

## Dr. LAURIE LEWIS

### Professor, Communication

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Website: <https://colfa.utsa.edu/dialogue/>

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### ACADEMIC EMPLOYMENT

#### University of Texas at San Antonio

Professor, Department of Communication  
Director, Center for Dialogue & Deliberation  
Special Assistant for College Initiatives, COLFA  
Associate Vice Provost for Faculty Success

September, 2019 –  
September, 2019- current  
May 2024 - current  
October 2022- current  
September, 2019 -August, 2022

#### Rutgers University, New Brunswick

Vice Provost for Faculty Affairs  
Chair, Department of Communication  
Professor  
Director, MCIS Program  
Associate Professor

January, 2019 – June 2019  
July, 2012 – July, 2016  
July, 2012 – June 2019  
July, 2007 – June, 2012  
July, 2006 – June, 2012

#### The University of Texas at Austin

Department of Communication Studies  
Associate Professor  
Assistant Professor  
Visiting Assistant Professor

September, 2003 – August, 2006  
September, 1998 – August, 2003  
September, 1997 – August, 1998

#### The Pennsylvania State University

Department of Speech Communication  
Assistant Professor

August, 1994 –May, 1997

#### Santa Barbara City College

Department of Communication, Instructor

September, 1992 – June, 1994

### EDUCATION

**Ph.D.**

(1994)

Department of Communication  
**University of California at Santa Barbara**

Dissertation: Users' Interaction-based responses to intra-organizational adoption of innovations: A multi-method investigation of components of a model of innovation modification.

**M.A.**

(1990)

Department of Speech Communication  
**University of Illinois**

**B.A. with Distinction**

(1986)

Department of Speech Communication  
Department of Sociology  
**University of Washington**

## HONORS & AWARDS

- 2020-2021 Best Monograph Award (for *The Power of Strategic Listening*) from National Communication Association (Organizational Communication Division)
- 2020 American Library Association Choice Outstanding Academic Title (for *The Power of Strategic Listening*) - The list is quite selective: it contains approximately ten percent of some 6,000 works reviewed in *Choice* each year (2020)
- Outstanding Edited Book Award (w/Craig Scott), *The International Encyclopedia of Organizational Communication*, National Communication Association, Organizational Communication Division (2017)
- Distinguished Edited Book Award, *Volunteering and Communication Vol II: Studies in International and Intercultural Contexts*, National Communication Association, Applied Communication Division (2017)
- Department Service Award, Department of Communication, Rutgers (2015-16)
- Distinguished Edited Book Award, *Volunteering and Communication: Studies from Multiple Contexts*, National Communication Association, Applied Communication Division (2014)
- Book of the Year, *Organizational Change: Creating Change through Strategic Communication*. National Communication Association, Organizational Communication Division (2011)
- Departmental Teaching Award, Department of Communication, Rutgers (2010-11)
- Departmental Service Award, Department of Communication, Rutgers (2009-10)
- Faculty Appreciation Award from University of Texas, Department of Communication Studies Graduate Council (2006)
- Fellow to the Houston Harte Centennial Professorship in Communication, University of Texas at Austin (2006)
- Named as an Outstanding Member of the University of Texas Community by Chi Omega sorority (2000)

## APPOINTMENTS & CERTIFICATIONS

- National Communication Association Executive Board (2024-2026)
- National Communication Association, Leadership and Mentorship Council Chair (2024-2026)
- Certified Collaborative Discussion Coach (Interactivity Foundation) (2023)
- Trained Facilitator of the Entering Mentoring by The Center for the Improvement of Mentored Experiences in Research (CIMER) (2021)
- External Evaluator, Department of Communication, University of Oklahoma (2019)
- External Evaluator, *Department of Management, Society & Communication*, Copenhagen Business School (2019)
- Big Ten Academic Alliance, Academic Leadership Program Liaison (2019)
- Faculty Fellow, Rutgers Center for Organizational Leadership (2016-2019)
- Executive Committee Member, Ph.D. in Higher Education, Rutgers (2016-2019)
- Executive Committee Member, Masters in Communication and Media (2016-2019)

- TED License-holder (2016-)
- Faculty member, Ph.D. in Higher Education, Rutgers (2014-)
- Academic Leadership Program Fellow, Big Ten Academic Alliance (formerly, Committee on Institutional Cooperation) (2014-15)
- Department Executive Officer Seminar participant, Big Ten Academic Alliance (formerly, Committee on Institutional Cooperation) (2013)
- Faculty member, Ph.D. Program in Communication, Information, and Media (2006-)
- As National Communication Association (NCA) Organizational Communication Division Officer (The Organizational Communication division is one of the top divisions in this association with over 1000 members; average of 180 submissions for each annual conference, involving administration of over 500 peer reviews)
  - Member Legislative Assembly (2015-2017)
  - Chair and member of Legislative Assembly (2014-15)
  - Vice Chair, division planner for national conference (2013-14)
  - Vice Chair-Elect, division planner for pre-conference (2012-13)

## **KEY ADMINISTRATIVE ACCOMPLISHMENTS**

### **Special Assistant for College Initiatives – University of Texas at San Antonio (2023- )**

- Led Community Engagement Committee to develop strategies to build partnerships and enhance recruitment of students to major
- Led Communication Coaching Initiative and partnership with Business School
- Led sub-committee to create department guidelines for promotion and tenure for tenure-track /tenured faculty
- Led visioning process for Department of Communication to support transition to school
- Led planning process for development initiatives for the new school / dialogue initiative
- Developed collaborative partnerships within the college and across UTSA to support the transition to a new school and creation of the Center for Dialogue

### **Director for the Center for Dialogue & Deliberation -University of Texas at San Antonio (2024-current)**

- Founded new [Center for Dialogue & Deliberation](#) (w/ Dr. Sara DeTurk)
- Assembled a cross-college advisory group (faculty and staff)
- Awarded a First-Year-Experience internal grant (\$1,500) to support listening/dialogue events
- The Center has trained hundreds of UTSA students as dialogue facilitators and conducted dozens of dialogue events.
- The Center's Student Associate program invites both undergraduate and graduate students, of any major, to participate in the Center's activities; be trained as facilitators, master communication skills.

### **Associate Vice Provost for Faculty Success -University of Texas at San Antonio (2019-2022)**

- Created a university Faculty Mentoring Hub to include content and resources for departmental mentoring, peer mentoring, mid-career mentoring, mentoring training, & mentoring resources

## Laurie Lewis - 4

- Developed and administered Faculty Peer Mentoring Program (with over 250 faculty participants) in teams focused on onboarding, new chairs, hybrid instruction, experiential learning, NSF Career Award preparation, book submission, among others.
- Developed and ran Faculty Mid-Career Mentoring Program
- Facilitated UTSA's first faculty mentoring award for the President's Excellence Awards
- Revised and ran the Departmental Faculty Mentoring processes including instituting Career Development Plans and methods for evaluation and improvement of department mentoring plans
- Revised the faculty awards website and processes following an after-cycle review
- Co-led development of the faculty joint-appointment best practice document and template
- Supported development and delivery of tenure and promotion workshops
- Supported the provost's review of faculty personnel cases (tenure, promotion, post-tenure review, endowment etc.)
- Supported the development of a strategic plan for faculty success

