UG students become more involved with the project they will contribute to the research process in a manner that befits their training and skills. The MSc student will be encouraged to investigate how a particular industry or group of organizations constructs their rhetorical history. This will entail transcribing interviews and analyzing and coding both archival and interview data. The MSc student will develop their Thesis project from the analysis of the data. We will encourage the MSc student to present their findings at Canadian and US conferences with the eventual goal of developing papers that can be published in management, organizational theory and business history journals. The UG students will assist the PhD students in developing the case studies of each organization by collecting relevant archival and textual data. We will encourage these student(s) to explore opportunities to develop conference presentations and research papers that will be presented at UG student conferences. At Augustana and The King's this model has proven successful with a number of students producing research papers for presentation at local, national and international conferences.

Masters & Undergraduate student training: As with the PhD students, we will also take a situated learning approach to our MSc and UG student training. Our goal is to show the MSc student how to begin and conduct a research project. We intended to show the UG students how archival research is conducted so that they can acquire the ability to conduct this type of research. We expect that all the students will eventually be able to conduct the data collection activities independently. We will also provide these students with training in authoring papers for academic conferences. The researchers will work with the students to demonstrate how to write an academic research paper. The ideal outcome is that the MSc student will be able to author a Thesis that can be revised and sent to a journal for publication. The ideal outcome for the UG students is for each to co-author a conference paper that they will then be asked to present. We will also ensure that these students are familiar with the rudimentary elements of database management and data entry. As well, these students will be shown how to use either MS Excel or MS Access so they are familiar with the different software that will be used to maintain the company records.

Student supervision: At every stage of the research project the researchers will supervise students. Foster and Wiebe will have primary responsibility for the supervision of the undergraduate students while actively participating as members of the PhD students' committees. Voronov will be primarily responsible for the supervision of the MSc student and will also participate in the various PhD committees. Suddaby has experience supervising PhD students and has been involved with a number of PhD committees. For this reason he will have primary responsibility for the supervision of the PhD students. He will, however, contribute to the training of the MSc and undergraduate students when required. Foster has experience with the supervision of undergraduates and is supervising a number of PhD students and a Post-Doctoral fellow on different research projects. Foster, Wiebe and Voronov have all been involved in several PhD student committees and both Voronov and Wiebe have experience supervising master's level students.

Student dissemination: The PhD students will be required to collaborate on conference papers with the members of the research team. Initially, the students will be asked to write and present co-authored papers at Canadian conferences. Eventually these students will be asked to act as first author on papers for presentation at Canadian and International conferences. The MSc student will be expected to co-author papers for presentation at Canadian and US conferences. The goal for these students will be to produce a publishable paper from their Thesis project. The UG students will be asked to co-author and present a case study or academic paper at a Canadian conference.

PREVIOUS AND ONGOING RESEARCH RESULTS

Ongoing research: At present, Foster is engaged in a number of projects that relate to social memory and how organizations use rhetorical history.

1. SSHRC 1A Research Grant. 2010. \$57,044. The management of corporate social memory: The role of the historian/archivist. PI: William M. Foster. Co-Applicants: Roy Suddaby & Elden Wiebe.

This grant supports preliminary research on how corporate archivist/historians manage their corporate memory. Our study examines the practices and activities of archivists/historians employed by Fortune 500 corporations. We have interviewed 13 archivists at 9 corporations and we have plans for more. Preliminary findings show that archivists/historians are responsible not just for the collection of artifacts and the presentation of the company's history. The primary role of the archivist/historian is as a corporate story-teller who actively re-interpreted the company's history. These findings were presented at the 2012 EGOS conference in Helsinki, Finland.

2. University of Alberta - Killam Cornerstones Research Grant. 2012. \$29, 591. The process of stakeholder management: an investigation of social managers and their stakeholders. PI: William M. Foster & Roy Suddaby.

This project is a two-phase study of the use of rhetorical history by sustainability managers in Canadian corporations. In the first phase of the study, we continue to examine the annual reports, sustainability reports and reports to the community of the 57 Canadian corporations listed in the 2001 Stratos Report titled "Stepping Forward". Our focus has been to explore the way that the past is used by these corporations to demonstrate their competence in the three areas of sustainability: social, environmental, economic. The next phase of the study will involve interviewing the different sustainability managers at representative corporations across Canada. We will interview managers from different industries and different regions. We anticipate that we will submit a conference paper to the AoM and ASAC meetings in 2013 and that we will submit a paper for publication to AMJ in October 2013.



Family name, Given name

Foster, William

Funds Requested from SSHRC

For each budget year, estimate as accurately as possible the research costs that you are asking SSHRC to fund through a grant. For each Personnel costs category, enter the number of individuals to be hired and specify the total amount required. For each of the other categories, enter the total amount required.

