

TERANCE J. WOLFE, PhD

Marshall School of Business, University of Southern California
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<http://www.marshall.usc.edu/faculty/directory/terancew>

<https://www.linkedin.com/in/terancewolfe>

ACADEMIC EXPERIENCE

- August 2009 to present **Associate Professor of Clinical Management and Organization
Marshall School of Business, University of Southern California**
Full-time, Evening, International MBA: Strategic Management, Strategic Issues for Global Business, Strategy & Organization Consulting, Negotiation & Deal-Making, Leading Innovation and Change, Leading Effective Teams, Managerial Judgment and Decision-Making, Managerial Perspectives, International Field Experience (PM-Globe).

Undergraduate: Learning about International Commerce (LINC), Global Strategy, Management Consulting.

Executive Education: Understanding and influencing culture; Developing leaders and managers; Leadership & executive presence; Developing high performance teams; Formulating and implementing strategy; Leading change. Support Executive Education Business Development.
- January 1995 to August 2009 **Adjunct Professor, George L. Graziadio School of Business and Management, Pepperdine University, Los Angeles (part-time).**
MBA & Executive MBA: Strategy Formulation; Organization Theory; Strategy Implementation, Creativity & Innovation
- August 1995 to January 2000 **Assistant Professor, Department Of Management, College of Business Administration & Economics, California State University, Northridge.**
Strategic Management (Undergraduate and MBA); Business & Society; Decision-making, Creativity.
- August 1993 to July 1995 **Associate Professor, Organizational Psychology, California School of Professional Psychology, Los Angeles.**
Promoted August 1993.
- July 1992 to August 1993 **Acting Director, Organizational Psychology Program, California School of Professional Psychology, Los Angeles.**
- September 1990 to July 1993 **Assistant Professor, Organizational Psychology, California School of Professional Psychology, Los Angeles.**
Doctoral: Organizational Behavior, Inquiry, Qualitative Research Methods, Organizational Psychology Research Lab, Group Theory.
- September 1990 to December 1990 **Lecturer, School of Business and Management, Pepperdine University, Los Angeles, California (part-time).**
Management Strategy and Policy (MBA).

September 1988 to May 1995 **Lecturer, School of Business and Economics, California State University, Northridge (part-time).**
 Management and Organization Theory; Strategic Management (Undergraduate and MBA).

October 1982 to December 1985 **Teaching Assistant, Anderson Graduate School of Management, University of California, Los Angeles.**
 Managerial Problem Solving: Individual; Management Communications.

January 1984 to May 1984 **Lecturer, School of Business and Economics, California State University, Northridge (part-time).**
 Management and Organization Theory, Decision-making.

August 1978 to May 1982 **Lecturer, University of Maryland, European Division, Heidelberg, West Germany.**
 Organizational Theory and Behavior, Human Resource Management, Organizational Psychology. Special topics: Creative Problem Solving, Women in Management.

August 1976 to July 1978 **Instructor, University of Maryland, College Park (part-time).**
 Organization Theory, Organization Behavior.

Various Additional Adjunct Appointments
California School of Professional Psychology, Organizational Psychology Program.
 Global Leadership Program. Operated in conjunction with California Management Institute. PsyD Program for Working Executives from Thailand and Taiwan, ROC, 1998 – 2002. Management Policy & Strategy
Dominican University of San Rafael, College of Business
 MA in Management Program, 2002 – 2008
 Management Policy & Strategy, Organization Design
 Green MBA, Spring 2008, Human Relations & Organizational Behavior
Chapman University, Argyros School of Business
 MBA and Executive MBA Programs, 2002 – 2006
 OB, Organization Development, Creativity & Innovation

EDUCATION

Ph.D., 1991, Management, Anderson Graduate School of Management, University of California, Los Angeles.
 Major: Human Systems Development. Minors: Organization Theory, Control Systems.
 Member *Beta Gamma Sigma* business honor society.
 OB/OT/OD Doctoral Consortium, Academy of Management, New Orleans, 1987.

MBA, 1976, Old Dominion University, Norfolk, Virginia.

BS, 1973, Business Administration, Old Dominion University.

RESEARCH AND TEACHING INTERESTS

Research interests: the role of psychological frames of reality in organizational processes and decision-making, strategic mindsets, power and politics within organizations and networks, performance management, cultural diversity, organizational control systems, implementation.

Teaching interests: strategic management, global strategy, management consulting, leadership, power & influence, negotiation & persuasion, cultural diversity, decision-making, organization theory, qualitative research methods, organizational behavior, organization development & change, creativity & innovation.