### Department Chair – Rutgers University (2012-2016)

- Program/ Curricular Review and Enhancement
  - Creation and implementation of four new undergraduate degree specializations:
    - Strategic Public Communication and Public Relations (2013)
    - Leadership in Organizations and Community (2014)
    - Relationships and Family Communication (2014)
    - Health and Wellness Communication (2014)
  - Secured donated support for the Strategic Public Communication and Public Relations specialization in amount of \$57,000 (2014)
  - Led development of Living Learning Community in Leadership and Communication (AY 2016-17)
  - Expansion of Public Speaking, Debate, and Argumentation University-wide Programs and Courses
    - Expansion of RU Core Course in Public Speaking from 12 to 33 sections
    - Initiation of SC&I Free Speech Week
    - Hire of Debate Coach
    - Integration of Rutgers Debate Union into Department of Communication
    - Creation of Department of Communication Forensics Team (launched 2016)
  - Led effort to improve rigor in public speaking course
    - Reduced grade inflation (across 20+ sections, average grade moved from 3.68 to 3.33; Frequency of A grade dropped from 61% to 31%) through efforts to raise instructors' awareness of issue, support changes in evaluation methods, and resource support.
  - Enhancement of process for assessment of 12 RU Core courses and program goal assessment
- Faculty and Staff Development
  - Supervised hires of four Assistant Professors
  - Supervised hire of Director of Undergraduate Studies

## **Laurie Lewis - 5**

- Oversight of successful promotion of four faculty to rank of Professor and successful tenure and promotion of one faculty member to Associate Professor
- Enhancement of processes to mentor Assistant and Associate Professors
- Strategic and Administrative Process Review and Enhancement
  - Creation of department strategic plan
  - Regularized promotion of scholarly achievements of faculty through website, public relations, and advertisement at national and international conferences
- Scholarly Outreach and Support
  - Authored Proposal for Health, Wellness Summit included in Rutgers campus strategic plan (budget granted: \$12,000)
  - Initiated event for public relations executive professionals, undergraduate and masters students, and faculty (Spring, 2015)
  - Initiated partnership with Department of Electrical and Computer Engineering to deliver public speaking training to engineering students
  - Became TED license holder and advised TEDxRutgers student organization (2015-16) and secured Dean's support (\$5,000) for TEDxRutgers event (2016, 2017)

### **Director of Masters of Communication and Information Studies program – Rutgers University (2007-2012)**

- Nearly doubled the average size of incoming cohorts
- Increased minority representation among incoming cohort of students from 5% in 2006 to 25% by 2010
- Initiated fully online track in partnership with the Journalism and Media Studies Department
- Initiated a dual degree program (5-year masters program)
- Increased Johnson & Johnson Fellowships from 6 to 13, yielding approximately \$500,000 of annual funding (in tuition, fees, stipends, and program support) to the School of Communication and Information
- Led redesign of the curriculum
- Initiated of International Association of Business Communicators student organization
- Initiated and Directed Invitational Masters Student Institute (IMSI) for four years to recruit talented masters students to the School's Ph.D. program

### **INVITED PRESENTATIONS, KEYNOTES, AND LECTURES**

- 2022 Presentation, "Building Relationships with Trust and Candor." Presented to the Strategic Enrollment Staff at UTSA.
- 2019 Keynote address, "Collaborative approach to countering human trafficking in Colorado." Presented at the Aspen Engaged Scholars Conference, Aspen CO.
- 2017 Lecture, "Learning to Love Resistance to Change: Why Those Who Resist Change Can Bring Value." NJ Nonprofits annual conference.
- 2017 Lecture, "Managing Organizational Change." Presented to The Conference Board, Internal Communication Council New York, NY.

- 2016 Lecture, "Organizational change: Engaging Colleagues in Decision-Making" Presented to the Center for Organizational Development and Leadership, Rutgers.
- 2014 Lecture, "Flirting with Resistance: The Critical Importance of Input Solicitation During Organizational Change." Presented to Executive Masters program, Aarhus University, Business and Social Sciences, Department of Business Communication, Denmark. (held in New York City).
- 2013 Lecture, "Stakeholder Input During Change and Collaboration." Presented to the Aspen Engaged Scholars Conference.
- 2013 Lecture, "Communication and Mentoring." Rutgers, Bloustein School, Women's Leadership Conference.
- 2012 Lecture, "Juggling family and assistant professorship." Presentation at the Organizational Communication division pre-conference on junior faculty development.
- 2012 Keynote Address, "Innovation in Communication Research: Looking Back and Thinking Forward." Purdue University, Communication Graduate Student Conference, West Lafayette, IN.
- 2012 Lecture, "Changing to Collaborate." Aspen Engaged Scholars Conference
- 2012 Lecture, "Communication and collaboration." Science of Team Science Conference sponsored by Northwestern University Clinical and Translational Sciences Institute (NUCATS).
- 2010 Lecture, "Becoming useful: Following the lead of practice questions in nonprofit research." Presented to the National Communication Association pre-conference: Bridging the Third Space: Advancing communication theories in/of nonprofit organizations. San Francisco, CA.
- 2010 Lecture, "Engaged Communication Scholarship." Presented to the Engaged Scholarship Panel- Invitational Masters Student Institute, Rutgers University.
- 2010 Lecture, "Organizational Change." Schering-Plough Executive Lecture Series, Fairleigh Dickinson University.
- 2009 Lecture, "Life after Ph.D." Presented to Santa Barbara Doctoral Program Anniversary Event. University of California, CA.
- 2009 Keynote address, "Articulating Engagements" The 7<sup>th</sup> Aspen Conference on Engaged Communication Scholarship, Aspen, CO.
- 2005 Lecture, "Organizational Change." Presented to the Pennsylvania State University's Health and Human Development Prevention Research Center.
- 2005 Lecture, "Research on Community Collaboration." Presented to the National Association of Planning Council.
- 2004 Lecture, "Report of Survey data from the CAN's communication practices." Presented to the Community Action Network's (CAN) annual retreat. Austin, TX.
- 2004 Lecture, "Key issues in organizational change that might impact the college as the new Dean is hired." Presented to College Advisory Council.

## BOOKS

Lewis, L. (2020). *The Power of Strategic Listening in Contemporary Organizations*. Lanham, MD: Roman & Littlefield.

- **Best Monograph Award (2021)**, National Communication Association, Organizational Communication Division

- **Choice Outstanding Academic Title (2020).** The list is quite selective: it contains approximately ten percent of some 6,000 works reviewed in *Choice* (American Library Association) each year.
- **Received Highly Recommended Rating by *Choice* (April 2020)**

Lewis, L. (2019). *Organizational Change: Creating change through strategic Communication 2<sup>nd</sup> Ed.* Chichester, UK: Wiley-Blackwell.

Lewis, L. K. (2011). *Organizational Change: Creating change through strategic communication.* Chichester, UK: Wiley-Blackwell.

- **Book of the Year**, National Communication Association, Organizational Communication Division (2011)

Ruben, B. D., L. K. Lewis, & L. Sandmeyer, (w/ T. Russ, S. Smulowitz, and K. Immordino) (2008). *Assessing the Impact of the Spellings Commission: The message, the messenger, and the dynamics of change in higher education.* Washington, D.C.: National Association of College and University Business Officers.

## EDITED WORKS

Special issue honoring the work of David R. Seibold. *Journal of Applied Communication Research*, 2017, w/ Paul Leonardi

Craig R. Scott, & Lewis, L (Eds.) (2017). *The International Encyclopedia of Organizational Communication.* Chichester, UK: Wiley-Blackwell.

- **Outstanding Edited Book Award** (w/Craig Scott), National Communication Association, Organizational Communication Division (2017)

Kramer, M., Lewis, L., & Gossett, L. (Eds.) (2014). *Volunteering and Communication Vol II: Studies in international and intercultural contexts.* Peter Lang Publishing Group.

- **Distinguished Edited Book Award**, National Communication Association, Applied Communication Division (2017)

Kramer, M., Lewis, L., & Gossett, L. (Eds.) (2013). *Volunteering and Communication Vol I: Studies from multiple contexts.* Peter Lang Publishing Group.

