

MARYA L. DOERFEL, PH.D.

PROFESSIONAL EXPERIENCE

2017-present	Professor, Department of Communication, School of Communication and Information, Rutgers University.
2006-2017	Associate Professor, Department of Communication, School of Communication and Information, Rutgers University.
2005-2018	Co-Director, Master's in Communication and Information (MCIS), School of Communication and Information, Rutgers University.
2006-2007	<i>Interim coordinator</i> for the communication processes area of the SCILS PhD program, School of Communication, Information, and Library Studies, Rutgers University.
2000-2006	Assistant Professor, Department of Communication, School of Communication, Information, and Library Studies, Rutgers University.
1996-1999	Assistant Professor, Department of Communication Studies, University of North Carolina at Charlotte
1993-1996	Teaching Assistant at State University of New York at Buffalo

EDUCATION: UNIVERSITY AT BUFFALO, SUNY

Doctor of Philosophy, May 1996. *Bridging the gap: Convergence theory, interorganizational communication, and semantic network analysis*. Advisor: George A. Barnett
Master of Arts, May 1994. *The 1992 Presidential Debates: A New Approach to Content Analysis*.

RESEARCH

Research Interests: Organizational communication, social networks, resilience, civil society, disaster, social and semantic network analysis.

Refereed Publications

- Doerfel, M. L., & Taylor, M.** (2017). The Story of Collective Action: The Emergence of Ideological Leaders, Collective Action Network Leaders, and Cross-Sector Network Partners in Civil Society. *Journal of Communication, 67* (6), 920-943. DOI: 10.1111/jcom.12340
- Prezelj, I., & **Doerfel, M. L.** (2017). Resilience in a complex and unpredictable world. *Journal of Contingencies and Crisis Management, 25*(3), 118-122. DOI: 10.1111/1468-5973.1217
- Doerfel, M. L., & Harris, J. L.** (2017). The communication and social network FLOWS approach for disaster preparedness. *Proceedings of the 5th International Conference on Disaster Management and Human Health: Reducing Risk, Improving Outcomes*. Seville, Spain.
- Doerfel, M. L., Atouba, Y., & Harris, J. L.** (2016). (Un)Obtrusive control in emergent networks: Examining funding agencies' control over nonprofit networks. *Nonprofit and Voluntary Sector Quarterly*. DOI: 10.1177/0899764016664588
- Doerfel, M. L., & Moore, P. J.** (2016). Digitizing Strength of Weak Ties: Understanding Social Network Relationships Through Online Discourse Analysis. *Communication Yearbook, 40*, 127-150.
- Doerfel, M. L., & Haseki, M.** (2015; online first 2013). Networks, disrupted: Media use as an organizing mechanism for rebuilding. *New Media & Society, 17*(3), 432-452. DOI: 10.1177/1461444813505362