PROFESSIONAL DEVELOPMENT

National Group Leader's Conference, sponsored by Oasis Center for Human Potential, Chicago, IL. Participated in workshops by Robert Goulding, Anna Halprin, Barry Oshry, Erving Polster, Ilana Rubinfeld. March 19-21, 1980.

Power and Systems Residential Laboratory. Cape Cod, MA. October 19-25, 1980. Faculty: Barry & Karen Oshry.

“Leicester Conference” two week residential on Authority, Leadership and Organization, Tavistock Institute of London, April 2-15, 1981.

Ojai Leadership Residential Laboratory, UCLA Extension and the Behavioral and Organizational Sciences Group, Anderson Graduate School of Management, UCLA, Ojai, CA., June 12-18, 1983.

Organizational Design and Restructuring, two-week residential conference, Office of Executive Education, Anderson Graduate School of Management, UCLA, Laguna Beach, CA., September 19-30, 1983. Director: Lou Davis.

Organizational Transformation in a Global Perspective, Behavioral & Organizational Sciences Group, Anderson Graduate School of Management, UCLA, August 11-14, 1991.

Human Relations Training Workshop and Residential, National Conference of Christians and Jews, Los Angeles, CA., March 1993.

Staff Development for Multicultural Training, National Conference of Christians and Jews, Los Angeles, CA., April, 1994.

The Advanced Training of Small Group Processes, GREX, The California Center of the A.K. Rice Institute, October 7-9, 1994, Neuropsychiatric Institute and Hospital, UCLA, Los Angeles, CA. Faculty: Kay West, Ph.D., Gloria Sanchez, MBA, Earl Braxton, Ph.D.

Program in Advanced Organizational Consultation (AOC), Tavistock Institute, London, September 2004 – July 2005 (partial completion). Core Faculty: Jean Neumann, PhD, Richard Holti, PhD, Sue Whittle, PhD.

Taking Flight: Developing a Professional Consulting Practice, Institute of Management Consultants, Los Angeles, CA, 2005.

Cape Cod Training Program (CCTP), International Gestalt Study Center, May 2007 – October 2007, South Wellfleet, MA. Faculty: Sonia Nevis, PhD, Joe Melnick, PhD, Penny Backman, MSSA, Carole Brockmon, MS, Stuart Simon, PhD.

International Gestalt Coaching Program (IGCP), Gestalt Organization & Systems Development Center, Cleveland, OH, September 2007 – April 2008. Faculty: Dorothy Siminovitch, PhD, John Carter, PhD, Ann Van Eron, PhD, Laurie Zuckerman, MBA, Veronica Carter, PhD.

Leadership, Authority and Organizational Change. 44th Annual Leadership Institute of the A.K. Rice Institute for the Study of Social Systems, June 2 – June 8, 2008, Lake Arrowhead, CA.

Relational Gestalt Therapy Training Program, Pacific Gestalt Institute, Los Angeles, October 2014 – May 2016 (two training years)

Professional Certification, Global Mindset Inventory, Thunderbird Graduate School of Management, October 2015.

Professional Certification, Leadership 360's, Advanced Certification Workshop, Center for Creative Leadership, Greensboro, NC., August 2016.

ACADEMIC COURSEWORK – GROUP DYNAMICS

Organization Development & Change, MBA Program, Old Dominion University, Norfolk, Virginia, 1975. Weekend labs in NTL and Gestalt Therapy.

Psychology of Group Processes, Doctoral Program, Department of Psychology, University of Maryland, 1977. Intensive semester long experiential workshop including three intensive weekends (Friday – Sunday): NTL, Gestalt Therapy, Tavistock Group Relations.

Group Dynamics, Doctoral Program, School of Business, University of Maryland, 1978.

Selected Coursework in Social Psychology, Department of Psychology, University of Maryland, 1976 – 1978.

Selected Coursework in Social Psychology, Department of Psychology, UCLA, 1982 – 1984.

Practicum in Group Dynamics, Human Systems Development Doctoral Program, Anderson Graduate School of Management, UCLA, Fall 1983. Sam Culbert, PhD & Jack McDonough, DBA, Supervisors.

Practicum in Small Group Facilitation, Human Systems Development Doctoral Program, Anderson Graduate School of Management, UCLA, Spring 1984. Joan Lasko, PhD, Supervisor.

PUBLICATIONS

Wolfe, Terance J. 1988. The "command bunker": Changing power perceptions through a modified fishbowl technique. In M.O. Jones, M.D. Moore and R.C. Snyder (eds.), *Inside organizations: Understanding the human dimension*. Beverly Hills: Sage Publications.

