



# CURRICULUM VITAE

**December 18, 2025**

**Eli Lawrence Sopow, Ph.D.**

Vancouver B.C. Canada V6J 1E8

[orgdoc@telus.net](mailto:orgdoc@telus.net)

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## ACADEMIC APPOINTMENTS

**Associate Professor, University Canada West, Leadership & People Management (MBA)**

- Full time September October 2020-September 2025
- Part time (sessional) 2016-2020, Leadership and People Management
- Teaching roles: Change Management, Leadership in a Global Setting; participation on various faculty committees; design involvement of various program syllabi; academic research and publishing responsibilities

**Instructor, federal provincial Pacific Region Training Centre, Chilliwack, 1996-2020**

- Ongoing part time, adult manager participants: Week-long instruction to middle managers on Change Management, Leadership, Communication (crisis and community), Public Order Policing

## TEACHING / ADULT WORKSHOP TRAINING EXPERIENCE

**University Canada West, Vancouver, B.C.**

- Chiefly in-class as well as on-line courses in Change Management plus Leadership in a Global Setting, MBA program.
- Class size, average 40 students.

**Kwantlen Polytechnical University (part time sessional) 1996-1997**

- In class instructor for Community Relations / Consultation.

**Issues Management Council, international association of major organizations, Washington D.C. / Leesburg Virginia (1995-2000).**

- Led daily national / international workshops for mid-level and senior managers from a diverse range of organizations on fundamentals of issues management processes and impacts of both external and internal socio-economic-environmental factors on both opportunities and threats facing workplaces. Served as board member.

**Camosun College, Victoria, B.C. (1995)**

In-class sessional instructor of Organizational Communication.

## ACADEMIC AWARDS AND RECOGNITIONS

- University Canada West, 2022, annual Sustained Excellence in Teaching Award,
- University Canada West, 2022, Always Chase Excellence Award

## ORGANIZATION AWARDS AND RECOGNITIONS

### Royal Canadian Mounted Police. 2020

- Commanding Officer Citation “E” Division (B.C.) for socio-economic environmental scanning

### Royal Canadian Mounted Police, 2016

- National awards for excellence in issues management and communication strategies

### Issues Management Council, Leesburg, Virginia, 1999

- International annual award for critical issues management strategy

### Nine outstanding journalism (social, economic, political, First Nations) awards (1973-1996)

- Various newspapers and television news

## EDUCATION

### Fielding Graduate University, Santa Barbara, CA. 2000-2003

- Degree: Ph.D. Human and Organizational Systems
- Dissertation title: *The role of emotional and organizational factors on protest policing and political opportunity frames*

### Royal Roads University, Victoria, B.C. 1998-2000

- Degree: Master of Arts, Leadership and Training
- Dissertation title: *Leadership at the Edge of Chaos: Physicians, Anxiety, and a Complex Adaptive Health Care System*

### University of British Columbia, Vancouver B.C. 2004

- Certificate Peer Counselling

### University of Victoria, Victoria, B.C. 1990-1993

- Diploma: Public Sector management

### Harvard Business School, Cambridge MA. 2023-2025

- Certificates: 1) Business analytics; 2) Management essentials; 3) Leading change and organizational renewal

## PRIVATE PUBLIC SECTOR MANAGEMENT EXPERIENCE

### Royal Canadian Mounted Police 2001-2020

#### Position:

- Director Research & Analysis, Operations Strategy Branch, BC-RCMP; National Director Change Management Research

#### Responsibilities:

- Research, reporting and ongoing presenting to the divisional and national RCMP senior executive team. Overseeing management of public sector union civilian research and analysis unit; design and implementation of innovative management systems regarding allocation of police officer deployment; design and analysis of employee surveys (more than 500 separate surveys nationally including over 15,000 employees; investigating workplace morale, culture, structure, systems, plus employee wellness and harassment; design and analysis of strategic planning

processes; conducting ongoing environmental scanning and interpretations of socio-economic-policy issues.

- National Director of Research RCMP Change management process; two-year secondment; multiple national employee and organizational research design and analysis related to workplace wellbeing; culture, structure, systems, workplace climate and actions; regular presentations to divisional and national executive teams.
- International subject matter expert on public order policing (protest group actions); involved ongoing original research on group behaviours and psychological drivers; design and presentation of national and international training sessions.

