

## VITA

### Eric M. Eisenberg

**Professor and Dean, College of Arts and Sciences  
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Profile: [http://scholar.google.com/citations?user=7\\_zF9pIAAAAJ&hl=en](http://scholar.google.com/citations?user=7_zF9pIAAAAJ&hl=en)

#### Education

- Ph.D.** Communication, Michigan State University, 1982.  
**M.A.** Communication, Michigan State University, 1980.  
**M.A.** Educational Measurement and Psychometrics, MSU, 1981.  
**B.A.** Communication, Rutgers University, Graduated Phi Beta Kappa, 1977.

#### Experience

- Dean, College of Arts and Sciences, University of South Florida, 2007-ongoing. Responsible for over 550 faculty and 200 staff in 23 academic departments and 10 centers and institutes, 18,000 undergraduate and graduate students, and an annual budget of over \$90M.
- Professor, Department of Communication, University of South Florida, 1993-ongoing.
- Professor and Chair, Department of Communication, University of South Florida, 1996-2006.
- Professor of Communication and Director of Graduate Studies, University of South Florida, 1993-1996.
- Associate Professor of Communication Arts and Sciences, University of Southern California, 1987- 1993.
- Assistant Professor of Communication Arts and Sciences, University of Southern California, 1984-1987.
- Assistant Professor and Director of the Master's Program in Applied Communication, Temple University, 1982-1984.

### Awards

- *Phi Beta Kappa*, New Jersey Alpha Chapter, Inducted 1977.
- *USF Presidential Faculty Excellence Award*, January 2003.
- *Top Paper Award*, Eastern Communication Association Health Communication Division, Washington, D.C., April 2003.
- *Outstanding Member Award*, International Communication Association, Organizational Communication Division, 2002.
- Ohio University *Elizabeth Andersch Award* for Career Excellence in Communication Scholarship, 2000-2001.
- College of Arts and Sciences *Leadership Excellence* award for outstanding administrative performance, 1996-2000.
- Winner of the Florida Legislature's *Teaching Incentive Program (TIP)* Award for outstanding graduate and undergraduate teaching, University of South Florida, 1997.
- Winner of the 1994 "*Texty*" Award for Best Textbook of the Year in the areas of Communication, Education, and Performing Arts. Given by the Textbook and Academic Authors Association for my book, Organizational communication: Balancing creativity and constraint (with H.L. Goodall, Jr.).
- Twice received the USF Department of Communication HUB award, given by the graduate students for service and centrality to graduate education, 1994 and 1996.
- USF Department of Communication *Faculty Appreciation Award*, given by the Graduate Communication Association, 1994-1995.
- Burlington Resources Foundation *Faculty Achievement Award* for Teaching, USC, 1993.
- Speech Communication Association Award for *The Outstanding Publication in Organizational Communication*, 1989-1990.
- Speech Communication Association *Top 3 Paper Award*, Organizational Communication Division, 1989.

### Awards (cont.)

- *University Scholar*, University of Southern California, appointed by the Provost, 1986.
- Speech Communication Association Award for *The Outstanding Publication in Organizational Communication*, 1983-1984.
- W.C. Redding *Dissertation Award* for the Best Dissertation in Organizational Communication, 1983.
- Michigan State University *Excellence-in-Teaching Award*, 1981.

### **Journal Articles (refereed only)**

Roscoe, L., Eisenberg, E., & Forde, C. (2016). The Role of Patients' Stories in Emergency Medicine Triage. *Health communication*.

Eisenberg, E., Johnson, Z., & Pieteron, W. (2015). Leveraging social networks for strategic success. *International Journal of Business Communication*, 52 (1), pp. 143-154.

Kobayashi, L., Shapiro, M., Overly, F., Lindquist, D., Croskerry, P., Beach, C., Behara, R., Eisenberg, E., et al. (2009). CMS Transportable Simulation-Based Training Curriculum in Patient Safety. MedEdPORTAL.

Eisenberg, E. (2006). Karl Weick and the aesthetics of contingency. *Organization Studies*, 27, 1693-1708.

Goodier, B., & Eisenberg, E. (2006). Seeking the Spirit: Communication and the (Re)Development of a "Spiritual" Organization. *Communication Studies*, 57 (1), 47-65.

Eisenberg, E., Baglia, J., & Pynes, J. (2006). Transforming emergency medicine through narrative: Qualitative action research at a community hospital. *Health Communication*, 19, 3, 197-208.