Personnel costs	Year 1		Year 2		Year 3		Year 4		Year 5	
	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount
Student salaries and benefits/Stipends										
Undergraduate	2	8,640	2	8,640	2	8,640	2	8,640	2	8,640
Masters	1	15,600	1	16,224	1	16,873	1	17,548	1	18,250
Doctorate	2	49,011	2	50,972	2	53,011	2	55,131	2	57,337
Non-student salaries and benefits/Stipends										
Postdoctoral										
Other										
Travel and subsistence costs										
		Year 1		Year 2		Year 3		Year 4		Year 5
Applicant/Team member(s)										
Canadian travel		3,211		0		2,003		0		0
Foreign travel		9,580		15,171		6,416		6,536		5,064
Students										
Canadian travel		0		0		2,003		0		0
Foreign travel		0		0		6,416		6,536		5,064
Other expenses										
Professional/Technical services										
Supplies		1,500		1,500		1,500		1,500		1,500
Non-disposable equipment										
Computer hardware										
Other										
Other expenses (specify)										
Total		87,542		92,507		96,862		95,891		95,855

BUDGET JUSTIFICATION

Because of the international focus of the investigation, significant travel costs will be incurred. The project requires the observation of subjects in situ. The interviews will be conducted on-site as will much of the collection of archival materials. To ensure that our funds are used most efficiently we will attempt to schedule multiple interviews in a single geographic region. We will also attempt to schedule interviews around travel to conferences.

Student Salaries & Benefits:		Amount
<ul style="list-style-type: none"> 2 PhD students for 5 yrs. Assumes students work 12 hr/wk for 12 mo. @ U of A TAP A rate (\$8,168.60/4 mo. = \$24, 505.80 yr. 1). Assumes 4% annual wage increase in yrs 2-5. Students will manage & collect archival data, arrange & participate in interviews and observations, consolidate interview transcripts, organize and analyze public documents, participate in data analysis & prepare case studies, papers/conference presentations & supervise UG students. 		\$265, 462
<ul style="list-style-type: none"> 1 MSc. Student for 5 yrs. Assumes students work 12 hr/wk for 8 mo. @ U of A TAP B rate (\$7,800.10/4 mo.= \$15,600.20 yr. 1). Assumes 4% annual wage increase in yrs. 2-5. The student will participate in all phases of data collection, analysis, and paper writing. 		\$84,495
<ul style="list-style-type: none"> 2 UG Students for 5 yrs. Assumes students work 12 hr/wk for 24 wks. for 8 mo. @ \$15/hr (incl. benefits). To build and to administer a database of the companies included in the research project. To help Ph.D students with the collection of archival data, key administrative duties and the preparation of papers/presentations for Canadian conferences. 		\$43,200
Total 5 Year Student Salaries & Benefits		\$393, 157
Travel and Subsistence¹		Amount
<i>Year 1 (2013) Fieldwork Travel (budget for 2 ind. each trip)</i>		
1. Fieldwork visits to Canada (e.g., Suncor, RBC, Bell Canada*). *Montreal airfare & hotel costs included in Dissemination travel.	<ul style="list-style-type: none"> Airfare: 1 ind. YEG-YYZ Hotel: 4 nights YYZ * \$150/night Per Diem: 2 ind * 4 days * \$45/day 	\$ 641 \$ 600 \$ 360
2. Fieldwork visit to UK (e.g., Vodaphone, HSBC, Rolls Royce) to conduct interviews.	<ul style="list-style-type: none"> Airfare: 2 ind YEG-LHR Hotel: 5 nights LHR * \$200/night Per Diem: 2 ind * 5 days * \$66/day 	\$ 4, 700 \$ 1, 000 \$ 660
<i>Year 1 (2013) Dissemination Travel (budget for 1 person at each trip)</i>		
1. Presentation @ AOM (Orlando, Fla)	• Airfare: 3 YEG – ORL/YUL/NO	\$ 1, 725
2. Presentation @ EGOS (Montreal, PQ)	• Hotel: 3 conf * 3 night * \$200/night	\$ 1, 800
3. Presentation @ SAA (NOLA)	• Per Diem: 3 conf. * 3 days * \$45/day	\$ 405
	• Conf. Reg. 3 conf. * \$300/person	\$ 900
<i>Year 2 (2014) Fieldwork Travel (budget for 2 ind. each trip)</i>		
1. Fieldwork visit to Europe** (e.g, Carlsberg, Lufthansa) to conduct interviews. **European airfare & some hotel costs included in Dissemination travel.	<ul style="list-style-type: none"> Hotel: 5 days Europe * \$200/night Per Diem: 2 ind * 5 day * \$66/day 	\$ 1, 000 \$ 660
2. Fieldwork visit to Australia & Singapore (e.g., Quantas, Singapore Tech) to conduct interviews.	<ul style="list-style-type: none"> Airfare: 2 YEG-SYD Hotel: 5 nights SYD * \$200/night Per Diem - 2 * 5 days * \$66/day 	\$ 4, 000 \$ 1, 000 \$ 660
<i>Year 2 (2014) Dissemination Travel (budget for 1 person for NA trip & 2 Eur. trip)</i>		
1. Presentation @ EGOS (Rotterdam, Ned)	• Airfare Europe: YEG- AMS	\$ 3, 340
2. Presentation @ AOM (Philadelphia, Pa)	• Airfare NA: YEG-PHL/WAS	\$ 1, 145
3. Presentation @ SAA (Wash. D.C.)	• Hotel: 3 conf * 3 nights * \$200/night	\$ 1, 800

