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EDUCATION

B.A. Communication Arts, University of Wisconsin-Madison, 1973.

M.A. Communication, Michigan State University, 1976.

Ph.D. Communication Arts, University of Wisconsin-Madison, 1980. (Minor: Management)

POSITIONS HELD

2012- Visiting Professor, Vrije University, Amsterdam, Netherlands.
2009- Director, I-CHASS: Center for Computing in the Humanities, Arts, and Social Science, University of Illinois Urbana-Champaign
2008-2010 Richard and Margaret Romano Professorial Scholar, University of Illinois Urbana-Champaign
2008-2010 CCSS Fellow, Vrije University, Amsterdam, Netherlands
2007-2009 Associate Director, I-CHASS: Center for Computing in the Humanities, Arts, and Social Sciences, University of Illinois Urbana-Champaign
2006- Professor of Communication, University of Illinois Urbana-Champaign
2006- Senior Research Scientist, National Center for Supercomputing Applications, University of Illinois Urbana-Champaign
2001-2006 Professor of Information and Operations Management, Texas A&M University (joint appointment)
1995-2006 Professor of Communication, Texas A&M University
1985-1994 Assistant Professor, 1985-87; Associate Professor 1987-1991; Professor, 1991-1995, Department of Speech-Communication, University of Minnesota
1989-1993 Adjunct Professor, Hubert H. Humphrey Institute of Public Policy, University of Minnesota
1979-1985 Assistant Professor, Department of Speech Communication, University of Illinois Urbana-Champaign
1981-1982 Visiting Assistant Professor, Department of Communication, University of Michigan
1975-1979 Program Coordinator, Center for Conflict Resolution, Madison, Wisconsin
1976-1974 Teaching and Research Assistant, Department of Communication Arts, University of Wisconsin-Madison and Michigan State University, East Lansing, Michigan.

HONORS AND PROFESSIONAL RECOGNITION

Major Awards from Academic Associations

Dissertation of the Year Award, Speech Communication Association, 1980
Fellow, International Communication Association, elected 2004
Distinguished Scholar, National Communication Association, elected 2005
Lifetime Achievement Award, National Communication Association Group Communication Division, 2006
Steven A. Chaffee Lifetime Productivity Award, International Communication Association, 2008

Awards for Specific Scholarly Works

Best Paper Awards for Conference Papers: Information Systems Division, International Communication Association (ICA) 1979; Interpersonal and Small Group Communication Division, ICA, 1981 and 1982; Human Communication Technology Interest Group, ICA 1988 & 1989; Organizational Communication and Information Systems Division, Academy of Management, 1997, 1998, 1999.; Quality and Management Conference, Tempe Arizona, 1998; Collaboration Technology Track, 24th Hawaii International Conference on System Sciences, 1991; Group Communication Division, National Communication Association (NCA), 2004; Rhetorical and Communication Theory Division, NCA, 2004; Midwest Chapter Association of Information Systems, 2008.

Center for Public Representation Legal Program Award for Excellence and Innovation in Alternative Dispute Resolution and Dispute Management: Honorable Mention, 1985. Awarded for the book *Working Through Conflict*.

Golden Anniversary Monograph Award, Speech Communication Association, 1986. Presented for article "Group Decision-Making as a Structural Process."

Honorable Mention, Professional and Scholarly Publishing Awards, Association of American Publishers, Business and Management Category, 1989. Awarded for the book *Research on the Management of Innovation*

Finalist for George R. Terry Award for best book in Management for 1991, awarded by Academy of Management. The book under consideration was *Research on the Management of Innovation*

Finalist for DSS Outstanding Achievement Award of The Institute of Management Sciences, 1991, for "Using Computing to Facilitate the Quality Improvement Process: The IRS-Minnesota Project"

Best Article in *Academy of Management Review*, 1995. Awarded for the article "Explaining development and change in organizations"

Ernest Bormann Book Award, Group Communication Division, National Communication Association, 2000, for *Handbook of Group Communication Theory and Research*

Dennis Gouran Best Article Award, Group Communication Division, National Communication Association, 2001, for "Do conflict management styles affect group decision-making? Evidence from a longitudinal field study"

Best Book Award for 2000-2001, Organizational Communication Division, National Communication Association, for *Organizational Innovation and Change Processes: Theory and Methods for Research*.

Dennis Gouran Award for Best Article on Group Communication, National Communication Association, 2004, for "Idea Generation in Naturally-occurring contexts: Complex appropriation of a simple procedure"

Ernest Bormann Book Award, Group Communication Division, National Communication Association, 2006, for *Theories of Small Groups: Interdisciplinary Perspectives*

B. Aubrey Fisher Award for Best Article in *Western Journal of Communication*, 2009. For "Opposites Attract: Leadership Endorsement as a Function of Interaction Between a Leader and a Foil".

Other Awards for Academics or Research

Phi Beta Kappa, 1973

Phi Kappa Phi, 1973

Recipient of WARF Fellowships at UW-Madison, 1975-76, and Fall, 1976

Organizational Communication Division Research Award, Speech Communication Association, 1989.

Texas A&M Association of Former Students, College of Liberal Arts Research Award, Texas A&M University, 2003

Member of the Year for 2004, Organizational Communication Division of the International Communication Association

Awards for Service to the Field

Presidential Citation, National Communication Association, 2002, for writing *Communication: Ubiquitous, Complex, Consequential*.

Presidential Citation, National Communication Association 2004, for service on NCA Research Board.

Teaching Awards

Teaching Recognition: Included on list of teachers rated "Excellent" by students at University of Illinois: Fall, 1979; Spring, 1980; Fall, 1980; Spring, 1981; and Spring, 1983, Fall, 1983, Spring, 1984, Fall, 1984, Spring, 1985, Spring, 2007, Fall, 2007, Spring, 2008, Fall, 2009. Received "A" rating on University of Michigan Student Government Association evaluation forms: Fall, 1981; Spring, 1982

Texas A&M Association of Former Students College of Liberal Arts Teaching Award, 1998

Fish Camp Namesake, "Camp Poole." Selected by Texas A&M University students as sponsor of Fish Camp, August 27, 2004

Honorary Conference Programs

"Focus on the work of Marshall Scott Poole. Organizational Communication Division, Speech Communication Association Annual Conference, San Diego, California, 1996

"Lifetime Achievement Award: Marshall Scott Poole. Group Communication Division, National Communication Association Annual Conference, Chicago, IL, 2007

"New ICA fellows Forum on Communication, I." Sponsored Sessions" International Communication Association Conference, Montreal, CA, 2008.

Keynote Addresses and Named Lectures

Leroy Cowpersthaite Memorial Lecture, Kent State University Communication Department, July, 1988.

"New Directions in Group Communication:

Keynote Address, Conference on Organizational Innovation. University of Wisconsin-Milwaukee, January, 1990. "Perspectives on Organization Innovation."

3M Meeting Management Institute, St. Paul, MN, April, 1990. "Procedures for Managing Meetings."

Wayne N. Thompson Lecture, Western Illinois University, Macomb, IL, March, 2003. "Communication and Collaboration Technologies: New Directions."

Keynote Address, Big XII Information Systems Conference, University of Oklahoma, Norman, OK, April, 2004. "Implementation of Information Systems: New Directions."

Keynote Panel, INGRoup Annual Conference, Pittsburgh, PA, July, 2006. "The Group Communication Research Perspective."

Keynote Address, Bowling for Scholars Conference, Michigan State University, East Lansing, MI, April,

2007. "Process Research in Communication: New Wine in Old Bottles and Old Wine in New Bottles."