Wolfe, Terance J. 1990. Using *AGENDA* for qualitative data analysis. *Journal of business and psychology*, 5 (2).

Wolfe, Terance J. 1991. *An inquiry into the impact of frame alignment breakdowns on people and organizations: An exploratory field study*. Doctoral dissertation, University of California, Los Angeles. Ann Arbor: UMI Dissertation Information Service.

- Boje, David M. and Terance J. Wolfe. 1989. Transorganization development: Contributions to theory and practice. In H.J. Leavitt, L.R. Pondy and D.M. Boje (eds.), *Readings in managerial psychology, 4th ed.* Chicago: University of Chicago Press.
- Boje, D., White, J. & Wolfe, T. 1994. Reframing the consultant's role to reduce barriers to understanding. *Academy of Management Best Paper Proceedings*, 186-190.
- Boje, D., White, J. & Wolfe, T. 1995. Deconstructing alternative frames of reality: A case study of a public housing project -- Implications for organization development theory and applications. In W. Pasmore & R. Woodman (eds.), *Research in Organizational Change and Development*, Vol. 8. JAI Press, pp. 181-242.
- Boje, D. & Wolfe, T. A frame analytic perspective on organizational consultation: Insights from the field. *Journal of Organizational Change Management* (under revision).

WORKING PAPERS

- Frاند, Jason and Terance J. Wolfe. 1986. *A framework for the study of the computerization of business schools: A preliminary report.* Information Systems Working Paper # 6-86, Los Angeles: Graduate School of Management, UCLA.
- Kovach, C., Berger-Davidson, N. & Wolfe, T. 1990. *Have tent, will travel: Implications for management theory and organizational strategy from the traveling entertainment industry – the experience of Cirque du Soleil.* Unpublished paper. Los Angeles: School of Business and Economics, California State University-Northridge.
- Molstad, C., Phillips, M., Ray, L. & Wolfe, T. 1991. *Researcher responsiveness in qualitative fieldwork: Adapting fieldwork roles to research demands.*
- Wolfe, Terance J. 1984. *Women in management: Just where are we.* Unpublished paper. Los Angeles: Behavioral & Organizational Science Group, Graduate School of Management, UCLA.
- Wolfe, Terance J. 1986. *The effect of sex and age stereotypes on performance evaluation and reward decisions.* Unpublished paper. Los Angeles: Behavioral & Organizational Science Group, Graduate School of Management, UCLA.
- Wolfe, Terance J. 1989. *A contingency perspective on organizational control system implementation.* Unpublished paper. Los Angeles: Behavioral & Organizational Science Group, Anderson Graduate School of Management, UCLA.
- Wolfe, Terance J. 1994. *Reducing barriers to understanding during turbulent situations: A frame analytic perspective.* Organizational Psychology Program, California School of Professional Psychology
- Wolfe, Terance J. 1994. *Shifting frames during periods of organizational change and transition: Reducing barriers to understanding.* Organizational Psychology Program, California School of Professional Psychology.
- Wolfe, Terance J. 1996. *Learning from unusual events: A frame analytic perspective.* Department of Management, College of Business Administration & Economics, California State University, Northridge.

Wolfe, T. & Li, M. 1998. *Managing in an interconnected world: Making the transition to strategic sense-making in the transnational organization*. Nominated as Best Paper, Western Academy of Management, Portland.

Nederlk, J., Maurseth, J. & Wolfe, T. 2007. *Healthy Lifestyles Program Promotoras Facilitation Guide*. Los Angeles, CA: Olive View – UCLA Medical Center Foundation.

WORKS IN PROGRESS

Wolfe, Terance J. *Doing Strategy: A Practitioner's Guide to Strategic Planning for Small-to-Medium Size Enterprises*.

Wolfe, Terance J. *Light it Up! A Two-Party Negotiation Role Play*.

Wolfe, Terance J. *Light it Up! An Experiential Activity for Understanding, Assessing, Diagnosing and Intervening into a Conflict Situation*.

PRESENTATIONS

David M. Boje, Terance J. Wolfe, Michael O. Jones, Michael M. Moore & Donald Christensen. *Dealing with symbolic expression in organizations*. Symposium on Organization Transformation, Organization Development Network Annual Conference, Los Angeles, October, 1983.

Patricia Roberson-Bennett & Terance J. Wolfe. *Women and minorities in management: Just where are we?* Symposium on Interrelationship of "Affirmative Action" and "Comparable Worth" to Wage Differentials, American Psychological Association Annual Convention, Toronto, August, 1984.