Bean, C. J., & Eisenberg, E. (2006). Employee sensemaking in the transition to nomadic work. *Journal of Organizational Change Management*, 19 (2), 210-222.

Eisenberg, E., Murphy, A., Sutcliffe, K., Wears, R., Schenkel, S., Perry, S., & Vanderhoef, M. (2005). Communication in emergency medicine: Implications for patient safety. *Communication Monographs*, 72 (4), 390-413.

### **Refereed Journal Articles (cont.)**

Behara, R.; Wears, R.L.; Perry, S.J.; Eisenberg, E.; Murphy, A.G.; Vanderhoef, M.; Shapiro, M.; Beach, C.; Croskerry, P.; Cosby, K. (2005). A conceptual framework for studying the safety of transitions in emergency care. *Advances in Patient Safety*, 2, pp. 309-321.

Eisenberg, E., Pynes, J., & Baglia, J. (2003). A narrative approach to identifying some underlying problems in an urban hospital's emergency room. *Public Voices*, 7, 28-38.

Eisenberg, E.M. (2001). Building a mystery: Communication and the development of identity. *Journal of Communication*, 51, 534-552.

Eisenberg, E.M. (1998). Flirting with meaning. *Journal of Language and Social Psychology*, 17, 97-108.

Eisenberg, E.M., Murphy, A., & Andrews, L. (1998). Openness and decision-making in the search for a university provost. *Communication Monographs*, 65, 1-23.

Steier, F. & Eisenberg, E.M. (1997). From records to relationships: Courting organizational dialogue at NASA. *Cybernetics and Human Knowing*, 4, 51-58

Eisenberg, E.M. (1996). Hearing voices: Speculations on the future of our disciplines. *Management Communication Quarterly*, 10, 124-130.

Phillips, S.R., & Eisenberg, E.M. (1996). Strategic uses of electronic mail in organizations. *Javnost: The public*, 3, 67-81.

Tracy, K., & Eisenberg, E.M. (1990/1991). Giving criticism: A multiple goals case study. *Research on Language and Social Interaction*, 24, 37-70.

Eisenberg, E.M. (1990). Jamming: Transcendence through organizing. *Communication Research*, 17, 139-164.

- Reprinted in P. Geist (In Press), *Key concepts in organizational communication*. Thousand Oaks, CA: Sage.
- Reprinted in L. Putnam and K. Krone (2006), *Organizational communication*. London: Sage.

Eisenberg, E.M., & Witten, M. (1987). Reconsidering openness in organizational communication. *Academy of Management Review*, 12, 418-426.

- Reprinted in Gordon, J. (1991). *A diagnostic approach to organizational behavior*. Boston: Allyn-Bacon.

### **Refereed Journal Articles (cont.)**

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Smith, R. & Eisenberg, E.M. (1987). Conflict at Disneyland: A root-metaphor analysis. *Communication Monographs*, 54, 367-380.

- Reprinted in L. Putnam and K. Krone (2006), *Organizational communication*. London: Sage.
- Reprinted in K. Gergen, S. Schrader, & M. Gergen (In press), *Communication as social construction: Readings, research, and reconstructions*. Boston: Allyn & Bacon.

Eisenberg, E.M. (1986). Meaning and interpretation in organizations. *Quarterly Journal of Speech*, 72, 88-97.

Monge, P.R., White, L., Eisenberg, E.M., Miller, K., & Kirste, K. (1985). The dynamics of organizational proximity. *Management Science*, 31, 1129-1141.

Eisenberg, E.M. (1984). Ambiguity as strategy in organizational communication. *Communication Monographs*, 51, 227-242.

- Reprinted in Hutchinson, K (1991). *The organizational communication reader*. Dubuque, IA: Wm. C. Brown.
- Reprinted in L. Putnam and K. Krone (2006), *Organizational communication*. London: Sage.

Eisenberg, E.M., Monge, P., & Farace, R.V. (1984). Coorientation on communication rules in managerial dyads. *Human Communication Research*, 11, 261 -271.

Eisenberg, E.M., Monge, P., & Miller, K. (1984). Involvement in communication networks as a predictor of organizational commitment. *Human Communication Research*, 10, 179-201.

- Reprinted in L. Putnam and K. Krone (2006), *Organizational communication*. London: Sage.