- **Distinguished Edited Book Award**, National Communication Association, Applied Communication Division (2014)

## PUBLICATIONS (Refereed Journals)

Zorn, T., Lelkes, Y., Zhou, A., Putnam, L., May, S., Stohl, M., Lewis, L, & Sahay, S., (Under Review). Political polarization and communication in the workplace. *Management Communication Quarterly.*

Lewis, L. K., Laster, N., & Kulkarni, V. (2013). Telling 'em how it will be: Previewing pain of risky change in initial announcements. *Journal of Business Communication*, 50 (3), 278-308.

Lewis, L. K., & Russ, T. (2012). Soliciting and using input during organizational change initiatives: What are practitioners doing? *Management Communication Quarterly*, 26 (2), 267-294.

Lewis, L. K., Isbell, M.G., & Kocshmann, M. (2010). Collaborative tensions: Practitioners' experiences of interorganizational relationships. *Communication Monographs*, 77 (4), 460-479.

Lewis, L. K. (2007). An organizational stakeholder model of change implementation communication. *Communication Theory*, 17 (2), 176-204.

Lewis, L. K. (2006). Collaborative interaction: Review of communication scholarship and a research agenda. In C. Beck (Ed.), *Communication Yearbook 30* (pp. 197-247). Thousand Oaks, CA: Sage.

Lewis, L. K., Schmisser, A., Stephens, K., & Weir, K. (2006). Advice on communicating during organizational change: The content of popular press books. *Journal of Business Communication*, 43 (2), 113-137.

Lewis, L. K. (2005). The Civil Society Sector: A review of critical issues and research agenda for organizational communication scholars. *Management Communication Quarterly*, 19 (2), 238-267.

Selected as the recommended overview reading for the NCA (2010) Pre-conference on Bridging the "Third Space: Advancing Communication Theories in/or Nonprofit Organizations."

Lewis, L. K., Richardson, B. K., & Hamel, S. A. (2003). When the stakes are communicative: The lamb's and the lion's share during nonprofit planned change. *Human Communication Research*, 29, 400-430.

Lewis, L. K., & Hayward, P. (2003). Choice-based learning: A report of student reactions in an undergraduate organizational communication course. *Communication Education*, 52, 148-156.

Lewis, L. K., Hamel, S. A., & Richardson, B. K. (2001). Communicating change to nonprofit stakeholders: Models and predictors of implementers' approaches. *Management Communication Quarterly*, 15, 5 – 41.

Lewis, L. K. (2000). Communicating change: Four cases of quality programs. *The Journal of Business Communication*, 37, 128-155.

Lewis, L. K. (2000). "Blindsided by that one" and "I saw that one coming": The relative anticipation and occurrence of communication problems and other problems in implementers' hindsight. *Journal of Applied Communication Research*, 28, 44-67.



- Lewis, L. K. (1999). Disseminating information and soliciting input during planned organizational change: Implementers' targets, sources and channels for communicating. *Management Communication Quarterly*, 13, 43-75.
- Lewis, L. K., & Seibold, D. R. (1998). Reconceptualizing organizational change implementation as a communication problem: A review of literature and research agenda. In M. E. Roloff (Ed.), *Communication Yearbook 21* (pp. 93-151). Thousand Oaks, CA: Sage.
- Booz, R., & Lewis, L. K. (1997). The facilitation of technology transfer among organizations: An applied communication strategy concept for organizational boundary spanners. *Journal of Technology Transfer*, 22, 35-43.
- Lewis, L. K. (1997). Users' individual communicative responses to intraorganizationally implemented innovations and other planned changes. *Management Communication Quarterly*, 10, 455-490.
- Lewis, L. K., & Seibold, D. R. (1996). Communication during intraorganizational innovation adoption: Predicting users' behavioral coping responses to innovations in organizations. *Communication Monographs*, 63, 131-157.
- Lewis, L. K. (1994). A challenge for health education: The enactment problem - and a communication-related solution. *Health Communication*, 6, 205-224.
- Lewis, L. K., & Seibold, D. R. (1993). Innovation modification during intra-organizational adoption. *Academy of Management Review*, 18, 322-354.
- Lewis, L. K. (1991). Interactive communication technologies in organizations. *Communication Education*, 40, 202-212.

#### **BOOK CHAPTERS (Competitively Selected)**

- Scott, C. R., Lewis, L. K., & D'Urso, S. C. (2010). Getting on the "E" list: Email list use in a community of service provider organizations for people experiencing homelessness. In L. Shedletsky & J. E. Aitken (Eds.), *Cases on online discussion and interaction: Experiences and outcomes* (pp. 334-350). Hershey, PA: IGI-Global.
- Scott, C. R., Lewis, L. K., Davis, J. D., & D'Urso, S. C. (2009). Finding a home for communication technologies. In J. Keyton & P. Shockley-Zalabak (Eds.), *Case studies for organizational communication: Understanding communication processes* (2<sup>nd</sup> ed., pp. 83-88). New York: Oxford University.

**PUBLICATIONS (Invited)**

- Lewis, L., Sahay S., Hayward, P. (In progress). Teaching listening in organizational communication courses. *Management Communication Quarterly*.
- Lewis, L., Sahay, S. (2024). Role of contemporary communication technologies for listening to stakeholders. In Ndlela, M. (Ed.) *Organizational Communication in the Digital Era: Examining the Impact of AI, Chatbots, and Covid-19*. Palgrave Macmillan.
- Lewis, L., & Sahay, S. (2024). Stakeholders and organizational change. In Miller, V., & Poole, M. (Eds.), *Handbook of Organizational Communication*, pp 259-275. DeGruyter Press.
- Lewis, L. (2022). Organizational Listening. In Heide, M., & Falkheimer, J. (Eds.), *Research Handbook of Strategic Communication*, Edward Elgar Publishing.
- Lewis, L. (2022). Organizational change in nonprofits. In Oliveira, E., Gonçalves, G. (Eds.). *Handbook of Nonprofit Communication*, pp 135-143. Philadelphia, PA, Routledge.
- Lewis, L. (2021). Afterward: Communication dynamics of nonprofit and voluntary organizations. In Peterson, B., & McNamee, L. (eds.), Special Issue on nonprofit and voluntary organizations: Questions and possibilities for the next era. *Management Communication Quarterly*, 35 (3), 461-465.
- Lewis, L. (2021). Stakeholder model of change. In Poole, M.S., & Van de Ven, A. H. (Eds.), *Handbook of organizational change and innovation* (pp. 250-274). Oxford University Press.
- Kramer, M., & Lewis, L. (2020). Communication challenges of volunteers (pp. 313-326). In O’Hair, H.D., & O’Hair, M. J. (Eds.), *The Handbook of Applied Communication Research*, UK, Wiley-Blackwell.
- Lewis, L. (2019). Organizational change. In Nicotera, A., (Ed.), *Origins and Traditions of Organizational Communication: A Comprehensive Introduction to the Field*. Abingdon, UK, Routledge.
- Lewis, L., & Sahay, S. (2019). Change and Change Management. In Mitra, R., & MacDonald, J. (Eds.), *Movements in Organizational Communication Research: Current Issues and Future Directions*. Abingdon, UK, Routledge.
- Lewis, L., & Sahay, S. (2019). Strategic organizational change (pp. . . ). Encyclopedia entry in W. Johanssen & B. Heath (Eds.) *International Encyclopedia of Strategic Communication*. Chichester, UK: Wiley-Blackwell.
- Lewis, L., & Sahay, S. (2017). Organizational Change. Encyclopedia entry in C. R. Scott & L. Lewis (Eds.) *International Encyclopedia of Organizational Communication*. Chichester, UK: Wiley-Blackwell.