Choice Scholar Lecture, Department of Communication, University of California Santa Barbara, February 2011

PUBLICATIONS

Books

1. Auvine, B., Densmore, B., Extrom, M., Poole, M. S., & Shanklin, M. (1977, 2000). *A manual for group facilitators*. Madison, WI: Center for Conflict Resolution, Monograph 13. Reissued (2000) Rutledge, MO: Fellowship for Intentional Community.
2. Folger, J. P. & Poole, M. S. (1983, 1993, 1996, 2000; 2004; 2008; 2012). *Working through conflict*. Chicago: Scott, Foresman. 2nd edition, Folger, J. P., Poole, M. S. & Stutman, R. (1993). New York: Harper-Collins. 3rd edition, Folger, J. P., Poole, M. S., & Stutman, R. (1996). New York: Longman, 4th edition, Folger, J. P., Poole, M. S., & Stutman, R. (2000) New York: Longman. 5th edition, Folger, J. P., Poole, M. S., & Stutman, R. (2004). New York: Pearson. 6th edition, Folger, J. P., Poole, M. S., & Stutman, R. (2008). New York: Pearson. 7th edition, Folger, J.P., Poole, M.S., & Stutman, R. (2012). New York: Pearson.
3. Hirokawa, R. Y., & Poole, M. S. (Eds.) (1986, 1996). *Communication and group decision-making*. Beverly Hills: Sage. Second edition (1996). Thousand Oaks, CA: Sage.
4. Van de Ven, A. H., Angle, H., and Poole, M. S. (Eds.) (1989, 2000). *Research on the management of innovation*. Cambridge, MA: Ballinger. Reissued (2000) New York: Oxford University Press.
5. Conrad, C., & Poole, M. S. (1997; 2001; 2004; 2012). *Strategic organizational communication* (4th ed.) Fort Worth: Harcourt-Brace. 5th edition, Conrad and Poole (2001). New York: Harcourt-Brace. (Wadsworth). 6th edition, Conrad and Poole (2004). New York: Belmont. 7th edition, Conrad and Poole (2012). Malden, MA: Wiley-Blackwell.
6. Frey, L., Gouran, D., & Poole, M. S. (Eds.) (1999). *Handbook of group communication theory and research*. Thousand Oaks, CA: Sage.
7. Poole, M. S., Van de Ven, A. H., Dooley, K., & Holmes, M. (2000) *Organizational innovation and change processes: Theory and methods for research*. New York: Oxford University Press.
8. Corman, S., & Poole, M. S. (Eds.) (2000). *Perspectives on organizational communication: Finding common ground*. New York: Guilford Press.
9. Poole, M. S., & Van de Ven, A. (Eds). (2004). *Handbook of organizational change and innovation*. New York: Oxford University Press.
10. Poole, M. S., & Hollingshead, A. V. (Eds.) (2005). *Theories of small groups: Interdisciplinary perspectives*. Thousand Oaks, CA: Sage.
11. Hollingshead, A. V., & Poole, M. S. (Eds.) (2012). *Research methods for studying groups: A behind-the-scenes guide*. New York: Routledge.

Publications in Refereed Journals

1. Bryson, J., Boal, K., Poole, M. S., & Terrill, C. (1977). A contingent program planning model. *Project Management Quarterly*, 10, 19-29.
2. Poole, M. S. (1978). An information task approach to organizational communication. *Academy of Management Review*, 3, 493-540.
3. Poole, M. S. (1981). Decision development in small groups I: A test of two models. *Communication Monographs*, 48, 1-24.
4. Poole, M. S. & Folger, J. P. (1981). A method for establishing the representational validity of interaction coding schemes: Do we see what they see? *Human Communication Research*, 8, 26-42.

5. Poole, M. S. & Folger, J. P. (1981). Modes of observation and the validation of interaction analysis systems. *Small Group Behavior*, 12, 477-494.
Reprinted in K. Krippendorff & M. A. Bock (Eds.) (2008). *The content analysis reader* (pp. 367-375). Los Angeles, CA: Sage.
6. Poole, M. S., McPhee, R. D., & Seibold, D. R. (1982). A comparison of normative and interactional explanations of group decision-making: Social decision schemes versus valence distributions. *Communication Monographs*, 49, 1-19.
7. Poole, M. S. (1983). Decision development in small groups II: A study of multiple sequences in decision-making. *Communication Monographs*, 50, 206-232.
8. Poole, M. S. (1983). Decision development in small groups III: A multiple sequence theory of decision development. *Communication Monographs*, 50, 321-341.
Reprinted in R. Y. Hirokawa, R. S. Cathcart, L. A. Samovar & L. D. Henman (Eds.) *Small group communication: Theory and practice* (8th ed., pp. 76-82). Los Angeles: Roxbury.
9. Poole, M. S., Seibold, D. R., & McPhee, R. D. (1985). Group decision-making as a structural process. *Quarterly Journal of Speech*, 71, 74-102.
Reprinted in P. Schulz (Ed.) (2010) *Communication theory*. Thousand Oaks, CA: Sage.
10. Watson, R. W., DeSanctis, G., & Poole, M. S. (1988). Using a GDSS to facilitate group consensus: Some intended and unintended consequences. *MIS Quarterly*, 12 463-480.
11. Zigurs, I., Poole, M. S., & DeSanctis, G. (1988). A study of influence in computer-mediated group decision making. *MIS Quarterly*, 12, 625-644.
12. Poole, M. S. & Roth, J. (1989). Decision development in small groups IV: A typology of decision paths. *Human Communication Research*, 15, 323-356.
13. Poole, M. S. & Roth, J. (1989). Decision development in small groups V: Test of a contingency model. *Human Communication Research*, 15, 549-589.
14. Poole, M. S. & Van de Ven, A. V. (1989). Using paradox to develop organizational and management theories. *Academy of Management Review*, 14, 562-579.
Reprinted in B. DeWit and R. Meyer (2004). *Strategy: Process, content, context* (3rd ed., pp. 32-37). London: Thomson.
15. Van de Ven, A.V. & Poole, M.S. (1990). Methods for studying innovation development in the Minnesota innovation research program. *Organization Science*, 1. 313-335.
Reprinted in G. Huber & A. Van de Ven (Eds.) (1995). *Longitudinal field research methods: Studying processes of organizational change* (pp. 155-185). Thousand Oaks, CA: Sage.
16. Poole, M.S. (1990). Do we have any theories of group communication? *Communication Studies*, 41, 237-247.
17. Poole, M.S., Holmes, M., & DeSanctis (1991). Conflict management in a computer-supported meeting environment. *Management Science*, 37, 926-953.
18. Hiltz, S.R., Dufner, D., Holmes, M., & Poole, M.S. (1991). Distributed group support systems: Social dynamics and design dilemmas. *Journal of Organizational Computing*, 1, 135-159.
19. DeSanctis, G., Poole, M. S., Desharnais, G., & Lewis, H. (1992). Using computing to facilitate the quality improvement process: The IRS-Minnesota project. *Interfaces*, 21, 23-36.
20. DeSanctis, G., Poole, M. S., Desharnais, G., & Lewis, H. (1992). Using computing in quality team meetings: Some initial observations from the IRS-Minnesota Project. *Journal of Management Information Systems*, 8, 7-26.
21. Sambamurthy, V. & Poole, M. S. (1992). The effects of variations in capabilities of GDSS designs on management of cognitive conflict in groups. *Information Systems Research*, 3, 224-251.
22. Poole, M. S. & DeSanctis, G. (1992). Microlevel structuration in computer-supported group decision-making. *Human Communication Research*, 19, 5-49.
23. DeSanctis, G., Poole, M. S., Dickson, G., & Jackson, B. (1993). An interpretive analysis of team use of group technologies. *Journal of Organizational Computing*, 3, 1-31.