Monge, P., Farace, R., Eisenberg, E.M., Miller, K., & Rothman, L. (1984). The process of studying process in organizational communication. *Journal of Communication*, 34, 22-43

Book, C., & Eisenberg, E.M. (1982). Communication concerns of teaching assistants in college courses. *Michigan Speech Association Journal*, 17, 41-52.

Monge, P., Bachman, S., Dillard, J., & Eisenberg, E.M. (1982). Communicator competence in the workplace: Model testing and scale development. In M. Burgoon (Ed), *Communication Yearbook 5*, New Brunswick, NJ: Transaction Books.

## **Book**

Eisenberg, E. (2007). *Strategic ambiguities: Essays on Communication, organization, and identity*. Thousand Oaks, CA: Sage Publications.

**Textbook**

Eisenberg, E.M., Tretheway, A., LeGreco, M., & Goodall, H.L., Jr. (2017). *Organizational communication: Balancing creativity and constraint* (8th edition). NY: St. Martin's Press.

**Book Chapters**

Goodier, B., & Eisenberg, E. M. (2017). Jamming. In C. Scott & L. Lewis (General Editors), *The International Encyclopedia of Organizational Communication*. NY: John Wiley & Sons.

*Eisenberg, E. M. (In press). Who's the boss? Leadership in the popular imagination. In*

Roscoe, L. A., & Eisenberg, E. M. (2014). Emergency room issues. In T. L. Thompson (Ed.), *Encyclopedia of Health Communication*. Thousand Oaks, CA: Sage, Vol I, pp. 393-395.

Murphy, A., & Eisenberg, E. (2010). Coaching to the craft: Understanding knowledge in health care organizations. In H. Canary & R. McPhee, (Eds.), *Communication and Organizational Knowledge: Contemporary Issues for Theory and Practice*. London: Routledge.

Eisenberg, E. (2009). Organizational communication theories, 2: 700-705. In S. Littlejohn and K. Foss (Eds.), Encyclopedia of communication theories. Thousand Oaks, CA: Sage.

Eisenberg, E., & Eschenfelder, B. (2009). Applied communication in non-profit organizations. In L. Frey & K. Cissna (Eds.), Handbook of Applied Communication. Thousand Oaks, CA: Sage. Winner of the 2010 Distinguished Award for an Edited Scholarly Book from the Applied Communication Division of the National Communication Association.

Eisenberg, E. (2008). The social construction of healthcare teams. In C. Nemeth (Ed.), Improving healthcare team communication: Building on lessons from aviation and aerospace (9-22). Hampshire, UK: Ashgate Publishing Ltd.

Murphy, A., Eisenberg, E., Wears, R., & Perry, S. (2008). Contested streams of action: Power and deference in emergency medicine. In H. Zoller & M. Dutta (Eds.), Emerging perspectives in health communication: Meaning, culture, and power (pp. 275-292). NY: Routledge.

Eisenberg, E. (2005). Creating clearings for communication. In Simpson, J. L., & Shockley-Zalabak, P. (Eds.), Engaging communication, transforming organizations: Scholarship of engagement in action (pp. 113-126). Cresskill, NJ: Hampton Press.

**Book Chapters (cont.)**

Murphy, A., Eisenberg, E., Sutcliffe, K., & Scheckel, S. (2005). The patient in 4: Framing and sensemaking in emergency medicine. In E. Berlin-Ray (Ed.), Health communication in practice:

A case study approach (pp. 285-296). NY: Guilford Press. Reprinted in Emergency Medicine News, October 2003.

Eisenberg, E.M. (2000). The kindness of strangers: Hospitality in organizational communication scholarship. In S. Corman & M. S. Poole (Eds.), Foundations of organizational communication: Finding common ground. NY: Guilford.

Eisenberg, E., & Riley, P. (2000). Organizational culture. In L. Putnam & F. Jablin (Eds.), The new handbook of organizational communication (pp. 291-322). Thousand Oaks, CA: Sage.

Eisenberg, E., Andrews, L., Murphy, A., & Timmerman, L. (1999). Transforming organizations through communication. In P. Salem (Ed.), Organizational communication and change (pp. 125-147). NY: Hampton Press.

Eisenberg, E. (1998). From anxiety to possibility: Poems 1987-1997. In S. Banks and A. Banks (eds.), Fact/Fiction: Radical narratives as social research reports. Thousand Oaks, CA: Alta Mira Press.

Goodall, H.L., Jr., & Eisenberg, E.M. (1997). The dispossessed. In B. Sypher (Ed.), Case studies in organizational communication Volume II, (pp. 371-381) NY: Guilford Publications.