### **Verus Group International 2000-2015, Vancouver B.C.**

Position: Vice President and Partner

Responsibilities:

- Provided leadership and management of staff of 15. Verus Group at the time provided national and international issues management, communication, and policy advocacy services to major mining, forestry, and tourism industrial and financial corporations as well as to professional associations, not-for profit groups, and socio-environmental groups including Greenpeace.

## **RESEARCH INTERESTS**

Research and writing interests include exploring the intersections of organizational culture, structure, systems, workplace climates and the impact on organizational and personal actions. Within this focus specific attention is paid to investigating the dynamics of change and leadership, the unique attributes and impacts of human emotions, and the resultant outcomes affecting behaviour.

## **PUBLICATIONS**

1. Sopow, E. & Sushkova, M. (2025). Vital factors of change in a time of dramatic change *PDGIA Journal of Higher Education*, 2025 · Sep 15, 2025
2. Sopow, E. & Sushkova, M. (2025). Communication of mission, vision, and goals: The key to successful change management in changing times. *International Journal of Business Communication*, 1-22, 2025
3. Sopow, E. and Griffiths, C. *The forgotten few: A Research Study of the Workplace Cultures and Lived Experiences of Civilian Employees in British Columbia Royal Canadian Mounted Police Detachments and the E-Comm Emergency Response Centres*. June 6, 2023.
4. Griffiths, C., Sopow, E. 2021. *The Mental Health and Wellbeing of Sworn Officers and Civilians in the Victoria, British Columbia Police Department: Current Issues and a Way Forward*. Victoria B.C. Police Department public report.
5. Griffiths, C., Sopow, E., & Murphy, J. 2022. *Resource and Organizational Review of the RCMP and Policing Services, City of Prince George, B.C.* Sept. 21, 2022. City of Prince George public report.

6. Griffiths, C., Sopow, E., & Murphy, J. 2021. *Resource and Organizational Review of the RCMP, Policing Services, Fire and Rescue, Bylaws and Community Safety Officers, and public safety quantitative research*. City of Penticton, BC. City of Penticton Public Report.
7. Sopow, E. Triggers of Public Protest. *The Palgrave Encyclopedia of Interest Groups, Lobbying and Public Affairs*. Jun 24, 2021.
8. Sopow, E. 2020. Aligning workplace wellness with global change: an integrated model. *Journal of Organizational Change Management* Emerald Publishing Ltd. June 30, 2020. 10.1108/JOCM-11-2019-0334.
9. Sopow, E. Communications, ethics, and vision trump experience. (Book chapter). *Leading in Complex Worlds*. International Leadership Association. Jossey-Bass. Jan 1, 2012
10. Sopow, E. (Book) *The Age of Outrage : The role of emotional and organizational factors on protest policing and political opportunity frames*. VDM Verlag Publishers, Saarbrücken, Germany · Jan 1, 2008.
11. Sopow, E. (Book): *The Critical Issues Audit* Jan 1, 1994. Issue Action Publications, Leesburg VA.
12. Sopow, E. The Impact of culture and climate on change programs. *Strategic Communications Management*. Aug 9, 2006.
13. Sopow, E. The impact of culture and climate on change: Distinguishing between culture and climate to change the organization. *Strategic HR Review*, 2007.emerald.com

## ACADEMIC CONFERENCE PRESENTATIONS

- Sopow, E. and Sushkova, M. (April 10, 2025). *Turning Challenges into Opportunities: Effective communication of mission, vision, goals critical to success in an era of change; Quantitative analysis*. Private Degree Granting Institutions Association (PDGIA) Conference, Vancouver B.C.
- Sopow, E. (October 18, 2019). *Aligning Workplace Wellness with Global Change: An Integrated Model*. Private Degree Granting Institutions Association (PDGIA) Conference, Vancouver B.C.

## PROFESSIONAL SERVICES

### Peer reviewer experience

- International Journal of Change Management

### Course Lead, University Canada West

- Change Management

### Various academic committees University Canada West;

### Course design and author of accompanying student workbook for Change Management 643 University Canada West