24. Poole, M. S., Holmes, M., Watson, R., & DeSanctis, G. (1993). Group decision support systems and group communication: A comparison of decision-making processes in computer-supported and nonsupported groups. *Communication Research, 20*, 176-213.
Reprinted in L. Putnam and K. Krone (Eds.) (2006). *Organizational communication* (Vol. 2, p. 226-257). Thousand Oaks, CA: Sage.
25. Sambamurthy, V., Poole, M. S., & Kelly, J. (1993). Effects of level of sophistication of a group decision support system on group decision-making processes. *Small Group Research, 24*, 523-546.
26. Poole, M. S. (1994). Breaking the isolation of small group research. *Communication Studies, 45*, 20-29.
27. DeSanctis, G., Snyder, J. R., & Poole, M. S. (1994). The meaning of the interface: A functional and holistic evaluation of a meeting software system. *Decision Support Systems, 11*, 319-335.
28. DeSanctis, G., & Poole, M. S. (1994). Capturing the complexity in advanced technology use: Adaptive structuration theory. *Organization Science, 5*, 121-147.
Reprinted in C. L. Cooper & W. H. Starbuck (Eds.) (2005). *Work: Contexts and consequences* (3 vols.). London: Sage.
Reprinted in L. Putnam and K. Krone (Eds.) (2006). *Organizational communication* (Vol. 2, p. 258-295). Thousand Oaks, CA: Sage.
Reprinted in L. Willcocks & A. S. Lee (Eds.) (2008). *Information systems*. London: Sage.
29. Van de Ven, A. H., & Poole, M. S. (1995). Explaining development and change in organizations. *Academy of Management Review, 20*, 510-540.
30. Poole, M. S., & Holmes, M. E. (1995). Decision development in computer-assisted group decision making. *Human Communication Research, 22*, 90-127.
31. Poole, M.S., Putnam, L.L., & Seibold, D.R. (1997). Organizational communication in the twenty-first century. *Management Communication Quarterly, 11*, 127-138.
32. Kuhn, T., & Poole, M. S. (2000). Do conflict management styles affect group decision-making? Evidence from a longitudinal field study. *Human Communication Research, 26*, 558-590.
33. Jackson, M. H., & Poole, M. S. (2003). Idea generation in naturally-occurring contexts: Complex appropriation of a simple procedure. *Human Communication Research, 29*, 560-591.
34. Poole, M. S., Hollingshead, A. B., McGrath, J. E., Moreland, R. L., & Rohrbaugh, J. (2004). Interdisciplinary perspectives on small groups. *Small Group Research, 35*, 3-17.
35. Arrow, H. Poole, M. S., Henry, K. B., Wheelan, S., & Moreland, R. L. (2004). Time, change, and development: Temporal perspectives on groups. *Small Group Research, 35*, 73-105.
36. Brown, H. B., Poole, M. S., & Rogers, T. (2004). Interpersonal traits, complementarity, and trust in virtual collaboration. *Journal of Management Information Systems, 20*, 115-138.
37. Chae, B. & Poole, M. S. (2005). Enterprise system development in higher education. *Journal of Cases on Information Technology, 7*, 82-101.
38. Deng, J., Poole, M. S., Miller-Scheideman, C. & Brown, H. (2005). Learning through telemedicine: Case study of a wound care network. *International Journal of Healthcare Technology and Management, 6*, 368-380.
39. Chae, B., & Poole, M. S. (2005). The surface of emergence in systems development: Agency, institutions, and large scale information systems. *European Journal of Information Systems, 14*, 19-36.
40. Chae, B., & Poole, M. S. (2005). Mandates and technology acceptance: A tale of two mandated systems. *Journal of Strategic Information Systems, 14*, 147-166.
41. Van de Ven & Poole, M. S. (2005). Alternative approaches for the study of organizational change. *Organization Studies, 26*, 1377-1404.
42. Fan, H., & Poole, M. S. (2006). What is personalization? Perspectives on the design and implementation of personalization in information systems. *Journal of Organizational Computing and E-Commerce, 16*, 179-202.
43. Poole, M. S. (2007). Generalization in process theories of communication. *Communication Methods and Measures, 1*, 181-190.

44. Deng, L., & Poole, M. S. (2008). Learning through ICT-enabled social networks. *International Journal of Technology Management*, 8, 374-391.
45. DeSanctis, G., Poole, M. S., Ziguers, I. & Associates (2008). The Minnesota GDSS Research Project: Group support systems, group processes, and group outcomes. *Journal of the Association of Information Systems*, 9, 551-608.
46. Monge, P. & Poole, M. S. (2008). The evolution of organizational communication. *Journal of Communication*. 58, 679-692.
47. Sun, J., Koong, K. S. and Poole, M.S. (2009). Critical success factors for context-aware mobile communication systems. *International Journal of Mobile Communications*, 7, 290-307.
48. Guo, Y., & Poole, M. S. (2009). Antecedents of flow in online shopping: A test of alternative models. *Information Systems Journal*, 19, 369-390.
49. Real, K., Bramson, R., & Poole, M. S. (2009). The symbolic and material nature of physician identity: Implications for physician-patient communication. *Health Communication*, 24, 575-587.
50. Garner, J., & Poole, M. S. (2009). Opposites attract: Leadership endorsement as a function of interaction between a leader and a foil. *Western Journal of Communication*, 73, 227-247.
51. Sun, J., & Poole, M. S. (2010). Beyond connection: Situated wireless communities. *Communications of the ACM*, 53 (6), 121-125.
52. Poole, M. S., & Dobosh, M. (2010). Exploring conflict management processes in jury deliberations through interaction analysis. *Small Group Research*, 41, 408-426.
53. Deng, L., & Poole, M. S. (2010). Affect in web interfaces: A study of the impacts of visual complexity and order of web pages. *MIS Quarterly*, 34, 711-730.
54. Ratan, R. A., Chung, J. E., Shen, C., Foucault, B., Poole, M. S., & Williams, D. (2010). Schmoozing and smiting: Trust, social institutions, and communication patterns in an MMOG. *Journal of Computer Mediated Communication*, 16, 93-114.
55. Miller, V., Poole, M. S., Seibold, D. R. & Associates (2010). Advancing research in organizational communication through quantitative methodology. *Management Communication Quarterly*, 25, 4-58.
56. Sun, J. & Poole, M. S. (2010). Capturing user readiness to interact with information systems—An activity perspective. *Data Base for Advances in Information Systems*, 41, 89-111.
57. Williams, D., Contractor, N., Poole, M. S., Srivastava, J., & Cai, D. (2011). The virtual worlds Exploratorium: Using large-scale data and computational techniques for communication research. *Communication Methods and Measures*, 5, 163-180.
58. Wang, J. Huffaker, D.A., Treem., J.W., Fullerton, L., Ahmad, M.A., Williams, D., Poole, M.S., Contractor, N. (2011). Focused on the prize: Characteristics of experts in massive multiplayer online games. *First Monday*, 16.
59. Mathur, S., Poole, M. S., Pena-Mora, F., Hasegawa-Johnson, M., & Contractor, N., & (in press). Detecting interaction links in a collaborating group using manually annotated data. *Social Networks*.
60. Deng, L., & Poole, M. S. (2012). Aesthetic design of e-commerce web pages—Complexity, order, and preferences. *Electronic Commerce Research and Applications*, 11, 420-440.