Terance J. Wolfe. *Understanding layoff culture: Stories and strategies*. Symposium on Organizational Culture and Applied Folkloristics, American Folklore Society Annual Convention, San Diego, October, 1984.

Terance J. Wolfe. *Managing cultural differences: A case study in intraorganizational communication*. Panel on Human Resources and Folkloristics: Ways of Working Together, American Folklore Society Annual Convention, San Diego, October, 1984.

Terance J. Wolfe. *Frame strategies and their personal and organizational consequences*. Working Conference on Managerial Thought and Cognition. Washington, DC, August, 1989.

Carol Kovach, Naomi Berger-Davidson & Terance J. Wolfe. *Have tent, will travel: Implications for management theory and organizational strategy from the traveling entertainment industry*. Western Academy of Management, Salt Lake City, March 1990.

Terance J. Wolfe. *Overextending the Agenda: Hopes and frustrations in a PC-based qualitative analysis of textual data*. Symposium on Qualitative Microcomputing and Management Research: Refinements, Reflections, and Reservations, Western Academy of Management, Santa Barbara, CA., March, 1991.

Terance J. Wolfe. *On researching a moving target: Opportunities lost and opportunities found*. Symposium on Common Problems in Qualitative Fieldwork: Shifting Researcher Roles and Perspectives, Western Academy of Management, Santa Barbara, Ca., March, 1991.

- Terance J. Wolfe. *Program in action research*. Symposium on Out of the Classroom and into the Field: Educating for "Relevance" in Organizational Behavior. Organizational Behavior Teaching Conference, Calgary, Alberta, Canada, June, 1992.
- Terance J. Wolfe. *Shifting frames during periods of organizational change and transition: An application of the theory of logical types*. Submitted for program consideration to the Academy of Management Annual Convention, Las Vegas, August 1992.
- Sam Chan, Shelly Harrell, Cindy Lindsay & Terance Wolfe. *The dynamics of diversity: Training models for promoting personal growth and deepening organizational change*. Third Annual National Diversity Conference, Chicago, IL., May 1993.
- Terance J. Wolfe. *Multiple frames of discourse: Varying perspectives on global competition*. Paper presented to the Organization Theory Track, International Academy of Business Disciplines, Pittsburgh, April, 1994.
- Terance J. Wolfe. *Developing joint clinical and organizational psychology training and consultation teams*. Symposium on Psychology's Contributions to Workforce Diversity Training and Consultation. Division 14, American Psychological Association Annual Convention, Anaheim, August 1994.
- David Boje, Judith White & Terance Wolfe. *Reframing the consultant's role to reduce barriers to understanding*. Selected as Best Paper, Management Consultation Division, Academy of Management Annual Convention, Dallas, August, 1994.
- David Boje, Judith White & Terance Wolfe. *A postmodern analysis of public housing discourses*. Presented to Research Methods Division Panel on Qualitative Methodology, Academy of Management Annual Meeting, Dallas, August, 1994.
- Denise Burt, Pam Fomalont, George Simon & Terance Wolfe. *Synergistic partnerships between diversity and intercultural training in the US*. Presentation to the Society for Intercultural Education Training and Research Annual International Convention, Munich, Germany, June, 1996.
- Terance J. Wolfe. *Learning from unusual events: A frame analytic perspective*. Paper presented to the Managerial and Organizational Cognition Interest Group, Academy of Management Annual Convention, Cincinnati, Ohio, August, 1996.
- Len Korot & Terance Wolfe. *"Breaking the chains" of functional silos in an era of change: Educating for the leading edge 21st century organization*. Presentation to the Fourth International Organizational Behavior Teaching Conference, Cape Town, South Africa, December, 1997.
- Terance Wolfe & Mingfang Li. *Managing in an interconnected world: Making the transition to strategic sense-making in the transnational organization*. Nominated Best Paper, Western Academy of Management, Portland, March, 1998.
- Terance Wolfe & Mingfang Li. *Forms, frames and fit: Managing transitions in organizational sense-making in a pluralistic world*. Paper presented to the Managerial and Organizational Cognition Division, Academy of Management Annual Convention, Chicago, August 1999.