	<ul style="list-style-type: none"> • PD Eur: 2 conf * 3 days * \$66/day • PD NA: 2 conf * 3 days * \$45/day • Conf. Reg: 3 conf * \$300/person 	\$ 396 \$ 270 \$ 900
<i>Year 3 (2015) Fieldwork Travel (budget for 2 ind. each trip)</i>		
1. Fieldwork visit to Japan, Korea & Hong Kong (e.g., Petro-China, Kirin, SK Telecom) to conduct interviews.	<ul style="list-style-type: none"> • Airfare: 2 YEG-TYO • Hotel: 5 nights TYO * \$200/night • Per Diem – 2 ind.*5 days * \$66/day 	\$ 2, 000 \$ 1, 000 \$ 660
<i>Year 3 (2015) Dissemination Travel (budget for 1 prof & 1 student)</i>		
1. Presentation @ EGOS (Tallinn, Lith) 2. Presentation @ AOM (Vancouver, BC) 3. Presentation @ SAA (TBA) 4. Presentation @ ASAC (TBA)	<ul style="list-style-type: none"> • Airfare Europe: 2 YEG- Tallinn • Airfare NA: 2 YEG-YVR/TBA/TBA² • Hotel – 4 conf * 3 nights * \$200/night • PD Eur: 2 ind*1 con*3 days* \$66/day • PD NA: 2 ind*3 conf *3 days*\$45/day • Conf. Reg: 2 ind*4 conf * \$300/person 	\$ 2, 750 \$ 4, 422 \$ 2, 400 \$ 396 \$ 810 \$ 2, 400
<i>Year 4 (2016) Fieldwork Travel (budget for 2 ind. each trip)</i>		
1. Fieldwork visit to Brazil & Chile companies [#] (e.g, Oi, Itau, LAN Airlines) to conduct interviews. [#] Brazilian & Chilean airfare and some hotel costs included in Dissemination travel.	<ul style="list-style-type: none"> • Hotel: 5 nights SAO * \$200/night • Per Diem – 2 ind * 5 days * \$66/day 	\$ 1, 000 \$ 660
<i>Year 4 (2016) Dissemination Travel (budget for 1 prof & 1 student)</i>		
1. Presentation @ AOM (Anaheim, CA) 2. Presentation @ EGOS (TBA) 3. Presentation @ LAEMOS (TBA)	<ul style="list-style-type: none"> • Airfare LA/Europe: YEG- SAO/TBA² • Airfare NA: YEG-LAX • Hotel: 3 conf * 3 nights * \$200/night • PD LA/Eur: 2 in*2 con*3day*\$66/day • PD NA: 2 ind*1 con*3 days * \$45/day • Conf. Reg: 2 ind*3 conf * \$300/person 	\$ 5, 750 \$ 1, 000 \$ 1, 800 \$ 792 \$ 270 \$ 1, 800
<i>Year 5 (2017/18) Fieldwork Travel (budget for 2 ind. each trip)</i>		
1. Fieldwork visit to Colombia & Mexico (e.g, Ecopetrol, Grupo Modelo) to conduct interviews.	<ul style="list-style-type: none"> • Airfare: 2 YEG-BOG • Hotel: 5 nights BOG * \$200/night • Per Diem – 2 ind * 5 days * \$66/day 	\$ 1, 800 \$ 1, 000 \$ 660
<i>Year 5 (2017/18) Dissemination Travel (budget for 1 prof & 1 student)</i>		
1. Presentation @ ICA (TBA) 2. Presentation @ AOM (Atlanta, GA)	<ul style="list-style-type: none"> • Airfare Europe: YEG-TBA² • Airfare NA: YEG-ATL • Hotel: 2 conf. * 3 nights * \$200/night • PD Eur: 2 ind*1 con*3 days* \$66/day • PD NA: 2 ind *1 con*3 days*\$45/day • Conf. Reg: 2 ind*2 con * \$300/person 	\$ 2, 750 \$ 1, 050 \$ 1, 200 \$ 198 \$ 270 \$ 1, 200
Total 5 Year Travel & Subsistence		\$ 68, 000
¹ All travel figures were obtained from www.expedia.ca from Sept. 10 to Sept. 25, 2012. Where more than one location is listed ave. cost of airfare and accommodations is used for budgeting purposes.		
² Where conf. location unknown, airfare budgeted at average amount from previous year's conference.		
Disposable Materials and Supplies Year 1 (2013) to Year 5 (2017/18)		Amount
Software, postage, stationary, long-distance phone, toner cartridges		\$ 1,500
Total 5 Year Disposable Material & Supplies		\$ 7,500
TOTAL 5 YEAR BUDGET		\$ 468, 657



Funds from Other Sources

You must include all other sources of funding for the proposed research. Indicate whether these funds have been confirmed or not. Where applicable, include (a) the partners' material contributions (e.g. cash and in-kind), and (b) funds you have requested from other sources for proposed research related to this application.

Full organization name Contribution type	Confirmed	Year 1 Year 5	Year 2	Year 3	Year 4
	<input type="checkbox"/>				
	<input type="checkbox"/>				
	<input type="checkbox"/>				
	<input type="checkbox"/>				
	<input type="checkbox"/>				
	<input type="checkbox"/>				
	<input type="checkbox"/>				
	<input type="checkbox"/>				
	<input type="checkbox"/>				
	<input type="checkbox"/>				
Total funds from other sources		0	0	0	0
		0			

Personal information will be stored in the Personal Information Bank for the appropriate program.

Application WEB



Family name, Given name

Foster, William

Suggested Assessors

List Canadian or foreign specialists whom SSHRC may ask to assess your proposal.