- Chewning, L. V., & **Doerfel**, M. L. (2013). Integrating crisis into the organizational lifecycle through transitional networks. *International Journal of Humanities and Social Science*, 3, 39-52.
- Doerfel**, M. L., Chewning, L. V., & Lai, C-H. (2013). The evolution of networks and the resilience of interorganizational relationships after disaster. *Communication Monographs*, 80(4), 553-559. DOI: 10.1080/03637751.2013.828157
- Chewning, L. V., Lai, C-H., & **Doerfel**, M. L. (2012). Communication technologies to rebuild communication structures. *Management Communication Quarterly*, available online: DOI: 10.1177/0893318912465815
- Lieberman, C. J., & **Doerfel**, M. L. (2012). *Structuring organizational communication: Employees' role and network position as predictive of institutional talk about the adoption of technology*. Proceedings from the Hawaii International Conference on Systems Sciences, co-sponsored by the IEEE Computer Society (<http://www.hicss.hawaii.edu/>).
- Taylor, M., & **Doerfel**, M. L. (2011). Evolving network roles in international aid efforts: Evidence from Croatia's post-war transition. *Voluntas: International Journal of Voluntary and Non Profit Organizations*, 22, 311-334. DOI: 10.1007/s11266-010-9155-3
- Doerfel**, M. L., Lai, C-H., & Chewning, L. V. (2010). The evolutionary role of interorganizational communication: Modeling social capital in disaster contexts. *Human Communication Research*, 36, 125-162. DOI: 10.1111/j.1468-2958.2010.01371.x
- Doerfel**, M. L., & Connaughton, S. L. (2009). Semantic networks and competition: Election year winners and losers in U.S. televised presidential debates, 1960-2004. *Journal of the American Society for Information and Science Technology*, 60, 201-218. (Published online in September 2008, *Journal of the American Society for Information and Science Technology*.) DOI: 10.1002/asi.20950
- Harrison, T. R., & **Doerfel**, M. L. (2006). Competitive and cooperative conflict communication climates: The influence of ombuds processes on trust and commitment to the organization. *International Journal of Conflict Management*, 17(2), 129-153. DOI: 10.1108/10444060610736611
- Taylor, M., & **Doerfel**, M. L. (2005). Another dimension for explicating relationships: The theory and method to measure inter-organizational relationships. *Public Relations Review*, 31, 121-129. DOI: 10.1016/j.pubrev.2004.11.013
- Arasaratnam, L., & **Doerfel**, M. L. (2005). Intercultural communication competence: Identifying key components from multicultural perspectives. *International Journal of Intercultural Relations* 29, 137-163. DOI: 10.1016/j.ijintrel.2004.04.001
- Doerfel**, M. L., & Taylor, M. (2004). Network dynamics of inter organizational cooperation: The Croatian civil society movement. *Communication Monographs*, 71, 373-394. DOI: 10.1080/0363452042000307470
- Doerfel**, M. L., & Fitzgerald, G. A. (2004). A case study of cooperation in a commission-based organization. *Communication Studies*, 55, 553-568. DOI: 10.1080/10510970409388638
- Fitzgerald, G. A., & **Doerfel**, M. L. (2004). The use of semantic network analysis to manage customer complaints. *Communication Research Reports*, 21, 231-242. DOI: 10.1080/08824090409359985
- Perry, D. C., Taylor, M., & **Doerfel**, M. L. (2003). Mediated response communication: Internet use and the World Wide Web in Crisis Management. *Management Communication Quarterly*, 17, 206-233. DOI: 10.1177/0893318903256227
- Doerfel**, M. L., & Marsh, P. S. (2003). Candidate-issue positioning in the context of presidential debates. *Journal of Applied Communication Research*, 31, 212-237. DOI: 10.1080/00909880305380
- Taylor, M., & **Doerfel**, M. L. (2003). Building inter organizational relationships that build nations. *Human Communication Research*, 29,153-181. DOI: 10.1111/j.1468-2958.2003.tb00835.x

- Doerfel, M. L.** (1999). Inter organizational networks: The convergence of cooperative competitors. *Communication Research Reports, 16*, 175-184. DOI: 10.1080/08824099909388715
- Doerfel, M. L., & Barnett, G. A.** (1999). A Semantic Network Analysis of the International Communication Association. *Human Communication Research, 25* (4), 589-603. DOI: 10.1111/j.1468-2958.1999.tb00463.x
- Doerfel, M. L.** (1998). What constitutes semantic network analysis? A comparison of research and methodologies. *Connections, 21*(2), 16-26. Stable URL: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.211.9021&rep=rep1&type=pdf#page=18>
- Doerfel, M. L., & Barnett, G.A.** (1996). The Use of CATPAC for Textual Analysis. *Cultural Anthropology Methods, 8*, 4-7. Stable URL: <http://fmx.sagepub.com/content/8/2/4.extract>

Editing

- Doerfel M. L., & Prezelj, I.** (2017). Co-editor for the Organizing for Resilience special issue of the *Journal of Contingencies and Crisis Management, 25* (3).

Book Chapters and Professional Reports

- Doerfel, M. L.** (forthcoming). Engagement as a networked form of communicating. In M. Taylor, & K. Johnston (Eds.) *Handbook of communication engagement*. John Wiley & Sons.
- Harris, J. L., & **Doerfel, M. L.** (2016). Interorganizational resilience: Networked collaborations in communities after disaster. In E. C. Jones and A. J. Faas (Eds.) *Social network analysis of disaster response, recovery, and adaptation*. Elsevier.
- Harris, J., & **Doerfel, M. L.** (2016). In the Eye of the Storm: Resilient Social Networks and Disaster-Struck Communities. In J. P. Fyke, Faris, J., & P. M. Buzzanell (Eds.). *Cases in organizational and managerial communication: Stretching boundaries*. New York: Routledge.
- Roberts, F., Egan, D., Cozzens, M., **Doerfel, M. L.**, Kantor, P., & Wojtowicz, J. (2016). *Quantitative metrics for qualitative concepts: Aggregating judgments in social networks*. White paper for MINERVA Research Initiative Topic #4 Analytic methods and metrics for security research. Office of Naval Research.
- Gibbs, J. L., **Doerfel, M. L.**, & Ki, S. (2016). Field research. In C. R. Scott & L. L. Lewis (Eds.) *The international encyclopedia of organizational communication*. Wiley.
- Doerfel, M. L., & Harris, J.** (2016). Resilience processes. In C. R. Scott & L. L. Lewis (Eds.) *The international encyclopedia of organizational communication*. Wiley.
- Doerfel, M. L.** (2016). Networked Forms of Organizing, Disaster-Related Disruptions, and Public Health. In T. R. Harrison, & Williams, E. A. (Eds.), *Organizations, Health, and Communication* (pp. 365-383). New York: Routledge.
- Doerfel, M. L.** (2015). Interorganizational networks. In W. Donsbach (Ed.), *Concise Encyclopedia of Communication* (pp. 293-294). Hoboken, NJ: Wiley-Blackwell.
- Doerfel, M. L., Chewning, L. V., & Lai, C-H.** (2014, February). Communicating to build strong inter-organizational networks: Communication-based business insurance. *Communication Currents, 9* (1). Available online at <https://www.natcom.org/CommCurrentsArticle.aspx?id=4752>.
- Doerfel, M. L., & Gibbs, J.** (2014). Field research in organizational communication studies. In L. L. Putnam, & D. K. Mumby (Eds.), *New Handbook of Organizational Communication* (pp. 223-244). Thousand Oaks, CA: Sage.