- Terance Wolfe & Mingfang Li. *In search of the dominant logic: Deconstructing multinational management mindsets*. Paper presented to the Western Academy of Management, Hawaii, April 2000.
- Terance Wolfe, *Leadership for Prevention: Conflict Resolution for Learning Communities in the 21st Century*. NorCal Relief, Sacramento, CA, September 2001.
- Terance Wolfe, *Diversity as a Source of Competitive Advantage*, Los Angeles County, Department of Public Works, October 2001.
- Terance Wolfe, *Global Strategic Mindsets*. Invited Lecture, Executive MBA Program, Sripatum University, Bangkok, Thailand, November 2001.
- Terance Wolfe, *Strategic Management: The New Global Challenges*, Sripatum International Seminar for Executives, Bangkok, Thailand, November 2001.
- Terance Wolfe, *Leadership for Prevention: Conflict Resolution for Learning Communities in the 21st Century*. County of Los Angeles Fourth Annual Multicultural Conference, Los Angeles, April 2002.
- Terance Wolfe, *Organizational Cultural Competency Assessment*. Presentation to Comprehensive Community Care Implementation Committee (CCCIC), Los Angeles County Department of Mental Health, July 22, 2002.
- Terance Wolfe, *DISC-A: Applying Knowledge Management to Strategic Planning*. Yung-Ta Institute of Commerce and Technology, Pingtung, Taiwan, ROC, November 2002.
- Terance Wolfe, *DISC-A: Applying Knowledge Management to Strategic Planning*. Rahjabhat Institute Phetchaburi, Phetchaburi, Thailand, November 2002.
- Terance Wolfe, *Building and Managing Diverse Teams for Success*. County of Los Angeles Fifth Annual Multicultural Conference, Los Angeles, March 2003.
- Terance Wolfe, *Cultural Competency Organizational Analysis*, County of Los Angeles, Department of Mental Health, April 2003.
- Terance Wolfe, *Problem-Solving and Team Decision-Making*. International Exchange Seminar, Training for Civil Servants, Taiwan National Civil Service Institute, Taipei, Taiwan, ROC, October 20, 2004.
- Terance Wolfe. *Workplace Bullying: In Search of a Little Respect*. County of Los Angeles Tenth Annual Multicultural Conference, Los Angeles, May 2008.
- Terance Wolfe. *Workplace Bullying: In Search of a Little Respect*. Human Resources Knowledge Network, Los Angeles, September 2009.
- Terance Wolfe. *Understanding Learning Styles*. AACSB Bridge Program, UC Irvine, January 2011; Columbus, Ohio, Spring 2012; George Mason University; Spring 2013.
- Terance Wolfe. Understanding “Wicked Problems”. Invited Presentation to Subconscious Communication, Biological Instinct Conference, Institute for Genetic Medicine Art Gallery, Keck School of Medicine, University of Southern California, August 7, 2015.
- Terance Wolfe, Moderator, *Understanding “Brand”*, Taiwan – US Investment Conference, Los Angeles, May 28, 2016.

Terance Wolfe, *Leadership and Management*, University Advancement, University of Southern California, October 28, 2016.

MEDIA QUOTATIONS

Quoted in *International Business Times*, “NBA Finals 2014: Spurs Operate Like A High-Level Business”, by Bobby Ilich on June 04 2014 3:18 PM. <http://www.ibtimes.com/nba-finals-2014-spurs-operate-high-level-business-1594507>

Quoted in Business Insider, “What CEO’s Can Learn from How Greg Popovich Runs the Spurs”, by Bobby Ilich on June 4, 2014, 4:51PM. <http://www.businessinsider.com/what-ceos-can-learn-from-gregg-popovich-2014-6>

RESEARCH SUPERVISION

Committee Chair and research supervisor for six (6) Ph.D. candidates, Organizational Psychology Program, California School of Professional Psychology, Los Angeles.

Amato, Roy	Completed	Kruley (nee Maurseth), Julianne	Completed
Angelo, Nancy	Completed	Peppers, Cheryl	Completed
Irizarry-Flores, Janet	Completed	Sueki, Lisa	Completed

Research Supervisor for three (3) PsyD (Doctor of Psychology) candidates, Executive Doctoral Program in Global Strategic Leadership, California School of Professional Psychology, LA.

Chansiriwat, Wanlop Thailand, in process	Chartpanich, Siriporn Thailand, Completed	Toatong, Chomyoung Thailand, Completed
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Committee Member for seven (7) Ph.D. candidates, Organizational Psychology Program, California School of Professional Psychology, Los Angeles.

Amsel, Jaime	Completed	Russell, Jennifer	Completed
Dubin, Lucy	Completed	Shore, Michael	Completed
Goodman, Gary	Completed	Simmons, Shirley	Completed
Grayson, Curt	Completed		

Committee Chair and research supervisor for fifteen (15) masters theses, Organizational Psychology Program, California School of Professional Psychology, Los Angeles.