List keywords that best describe the assessor's areas of research expertise. Please refer to the Suggested Assessors section of the detailed instructions for more information on conflicts of interest.

Family name Hassard		Given name John		Initials	Title Dr.
Org. code	Full organization name University of Manchester		Keywords History; Organizational theory; Change management		
Department/Division name Manchester Business School			Address Booth Street West		
Country code Area code Number Extension			Country UNITED KINGDOM		
Telephone number	440	161	306-1320		
Fax number					
E-mail john.hassard@mbs.ac.uk					
Family name Mutch		Given name Alistair		Initials	Title Professor
Org. code	Full organization name Nottingham Business School		Keywords Historical development of management; Institutional research		
Department/Division name Division of Human Resource Management			Address Nottingham Trent University Burton Street		
Country code Area code Number Extension			Country UNITED KINGDOM		
Telephone number	44	115	848 2429		
Fax number	44	115	848 6512		
E-mail alistair.mutch@ntu.ac.uk					
Family name Rowlinson		Given name Michael		Initials	Title Professor
Org. code	Full organization name Queen Mary University of London		Keywords Management and organizational history; Organizational theory,		
Department/Division name School of Business and Management			Address Room 409 Francis Bancroft Building Mile End Road		
Country code Area code Number Extension			Country UNITED KINGDOM		
Telephone number	440	20	7882 6323		
Fax number	440	20	7882 3615		
E-mail m.rowlinson@qmul.ac.uk					

Personal information will be stored in the Personal Information Bank for the appropriate program.

Application WEB



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Internal use	CID (if known)
286530	112234

Identification
Only the information in the Name section will be made available to selection committee members and external assessors. Citizenship and Statistical and Administrative Information will be used by SSHRC for administrative and statistical purposes only. Filling out the statistical and Administrative Information section is optional.

Name			
Family name	Given name	Initials	Title
Foster	William	M	Dr.

Citizenship - Applicants and co-applicants must indicate their citizenship status by checking and answering the applicable questions.

Citizenship status	<input checked="" type="radio"/> Canadian	<input type="radio"/> Permanent resident since (yyyy/mm/dd)	<input type="radio"/> Other (country)	Have you applied for permanent residency?
		_____	_____	<input type="radio"/> Yes <input type="radio"/> No

Statistical and Administrative Information

Birth year	Gender	Permanent postal code in Canada (i.e. K2P1G4)	Correspondence language	Previous contact with SSHRC? (i.e. applicant, assessor, etc.)
1971	<input type="radio"/> F <input checked="" type="radio"/> M	T6R3K4	<input checked="" type="radio"/> English <input type="radio"/> French	<input checked="" type="radio"/> Yes <input type="radio"/> No

Full name used during previous contact, if different from above

Contact Information
The following information will help us to contact you more rapidly. Secondary information will not be released by SSHRC without your express consent.

Primary telephone number				Secondary telephone number			
Country code	Area code	Number	Extension	Country code	Area code	Number	Extension
	780	6791166			780	9345166	
Primary fax number				Secondary fax number			
Country code	Area code	Number	Extension	Country code	Area code	Number	Extension
	780	6791129					
Primary E-mail wfooster@ualberta.ca							
Secondary E-mail							

Personal information will be stored in the Personal Information Bank for the appropriate program.

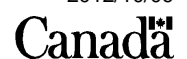
Checked

Web CV

2012/10/09

Identification

PROTECTED B WHEN COMPLETED





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Family name, Given name

Foster, William

Current Address Use only if you are not affiliated with a department at a Canadian university. (If you are affiliated with a department at a Canadian university, the department's mailing address will be used.) If you wish to use another address, specify it under the Correspondence Address.			Correspondence Address Complete this section if you wish your correspondence to be sent to an address other than your current address.		
Address			Address		
			4901 46 Avenue		
City/Municipality	Prov. / State	Postal/Zip code	City/Municipality	Prov. / State	Postal/Zip code
			Camrose	AB	T4V2R3
Country			Country CANADA		
Temporary Address If providing a temporary address, phone number and/or E-mail, ensure that you enter the effective dates.			Permanent Address in CANADA		
Address			Address		
			920 Thompson Place		
City/Municipality	Prov./ State		City/Municipality	Prov./ State	Postal/Zip code
			Edmonton	AB	T6R3K4
Country			Country CANADA		
Start date (yyyy/mm/dd)	End date (yyyy/mm/dd)	Temporary telephone/fax number			
		Country code	Area code	Number	Extension
Temporary E-mail					



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Family name, Given name

Foster, William

Research Expertise (optional)

The information provided in this section refers to your own research expertise, not to a research proposal. Filling out the following 4 sections is optional. This page will not be seen by selection committee members and external assessors. This section will be used for planning and evaluating programs, producing statistics, and selecting external assessors and committee members.

Areas of Research

Indicate and rank up to 3 areas of research that best correspond to your research interests as well as areas where your research interests would apply. Duplicate entries are not permitted.

Rank	Code	Area
1	290	Management
2	180	Environment and Sustainability
3		

Temporal Periods

If applicable, indicate up to 2 historical periods covered by your research interests.

From				To			
Year				Year			
		BC	AD			BC	AD
_____		<input type="radio"/>	<input type="radio"/>	_____		<input type="radio"/>	<input type="radio"/>
_____		<input type="radio"/>	<input type="radio"/>	_____		<input type="radio"/>	<input type="radio"/>

Geographical Regions

If applicable, indicate and rank up to 3 geographical regions covered by your research interests. Duplicate entries are not permitted.