- Shockley-Zalabak, P., Barge, K., Lewis, L., Simpson, J. L. (2017). Engaged scholarship. Encyclopedia entry in C. R. Scott & L. Lewis (Eds.) *International Encyclopedia of Organizational Communication*. Chichester, UK: Wiley-Blackwell.
- Kramer, M., & Lewis, L. (2014). Reflections and new directions on volunteering in international and intercultural contexts. In M. Kramer, L. Lewis & L. Gossett, (Eds.), *Volunteering and communication Vol II: Studies in international and intercultural contexts* (pp. 295-306). NY: Peter Lang Publishing Group.
- Lewis, L. K. (2014). Change management. In V.D. Miller & M.E. Gordon (Eds.), *Meeting the challenge of human resource management: A communication perspective* (pp. 134-144). NY: Routledge.
- Lewis, L. K. (2014). Organizational change and innovation. In L. L. Putnam, & D.K. Mumby (Eds.), *The new handbook of organizational communication* (pp. 503-524). CA: Sage.
- Lewis, L. K., (2013). Volunteers and Volunteering: An Introduction. In M. Kramer, L. Gossett, & L. Lewis (Eds.), *Communication and volunteering: Studies from multiple contexts* (pp. 1-24). NY: Peter Lang Publishing Group.
- Lewis, L. K., Gossett, L., & Kramer, M. (2013). New directions for volunteering. In M. Kramer, L. Gossett, & L. Lewis (Eds.), *Communication and volunteering: Studies from multiple contexts* (pp. 409-418). NY: Peter Lang Publishing Group.
- Lewis, L. K. (2012). *Becoming useful: Following the lead of practice questions in nonprofit research*. Special forum entitled, "Bridging the 'third space': Advancing communication theories in/of nonprofit civil society organizations." *Management Communication Quarterly*, 26 (1),
- Isbell, M., Koschmann, M., & Lewis, L. (2011). Me versus we: Communicating in collaboration. *Communication Currents*, Volume 6 (1), (<http://www.natcom.org/commcurrentsissue.aspx>).
- Scott, C. R., & Lewis, L. K. (2000). *Challenges for the professional newcomer in doing common ground research*. In S. R. Corman & M. S. Poole (Eds.), *Perspectives on organizational communication: Finding common ground* (pp. 165-174). Thousand Oaks, CA: Sage.

## WHITE PAPERS

- Lewis, L. (2018). Higher Education Change Toolkit, The Center for Organizational Leadership, Rutgers University. White Paper Topics: Why Plan Implementation Communication for Change?; Change Goals Stakeholder Analysis; Organization's Readiness for Change; Implementation Styles; Input Solicitation

Koschmann, M., Lewis, L., & Isbell, M (2010). *Effective collaboration in a complex and interdependent society*. National Science Foundation/Social Behavioral and Economic Sciences White Paper. Paper submitted and accepted by the SBE 2020 project on Future Research in the Social, Behavioral & Economic Sciences (NSF 10-069). Paper included on the SBE 2020 website.

## GRANTS and CONTRACT ACTIVITY

Co-PI (w/Jill Fluriet, Gina Amatangelo, Sara DeTurk). "Beyond Civility: Moving from Conflict to Collaboration on Campus and our Local Community." Mellon Foundation Higher Learning: Cultures of Democracy program. Submitted February 2024.

Co-PI (w/ Seok Kang, Project Director, Sue Hum, Co-Project Director, & Sara DeTurk, Co-Investigator). American Council of Learned Societies (ACLS) Advancing the Humanities Digital Justice Development grant (\$99,900). Advancing the Humanities Digital Justice Development grant. DREAMS: Digital Racial Equity and Activism through Multimodal Stories. Submitted December 2023.

Co-PI (with Sara DeTurk) (2023). GriffinHarte grant. Preparing students to foster dialogic engagement with difference (\$1,000). (not funded)

Co-PI (with Sara DeTurk & Gina Amatangelo) NEH Spotlight on Humanities in Higher Education grant. Dialogue Ambassadors Project (\$60,000). Submitted November 2022. (not funded)

PI -UTSA Academic Innovation Grant, First-Year-Experience Mini-Grant. Community Listening (\$1500). Funded October 2022.

Co-PI with faculty and staff at Michigan Technological University (J. Callahan, M. Jarvie-Eggart, A. Kemppanien, L. Wanless). IUSE/PFE:RED Innovation Partnership Learning Communities Engaging Faculty Fellows and Supplemental Instruction Teaching Assistants-National Science Foundation (\$2,000,000). (Submitted July, 2022). (not funded)

(Collaboration Member) Human Centered Design for Digital Innovation in Health and Wellness Practices. Rutgers Office for Research and Economic Development (ORED) Interdisciplinary Research Group (IRG) call for proposals (submitted on Nov 1, 2017). Funded \$200,000.

Campus Compact Fund for Positive Engagement grant (\$5,000). Grant to support Dialogue Engagement Project (w/ Brent Ruben). (not funded, 2017).

NACUBO (\$50,000). Stipend to support research project to examine the Spellings Commission's efforts to affect change in higher education (w/ Brent Ruben). (2007).

ARNOVA (Association for Research on Voluntary Action and Nonprofit Organizations) First Time Attendee Scholarship. Awarded \$345 for conference registration and one-year membership to ARNOVA. (2004).

Academic Innovation Award. Awarded \$20,000 by the UT RGK Center for the development of a course in Philanthropy, Nonprofit Studies, Volunteerism and Community Service. (2002).

RGK Foundation. Awarded a grant in the amount of \$5,000 for support of Collaborative Technologies for Organizations Serving the Homeless (CTOSH) project. (w/ C.R. Scott, 2002).

Microsoft Foundation awarded a grant in amount of \$46,500. Contribution of \$25,000 cash and \$21,500 in-kind (software) to fund the Collaborative Technologies for Organizations Serving the Homeless (CTOSH) project. (2002, w/ C. R. Scott).

Facilitate.Com awarded an in-kind donation valued at \$10,000. Will provide in-kind donation of one-year online conference center for CTOSH (2003 and renewed 2004, w/ C.R. Scott).

Office of the Vice President for Research University of Texas awarded Special Research Grant in the amount of \$750.00. Used to purchase popular press books on planned change to be the subject of a content analysis in a research project (2002).

UT's Center for Instructional Technologies awarded \$800 FastTEX grant. (2001, w/ C. R. Scott).

Veteran's Administration (Boise) awarded \$1,000. Supported dissertation. (1994).

Veteran's Administration awarded \$3,000. Supported the evaluation of Total Quality Improvement efforts in a Veterans' Administration (Under the supervision of Dr. John Lammers, UCSB; 1993).

### **CONFERENCE PAPERS and PRESENTATIONS (Competitively Selected)**

Lewis, L., & Laster, N. (2024). Changing Stories. Paper presented to the Organizational Communication Division at the annual meeting of the International Communication Association (Gold Coast, Australia).

Lewis, L, Hayward, P., & Sahay, S (2023). Teaching listening across the curriculum. Short Course presented at the National Communication Association annual meeting (National Harbor, MD).

Lewis, L., (2023). *Translating listening: Middle management reading insincerity and watering down practice*. Paper presented to the European Group for Organizational Studies annual conference (Cagliari, Italy).

Lewis, L., Sahay, S. (2023). *Polarization and strategic listening*. Paper on panel: Political polarization and communication in the workplace. Presented to the annual meeting of the International Communication Association (Toronto, Canada).

Lewis, L. (2023). *Teaching organizational and community listening*. Paper presented at the annual meeting of the Southern States Communication Association (St. Petersburg, FL).