Eisenberg, E. (1995). A communication perspective on interorganizational cooperation and inner-city education. In L. Rigsby et al. (Eds.), School/community connections: Exploring issues for research and practice (pp. 101 -120). San Francisco: Jossey Bass.

Eisenberg, E. (1994). Dialogue as democratic discourse: Affirming Harrison. In S. Deetz (Ed.), Communication Yearbook 17. Thousand Oaks, CA: Sage.

Aydin, C., Eisenberg, E., Burnes-Bolton, L., & Popolow, G. (1992). Getting back to patient care: Communication and change at a major medical center. In E. B. Ray (Ed.), Case studies in health communication (pp. 263-274). NJ: Erlbaum.

Contractor, N., & Eisenberg, E. (1990). Communication networks and new technology. In J. Fulk & C. Steinfeld (Eds.), New technology in organizations. Thousand Oaks, CA: Sage. Received SCA Book Award for Outstanding Book in Organizational Communication, 1989-1990.

### **Book Chapters (cont.)**

Eisenberg, E. M., & Phillips, S. R. (1990). What is organizational miscommunication? In J. Wiemann, N. Coupland, & H. Giles (Eds.), *Handbook of miscommunication and problematic talk*. Oxford: Multilingual Matters.

Eisenberg, E., & Riley, P.(1988). Organizational symbols and sense-making. In G. Goldhaber & G. Barnett (Eds.), Handbook of organizational communication. Norwood, NJ: Ablex.

Monge, P., & Eisenberg, E.(1987). Emergent communication networks. In F. Jablin, L. Putnam, K. Roberts, & L. Porter (Eds.), Handbook of organizational communication (pp. 304-342). Thousand Oaks, CA: Sage.

Bochner, A.P., & Eisenberg, E. (1987). Family process: System perspectives. In C. Berger & S. Chaffee (Eds.), Handbook of communication science (pp. 540-563). Thousand Oaks, CA: Sage.

Eisenberg, E., Farace, R., Monge, P., Bettinghaus, E., Miller, K., White, L., & Kurchner-Hawkins, R.(1985). Communication linkages in interorganizational systems. In M. Voight & B. Dervin (Eds.), Progress in communication science, 6, pp. 231-261. Norwood, NJ: Ablex.

Bochner, A., & Eisenberg, E. (1984). Legitimizing speech communication: An examination of coherence and cohesion in the development of the discipline. In T. Benson (Ed.), Speech communication in the 20th century. Carbondale, IL: Southern Illinois University Press.

### **Proceedings**

Wears, R. L., Perry, S.J., Eisenberg, E. M., Murphy, A., Shapiro, M., Beach, C., Croskerry, P., and Behara, R. (2004). Conceptual framework for studying shift changes and other transitions in care. *Proceedings of the Human Factors and Ergonomics Society 48th Annual Meeting*, New Orleans, LA, Human Factors and Ergonomics Society.

Wears, R. L., Perry, S.J., Eisenberg, E. M., Murphy, A., Shapiro, M., Beach, C., Croskerry, P., and Behara, R. (2004). Transitions in care: Signovers in the emergency department. *Proceedings of the Human Factors and Ergonomics Society 48th Annual Meeting*, New Orleans, LA, Human Factors and Ergonomics Society.

### **Convention Papers**

Over one hundred papers presented at national conferences, including the International Communication Association, National Communication Association, Academy of Management, and the American Educational Research Association.

### **Funded Research**

Consultant on CHIRAL P30 grant from AHRQ, to examine communication and patient care transitions, awarded in 2014, \$4,000,000 for four years.



Consultant on “Transitions in emergency medicine” grant (2002-2003) and “Errors in emergency medicine” grant (2001-2002), University of Florida, National Patient Safety Foundation, \$99,000 each.