Rank	Code	Region
1	1000	North America
2	3000	Europe
3	7000	Oceania

Countries

If applicable, indicate and rank up to 5 countries covered by your research interests. Duplicate entries are not permitted.

Rank	Code	Countries	Prov./ State
1	1100	CANADA	
2	1200	UNITED STATES	
3	3225	UNITED KINGDOM	
4	3206	GERMANY	
5	7100	AUSTRALIA	



Family name, Given name

Foster, William

Curriculum Vitae

Language Proficiency

	Read	Write	Speak	Comprehend aurally	Other languages
English	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
French	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Work Experience

List the positions, academic and non-academic, you have held beginning with the current position and all previous positions in reverse chronological order, based on the start year.

Current position				Start date (yyyy/mm)	
Associate Professor				2012/7	
Org. code	Full organization name				
1480111	University of Alberta				
Department/Division name					
Augustana Campus					
Position type	<input type="radio"/> Tenured	<input type="radio"/> Non-tenure	Employment status	<input checked="" type="radio"/> Full-time	<input type="radio"/> Part-time
	<input checked="" type="radio"/> Tenure-track	<input type="radio"/> Non-academic		<input type="radio"/> Non-salaried	<input type="radio"/> Leave of absence
Position			Start date (yyyy/mm)	End date (yyyy/mm)	
Assistant Professor			2006/7	2012/6	
Org. code	Full organization name				
1480111	University of Alberta				
Department/Division name					
Augustana Faculty					
Position			Start date (yyyy/mm)	End date (yyyy/mm)	
Org. code	Full organization name				
Department/division name					
Position			Start date (yyyy/mm)	End date (yyyy/mm)	
Org. code	Full organization name				
Department/Division name					



Family name, Given name

Foster, William

Academic Background				
List up to 5 degrees, beginning with the highest degree first and all others in reverse chronological order, based on the start date.				
Degree type	Degree name	Start date (yyyy/mm)	Expected date (yyyy/mm)	Awarded date (yyyy/mm)
Doctorate	PhD	1999/09		2006/11
Disc. code	Discipline	Did SSHRC support enable you to get this degree?		
62618	Management	<input type="radio"/> Yes <input checked="" type="radio"/> No		
Org. code	Organization	1480111 University of Alberta		
Country CANADA				
Degree type	Degree name	Start date (yyyy/mm)	Expected date (yyyy/mm)	Awarded date (yyyy/mm)
Master's	M.B.A	1997/09		1999/04
Disc. code	Discipline	Did SSHRC support enable you to get this degree?		
62600	Management, Business, Administrative Studies	<input type="radio"/> Yes <input checked="" type="radio"/> No		
Org. code	Organization	1480111 University of Alberta		
Country CANADA				
Degree type	Degree name	Start date (yyyy/mm)	Expected date (yyyy/mm)	Awarded date (yyyy/mm)
BA Gen.	BA	1989/09		1994/04
Disc. code	Discipline	Did SSHRC support enable you to get this degree?		
50808	Cinema, Film Studies and Video	<input type="radio"/> Yes <input checked="" type="radio"/> No		
Org. code	Organization	1480111 University of Alberta		
Country CANADA				
Degree type	Degree name	Start date (yyyy/mm)	Expected date (yyyy/mm)	Awarded date (yyyy/mm)
Disc. code	Discipline	Did SSHRC support enable you to get this degree?		
		<input type="radio"/> Yes <input type="radio"/> No		
Org. code	Organization			
Country				
Degree type	Degree name	Start date (yyyy/mm)	Expected date (yyyy/mm)	Awarded date (yyyy/mm)
Disc. code	Discipline	Did SSHRC support enable you to get this degree?		
		<input type="radio"/> Yes <input type="radio"/> No		
Org. code	Organization			
Country				

Personal information will be stored in the Personal Information Bank for the appropriate program.



Family name, Given name

Foster, William

Credentials

List up to 6 licences, professional designations, awards and distinctions you have received and feel would be the most pertinent to the adjudication of your application. List them in reverse chronological order, based on the year awarded.

Category	Name	Source or Country	Duration (Months)	Value / Year awarded
Academic Prize	Best Student Paper, CMS Academy of Mgt Conference	Academy of Management UNITED STATES	12	\$250 2004
Non-Academic Prize	University of Alberta Graduate Teaching Award	University CANADA	12	\$0 2003
Academic Prize	Best Paper Organizational Theory ASAC Conference	Administrative Sciences Association of Canada CANADA	12	\$0 2002

Research Expertise

The information provided in this section refers to your own research expertise, not to a research proposal.

Keywords

List keywords that best describe your areas of research expertise. Separate keywords with a semicolon.

Rhetorical history;strategic management; social memory; resource based view of the firm; corporate archivists

Disciplines

Indicate and rank up to 5 disciplines that best correspond to your research interests. Duplicate entries are not permitted.

Rank	Code	Discipline	If Other, specify
1	62618	Management	
2	62699	Other Administrative Studies	Social Memory Studies
3	51002	Business History	
4	50616	Popular Culture, Ideology	
5			



Family name, Given name

Foster, William

Funded Research

List up to 8 grants or contracts you have received from SSHRC or other sources. List them in reverse chronological order, based on the year awarded. If you are not the applicant (principal investigator), specify that persons' name.