Book Chapters and Nonrefereed Articles

1. Poole, M. S. & Hunter, J. E. (1979). Change in hierarchically-organized attitudes. In D. Nimmo (Ed.), *Communication yearbook*, 3 (pp. 157-176). New Brunswick, NJ: ICA-Transaction Press.
Reprinted in J. E. Hunter, J. E. Danes, and S. H. Cohen (1984) Mathematical models of attitude change, Vol. I (pp. 260-291). New York: Academic Press.
2. Poole, M. S. & Hunter, J. E. (1980). Behavior and hierarchies of attitudes. In D. P. Cushman and R. D. McPhee (Eds.), *The message-attitude-behavior relationship* (pp. 245-292). New York: Academic Press.
Reprinted in J. E. Hunter, J. E. Danes, and S. H. Cohen (1984) (Eds.), *Mathematical models of attitude change*, Vol. I (pp. 292-302). New York: Academic Press.

3. Folger, J. P. & Poole, M. S. (1981). Relational coding systems: The question of validity. In M. Burgoon (Ed.), *Communication yearbook*, 5 (pp. 235-247). New Brunswick, NJ: ICA-Transaction Press.
4. McPhee, R. D. & Poole, M. S. (1981). Mathematical models in communication research. In M. Burgoon (Ed.), *Communication yearbook*, 5 (pp. 159-191). New Brunswick, NJ: ICA-Transaction Press.
5. McPhee, R. D., Poole, M. S., & Seibold, D. R. (1981). The valence model unveiled: A critique and alternative formulation. In M. Burgoon (Ed.), *Communication yearbook*, 5 (pp. 159-177). New Brunswick, NJ: ICA-Transaction Press.
6. Poole, M. S. & McPhee, R. D. (1983). A structural analysis of organizational climate. In L. Putnam and M. Pacanowsky (Eds.), *Communication and organizations: An interpretive approach* (pp. 195-220). Beverly Hills: Sage.
7. Poole, M. S. (1983). Structural paradigms and the study of group communication. In M. Mander (Ed.), *Communications in transition: Issues and debates in communication research* (pp. 186-205). New York: Praeger.
8. Folger, J. P., Hewes, D. E., & Poole, M. S. (1984). Coding social interaction. In B. Dervin and M. Voight (Eds.), *Progress in the communication sciences*, Vol. 4 (pp. 115-161). Norwood, NJ: Ablex.
9. Poole, M. S. (1985). Tasks and interaction sequences: A theory of coherence in group decision making. In R. Street and J. N. Cappella (Eds.), *Sequence and pattern in communicative behavior* (pp. 206-224). London: Edward Arnold.
10. Poole, M. S. (1985). Communication and organizational climates. In R. D. McPhee and P. K. Tompkins (Eds.), *Organizational communication: Traditional themes and new directions* (pp. 79-108). Beverly Hills: Sage.
Reprinted in L. Putnam and K. Krone (Eds.) (2006). *Organizational communication* (Vol. 1, p. 354-385). Thousand Oaks, CA: Sage.
11. Poole, M. S. & McPhee, R. D. (1985). Methodology in interpersonal communication research. In M. Knapp and G. R. Miller (Eds.), *Handbook of interpersonal communication* (pp. 100-170). Beverly Hills: Sage. Revised version (1994) (pp. 42-100).
12. Poole, M. S. & Hirokawa, R. Y. (1986). Communication and group decision-making: A critical assessment. In R. Y. Hirokawa and M. S. Poole (Eds.), *Communication and group decision-making* (pp. 15-33). Beverly Hills: Sage.
13. Poole, M. S. & Doelger, J. A. (1986). Developmental processes in group decision-making. In R. Y. Hirokawa and M. S. Poole (Eds.), *Communication and group decision-making* (pp. 35-62). Beverly Hills: Sage.
14. Poole, M. S., Seibold, D. R., & McPhee, R. D. (1986). A structural approach to theory-building in group decision-making research. In R. Y. Hirokawa and M. S. Poole (Eds.), *Communication and group decision-making* (pp. 237-264). Beverly Hills: Sage.
15. Poole, M. S., Folger, J. P., & Hewes, D. E. (1987). Methods of interaction analysis. In G. R. Miller and M. Roloff (Eds.), *Explorations in interpersonal communication*, 2nd edition (pp. 220-256). Beverly Hills: Sage.
16. Putnam, L. & Poole, M. S. (1987). Conflict and negotiations. In F. Jablin, L. Putnam, L. Porter, and K. Roberts (Eds.), *Handbook of organizational communication* (pp. 549-599). Beverly Hills: Sage.
17. Poole, M. S. (1988). The structuration of group decisions. In R. L. Cathcart and L. Samovar (Eds.), *Group communication: A reader* (5th ed.) (pp. 275-287). Dubuque, Iowa: W. C. Brown.
18. Van de Ven, A. & Poole, M. S. (1988). Paradoxical requirements for a theory of organizational change. In R. Quinn and K. Cameron (Eds.), *Paradox and transformation: Toward a theory of change in organizations and management* (pp. 19-80). Cambridge, MA.: Ballinger.
19. Poole, M. S. & Billingsley, J. (1989). The structuring of dyadic decisions. In D. Brinberg and J. Jaccard (Eds.), *Dyadic decision-making* (pp. 216-248). New York: Springer-Verlag.

20. Van de Ven, A. H. & Poole, M. S. (1989). Examining innovation processes. In A. H. Van de Ven, H. Angle, & M. S. Poole (Eds.), *Research on the management of innovation* (pp.31-54). Cambridge, MA: Ballinger.
21. Poole, M. S. & Van de Ven, A. H. (1989). Toward a general theory of innovation. In A. H. Van de Ven, H. Angle, & M. S. Poole (Eds.), *Research on the management of innovation* (pp.637-662). Cambridge, MA: Ballinger.
22. Poole, M. S. & DeSanctis, G. (1990). Understanding the use of group decision support systems: The theory of adaptive structuration. In J. Fulk & C. Steinfield (Eds.), *Organizations and communication technology* (pp.175-195). Thousand Oaks, CA: Sage.
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RESEARCH SUPPORT

[Grants for which I am PI or co-PI]

Wisconsin Humanities Committee: "Democracy and the Military, A Public Assessment" (PI).
September-December, 1976, \$12,000

NCR Corporation: Tower Computer System to assist project on the Influence of Group
Decision Support Systems on Group Interaction and Outcomes (G. DeSanctis PI). 1987, \$37,000

Hewlett Foundation: "Group Decision Support Systems and Conflict Management" (PI). Administered by
The Conflict Project: Theory and Practice, University of Minnesota. 1986-87, \$4,000

National Science Foundation, Decision, Risk, and Management Science Program: "Group Decision-
making and Group Decision Support Systems" (PI). April, 1988-April, 1991, \$432,000

National Science Foundation, Decision, Risk, and Management Science Program: "Conference on
Methods for Longitudinal Research on Organizational Innovation and Change" [G. Huber PI].
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Hewlett Foundation: "Design of a Negotiation Support System". Administered by the Conflict Project:
Theory and Practice, University of Minnesota. 1989-90, \$2,400

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NCR Corporation: "The NCR Communication and Cooperation Technology Laboratory in the Department
of Speech Communication, University of Minnesota (PI), 1991-93, \$174,000

National Science Foundation, Decision, Risk, and Management Science Program: "Advancing the
Networked Organization with GDSS Technology" [G. DeSanctis PI]. September, 1991-March,
1992, \$55,000

National Science Foundation; Decision, Risk, and Management Science Program: "Automating Guidance
and Control for Group Decision-Making" (PI) April, 1994-March, 1996, \$210,000

Rural Public Health Initiative; Joint Project of Scott & White Clinic and Hospital and
Texas A&M University: "Test of a Model of Health Care Team Effectiveness. (PI) September,
1996-August, 1997, \$23,000