## **Teaching**

### **Undergraduate:**

- Introduction to communication
- Interpersonal communication
- Honors seminar: Communication and the workplace
- Communicating leadership
- Organizational communication

### **Graduate:**

- Graduate studies in communication I and II
- Organizational communication
- Health communication
- Communicating leadership
- Organizational communication, culture, and change
- Family communication
- Communication and the development of identity
- Communication and social structures

### **Professional:**

- Communication skills for physicians--Physical Diagnosis I and II

### Advised PhD Dissertations

#### University of South Florida

1. Colin Forde (2014). Emergency medicine triage as the intersection of storytelling, decision-making and dramaturgy.
2. Barbara Bennington (2014). Crisis communication: Sensemaking and decision-making by the CDC under conditions of uncertainty and ambiguity during the 2009-2010 H1N1 pandemic.
3. Jenkins, J. (2012). Community as metaphor: *Dialectical tensions of a racially diverse organization*.
4. Carson, G. (2008). *Time-bending: Temporal malleability and organizational response in crisis situations*.
5. Eschenfelder, B. (2007). *Interagency Collaboration and Communication: Funders and Service Providers Working Together to Create a Management Service Organization*.
6. Cannon, P. (2007). *Communication for Planetary Transformation and the Drag of Public Conversations: The Case of Landmark Education Corporation*.
7. Cooper, S. (2007). *Making Sense of Complex Failure: The Case of 9-11*.
8. Thelen, A. (2007). *Narrative Efforts at Social Redemption by People with AIDS/HIV*.
9. Reffue, J. (2006). *A rhetoric of sports talk radio*.
10. Gao, H. (2004). *The invisible handshake: Interpreting the job-seeking communication of foreign-born Chinese in the U.S.*
11. Bean, C. J. (2003). *Framing and sense-making in organizational change: The experience of nomadic work*.
12. Goodier, B. (2002). *Sustaining the spirit: Creating a sanctuary for living, working, and healing*.
13. Weller-Gregory, K. (2001). *“Don't sweat the small stuff”: Employee identity-work in a transitioning business environment*.
14. Andrews-Crotwell, L. (2000). *The Hillsborough River Greenways Task Force: An ethnographic study of collaboration for the love of a river*.

**University of South Florida (cont.)**

15. Rand, H. (2000). *In the public interest: A story of conflict, communication, and change in Tampa Bay's water wars.*
16. Laine-Timmerman, L. (1999). *Living the mystery: The emotional experience of floor nursing.*
17. Jago, B. (1998). *Ambivalence and agency: Women's narratives of father absence.*
18. Murphy, A. (1998). *Managing 'nowhere': The changing organizational performance of air travel.*
19. Peterson, L. W. (1995). *The influence of sharing a semantic link on social support in work relationships at a hospital.*

**University of Southern California**

20. Phillips, S. L. (1991). *Total quality management, self-managing teams and organizational change: A longitudinal field study in an aerospace manufacturing company.*
21. Smith, R. C. (1990). *In pursuit of synthesis: Activity as a primary framework for organizational communication.*
22. Phillips, S. R. (1989). *Electronic persuasion: The uses of electronic mail for interpersonal influence in organizations.*

**Temple University**

23. Foeman, A. K. (1984). *Ethnic Culture and Corporate Culture: Using Black Styles in Organizations.*

## Service

### University

- Chair, Search Committee for the Dean of the Honors College, 2014.
- Member, Advisory Board of the Florida Institute of Oceanography, 2014.
- Chair, Search Committee for the Dean of the College of Business, 2012.
- Chair, Search Committee for the Dean of the USF College of Marine Science, 2010.
- Member, Presidential Task Force on Alumni Relations, 2010.
- Co-chair, USF Faculty-Staff Campaign, 2009-2011.
- Founding Member, Faculty Advisory Board, USF Patel Center for Global Solutions, 2005-2006.
- Member, USF College of Arts and Sciences Community Initiative 1995-2001.
- Member, USF Center for Engaged Scholarship, 1999-2001.
- Director of Graduate Studies, USF Department of Communication, 1993-1996.

### Professional Service

- Member of the Board, Communication Leadership Exchange, 2016-2019.
- Member, NCA External Nominations Committee, 2007-2008.
- Member, Doctoral Education Committee, National Communication Association, 2003-2006.
- Chair, Selection Committee, Miller Dissertation Awards Committee, NCA, 2004-2005.
- Associate Editor: Communication Monographs, Communication Theory, Human Relations, Communication Research, Management Communication Quarterly, Journal of Applied Communication Research, ongoing. I am also a reviewer the Annals of Emergency Medicine and for many leading major management and communication journals.

### Professional Service (cont.)

- Facilitator, National Association of State Mental Health Program Directors, St. Petersburg, Florida, January 2002.
- Facilitator, Florida Commission on Mental Health and Substance Abuse, 1999-2000.
- Facilitator, EXCEL program for the leadership development of women and minorities. Chinsegut, Florida, 1998, 1999.
- Chair, Organizational Communication Division of the International Communication Association, 1994-1996. Planned 1995 and 1996 Division 4 Programs for the ICA convention.
- Learning Team Leader, Global Institute for Leadership Development, San Diego, California, October, 1997.