- Lewis, L. (2023). *Health organizations enhancing their strategic listening during crises*. Paper on Public Relations division panel: Rebuilding Organizational Trust: Moving Forward after Covid-19. Paper presented at the annual meeting of the Southern States Communication Association (St. Petersburg, FL).
- Lewis, L. (2020). *Strategic organizational listening*. Paper accepted to the PR and Organizational Communication post-conference for the annual meeting of the International Communication Association, Gold Coast, Australia. **-not presented due to Covid-19 cancelation**
- Kulkarni, V., Lewis, L., Laster, N. (2018). *How do employees react to change communication Examining the role of change magnitude and message framing*. Paper presented to the British Academy of Management, London, UK.
- Lewis, L. (2017, May). Participant on selected panel, *What counts as organizational communication? Insights from book, journal, handbook, and encyclopedia editors*. Panel presented to the Organizational Communication Division at the annual meeting of the International Communication Association, San Diego, CA.
- Sahay, S., & Lewis, L. (2016, November). *Perspectives on soliciting and providing input during organizational change: The provider, the executive, and the consultant*. A paper submitted to the Organizational Communication Division for presentation at the annual meeting of the National Communication Association, Philadelphia, PA.
- Lewis, L. K. (2014, November). *Change management*. Panel presentation to the Organizational Communication Division at the National Communication Association annual meeting, Chicago, IL.
- Lewis, L. K. (2013, August). *Engaged Scholarship on Capitalism in Question: Participatory Social Entrepreneurship Research*. Panel presentation at the annual meeting of the Academy of Management, Florida.
- Lewis, L. K., & Laster, N. M. (2011, November). *Changing stories*. A paper presented to the Organizational Communication Division at the annual meeting of the National Communication Association, New Orleans, LA.
- Kulkarni, V., Lewis, L. K., & Laster, N. M. (2011, November). *Making sense of change announcements: Reactions to message sidedness and magnitude*. A paper presented to the Organizational Communication Division at the annual meeting of the National Communication Association, New Orleans, LA.
- Lewis, L. K., & Russ, T. (2011, May). *Gathering and using input during organizational change initiatives*. A paper presented to the Organizational Communication Division at the annual meeting of the International Communication Association, Boston, MA.

- Lewis, L. K., Laster, N., & Kulkarni, V. (2011, May). *Telling 'em how it will be: Previewing pain of risky change in initial announcements*. Presented on competitive paper panel to the Organizational Communication Division at the annual meeting of the International Communication Association, Boston, MA.
- Lewis, L. K. (2009, November). *Organizational change: An introduction*. Presented on competitive paper panel to the Organizational Communication Division at the annual meeting of the National Communication Association, Chicago, IL.
- Lewis, L. K., Ruben, B., Russ, T., & Smulowitz, S.. (2009, May). *When one institution demands change from another: Stakeholder interactions as key determinants of outcomes*. A paper presented to the Organizational Communication Division at the annual meeting of the International Communication Association, Chicago, IL.
- Lewis, L. K., Scott, C.R., D'urso, S., & Deering-Davis, J. (2008, November). *Development of interorganizational collaborative communication: A case study of an IOR network*. A paper presented to the Organizational Communication Division at the National Communication Association annual meeting, San Diego, CA.
- Lewis, L. K. (2008, November). *Research foci using spellings commission as a site*. A presentation on a competitive panel submission to unconventional Programming entitled "New challenges in Higher Education: In the wake of the Spellings Commission- What this all means for the Communication Discipline." Presented at the National Communication Association annual meeting, San Diego, CA.
- Koschmann, M., Lewis, L. K., & Isbell, M. (2008, February). *Interorganizational groups: A field study of vigilant Interaction theory*. A paper presented to the Organizational Communication Division at the Western States Communication Association annual meeting, Denver, CO. --**Top Paper**
- Scott, C. R., Lewis, L. K., D'urso, S., & Davis, J. (2007, May). *Use and nonuse of new communication technologies in an interorganizational network: A longitudinal case study in a community of health and human service providers*. A paper presented to the Organizational Communication Division for presentation at the International Communication Association annual meeting, San Francisco, CA.
- Isbell, M., Lewis, L. K., Koschmann, M., & Goldstein, R. (2006, November). *Front line boundary spanners' discourse about interorganizational collaboration: Negotiation of costs, rewards and autonomy*. A paper presented to the Organizational Communication Division at the annual meeting of the National Communication Association, San Antonio, TX.
- Lewis, L. K. (2006, November). *Interorganizational collaboration in health and human service provision*. A paper presented on a competitive panel submission to the annual meeting of the National Communication Association, San Antonio, TX.

- Lewis, L. K. (2006, November). *Research on collaboration in the civil society sector: Creating sites for connection and action*. A paper presented on a competitive panel submission to the annual meeting of the National Communication Association, San Antonio, TX.
- Lewis, L. K., Isbell, M., Koshmann, M, & Goldstein, R. (2006, June) *Collaboration narratives: Nonprofit practitioners' stories of interorganizational collaboration*. A paper presented to the Organizational Communication Division at the annual meeting of the International Communication Association, Dresden, Germany.
- Lewis, L. K. (2005, November). *Toward theory of change communication: A model of implementation communication strategy selection, stakeholder concerns, interactions, Assessments and Outcomes*. A paper presented to the Organizational Communication Division at annual meeting of the National Communication Association, Boston, MA.
- Scott, C. R., Lewis, L. K., & D'urso, S. (2005, November). *Sowing the seeds of collaboration through introduction of a listserv: A case study of a community of homeless service providers*. A paper presented to the Organizational Communication Division at annual meeting of the National Communication Association, Boston, MA.
- Lewis, L. K. (2005, November). *Research in NPO collaboration: Implications for communication scholarship*. A paper presented on a competitive panel to the Organizational Communication Division for presentation at annual meeting of the National Communication Association, Boston, MA.
- Lewis, L. K. (2004, November). *Communicating and collaborating in the civil society sector: Beliefs about best practices*. A paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Los Angeles.
- Lewis, L. K. (2004, November). *Interorganizational collaboration in civil society sector contexts: Challenges and an Agenda*. A paper presented to the Organizational Communication Division at the annual meeting of the National Communication Association, Chicago, IL.
- Lewis, L. K., & Scott, C. R. (2003, November). *Should we really work together?: Predictors of orientation towards interorganizational collaboration*. Paper presented to the Organizational Communication Division at the annual meeting of the National Communication Association, Miami, FL.
- Lewis, L. K., Schmisser, A., Stephens, K., & Weir, K. (2003, May). *Advice to practitioners: A review of the popular press literature on planned change communication*. Paper presented to the Organizational Communication Division at the annual meeting of the International Communication Association, San Diego, CA.
- Lewis, L. K., & Hayward, P. (2002, November). *Choice-based learning: A report of student reactions in an undergraduate organizational communication course*. Paper presented to the Instructional Development Division at the annual meeting of the National Communication Association, New Orleans, LA.