Org. code 3010325	Full name of funding organization Social Sciences and Humanities Research Council of Canada	Year awarded (yyyy) 2011	Total amount (CAN\$) \$57,044
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Role Applicant	Completion status <input type="checkbox"/> Complete
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Project title The management of corporate social memory: The role of the historian/archivist

Applicant's family name	Applicant's given name	Initials
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Org. code 1	Full name of funding organization Killam Research Fund Cornerstones Grant	Year awarded (yyyy) 2011	Total amount (CAN\$) \$29,591
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Role Applicant	Completion status <input type="checkbox"/> Complete
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Project title The process of stakeholder management: An investigation of social managers and their stakeholders

Applicant's family name	Applicant's given name	Initials
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Org. code 1	Full name of funding organization University of Alberta-Augustana Campus	Year awarded (yyyy) 2010	Total amount (CAN\$) \$3,500
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Role Applicant	Completion status <input checked="" type="checkbox"/> Complete
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Project title The use of rhetorical history in professional sport

Applicant's family name	Applicant's given name	Initials
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Org. code 1	Full name of funding organization University of Alberta-Augustana Campus	Year awarded (yyyy) 2009	Total amount (CAN\$) \$6,500
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Role Applicant	Completion status <input checked="" type="checkbox"/> Complete
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Project title Studying social memory as a strategic asset

Applicant's family name	Applicant's given name	Initials
-------------------------	------------------------	----------



Family name, Given name

Foster, William

Funded Research (cont'd)

Org. code 1	Full name of funding organization University of Allberta-SSHRC 4A Grant	Year awarded (yyyy) 2008	Total amount (CAN\$) \$7,500
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Role Applicant	Completion status <input checked="" type="checkbox"/> Complete
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Project title Inventing Meaning

Applicant's family name	Applicant's given name	Initials
-------------------------	------------------------	----------

Org. code 1	Full name of funding organization Teaching & Learning Enhancement Fund	Year awarded (yyyy) 2008	Total amount (CAN\$) \$82,950
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Role Co-applicant	Completion status <input type="checkbox"/> Complete
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Project title Peer-Tutored Communications Initiatives at the Augustana Writing Centre
--

Applicant's family name Harde	Applicant's given name Roxanne	Initials
----------------------------------	-----------------------------------	----------

Org. code 1	Full name of funding organization University of Alberta Killam Small Operating Grant	Year awarded (yyyy) 2007	Total amount (CAN\$) \$6,500
----------------	---	--------------------------------	------------------------------------

Role Applicant	Completion status <input checked="" type="checkbox"/> Complete
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Project title The invention of tradition in sport organizations
--

Applicant's family name	Applicant's given name	Initials
-------------------------	------------------------	----------

Org. code 1	Full name of funding organization University of Alberta Start Up Grant	Year awarded (yyyy) 2006	Total amount (CAN\$) \$5,000
----------------	---	--------------------------------	------------------------------------

Role Applicant	Completion status <input checked="" type="checkbox"/> Complete
-------------------	--

Project title The institutional work of sport fans

Applicant's family name	Applicant's given name	Initials
-------------------------	------------------------	----------

1. Research Contributions Over the Last Six Years

Refereed Contributions

- R Wiebe, E., Suddaby, R. & Foster, W. (2012). The Momentum of Organizational Change. In Steve Maguire and Majken Schultz (Eds.) *Constructing Identity In and Around Organizations*. Oxford: Oxford University Press.
- R Foster, W. M., Hyatt, C., & Julien, M. (2012). “Pronger you ignorant ape...I hope you fall off Space Mountain!”. A study of the institutional work of sport fans. In A.C. Earnheardt, P.M. Haridakis, B.S. Hugenberg (Eds.), *Sport Fans, Identity and Socialization: Exploring the Fandomonium*. (pp. 119-137): Lanham, Md.: Lexington Books. (Foster 60%-Hyatt 30%-Julien 10%)
- R Foster, W. M., Suddaby, R., Minkus, A., & Wiebe, E. (2011). History as Social Memory Assets: The example of Tim Hortons. *Management and Organizational History*. 6(1), 101-120. (Foster 60%-Suddaby 20%-Minkus 10%-Wiebe 10%)
- R Foster, W. M., & Wiebe, E. (2011). Praxis makes perfect: Recovering the ethical promise of Critical Management Studies. *Journal of Business Ethics*. 94(2), 271-283. (Foster 50%-Wiebe 50%)
- R Suddaby, R., Foster, W. M., & Quinn-Trank, C. (2010). Rhetorical history as a source of competitive advantage. In J. Baum & J. Lampel (Eds.), *Advances in Strategic Management: The Globalization of Strategy Research* (Vol. 27, pp. 147-173): Emerald Group Publishing Limited. (Suddaby 60%-Foster 30%-Quinn-Trank 10%)
- R McConnell, D., Foster, W. M., Hyatt, C. (2010). Creating a national treasure: Hockey Night in Canada and the strategic use of schematic and specific narrative templates. In David Finch (Ed.), *Proceedings of the 38th Annual Conference of the Administrative Sciences Association of Canada*. Vol. 31, No. 23. Regina, SK. (McConnell 50%-Foster 40%-Hyatt 10%)
- R Foster, W. M., & Washington, M. (2009). Organizational structure and home team performance. *Team Performance Management*, 15(3/4), 158-171. (Foster 60%-Washington 40%)
- R Hyatt, C., Foster, W.M., & Julien, M. (2009). A Breakdown in the Norm of Reciprocity: Examining Edmonton Oilers Fan Reaction to Chris Pronger’s Trade Demand from a Gift-Giving Perspective. In *Now is the Winter: Thinking about Hockey*. Ed. J. Dopp & R. Harrison. Wolsak & Wynn. (Hyatt 60%-Foster 35%-Julien 5%)
- R Foster, W.M., & Hyatt, C.G. (2008). Inventing team tradition: A conceptual model for fan nation building. *European Sport Management Quarterly*. Vol. 8(3), p. 265-287 (Foster 50%-Hyatt 50%)
- R Mason, D. S. & Foster, W.M. (2007). Putting Moneyball on ice. *International Journal of Sport Finance*. Vol. 2(4), p. 206-213. (Mason 60%-Foster 40%)
- R Foster, W.M., & Hyatt, C.G. (2007). I despise them! I detest them! Franchise relocation and the Expanded Model of Organizational Identification. *Journal of Sport Management*. Vol. 21 (2), p. 194-212. (Foster 50%-Hyatt 50%)
- R Devine, K., & Foster, W.M., (2006) Off-the-ice action in the National Hockey League: An interview with Scott Howson of the Edmonton Oilers. *Journal of Management Inquiry*. Vol. 15 (3), p. 1-9. (Devine 50%-Foster 50%)