Allison-Aipa, Timothy	Completed	Kruley, Julianne	Completed
Berman, Karen	Completed	McAnally, Kimcee	Completed
Christenson, Anie	Completed	Shore, Michael	Completed
Collins, Lisa	Completed	Starinchak, Edward	Completed
Dubin, Lucy	Completed	Sueki, Lisa	Completed
Goodearle, Harold	Completed	Tidwell, James	Completed
Grossman, Sandra	Completed	Vasquez, Ron	Completed
Henig-Gutterman, Dafna	Completed		

SYMPOSIA PARTICIPATION

Discussant, Symposium on *Gender and work: Skills, wages, attitudes and experiences*, Western Psychological Association Annual Conference, Los Angeles, April, 1984.

Terance J. Wolfe. *Microcomputers and courseware development strategies*. The Loyola Marymount University Accounting Education Study Center and California CPA Foundation for Education and Research conference on Computers in the Accounting Classroom, Los Angeles, January, 1986.

Chairperson, Symposium on *From tokenism to diversity: A management challenge for the '90's*. Western Academy of Management, Spokane, Washington, April, 1992.

Chairperson, Symposium on *Out of the classroom and into the field: Educating for "relevance" in organizational behavior*. Organizational Behavior Teaching Conference, Calgary, Alberta, Canada, June, 1992.

Discussant, *Practices and paradigms in research methods*. Research Methods Division, Academy of Management Annual Convention, Atlanta, August, 1993.

Discussant, *New Directions in Postmodern teaching*. Organizational Theory Track, International Academy of Business Disciplines Annual Convention, Redondo Beach, CA, April, 1995.

Co-Chair, *Pre-Conference Doctoral Consortium*, International Academy of Business Disciplines Annual Convention, Redondo Beach, CA, April 1995.

CONSULTATION PROPOSALS

Wolfe, Terance J. UCLA Neuropsychiatric Institute and Hospital: A Proposal for Organizational Consultation, February 1992

Wolfe, Terance J. Program for Resident Independence through Decision-making and Empowerment (The *PRIDE* Program): The Nickerson Gardens Demonstration Project, April 1992.

Jackson, Leslie, Shorter-Gooden, Kumea and Wolfe, Terance J. Broadway Federal Savings & Loan Association: Request for Consultation Services in the Aftermath of the Los Angeles Civil Disturbance, May 1992

Kane, Hal & Wolfe, Terance J. Housing Authority, City of Los Angeles: Police Department Sergeant's and Lieutenant's Promotion Exam, November 1992.

Wolfe, Terance J. Program for Responsible Initiatives in Decision-based Education (*PRIDE*). Pasadena Unified School District: Pasadena Alternative School and the National Conference of Christians & Jews, April 1994.

Wolfe, Terance & Hennessey, Judy. Northridge Chamber of Commerce Business Improvement District (BID) Feasibility Study. November 1996.

CONSULTANCY REPORTS

- Wolfe, Terance J. *Cultural Competency Organizational Assessment*. County of Los Angeles Department of Mental Health. December 2003.
- Wolfe, Terance J. *Cultural Competency Organizational Re-Assessment*. County of Los Angeles Department of Mental Health. January 2006; December 2008.
- Wolfe, Terance J. *Diversity Assessment*. County of Los Angeles Department of Public Works. October 2008.
- Wolfe, Terance J. *Understanding Community Mobilization within Communities of Color in Los Angeles County*. Office of Aids Programs and Policy, County of Los Angeles Department of Public Health, February 2009

PROFESSIONAL SERVICE

- Paper Reviewer, Organization and Management Theory Division, Academy of Management Annual Convention, San Francisco, Ca., August 1990, 1994, 1995, 1996, 1997, 1998, 1999, 2000.
- Paper Reviewer, Research Methods Division, Academy of Management Annual Convention, 1993.
- Paper Reviewer, Conflict Management Division, Academy of Management Annual Convention, 1996.
- Paper Reviewer, Western Academy of Management Annual Meeting, 1998.
- Ad hoc* reviewer, *Journal of Organizational Change Management*. 1992 to 2000
- Ad hoc* reviewer, *Journal of Applied Behavioral Science*. 1993 to 1999
- Book Reviewer, *Journal of Organizational Change Management*, 1996 to 1999

PROFESSIONAL SOCIETIES

Past & Present

Academy of Management; Organization Development Division, Academy of Management; Organization & Management Theory Division, Academy of Management; Managerial & Organizational Cognition Division, Academy of Management; Strategic Management Society, Empowering Work/Action Research Network; Western Academy of Management, World Future Society, Los Angeles Venture Association, Society for Human Resource Management (SHRM), American Society for Training & Development (ASTD), Professionals in Human Resources Association (PIHRA), Institute for Management Consultants (IMC).