Interdisciplinary Research Initiatives Program, Texas A&M University: "Computer Support
for the Management of Resource Conflicts". [M. El-Shinnawy PI] September, 1997-August, 1998,
\$24,100

National Science Foundation; Transformations to Total Quality Organizations Program:
"A Study of the Adoption and Implementation of Quality Programs at the Work Unit Level" (PI).
September, 1997- August, 1999, \$204,000

National Science Foundation; Decision, Risk, and Management Science Division and Social
Psychology Program: "Assessing Theory and Research on Group Effectiveness" (PI). December,
1999-December, 2005, \$66,000

Telecommunications and Informatics Task Force, Texas A&M University: "E-Services Initiative" [E.
Anderson PI] 2001-2003, \$240,000

University of Illinois, Campus Interdisciplinary Research Initiative: "GroupScope: Instrumenting
Research on Interaction Networks in Complex Social Environments" (PI) July 2007-June 2010,
\$287,000

National Science Foundation, Computer and Information Science and Engineering, Division of
Information and Intelligent Systems: "Virtual Worlds: An Exploratorium for Theorizing and
Modeling the Dynamics of Group Behavior" [N. Contractor, PI], 2008-2011, \$289,449

Army Research Institute, Office of Sponsored Programs, "Virtual Worlds: An Exploratorium for

Theorizing and Modeling the Dynamics of Group Behavior" [N. Contractor, PI], 2008-2011, \$256,313

Air Force Research Laboratory, "The Virtual World Exploratory: Identifying Real World Characteristics from Virtual Behavior" [D. Williams, PI], 2009-2012, \$486,122

Bolt, Baranek, and Newman, "Network Science Collaborative Technology Alliance-Integrative Research Center" [C. Partridge, PI], 2010-2015, \$504,995

National Science Foundation, Cyberenabled Discovery and Innovation Program: "GroupScope: Instrumenting Research on Interaction Networks in Complex Social Contexts" (PI) October, 2010-September, 2014, \$1,955,000

National Science Foundation, Information and Organization Sciences Program, "A Contingency Theory of Organizational Response to Paradoxical Requirements: A Study of Emergency Response Organizations" (PI), January 2011-December 2012, \$231,975.

Hathi Trust, "Hathi Trust Research Center" (PI), December 2010-December 2015. Start-up funding University of Illinois, \$350,000.

National Science Foundation, Virtual Organizations as Social Systems, "Research on the Development of Virtual Research Environments" (co-PI; Iftexhar Ahmed, PI), September, 2012-September 2015, \$248,552.

PRODUCTS DEVELOPED

Software Aided Meeting Management (SAMM) System for support of group meetings and decision making. Copyright Regents of the University of Minnesota. 1988.

Virtual Reconfigurable Object Oriented Meeting System (vROOMS) for support of organizational teamwork. Copyright Regents of the University of Minnesota. 1994.

CONFERENCE PARTICIPATION (Selected Presentations)

Poole, M. S. & Hunter, J. E. (1979, May) *Change in hierarchically-organized attitudes*. Paper presented at the Top Three Panel, Information Systems Division, International Communication Association. Philadelphia, PA.

McPhee, R. D. & Poole, M. S. (1981, May) *Mathematical modeling in communication research: A symposium*. Workshop presented at the International Communication Association, Minneapolis, MN.

McPhee, R. D., Poole, M. S., & Seibold, D. R. (1981, May). *The valence model unveiled: A critique and reformulation*. Paper presented at the Top Three Panel, Interpersonal Communication Division, International Communication Association, Minneapolis, MN.

Poole, M. S. & McPhee, R. D. (1981, August). *A change of climate: A structural theory of organizational climate*. Paper presented at the ICA-SCA Conference on Interpretive Approaches to Organizational Communication, Alta, Utah.

Poole, M.S., McPhee, R.D. & Seibold, D.R. (1982, May). *A comparison of normative and interactional explanations of group decision-making: Social decision schemes versus valence distributions*. Paper presented at the Top Three panel, Interpersonal Communication Division, International Communication Association: Boston, MA.

Poole, M. S. (1986, April). *A developmental theory of group decision-making*. Paper presented to an All Conference Program, Works in Progress, Central States Speech Association Annual Meeting, Cincinnati, OH.

Watson, R. W., DeSanctis, G., & Poole, M. S. (1987, December). *Using a GDSS to facilitate consensus: Some intended and unintended consequences*. Paper presented at the International Conference of Information Systems. Pittsburgh, PA: December 9, 1987.

Poole, M. S. (1987, May). *Communication and organizational climates*. Paper presented at the Second Annual Conference on Communication and Society. Dubrovnik, Yugoslavia.

Poole, M. S. (1988, July). *The Minnesota innovation research program*. Paper presented to the

- Entrepreneurship Division, EURO-TIMS Conference, Paris, France.
- Poole, M. S. & Van de Ven, A. H. (1988, August). *The management of paradox and theory building in organizational research*. Paper presented at the Academy of Management, Anaheim, CA.
- Poole, M. S. & Van de Ven, A. H. (1988, September). *Methodology for longitudinal process analysis: The MIRP project*. Paper presented at the NSF Conference on Methods for Longitudinal Research on Organizational Innovation and Change, Austin, TX.
- Poole, M. S., Holmes, M., & DeSanctis, G. (1988, September). *Conflict management and group decision support systems*. Paper presented at the Conference on Computer Cooperative Work, Portland, OR.
- Poole, M. S. & DeSanctis, G. (1989, January). *Use of a GDSS as an appropriation process*. Paper presented at the Hawaii International Conference on Systems Science, Kona, Hawaii.
- Poole, M. S. & Dickson, G. (1989, November). *A structural theory of group decision support systems effects*. Paper presented at the American Society for Cybernetics. Virginia Beach, VA: November 10, 1989.
- Poole, M. S. (1990, April). *A turn of the wheel: The case for a renewal of systems inquiry in organizational communication research*. Paper presented at the conference on Organizational Communication: Perspectives for the '90s. Arizona State University, Tempe, AZ.
- Poole, M. S., DeSanctis, G., & Dickson, G. (1990, August). *The Minnesota GDSS research project*. Paper presented to the Organizational Communication Division, Academy of Management, San Francisco, CA.
- Poole, M. S. (1995, August). Invited scholar to the Organizational Communication and Information Systems Faculty Development Preconference, Academy of Management, Vancouver, BC.
- Poole, M. S. (1996, October). Invited speaker, Midwest Organizational Communication Doctoral Conference. University of Illinois.
- Poole, M. S. (1997, May). Presentation on Joseph M. McGrath's contribution to the study of Computer Mediated Communication, special retirement celebration for Samuel Komorita, James H. Davis, and Joseph McGrath, University of Illinois, Urbana, Illinois.
- Poole, M. S. (1998, August). Invited scholar to the Organizational Communication and Information Systems Mid-Career Faculty Development Preconference, Academy of Management, San Diego, CA.
- Poole, M. S. (1999, September). Invited presentation on group decision support systems to the Social Implications of the Internet II Conference. University of Michigan.
- Poole, M. S. (2000, April). *Process theories of organizational change and innovation*. Invited presentation for Texas Conference on Organizations, Lake Franklin, Texas.
- Poole, M. S. (2001, September). Participant, Institute for the Future "Groupware Retrospective," September 10, 2001. Session dealt with assessing current state of knowledge on groupware and projecting the future of the area.
- Poole, M.S. (2001, October) Organizer of Conference: "Assessing Theory and Research on Groups: What Do We Know and What Do We Need To Know?" Texas A&M University, College Station, TX,
- Poole, M.S. (2002, October) Co-Organizer of Conference: "Assessing Theory and Research on Groups: Toward New Problems and New Perspectives on Groups." Case Western Reserve University, Cleveland, Ohio.
- Poole, M. S. (2003, November). *The emerging interdisciplinary field of group research*. Conference Mini-Plenary on Group Communication, National Communication Association Convention, Miami, FL.
- Deng, L., Poole, M. S. (2004, January). *Learning through telemedicine networks*. Hawaii International Conference on System Sciences, Kona, HI.
- Poole, M. S. (2004, May). *Understanding organizing from a multitheoretical multilevel networks perspective*. Panel respondent. International Communication Association Convention, New Orleans, LA.
- Poole, M. S. (2004, October). *Interdisciplinary perspectives on groups*. Society for Experimental Social Psychology, Ft. Worth, TX.
- Joseph, R. & Poole, M. S. (2004, November). *Towards a rhetorical theory of heuristic metaphor*. Rhetorical and Communication Theory Division, National Communication Association Convention, Chicago, IL. Top Three Paper.