### **Selected Community Service**

I have assisted the following organizations in their strategic use of communication to improve organizational effectiveness:

- State Farm Insurance
- Time Customer Service
- FOX Networks Group (NewsCorp)
- Starwood Hotels and Resorts
- Baystate Health System (MA)
- Lakeland Regional Medical Center
- Cedars-Sinai Medical Center
- Florida Hospital
- USF Health
- Agency for Health Care Administration
- Douglas Aircraft Company
- Hughes Aircraft Company
- Kymmene Corporation (Finland)
- Lutheran Ministries of Florida
- HTE, Inc.
- USF Division of Student Affairs
- Dallas Community College District
- Lockheed-Marietta Corporation
- Southwest Florida Water Management District
- Santa Margarita Water District (CA)
- Pasco County Tourist Council
- Ned Davis Research
- DCI Inc.
- Hillsborough County Government
- Orange County Government, Florida
- City of Oldsmar

### **Selected Invited Lectures**

1. Invited lecture, "Safety in crisis: Effective communication in the ER." University of South Florida Lunch with a Scholar, February 12, 2008.
2. Invited plenary speaker, "Safety in transition: Examples from emergency care." Transforming Fall Prevention Practices Conference, Clearwater, Florida, April 24-26, 2006.
3. Invited speaker, "Creating clearings for communication: Engagement and attachment in managerial work." Second annual University of Colorado Communication Conference, Aspen Colorado, June 2003.
4. Visiting Scholar, "The persistence of memory: Practical impediments to new collaborative forms." Department of Communication, University of North Carolina at Greensboro, February 2002.
5. Annenberg Lecturer, "Toward a new theory of communication and identity." Annenberg School for Communications, University of Southern California, Los Angeles, January 2002.
6. Invited speaker, "Managing change in patient care: New organizing models." Nursing Spectrum Annual Conference, Clearwater Florida, September 2001.
7. Keynote Speaker, USF Ethics Center. "Ethics of the urgent organization." Ethics Center, St. Petersburg, Florida, April 1999.
8. Keynote Speaker, USF Lunch with a Scholar. Presented talk entitled "Playing ball on running water: Effective communication in leadership teams. University Club, Tampa, Florida, January, 1998.
9. Keynote Speaker, Lutheran Social Services Human Resources National Conference, "Communication and human resource development in a competitive economy. Orlando, Florida, October, 1997.
10. Keynote Speaker, The Conference Board Families and Work Institute, Work, family, and organizational change. October, 1996, Tampa, Florida.
11. Featured Speaker, Tampa Leadership Council (sponsored by the Tampa Chamber of Commerce). "Building community through communication," September 29, 1995.
12. Invited Guest Lecturer, Senior Lectures in Organizational Communication, Department of Communication, University of Kansas, March 1994.

13. Keynote Speaker, "Communication and organizational change," at the annual retreat of the law firm Cobb, Cole, & Bell, 1994.
14. Keynote Speaker, "Communication and change in the hospitality industry," American Resort Development Association's National Meeting, Orlando, Florida, 1995.
15. Keynote Speaker, "The future of organizational culture," Financial Executives Institute, Tampa, Florida, 1994.
16. Keynote Speaker, "Communication in the workplace of the future." Nationsbank annual manager's meeting, Tampa, Florida, 1994.
17. Invited Guest Lecturer, J. Tylee Wilson Lecture on the Ethics of Organizational Communication, Wake Forest University, March 1994.
18. Featured Speaker: "From consensus to dialogue: Inter-organizational cooperation and inner-city education." Invitational Conference on School/Community Connections, The National Center on Education in the Inner Cities, Leesburg, VA, October 1992.
19. Featured Speaker: "Communication and organizational transformation." International Communication Association Pre-Conference on Theory and Application in Organizational Communication, Miami, Florida, May 1992.
20. Keynote Speaker: "From representation to responsibility: Organizational communication in the 1990's." Arizona State University Conference on the future of organizational communication, April 1990.
21. Visiting Professor: Senior scholars in organizational communication, University of Texas at Austin, August 1987.
22. Invited debate: "Is organizational culture dead?" With Patti Riley, ICA, Montreal, May 1987.