Other refereed contributions

- R Hyatt, C., Foster, W.M., Duquette, G., (2012). Understanding the ex-fan: A conceptual

- model of sport fan separation. Presented at the *North American Society for Sport Management Conference*, Seattle, Wa., May 22-26.
- R Hyatt, C., Foster, W.M., Duquette, G., (2012). "Where have all the good fans gone? A study of NHL Fans and why they stopped cheering for their teams." Presented at The Hockey Conference, Halifax, NS., July 12-14.
- R Chard, C., Hyatt, C., Foster, W.M. (2012). "Understanding the context of the OUA hockey league within the CIS hockey family: Money, media, markets and management." Presented at The Hockey Conference, Halifax, NS., July 12-14.
- R Foster, W.M., Suddaby, R., Wiebe, E. (2012). Activating the past: The persistence of corporate memory. Presented at the *European Group of Organizational Studies*, Helsinki, Finland, July 5-7. SSHRC Funded.
- R Wiebe, E., Suddaby, R., Foster, W.M., (2011). The Temporal-Relational nature of objects. Presented at the *Third International Symposium on Process Organization Studies*. Corfu, Greece, June 16-18. SSHRC Funded.
- R Mills, A.J., Suddaby, R., Foster, W.M. (2011). History and the Dynamics of Institutions. Presented at the *European Group of Organizational Studies*, Gothenburg, Sweden, July 7-9. SSHRC Funded.
- R Hyatt, C., Sutton, W., Foster, W.M., & McConnell, D. (2011). Making Fantasy a Reality: Fan Involvement in a Professional Sport Team's Decision Making. Presented at the *North American Society for Sport Management Conference*, London, Ont., June 1-4.
- R Suddaby, R. & Foster, W.M., (2010) History and the dynamism of institutions. Presented at the Academy of Management Conference. Montreal, Quebec, August 5-8. (Suddaby 60%-Foster 40%).
- R Wiebe, E., Suddaby, R., Foster, W.M. (2010). The momentum of organizational change. Presented at the *Second International Symposium on Process Organization Studies*. Rhodes, Greece, June 11-13.(Wiebe 60%-Suddaby 20%-Foster-20%)
- R McConnell, D., Foster, W.M., Hyatt, C. (2010). Creating a national treasure: Hockey Night in Canada and the strategic use of schematic and specific narrative templates. Presented at the *Administrative Sciences Association of Canada*, Regina, SK, May 22-25. (McConnell 50%-Foster 40%-Hyatt 10%)
- R McConnell, D., Foster, W.M., Hyatt, C. (2010). Hockey Night in Canada: Nostalgia, Tradition and Canadian Hockey. Presented at the *Hockey on the Border Conference*, Buffalo, NY. June 3- 5. (McConnell 50%-Foster 40%-Hyatt 10%)
- R Foster, W.M., & Suddaby, R., Safi, S. (2010). Are some critics more authentic than others? An exploratory study of the impact of structural location on television critic authenticity. Presented at the *European Group of Organizational Studies*, Lisbon, Portugal, July 1-3. (Foster 60%-Suddaby 30%-Safi 10%).
- R Foster, W.M., & Suddaby, R., Wiebe, E. (2009). Organizational history and tradition: Can it be the source of a sustained competitive advantage? Paper presented at the *European Group of Organizational Studies*, Barcelona, Spain, July 1-3. (Foster 50%-Suddaby 30%-Wiebe 20%)
- R Foster, W.M., Hyatt, C., & Julien, M. (2009). Creating a rhetorical vision in the process of repairing damage to the institution: A case study from the National Hockey League. Paper presented at the *Administrative Sciences Association of Canada*, Niagara Falls, ON, May 26-29.(Foster 50%-Hyatt 30%-Julien 20%)
- R Foster, W.M. (2008). Winning with tradition: The National Hockey League and the invention of tradition presented at the *Administrative Science Association of Canada*, Halifax, NS, May 24-27.