- Garner, J. & Poole, M. S. (2004, November). *Opposites attract: The emergence of leadership as interaction between a leader and a foil*. Group Communication Division, National Communication Association Convention, Chicago, IL. Top Three Paper.
- Poole, M. S. (2004, November). *Congressional briefings on communication in 2004: Forwarding the discipline and communication scholarship*. Chair. NCA First Vice-President Panel Discussion.
- Poole, M. S. (2004, November). *Moving forward, looking back: The contribution of communication research to the field of peace and conflict*. Panel participant. Peace and Conflict Communication Division, National Communication Association Convention, Chicago, IL
- Poole, M. S. (2006). *Using interdisciplinary perspectives to enhance the study of group communication*. Group Communication Division. National Communication Association Conference, San Antonio, TX November 19, 2007.
- Poole, M. S. (2006). *Applied research on group decision support systems: The Minnesota GDSS project*. Applied Communication Division. National Communication Association Conference, San Antonio, TX, November 18, 2006
- Poole, M. S. (2008, May). *Developing metrics for the NRC study*. On panel, The NRC study: Gaining insights on doctoral education in the field. Sponsored Sessions, International Communication Association Conference, Montreal, CA.
- Poole, M. S. (2008, May). *Promising theories for future research in communication*. On panel, Projections for the future from reflections on the past: A new ICA fellows forum on communication, I. Sponsored Sessions, International Communication Association Conference, Montreal, CA
- Williams, D., Contractor, N., Poole, M. S., Srivastava, J., & Cai, D. (2008, June). *The virtual worlds exploratorium*. Paper presented to the eSocial Science Annual Conference, Manchester, United Kingdom.
- Poole, M. S., & Contractor, N. S. (2008, June). *The network ecosystems model: Conceptualizing the relationship of network and group dynamics*. Paper presented at the Workshop on Multi-Team Systems, Central Florida University, Orlando, FL.
- Poole, M. S. (2009, April). *The Virtual Worlds Exploratorium as an Example of Virtual Worlds Research*. Virtual Worlds Conference. Austin, TX: University of Texas-Austin.
- Poole, M. S. (2011, March). *The Interaction Between Theory-Driven Inquiry and Data-Driven Discovery*, Web Science Meets Network Science Conference, Evanston, IL.
- Poole, M. S. (2011, February). *A Contingency Theory of Organizational Response to Paradoxical Situations*, Choice Scholar Lecture, University of California Santa Barbara, Santa Barbara, CA.

PRESENTATIONS AT OTHER UNIVERSITIES

University of Washington, Department of Speech Communication, 1978
 Pennsylvania State University, Department of Speech Communication 1978
 Ohio State University, Department of Communication, 1982
 University of Wisconsin-Madison, Department of Communication Arts, 1982
 Purdue University, Department of Communication, 1983
 University of Wisconsin-Milwaukee, Department of Communication 1984
 Northwestern University, Department of Management, 1986
 University of Texas, Department of Communication, 1987
 San Diego State University, Department of Communication, 1990
 Annenberg School for Communication, University of Southern California, 1990
 Northwestern University, Department of Communication 1992 and 1994
 Baylor University, Department of Communication, 1992
 Carnegie-Mellon University, Department of Social and Decision Sciences, 1993
 Florida State University, Management Information Systems Department, 1993
 Annenberg School for Communication, University of Pennsylvania, 1993
 Texas A&M University, Department of Speech Communication, 1994

University of Kansas, Department of Communication, 1995
University of Texas, Department of Management, 1995
UCLA, Department of Management Information Systems, Anderson School of Management, 1996
Arizona State University, Department of Communication, 1997
University of Illinois, Department of Speech Communication, 1997
Pennsylvania State University, Department of Speech Communication 2000
Annenberg School for Communication, University of Southern California, 2002
University of Maryland, Department of Communication, 2003
University of Texas, Department of Communication, 2004
University of Illinois, Department of Speech Communication, 2004
Cornell University, Department of Communication, 2005
University of Oklahoma, Department of MIS, 2006
Vrije University, Amsterdam, Netherlands, 2007, 2008
University of Nebraska at Omaha, School of Information Sciences, 2007
University of Southern California, Annenberg School for Communication, 2008
Purdue University, Department of Communication 2008
University of Colorado, Department of Communication, 2009

SERVICE

Offices in Professional Associations

Chairperson, Information Systems Division of the International Communication Association, 1987-89.
Vicechair, 1985-87. Duties of Vicechair included planning for 1986 and 1987 ICA Convention program.
Chairperson, Organizational Communication Division of the Speech Communication Association, 1997.
Vicechair, 1996. Program Planner, 1995.
Chairperson (founder), Group Communication Division of the National Communication Association, 1997-9. Program Planner, 1997.
Chair, Research Board, National Communication Association, 2001-2004
Executive Committee, National Communication Association, 2001-2004
Decade of Behavior Executive Committee, Co-Chair, 2004-2005

Committee Service For Professional Organizations

Nominating and Publications Committees, Information Systems Division of the International Communication Association, 1982-83.
Chair, Nominating Committee, Organizational Communication Division of the Speech Communication Association, 1985.
Dissertation Awards Committee, Organizational Communication Division of the International Communication Association, 1985.
Nominating Committee, International Communication Association, 1987-88.
Academy of Management Review Best Paper Selection Committee, 1997.
Chair, Nominating Committee, International Communication Association, 1998.
Nominating Committee, Organizational Communication and Information Systems Division, Academy of Management, 1999.
Committee for Liaison with Funding Agencies, International Communication Association, 2000-present.
Awards Committee, International Communication Association, 2001.
Member, Internet Task Force, Academy of Management, Spring, 2001
Legislative Council, National Communication Association, 1997-2000; 2002-2004
Research Committee, International Communication Association, 2001-2003
Program Committee, INGROUP, 2007

Program Committee Chair, Web Science 2011 Conference
Award Committee, Stephen Lucas Award for Graduate Student Scholarship, National Communication Association, Member 2010 & 2011, Chair, 2012.