- Lewis, L. K. (2002, August). *The effects of users' perceptions of implementation communication on success of new communication and information technologies in the workplace*. Paper presented to the Organizational Development and Change Division at the annual meeting of the Academy of Management, Denver, CO.
- Lewis, L. K. (2000, November). *The tenure track experience: A survival guide*. Paper on competitive panel entitled "Mentoring ourselves: Some helpful guidelines to getting and keeping) that first faculty position." Presented to the Women's Caucus at the annual meeting of the National Communication Association, Seattle, WA.
- Lewis, L. K., Hamel, S., & Richardson, B. (2000, June). *Strategic communication with nonprofit organization stakeholders during planned change*. Paper presented to the Organizational Communication Division at the annual meeting of the International Communication Association, Acapulco, Mexico.
- Booz, R., & Lewis, L. K. (2000, June). *Interactants' perceptions of their boundary-spanning communication strategies*. Paper presented to the Organizational Communication Division at the annual meeting of the International Communication Association, Acapulco, Mexico.
- Seibold, D. R., & Lewis, L. K. (2000, February). *Work group members' involvement and alienation: Paradoxes in the implementation of a Total Quality Management program*. Paper on competitive panel entitled "Group communication in context: Studies of bona fide groups." Presented to the Small Group Division at the annual meeting of the Western Speech Communication Association, Sacramento, CA.
- Lewis, L. K. (1999, November). *The many voices and faces of human resource professionals in the role of change agent*. Paper on competitive panel entitled "Integrating organizational communication and human resources: Crossing between the organizational lines." Presented to the Organizational Communication Division at the annual meeting of the National Communication Association, Chicago, IL.
- Lewis, L. K., Hamel, S., & Richardson, B. (1999, November). *Communication with the multiple stakeholders of nonprofit organizations: Change implementers' communicative approaches and topics of talk*. A paper presented to the Organizational Communication Division at the annual meeting of the National Communication Association, Chicago, IL.
- Lewis, L. K., Richardson, B., & Hamel, S. (1999, May). *Communication with multiple stakeholders during planned organizational change: Targets and strategies of non-profit change implementers*. Paper presented to the Organizational Communication Division at the annual meeting of the International Communication Association, San Francisco, CA.
- Lewis, L. K. (1999, February). *Communication-related and other problems during planned organizational change: Implementers' reports of anticipation and experience of problems, and effects of participation*. Paper presented to the Organizational Communication Division

at the annual meeting of the Western States Communication Association, Vancouver, Canada.

Lewis, L. K. (1998, November). *Implementers' reports of communication about planned change: An investigation of channel use, type of change, and evaluations of success*. Paper presented to the Applied Communication Division at the annual meeting of the National Communication Association, New York. **-Top Paper**

Messman, S., Lewis, L. K., & Corley, K. (1998, February). *T.A. reactions to implementation of a multicultural perspective in the basic public speaking course: An investigation of concerns, attitudes, and behaviors*. Paper presented to the Communication and Instruction Interest Group at the annual meeting of the Western States Communication Association, Denver, CO.

Lewis, L. K. (1997, November). *Implementation of Quality programs: Multiple perspectives of four organizational cases*. Paper presented to the Organizational Communication Division at the annual meeting of the National Communication Association, Chicago, IL.

Lewis, L. K., & Booz, R. (1997, May). *Organizational boundary spanners' communication strategies: A research agenda and empirical study of predictors*. Paper presented to the Organizational Communication Division at the annual meeting of the International Communication Association, Montreal, Canada.

Lewis, L. K. (1996, November). *The plum job and the lame duck: Positional histories and the impact of occupancy patterns on individuals' influence in organizations*. Paper presented to the Organizational Communication Division at the annual meeting of the Speech Communication Association, San Diego, CA.

Booz, R., & Lewis, L. K. (1996, July). *The facilitation of technology transfer: Strategies of boundary spanners*. Paper presented at the Technology Transfer Society Annual Conference, Cleveland, OH.

Lewis, L. K., Seibold, D. R., & Johnson, E. L. (1996, May). *Reconceptualizing organizational change implementation as a communication problem: A review of literature and research agenda*. Paper presented to the Organizational Communication Division at the annual meeting of the International Communication Association, Chicago, IL.

Lewis, L. K. (1995, November). *Determinants of users' liking for innovations: The effects of perceptions of the context of change and concerns for performance, uncertainty, and normative influence*. Paper presented to the Organizational Communication Division at the annual meeting of the Speech Communication Association, San Antonio, TX.

Lewis, L. K. (1995, May). *Users' interaction-based responses to intra-organizational adoption of innovations: The effects of liking for the innovation and concerns for performance, uncertainty, and normative influence*. Paper presented to the Organizational

Communication Division at the annual meeting of International Communication Association, Albuquerque, NM.

Lewis, L. K. (1994, July). *Users' tactics in coping with organizational change: Mapping the conceptual space*. Paper presented to the Organizational Communication Division at the annual meeting of the International Communication Association, Sydney, Australia.

Lewis, L. K. (1993, October). *Users' tactics in coping with organizational innovation: A preliminary investigation*. Paper presented to the Organizational Communication Division at the annual meeting of Speech Communication Association, Miami, FL.

Lewis, L. K. (1992, October). *Intraorganizational influence and organizational structure: It's not just where you are, but how you got there*. Paper presented to the Organizational Communication Division at the annual meeting of the Speech Communication Association, Chicago, IL.

Lewis, L. K., & Seibold, D. R. (1992, May). *Innovation modification during intra-organizational adoption*. Paper presented to the Organizational Communication Division at the annual meeting of the International Communication Association, Miami, FL. **-Top Paper**

Lewis, L. K. (1991, October). *A challenge for health education: The enactment problem - and a communication-related solution*. Paper presented to the Health Communication Division at the annual meeting of the Speech Communication Association, Atlanta, GA. **-Top Student Paper**

Lewis, L. K., Elsenpeter, J., & Seibold, D. R. (1990, October). *Intra-organizational adoption of a program innovation*. Paper presented to the Organizational Communication Division at the annual meeting of the Speech Communication Association, Chicago, IL.

Lewis, L. K. (1990, February). *The importation of newcomers: A trigger for organizational sense-making*. Paper presented at the annual meeting of the Social Networks Conference, San Diego.

### **CONFERENCE RESPONSES (Invited)**

(2010, November). *A response to: The only constant is change: Individual, organizational and institutional exemplars*. Presented to the Organizational Communication Division at the annual meeting of the National Communication Association, San Francisco, CA.

(2008, November). *A response to: Communication Processes Associated with Organizational Change and Development*. Presented to the Organizational Communication Division at the annual meeting of the National Communication Association, San Diego, CA.

(2008, November). *A response to: Theorizing Nonprofit Organizational Communication*. Presented to the Organizational Communication Division at the annual meeting of the National Communication Association, San Diego, CA.

(2007, November). *A response to: Organizing Change as a Complex Communicative Process*. Presented to the Organizational Communication Division at the annual meeting of the National Communication Association, Chicago, IL.

(2005, November). *A response to: Stress, Dissent, and Social Support in the Workplace*. Presented to the Organizational Communication Division at the annual meeting of the National Communication Association, Boston, MA.

(2005, November). National Communication Association Pre-conference presentation on research in organizational change communication. Presented at the annual meeting of the NCA, Boston, MA.

(2004, May). *A response to: Research in teams and leadership*. Presented to the Organizational Communication Division at the annual meeting of the International Communication Association, New Orleans, LA.

(2001, May). *A response to: Forming and dissolving roles and relationships: Anticipatory socialization through exiting processes*. Presented to the Organizational Communication Division at the annual meeting of the International Communication Association, Washington, D.C.

(2000, November). *A response to: Surprising impacts of engaging technological communication: competitive papers in Applied Communication*. Presented to the Applied Communication Division at the annual meeting of the National Communication Association, Seattle, WA.

(2000, June). *A response to: Planned change, unplanned challenges: Insights from the organizational front lines*. Presented to the Organizational Communication Division at the annual meeting of the International Communication Association, Acapulco, Mexico.

(1997, May). *A response to: Communication within a health information network: A longitudinal analysis of the Cancer Information Service*. Presented to the Organizational Communication Division at the annual meeting of the International Communication Association, Montreal, Canada.