COMMUNITY SERVICE
University of Southern California, Marshall School of Business
August 2009 to present

Member, Leadership Council, Los Angeles Cleantech Incubator (LACI), 2014 to present
Member, Marshall School Communications Committee, 2013 to present
Member, Marshall School Clinical Faculty Committee, 2014 to present
Member, Management and Organization Department Graduate Curriculum Committee, 2011 to 2015
Member, Management and Organization Department Undergraduate Curriculum Committee, 2015-2016
Member, Management and Organization Department Clinical APR (Annual Performance Review) Committee, AY 2013-2014, Ay 2014-2015
Member, Marshall Clinical Faculty Professional Development Task Force, Spring 2015
Faculty Advisor, Los Angeles Community Impact (LACI), 2009-2012
Faculty Advisor, USC Consulting Club, 2014 to present
Faculty Advisor, Iliad Consulting Club, 2015 to present
Faculty Advisor, International Business Immersion Club (IBIC), 2013 to present

COMMUNITY SERVICE
Los Angeles
January 2001 to present

Past Member, Board of Directors, Vice President - Programs, Olive View – UCLA Medical Center Foundation.
Past Member, Human Participants Protection Committee, Institutional Review Board (IRB) Educational Research Institute, Olive View-UCLA Medical Center.
Past Member, Board of Directors, Ashay: Educational Resources for a Multicultural World.
Past Member, Programs Subcommittee of the Board of Directors, Project Angel Food.
Past Chair, Local Diversity Operations Council, High Desert Hospital, Lancaster, CA.
Pro Bono Services: National Conference for Community & Justice (NCCJ); Museum of Tolerance, Simon Wiesenthal Center.
Fellow, Riordan Volunteer Leadership Development Program, Los Angeles Junior Chamber of Commerce.

COMMUNITY SERVICE
California State University, Northridge
September 1995 to December 1999

University Community

Faculty Advisor, Associated Students, California State University, Northridge, AY 1996-1997.
Co-Director and facilitator, *PRIDE Program: Participation, Respect, Identity, Diversity, Education*. University Counseling Services, Spring, 1997.

College of Business Community

MBA Comprehensive Examination Reader, AY 1995-1996, AY 1996-1997, AY 1997-1998.
Committee Member, Organization Structure Committee, AY 1995-1996, AY 1996-1997.
Committee Member, Strategic Initiatives, AY 1996-1997.
LA County Works! Los Angeles County Store Proposal, AY 1995-1996.
Northridge Chamber of Commerce Business Improvement District (BID) Feasibility Study,
February 1997 – June 1999.
Student Advisement, AY 1995-1996, AY 1996-1997, AY 1997-1998, AY 1998-1999, Fall 1999.
Chair, Graduate (MBA) Committee, AY 1998-1999, Fall 1999.
Provide curriculum and career advice for undergraduate and graduate students.
Provide letters of recommendation for student scholarships, internships, and jobs.

Los Angeles Community

Facilitator, Human Relations Training for Teachers, The National Conference of Christians and
Jews, February 1996, 1997, 2001.
Facilitator, Human Relations Training, The National Conference, February - March, 1997;
January – March, 2000.
Dialogue Facilitator, KCET Citizens' Forums: Affirmative Action in the Golden State. Joint
Program with KCET's Life & Times, The National Conference for Community & Justice,
and California State University, Northridge, October 24, 1996.
Facilitator, First Annual Youth Workers Retreat, The National Conference, March 1997.

COMMUNITY SERVICE
California School of Professional Psychology
September 1990 to May 1995

School Community

Student Recruitment & Admissions Coordinator, Organizational Psychology Program, Fall 1990 to Spring 1995.
Organizational Psychology Colloquium Coordinator Fall 1990 - Spring 1994.
Member, Organizational Psychology Program Director Search Committee, AY 1990-1991.
Member, Organizational Psychology Faculty Search Committee, AY 1990-1991.
Acting Director, Organizational Psychology Program, AY 1992-1993.
Member, Campus Information Systems Planning Committee, AY 1992-1993.
Coordinator, Organizational Psychology PsyD degree, Curriculum development and program planning, AY 1992-1993.
Co-Chair, Annual Faculty Convocation Committee, January, 1993.
Faculty Search Committee Member, Multicultural Clinical Community Psychology, AY 1993-1994.
Member, Organizational Psychology Program Director Search Committee, AY 1994-1995.
Chair, Faculty Search Committee, Organizational Psychology Program, AY 1994-1995.