Editorship

Senior Editor, Foundations of Communication Theory Series, Blackwell Publishers, Boston, MA, 2006-present

Editorial Boards

Human Communication Research, 1982-2003.
Communication Monographs, 1986-1989, 1995-1997, 2000-2003.
Communication Research, 1986-present.
Communication Quarterly, 1982-1984.
Journal of Applied Communication Research, 1984-1986.
Academy of Management Review, 1988-1990, 1993-1997.
Communication Theory, 1989-1991, 1999-2001, 2002-2004
Quarterly Journal of Speech, 1992-1995.
Information Systems Research, Associate Editor, 1992-2003.
Organization Science, Senior Editor, 1997-2003
Journal of Electronically-Mediated Communication, 1994-1997.
Information and Organization, 2000-present
Management Communication Quarterly, 2000-2005, 2008-present
International Journal of E-Collaboration, 2004-present
Journal of Applied Behavioral Science, 2004- present
Small Group Behavior, 2004-2010
International Journal of Human Resource Development, 2006-present
International Journal of Communication, Associate Editor, 2006-present

Guest Associate Editor

Southern Speech Communication Journal, Special issue on organizational communication, 1985.
Organization Science, Special issue on longitudinal field research methods for studying processes of organizational change, 1990.
Communication Research, Special issue on the disposable worker, 1997.

Occasional Reviewer

Western Speech Association Journal
Journal of Social and Personal Relationships
Administrative Science Quarterly
Southern Speech Communication Journal
Journal of Broadcasting and Electronic Media
MIS Quarterly
Management Science
Journal of Personality and Social Psychology
Accounting and Management Information Technology
Academy of Management Journal
Human-Computer Interaction
ACM Transactions on Computers and Human Behavior

DataBase
International Journal of Human-Computer Interaction
Journal of Language and Social Interaction
Political Communication
Organizational Behavior and Human Decision Processes
National Science Foundation

Manuscript Reviews

I have reviewed for Random House, Scott Foresman, McGraw-Hill, Ablex, Harper & Row, Harper-Collins, Wadsworth, SUNY-Albany Press, Greenwood Press, Guilford, Mayfield, Oxford University Press, Sage Publications, Longman, Blackwell, and MIT Press.

Referee for Convention Papers

Information Systems Division, International Communication Association, 1982
Rhetorical and Communication Theory Division of the Speech Communication Association, 1982
Organizational Communication Division of the International Communication Association, 1983
Nondivisional Programs; International Communication Association, 1983
Central States Speech Association Debut Program, 1984
Organizational Communication Division of the Speech Communication Association, 1987
Western Decision Sciences Institute, 1986
First International Conference of the Conflict Management Group, 1987.
Organizational Communication and Information Systems Division, Academy of Management, 1993
Group Communication Division, National Communication Association, 1998 and 1999
INGROUP, 2007

Funding Agency Service

Advisory panelist, Decision, Risk, and Management Science Program, National Science Foundation, 1995-1997
Panelist, Council of Social Science Associations, National Science Foundation Behavioral Science Initiative, 1999
Workshop, Directions for Innovation and Organizational Change Program, National Science Foundation, 2006.
Panelist, Innovation and Organizational Change Program, National Science Foundation, 2008, 2009.

Program Evaluator

Department of Communication, University of Nebraska-Lincoln
Department of Communication, SUNY Buffalo
Department of Communication, University of California-Santa Barbara
Annenberg School for Communication, University of Southern California
Department of Communication, University of Texas-Austin

University and Departmental Service

University of Illinois (1980-1984 & 2006-present)

Public Events Committee, School of Humanities, 1980-81.

Search Committee, Department of Speech Communication, 1980-81; 1983-84
Graduate Admissions Committee, Department of Speech Communication, 1982-83; 1983-84
Undergraduate Policy Committee, Department of Speech Communication, 1980-81
Committee on Capricious Grading, Department of Speech Communication, 1982-83
Ad Hoc Committee on Acquisition of Research Equipment, Department of Speech Communication, 1983-84.

Developed internship program for Organizational Communication Curriculum, 1982-84.

Cohn Scholars Tutor, 1983-84.

Committee to Select a Director for CITES, 2007

Advisory Committee, Department of Communication, 2007-present

Chair, Committee for the Evaluation of the Director of the Center for Writing Studies, 2008.

Campus Parking Services Planning Committee, 2008

Director, Institute for Computing in the Humanities, Arts, and Social Science, 2009-present.

Search Committee, Dean of School for Media, 2009

Search Committee, Director, Illinois Informatics Institute, 2011

Director and Executive Committee, HathiTrust Research Institute, 2011-present

Evaluator, IACAT Fellowship Applications, 2012

University of Minnesota (1985-1994)

Equipment Committee, Department of Speech-Communication, 1985-88

Awards Committee, Department of Speech-Communication, 1986

Graduate Admissions Committee, Department of Speech-Communication, 1986-87; 1990-91.

Departmental contact for disabled students, 1986-87.

CLA Assembly; Policy, Program, and Budget Subcommittee; Budget Subcommittee of P,P,& B.

1988-90; Vice-chair of Assembly, 1988-89; Parliamentarian 1989-90. Budget Committee, 1990-91.

Freshman Honors Colloquia presentations, Fall, 1986; Fall, 1987; Winter, 1988.

Planning Committee, Department of Speech-Communication, 1989-90.

Laboratory Planning Committee, Department of Speech-Communication, 1989-92.

Director of Undergraduate Studies, Department of Speech-Communication, 1992-1994.

Interdisciplinary Studies Advisory Committee, 1993-1994.

Texas A&M University (1995-2006)

Director, Communication Instructional Laboratory and Communication Research Laboratory, 1995-present.

Chair, Department of Speech Communication Search Committee, 1995-96.

Graduate Admissions Committee, Department of Speech Communication, 1995-2002.

Planning Committee for the Bush School of Government, 1995-96.

College of Liberal Arts Assembly, 1995-97.

Faculty Senate, 1996-1998; 2000-2001.

University Disciplinary Appeals Committee, 1996-2003.

Chair, Liberal Arts Laboratory Fee Regulations Committee, April-May 1997.

Facilities Planning Committee, 1998-1999.

Vision 2020 Strategic Planning Participant, 1998

Executive Committee, Master of Public Administration, George Bush School, 1998-1999.

Associate Dean, George Bush School of Government and Public Service, 1999-2000.

University Graduate Studies Committee, 1999-2000.

University Graduate Operations Committee, 1999-2000.

Organizational Studies Committee, College of Liberal Arts, 2001-present.

Technology Committee, College of Liberal Arts, 2001-2002.

Ad Hoc Committee on Promoting Research in the Liberal Arts, College of Liberal Arts, 2003.

Committee to Determine the Future of Journalism, College of Liberal Arts, 2003.

Graduate Committee, Department of Information and Operations Management, 2001-present.
Research Coordinator, Center for the Management of Information Systems, Department of Information and Operations Management, 2002-present.
Ph.D Admissions Committee, Department of Information and Operations Management, 2002-present.
Ph.D Curriculum Committee, Department of Information and Operations Management, 2003-present.
University Task Force on the University Apartments Fire, 2004
Mays Business School Information and Operations Management Department Task Force, 2005.