- R Foster, W.M. & Hyatt, C.G. (2007). The invention of tradition: Building Oiler nation. Presented at the *North American Society for Sport Management Conference*, Ft. Lauderdale, FL, May 30- June 3. (Foster 50%-Hyatt 50%)
- R Foster, W.M. & Washington, M. (2007). The moderating effect that a sport's rules have on a home team's competitive advantage. Presented at the *North American Society for Sport Management Conference*, Ft. Lauderdale, FL, May 30- June 3. (Foster 60%-Washington 40%)
- R Foster, W.M. (2007). A one pronged attack: Repairing the institution of community in reactions to Chris Pronger's trade. Presented at the *Canada and the League of Hockey Nations Conference*, Victoria, BC, April 19- 21.

Non-refereed contributions

- Suddaby, R, Foster, W.M., Wiebe, E. (2012). Rhetorical History as a Source of Competitive Advantage: Mnemonic Entrepreneurs. Presented at Concordia University, Montreal, PQ. February 10, 2012.
- Foster, W.M., Suddaby, R., Wiebe, E.M., (2011). The management of corporate social memory: The role of the historian/archivist. Presented at the Business Archivists Section Business Meeting, Society of American Archivists Conference, Chicago, IL, August 21-27. SSHRC Funded.
- Foster, W.M. (2011). Edmonton Oilers, In *The Encyclopedia of Sports Management and Marketing*. Eds. L.E. Swayne & M. Dodds. Sage Publications Inc.
- Foster, W.M. (2009). Indexicality. In *The Encyclopedia of Case Study Research*. Eds. A. Mills, G. Durepos & E. Wiebe. Sage Publishing.

Forthcoming contributions

- R Suddaby, R., Foster, W.M., Mills, A.J. (In Press). History and Institutions. In *History and Organization Theory* edited by D. Wadawhani and M. Bucheli . Oxford University Press. Suddaby 60%-Foster 35%-Mills 5%) SSHRC Funded.
- R Hyatt, C., Sutton, W., Foster, W.M., McConnell, D. (Accepted). Making Fantasy a Reality: Fan Involvement in a Professional Sport Team's Decision Making. *Sport, Business, Management: an International Journal*. (Hyatt 50%-Foster 30%-Sutton 10%-McConnell 10%)
- R Chard, C., Hyatt, C., Foster, W.M., (Accepted). Hockey's best kept secret: An analysis of OUA ice hockey using the Value Dynamics. *Sport, Business, Management: an International Journal*. (Chard 60%-Hyatt 20%-Foster20%)

2. Other Research Contributions.

Editorial Board Member-Academy of Management Review, Journal of Management Inquiry, Journal of Sport Management.

Program & Division Chair Organizational Theory Division, Administrative Sciences Association of Canada Conference.

Ad Hoc Reviewer for: *Academy of Management Journal, Management and Organizational History, Organizational Science, Journal of Management Studies*.

Member: Academy of Management, North American Society for Sport Management, Administrative Sciences Association of Canada, Academy of Management, European Group for Organizational Studies.

3. Most Significant Career Research Contributions.

Foster, W. M., Suddaby, R., Minkus, A., & Wiebe, E. (2011). History as Social Memory Assets: The example of Tim Hortons. *Management and Organizational History*. 6(1), 101-120.

This paper was the first manuscript that was written about our current research agenda. The research in this paper validated our approach and has been cited as a key piece of research in the area of rhetorical history.

4. Career Interruptions and Special Circumstances.

N/A

5. Contributions to Training.

Graduate committee work

1. Alison Minkus-Provisional Ph.D. Candidate, School of Business, U of A. Committee Member
2. Kris Hoang-Ph.D. Candidate, School of Business, U of A. Candidacy & Examination Committee Member
3. Stacy-Lynn Sant- Ph.D Candidate, Faculty of Physical Education, U of A. Candidacy Examination Committee Member
4. Joe Mills- Ph.D. Candidate, Faculty of Physical Education, U of A. Candidacy Examination Committee Member.

Post Doctoral training

1. Sebastien Mena-Post Doctoral Student, School of Business, U of A. Sebastien is a essential part of the research team investigating rhetorical history & sustainability. We have been working to refine his skills in data collection, data analysis, interviewing techniques and qualitative research methods.
2. Diego M. Coraiola-Visiting Ph.D. Student, U of A. Diego is exploring issues of rhetorical history in Spanish banks. Our work is focused on data collection, data analysis, the development of research papers and qualitative research methods.

Undergraduate training

3. Candace Yung-UG student, Augustana Campus, U of A. Candace has been helping collect and analyze data for our sustainability and rhetorical history project.
4. Alexa Warkentin- UG student, Augustana Campus, U of A. Alexa has been working on the SSHRC project on corporate archivist. She has been trained in transcription methods and is currently coding and analyzing interviews.
5. Grant Gabert-UG student, Augustana Campus, U of A. Grant collected and analyzed data from the websites of North American professional sport teams.
6. Dylan McConnell-UG student, Augustana Campus, U of A. Data collection, analysis and presentation of conference papers and 1 journal article, 1 forthcoming journal article and 1 conference proceeding paper.