#### **CONFERENCE PLANNING**

- Co-Planner, Organizational Communication Mini-Conference (OCMC), 2010, 2018
- Planner, Organizational Communication Division Pre-conference at the annual meeting of the National Communication Association (2011): *Rebuilding organizations, communities, and institutions*.
- Program Co-Planner, Aspen Conference on Engaged Scholarship Program Co-Planner, (2013, 2014, 2015, 2016)
- Program Co-Planner, Nuevo Dia, Southwest Organizational Communication Mini-conference, (2004)

**SERVICE**

**University of Texas at San Antonio**

**University**

University Excellence Awards Steering Committee – 2020-2021  
Graduate Success Taskforce – 2019-2020  
UC Diversity and Inclusion Advisory Council –2020-2021  
Co-lead for Human Capital VPREDKE Accelerate 2020

**Academic Affairs**

Academic Success Leadership Team –2019-2022  
Taskforce for development of Career Development Plan- 2019  
Digital Measures Team 2019-2020  
Working Group adjusting timeline for personnel review -2019

**College of Liberal and Fine Arts**

Special Assistant for College Initiatives – 10/2022-current

**Communication Department**

Communication Coaching Initiative lead (2023- current)  
Community Engagement Committee (2023- current)  
Creative Studio Committee (2022-2023)  
School of Communication Programs Committee (2022-2023)  
Department Faculty Advisory Committee (2022 -2023)  
Department Faculty Review Advisory Committee (2021-current)  
Department Honors and Scholarship Committee (2021-2023)

**Rutgers University**

**Communication Department, Rutgers University**

Department Search Chair (Non-Tenure Track faculty member in PR), 2018-19  
Research Committee, member –2018-19  
Department Search Chair (NTT Professor of Practice), 2018  
Research Committee Chair, 2017-18  
MCM Executive Committee member, 2016-2019;2018-2019  
Department Search Committee, 2010/2011  
Web Committee, 2009/2010  
Communication Search Committee, 2008/2009  
Curriculum Committee, 2008/2009  
Professional Liaison and Outreach Committee member, 2007-2008  
Director MCIS Program, 2007 - 2012  
Invitational Masters Student Institute Director, 2007, 2008, 2009, 2010  
FASIP Committee, 2006-2007, 2016-17  
MCIS Executive Committee, 2006-2011

**School**

A & P Committee Chair (one committee), 2018  
Research Council Committee member, 2017-18  
Search Committee member, Director for Digital Innovation in Social Work, 2016

Facilitator for SC&I strategic goal in developing service-learning opportunities for undergraduates, 2014  
Facilitator for SC&I strategic goal in enhancing civic engagement activity, 2014  
Ad hoc committee member for expedited promotion case to Full, 2013  
School Executive Committee, member, 2007-current  
A & P Committee Chair (one committee), 2012  
Summer Research Fellowship Application Review Committee, 2012  
A & P Committee Chair (one committee), 2011  
Donor Reception Faculty Speaker –2010  
International Association of Business Communicators Adviser, 2009-2011  
Listserv Task Force Chair, 2008  
A & P Committee member (one committee), 2010  
A& P Committee Chair (one committee), 2009  
T & P committee member (two committees) ,2006-2007

**University**

Big Ten Academic Alliance Rutgers Liaison, 2019  
Member, Selection Committee, Presidential Fellowships, 2018  
Member, Selection Committee, Rutgers Leadership Academy, 2016, 2017  
Member, Executive Committee Ph.D. Higher Education, 2016-2019  
Member, Ph.D. Higher Education Faculty, 2014-current  
Predoctoral Leadership Development Program Mentor, 2013-14  
Member, Strategic Planning Committee, “Educating Involved Citizens and Effective Leaders in a Dynamic World”, 2014  
Consultant for Human Resources Merger Transition Team, 2012  
Barnes and Noble Transitions Communication Task Force, 2008  
Service Learning Committee member, 2006-2007

**University of Texas at Austin**

**Department of Communication Studies, University of Texas at Austin**

Extended Budget Council (Associate Professor Representative), 2004-2006  
Search Committee (Organizational Communication), 2005-2006  
Colloquium Series Coordinator / Graduate Internship Coordinator, 2004, 2005  
Search Committee (Individual Events Coach), 2004  
Nuevo Dia Organizational Communication Conference (Faculty Advisor), 2004  
Search Committee (Interpersonal Communication), 2003  
Individual Events Review Committee (Chair), 2003  
Undergraduate Scholarship Committee, 2002, 2003  
Search Committee (Organizational Communication), 2001  
Graduate Internship Coordinator, 2001  
CommUnity (Faculty Representative), 2000, 1999  
Reviewer – Undergraduate Research Fellowship Program, 1999  
Extended Budget Council (Assistant Professor Representative), 1999-2000  
Search Committee (Political Communication), 1999

**College / University**

CommUnity Faculty Speaker, 2003, 2004  
College Appeals Committee, 2001- 2002, 2002-2003, 2003 - 2004  
College Scholarship and Awards Committee, 2000  
Academic Innovation Award Faculty Review Committee (University wide  
Steering Committee, Portfolio in Philanthropic and Nonprofit Studies, 2002- 2005

### Service to the Discipline

**Series Editorial Board member**, Wiley Blackwell – ICA International Encyclopedia of Communication (2022-)

**Co-Editor** (w/ Craig Scott), *International Encyclopedia of Organizational Communication*, 2013-2016

**Associate Editor**: *Management Communication Quarterly*, 2011-2012, 2012-2013

**Special Issue co-Editor** (w/ Paul Leonardi): Special issue honoring the work of David R. Seibold. *Journal of Applied Communication Research*, 2016

#### Editorial Board Member:

*Management Communication Quarterly*, 2009 - 2018

*Human Communication Research*, 2006 - 2010

*Communication Monographs*, 2004 – 2007

*Communication Research Reports*, 2004 – 2007

*Communication Studies*, 2002 - 2005

*Journal of Applied Communication Research*, 1996 – 1999, 2000 – 2004, 2014-2017

#### Invited Reviewer:

Knowledge Foundation-- a Swedish research foundation supporting research projects carried out in collaboration between academia, industry and other organizations. (2023)

#### Guest Reviewer:

*Management Communication Quarterly*, 2024

*Communication Monographs*, 1996, 2004

*Communication Monographs*, 2012, 2017, 2018

*Communication Research*, 2000, 2010, 2023

*Communication Studies*, 2000

*Communication Theory*, 2010, 2011

*Human Communication Research*, 2001, 2003

*Human Relations*, 2002, 2005, 2009, 2010, 2012

*Information Systems Research*, 1996

*Information, Communication & Society*, 2017

*International Journal of Business Communication*, 2023

*Journal of Applied Communication Research*, 2010, 2014, 2017, 2018

*Journal of Business Communication*, 2006, 2007, 2008

*Journal of Communication*, 2018

Knowledge Foundation (Swedish Research Foundation), 2023

*Management Communication Quarterly*, 1996

*Nonprofit Management and Leadership Journal, 2018*

*Small Group Research, 2010*

*Western Journal of Communication, 2003*

**Professional Association Officer**

**Executive Board member**, National Communication Association (2024-2026)

**Chair, Leadership and Mentorship Council**, National Communication Association, (2024-2026)

Chair- Organizational Communication Division, NCA, 2015

Vice Chair –Organizational Communication Division, NCA, 2014

Vice Chair Elect –Organizational Communication Division, NCA, 2013

**Program Reviewer**

University of Oklahoma Department of Communication – 2019

Copenhagen Business School, Department of Management, Society, and Communication - 2019

**Other Service:**

Top Paper Selection Committee, Organizational Communication Division, ICA, 2024

Escalator Session Mentor, Organizational Communication Division, National Communication Association -- 2023

Co-Lead, Organizational Communication Division Mentoring Program, NCA - 2021-2022

Faculty mentor, Organizational Communication Escalator Session, ICA, 2019, Washington DC

Faculty Mentor, Organizational Communication Doctoral Consortium:  
Interdisciplinary Research and Teaching in Organizational Communication.  
ICA, 2019, Washington DC

Nominating Committee, Organizational Communication division, NCA, 2018

Top Article Selection Committee, *Management Communication Quarterly*, 2018

Nominating Committee, Organizational Communication division, NCA, 2017

Jablin Award Selection Committee, Organizational Communication division, ICA, 2016