TEACHING

Courses Taught

Communication Theory: general survey; theory construction; philosophy of social science
Small Group Communication and Decision-making.
Organizational Communication: organizational theory; organizational decision-making and information processing; network analysis; program planning and implementation; interpretive and critical theories of organization.
Communication and Organizational Change
Conflict Management and Resolution.
Information and Communication Technology.
Organizational Behavior (in addition to topics listed above) leadership; motivation; climate.
Communication and Rhetoric in Social Movements.
Research Methodology: conventional research techniques, including multivariate analysis; mathematical modelling; some qualitative methods
Groupware and Collaborative Technology
Corporate Information Systems Management.
Information Systems Seminar: IS Strategy, Outsourcing, and Innovation

Courses Developed or Redesigned

SpCom 211, Business and Professional Speaking. University of Illinois, 1980-81.
SpCom 390, Communication and Conflict. University of Illinois, 1981; redesigned as SPCH 5110 at University of Minnesota, 1986.
SpCom 429, Theories of Group Interaction. University of Illinois, 1981.
SpCom 429, Rhetoric of Social Movements. University of Illinois, 1981.
SpCom 429, Communication and Organizational Structure, University of Illinois, 1983-84.
Comm 410, Innovation and Communication. University of Michigan, 1982.
SpCom 429, Communication, Conflict, Power and Decision-Making. University of Illinois, 1984.
SpCom 429, Dialectical and Interpretive Theories of Organizations. University of Illinois, 1984.
SPCH 8502, Research Methods in Speech-Communication. University of Minnesota, 1986.
SPCH 8441, Organizational Structure and Organizational Communication. University of Minnesota, 1987.
SPCH 5442, Organizational Communication Research. University of Minnesota, 1987.
SPCH 3441, Introduction to Organizational Communication. University of Minnesota, 1988-89.
SPCH 3502, Introduction to Quantitative Research in Speech-Communication. University of Minnesota, 1990-91.
SPCH 8440, Seminar in Organizational Communication. University of Minnesota, 1992.
SPCH 5421, Communication and Conflict Management. University of Minnesota, 1992.
SPCH 5443, Theories of Organizational Communication. University of Minnesota, 1992.
SCOM 631, Small Group Communication. Texas A&M University, 1995.
SCOM 330, Communication and Technology. Texas A&M University, 1995.
SCOM 630, Seminar on Communication and Technology. Texas A&M University, 1995.
SCOM 634, Communication, Innovation, and Change, Texas A&M University, 1999.
INFO 689, Groupware and Collaborative Technology, Texas A&M University, 2001.

INFO 639, Corporate Information Systems Management, Texas A&M University, 2003
INFO 688, Seminar in Management Information Systems: Macro-Level Issues, Texas A&M University, 2003.
COMM 447, Communication, Group Processes, and Collaboration, Texas A&M University, 2005.
CMN 413, Advanced Group Communication, University of Illinois Urbana-Champaign, 2007
CMN 211, Introduction to Organizational Communication, University of Illinois Urbana-Champaign, 2008
CMN 211, Online Version: Introduction to Organizational Communication, University of Illinois Urbana-Champaign, 2012

Course Direction

COMM 210, Group Communication, Department of Speech Communication, Texas A&M University
SPCM 113, Group Communication, Department of Speech Communication, University of Illinois Urbana-Champaign

GRADUATE ADVISING

Master's Degrees Committee Chair

Wendy Bjorklund (U of Minnesota)
Bryan Seyfarth (U of Minnesota)
Tammy Swenson (U of Minnesota)
Laurie Pryor (U of Minnesota)
Timothy Kuhn (U of Minnesota)
Dutch Driver (TAMU)
Christine Wang (TAMU)
Kelly Kear (TAMU)
Kevin Real (TAMU)
Owen Lynch (TAMU)
Catherine Lynch (TAMU)
Barnabas Sprinkle (TAMU)
Paul Spilker (UIUC)
Lindsey Hinkle (UIUC)

Ph.D Degree Committee Chair

Paul Lisnek (U of Illinois)
Michael Holmes (U of Minnesota)
David Bastien (U of Minnesota, co-chair)
Ann Goodell (U of Minnesota)
Sharon Vipond (U of Minnesota)
Ilze Zigurs (U of Minnesota)
Dale Shannon (U of Minnesota)
Michele Jackson (U of Minnesota)
V. Sambamurthy (U of Minnesota, co-chair)
Marilyn Reinecke (U of Minnesota)
Shinobu Suzuki (U of Minnesota)
Bryan Seyfarth (U of Minnesota, co-chair)
Wendy Bjorklund (U of Minnesota, co-chair)
Roy Joseph (TAMU)
Huy Van Vo (TAMU)
Bongsug Chae (TAMU)

Kevin Real (TAMU)
Gillian Teubner (TAMU)
Yi Guo (TAMU)
Ahmed Mahfouz (TAMU)
Owen Lynch (TAMU)
Jun Sun (TAMU)
Woon Young Cho (TAMU)
Liqiong Deng (TAMU)
Haiyan Fan (TAMU)
Houghton Brown (TAMU)
Monique Snowden (TAMU)

Outside Examiner for Linda Peters D.Phil, University of East Anglia, UK
External Committee Member, Catherine Dwyer, New Jersey Institute of Technology

PROFESSIONAL AFFILIATIONS

Speech Communication Association
International Communication Association
Academy of Management
Consortium for Peace Research, Education, and Development
Strategic Management Research Center, University of Minnesota
Management Information Systems Research Center, University of Minnesota
INFORMS

CONSULTING

Workshops

Michigan State University-AID Workshops for Foreign Students. Topic: Communication of Innovations. April, 1975
Wisconsin Title I Administration, Northwest Region. Topic: Conflict management between organizations. March, 1978
Madison Public School System. Topic: Conflict management in the classroom. Several sessions, 1978-79
Annual Meeting of Wisconsin Guidance Counselling Association. Topic: Conflict management. February, 1979
Pennsylvania State Government, Middle Management Training Program Topic: Conflict management. July, 1980
Junior League of Chicago: Topic: Conflict management. October, 1980
University of Illinois, Extension Service. Topic: High school leadership conference. Annually, 1980-1986 in July
University of Minnesota, Center for Reflective Leadership. Topic: Conflict Management. November, 1986
University of Minnesota, Department of Rhetoric, Technical Writing Conference. Topic: Organizational Culture and Organizational Change. July, 1986 and July, 1987
National Technological University, AMCEE Engineering Education Series. Topic: Communication and Organizational Structuring. February, 1988
National Technological University, AMCEE Engineering Education Series. Topic: The Electronic Organization. June, 1989
Chicago Tribune. Topic: Organizational innovation. December, 1991

Consultations

Coact Research, Madison, WI. Helped with needs assessment involving siting of community center. April-May, 1978

Williamson Street Cooperative, Madison, WI. Staff problem-solving sessions. Spring, 1979.

WORT Radio, Madison, WI. Strategic planning and goal setting. June, 1979

National Men's Conference, Madison, WI. Planning and goal-setting. Spring, 1979

Center for Public Policy, Madison, WI. Helped plan and facilitated sessions at Solplan conference. Summer, 1980

First Methodist Church, Urbana, IL. Conducted network analysis and discussed means of increasing access and involvement. 1982-83

Bank of Illinois, Champaign, IL. Conducted network analysis and strategic planning sessions. Summer, 1983

Center for Community Technologies, Chicago, IL. Strategic planning. October, 1983

Fontbonne College, St. Louis, MO. Conducted network analysis and helped with strategic Planning, Fall, 1983

Minnesota State Government. Served on a panel of experts which helped design an evaluation study of the STEP productivity improvement program. Conducted workshop on strategic planning. Fall, 1987-Spring, 1988

American Association of School Administrators, Washington, D.C. Planned the group process and agenda for a conference on change in education. April, 1988-June, 1988

Honeywell Corporation, Minneapolis, MN. Statistical analysis of human resource system data. March 1988-May, 1988

Health Planning and Management Resources, Inc. St. Louis Park, MN. Statistical analysis of hospital and health market surveys. September, 1986-May, 1988

Internal Revenue Service. Consultation for implementation of group decision support system. January 1989-1994

Texaco, Inc. Consultation for implementation of group decision support system. 1990-1994.

Center for Newspaper Management, Northwestern University, 1992-1994

Bodybilt, Inc., Navasota, TX. Teambuilding workshop and consulting, 1996

Lotus Institute, Boston, MA. Prepared instructional materials for implementation of groupware tool "TeamRoom", 1997

Equilon, Inc., Houston, TX. Innovation and strategic planning, 1999