Los Angeles Community

Facilitator, Brotherhood-Sisterhood Summer Camp (Human Relations Training on diversity and multicultural awareness for high school youth), The National Conference of Christians and Jews, June 1993; June 1994.
Facilitator, Youth Leadership Program (Human Relations Training on diversity and multicultural awareness for high school and college youth), The National Conference of Christians and Jews, September 1993 - May 1994.
Facilitator, Human Relations Training for Teachers, The National Conference of Christians and Jews, February, 1994; February 1995.
Facilitator, Human Relations Training Program, The National Conference of Christians and Jews, March - April, 1994.
Steering Committee, Inter-ethnic Studies Curriculum Development, The New Majority 2000 -- Empowerment for Social Change, Los Angeles Unified School District, December 1993 to present.
Struggle for Justice -- Overcoming Resistance and Exploitation Theme Team, Inter-ethnic Studies Curriculum Development, The New Majority 2000 -- Empowerment for Social Change, Los Angeles Unified School District, 1993 to 1995.
White Ethnic Caucus Member, Inter-ethnic Studies Curriculum Development, The New Majority 2000 -- Empowerment for Social Change, Los Angeles Unified School District, 1993 to 1995.

WORK EXPERIENCE

Executive Education

August 2011 to
present

Work with corporate clients, special degree programs and open enrollment programs developed by the Office of Executive Education, Marshall School of Business, USC. Support Exec Ed Business Development.

Open Enrollment:

- Management Development Program (MDP)

 - Strategy Formulation and Implementation

 - Achieving Competitive Advantage

- Chinese Management Development Program (CMDP)

 - Strategy Formulation and Implementation

 - Achieving Competitive Advantage

Masters of Medical Management (MMM):

- Understanding and Influencing Corporate Culture

- Management and Organization Design

- Unleashing the Potential of People

Masters of Science, Global Supply Chain Management

- Negotiation

Corporate Clients:

- Northrop-Grumman:

 - Leading High Performance Organizations

 - Leading Teams

- USC Keck School of Medicine:

 - Leadership Development Program

 - Transformational Studies Program

- DreamHost:

 - Organization Culture

 - Leading and Managing Change

 - Leadership and Management

 - Team Building

- Hospital Association of Southern California/California Hospital Association

 - Organization Culture

 - Leading and Managing Change

 - Building and Managing Effective Healthcare Teams

- Food Industry Executive Program:

 - Leadership and Management

- District Medical Group:

 - Leading Innovative Organizations

 - Organization Culture

- Portland Gas & Electric

 - Understanding and influencing culture

 - Using culture as a lever for organizational change

- Leading High-Performance Healthcare Organizations:

 - Understanding and Dealing with Physician Burnout, in

 - development, Open Enrollment Program targeting Healthcare

 - Leadership

Management

April 1984 to
July 1988

Assistant Director, Computing Services, Graduate School of Management, UCLA, Los Angeles, Ca.

Over a two-year period, managed growth and transition of Computing Services from 3.0 FTE and \$400,000 in hardware and software serving MBA students to a distributed computing facility with 25.0 FTE, 50 graduate student volunteers, and \$5 million in hardware and software serving faculty, students and administrative staff on local and wide-area networks. Formulated mission statement, core service delivery program, and supervised development of interactive computer-based instructional programs for core and advanced MBA curriculum.

July 1992 to
August 1993

Acting Director, Organizational Psychology Program, California School of Professional Psychology, Alhambra, Ca.

Responsible for general program management including short and long range planning, faculty and student recruitment, selection and retention; program administration including work load agreements and faculty and staff evaluations; curriculum development and implementation; course scheduling and staffing.

Consulting

November 1999 to
Present

Founder & Principal, AE²GIS Group, Los Angeles, California

Provide consultation services in strategic planning, human performance development, performance measurement, team development and change management. Services include strategic planning, top management team development, management and executive development, executive coaching, organization development and change management, organizational assessments, workplace diversity and inclusion.

Clients served: aerospace, banking, biotech, high tech, telecomm, custom manufacturing, public sector, not-for-profits.

December 1982 to
April 1984

Management Development Trainer & Consultant, Los Angeles.

Provided leadership development workshops in organizational power and influence to PhD-level scientists transitioning to program managers and team leads in the Aerospace industry.

May 1980 to
June 1982

Management Development Trainer and Consultant, Heidelberg, West Germany.

Designed, developed, delivered series of three progressive workshops on managerial and executive decision-making for executives and leaders, physicians and nurses at a US military hospital in West Germany.

Designed, developed, delivered workshop on executive time management to US DOD and German National personnel in Munich, Germany.

Consulted to senior military and medical leadership at US military hospital in West Germany.