Reader, ICA, Organizational Communication Division, 2013

Reviewer on Expert Panel for Dissertation, Doctor of Management Program at University of Maryland University College, 2012

Reviewer, Top Papers for Organizational Communication Division, National Communication Association, 2012

Reviewer, Knowledge Foundation/KK-Stiftelsen, Sweden, Grant application, 2011

Reviewer, Social Sciences and Humanities Research Council of Canada, Grant application, 2009

Reader, NCA, Organizational Communication Top Papers, 2009

Reader, NCA, Organizational Communication Division, 2008

Reader, NCA, Organizational Communication Division, 2005



Reader, ICA, Organizational Communication Division, 2002  
Reader, NCA Applied Communication Division, 2001  
Reader, ICA Organizational Communication Division, 2001  
Mentor, ICA Organizational Communication Doctoral Consortium, 1999  
Nomination Committee – Publication Awards – NCA Organizational  
Communication Division, 1999  
Reader, ICA Organizational Communication Division, 1998  
Mentor, ICA Organizational Communication Doctoral Consortium, 1997

### Community Service

- Participant in CDC's Center for Global Health (CGH) communication project through the Engaged Scholars Conference, Aspen 2011-2012. Project providing ongoing content expertise to CGH's communication team.
- Supervised graduate student teams' assessments and consultation for Intersect Fund and Making It Possible to End Homelessness, New Brunswick, NJ. – 2010
- Provided consultation and data analysis for Youth Advisory Group –2005
- Community Action Network Project (2003-2004) -- Conducted a communication assessment of the Community Action Network. Data was reported back to the Leadership Annual Retreat in October 2004.
- The Collaboration Technologies for Organizations Serving the Homeless (CTOSH) project. Served as Co-Director for this project providing listserv, website, computers, Internet access, and consulting for service providers in the Austin area.

### PROFESSIONAL ASSOCIATIONS

|   |                |
|---|----------------|
| National Communication Association  | 1989 - current |
| International Communication Association                                     | 1989 - current |
| Academy of Management   | 1999 - current |
| National Coalition of Dialogue and Deliberation                             | 2014 - current |
| European Group for Organization Studies                                     | 2017- current  |
| Southern States Communication Association                                   | 2023- current  |
| Association for Research on Nonprofit<br>Organizations and Voluntary Action | 2003- 2010     |

### ADVISING and TEACHING

#### Dissertations Directed:

Surabhi Sahay (degree granted 2017, Rutgers)  
Currently Assistant Professor Pennsylvania State University, Abington  
Vaibhavi Kulkarni (degree granted 2013, Rutgers)  
Currently Associate Professor at Indian Institute of Management,

Ahmedabad

Mathew Isbell (degree granted 2009, Univ. Texas)

Currently Associate Professor at Boise State University, Idaho

Nicole Laster (degree granted 2008, Univ. Texas)

Currently employed as Lead Social Scientist at U.S. Army TRADOC  
(military contractor)

Mathew Koschmann (degree granted 2008, Univ. Texas)

Currently Associate Professor at University of Colorado at Boulder,  
Colorado

Audra Diers, Ph.D. (degree granted 2006, Univ. Texas)

Currently Senior Lecturer at Leeds Beckett University, UK

Amy Schmisser, Ph.D. (degree granted 2005, Univ. Texas)

Currently Lecturer at Belmont University, Nashville, TN

Stephanie Hamel, Ph.D. (degree granted 2005, Univ. Texas)

Currently Associate Professor at Cal State Chico, California

Christine Cooper (Trinastich), Ph.D. (degree granted 2002, Univ. Texas)

Currently on faculty at Metro State, College of Denver, Colorado

Brian Richardson, Ph.D. (degree granted 2001, Univ. Texas).

Currently Associate Professor at University of North Texas, Denton, Texas

Robert Booz, Ph. D. (degree granted 1999, Pennsylvania State University).

Currently retired; Formerly Director of Development and Alumni  
Relations, Pennsylvania State University, State College, Pennsylvania

**Graduate Advising and Student Committees**

**At UTSA**

|                  |                                      |
|------------------|--------------------------------------|
| Amber Sutherland | Masters Advisor (2022-2024)          |
| Joelynn Mulari   | Masters Committee Member (2022-2023) |

**At Rutgers:**

|                   |  |
|-------------------|--|
| Mariia Zhigalina  | Doctoral Advisor (2018-                          |
| Hyunsook Youn     | Doctoral Committee Member (2017-18)              |
| Sharon Kinsey     | Doctoral Temporary Advisor (2016-17)             |
| Surabhi Sahay     | Doctoral Advisor (2012-2017)                     |
| Kathryn Lacomba   | Doctoral Temporary Advisor (2011)                |
| Vaibhavi Kulkarni | Doctoral Adviser (2008-2013)                     |
| Zhe Li            | Doctoral Qualifying Exam Committee Member (2010) |
| Stacy Smulowitz   | Doctoral Committee Member (2008 - 2013)          |
| Yusuf Yuksel      | Doctoral Committee Member (2007 - 2013)          |
| Erin Christie     | Doctoral Qualifying Exam Committee Member (2008) |
| Surabhi Sahay     | MCIS Research Associate Advisor (2010-2012)      |
| Melissa Bator     | MCIS Capstone Mentor (2006)                      |
| Sarah Harwood     | MCIS Capstone Mentor (2011)                      |
| Cortney Collins   | MCIS Capstone Mentor (2011)                      |
| Jake Lepariz      | MCIS Capstone Mentor (2011)                      |

**Undergraduate Courses:**

Deliberating and Deciding  
Listening  
Communication Research  
Community Communication  
Byrne Seminar: Volunteers in Times of Crisis  
Advanced Organizational Communication  
Introduction to Organizational Communication  
Communication and Organizational Change  
Senior Fellows: Communication and Civil Society Organizations

**Graduate Courses:**

Advanced Communication Analysis  
Communication and Organizational Change Processes  
Nonprofit Organizations and Communication  
Communication Research Methods, on campus and online versions  
Interorganizational Relationships and Stakeholder Communication  
Macro-Organizational Communication Theory  
Introduction to Graduate Studies in Communication Studies

**CONSULTING & TRAINING**

**Connecting By Design (connectingbydesign.com)**, Partner, 2017-2019  
**LifeStory Research**, Research Associate, 2008-2016  
**Rutgers Center for Organizational Leadership**, Fellow –2016-2019  
**Rutgers Center for Management Development**, instructor 2006-2013

**Training and Coaching**

Utah State Library Association, UT  
Parker Home, Piscataway, NJ  
Integra LifeSciences, NJ  
New Jersey Economic Development Authority, Trenton, NJ  
Lowe's – Charlotte, NC  
SES, Princeton, NJ  
Kyoie – Princeton, NJ  
St. Peters Hospital – New Brunswick, NJ  
Sharing Network – Springfield, NJ  
Merrill Lynch - New York  
Kraft Foods - Champaign, IL  
USAID - Washington D.C.  
UCSB Business Services - Santa Barbara, CA  
UCSB Extension - Santa Barbara, CA  
Internal Revenue Service — Communication Training Program

**Assessment and Consulting**

CDC Center for Global Health, Atlanta, GA  
University of Phoenix, Phoenix, AZ

Vladimir Jones, CO

Habitat for Humanity, Texas State Support Organization, Austin, TX

Youth Advisory Group, Austin, TX

Austin Presbyterian Theological Seminary, Austin, TX

Shea Homes for Active Adults, Scottsdale, AZ

Frito-Lay Corporation – Dallas, TX

UCSB Business Services - Santa Barbara, CA

UCSB Extension - Santa Barbara, CA

Digital Sound - Carpinteria, CA

Veterans' Administration Hospital - Boise, ID & Sepulveda, CA

Kraft Foods - Champaign