- Doerfel, M. L.** (2013). *Afghanistan media development, 2013: Network analyses of multiple media sectors in Kabul, Balkh, Herat, Kandahar, and Nangarhar*. Washington, DC: Internews.
- Doerfel, M. L.** (2011). *Kabul media development: A network analysis of the media sector, 2011*. Washington, DC: Internews.
- Doerfel, M. L.** (2008) Interorganizational Communication. *The International Encyclopedia of Communication*. W. Donsbach (Ed.). Blackwell Publishing, Blackwell Reference Online. 05 June 2009
http://www.communicationencyclopedia.com/subscriber/tocnode?id=g9781405131995_chunk_g978140513199514_ss76-1
- Doerfel, M. L. & Toshach, J. L.** (2006). Ten floundering women: Facilitating an investment club's chance to change, in L. R. Frey (Ed.), *Facilitating group communication in context: Innovations and applications with natural groups: Vol. 2. Facilitating group task and team communication*, (pp. 129-152). Cresskill, NJ: Hampton Press. (competitive book chapter).
** Book awarded the 2007 Ernest Bormann Research Award (for Distinguished Scholarly Book) from the Group Communication Division of the National Communication Association.
** Book award the 2007 Distinguished Book Award from the Applied Communication Division of the National Communication Association.
- Doerfel, M. L.** (2005). Communication and networking: The relationship between communication and life in organizations. In L. Lederman, W. D. Gibson, & M. Taylor (Eds.), *Communication theory: A casebook approach (2nd Ed.)* (pp. 209-225). Dubuque, IA: Kendall/Hunt.
- Fitzgerald, G. A., & **Doerfel, M. L.** (2003, October). Don't overlook the value of customer communication. *CRM Guru* (link used to be www.crmguru.custhelp.com is now defunct).
- Doerfel, M. L., & Ruben, B. D.** (2002). Benchmarking in higher education: Becoming more adaptive, innovative, and interactive organizations. In B. E. Bender & J. Schuh (Eds.), *Using benchmarking to inform practice in higher education* (pp. 3-25). San Francisco, CA: Jossey-Bass.
- Doerfel, M. L.** (2000). Organizational Communication and Networking: The Relationship Between Communication and Life in Organizations. In L. Lederman & D. Gibson (Eds.), *Communication Theory: A Reader* (pp. 239-258). Dubuque, IA: Kendall/Hunt.
- Doerfel, M.L. & Claffey, G.A.** (1998). Remembering gender: Issues related to gender, organizations, and technology. In G. A. Barnett (Ed.), *Organizational Communication: Emerging Perspectives volume 6* (pp. 1-25). Norwood, NJ: Ablex.

Awards & Honors

2016. Academic leave (sabbatical).

Top-2 Research Paper, Public Relations Division, NCA. **Doerfel, M. L., & Haseki, M.** (2012). Building Interorganizational COMMunity During Disaster: Social Media Use, Social Networks, and Public Relations Management.

2011 Award for Outstanding Teaching, Department of Communication, Rutgers.

2011 Award for Most Appreciated Professor, MCIS Graduate Student Body, Rutgers.

2011 Top 5 paper award, Organizational Communication Division, ICA. **Doerfel, M. L., & Taylor, M.** (2011). The evolution of networks that network for change: Organizing in the Croatian Civil Society Movement. Paper presented at the annual meetings of the International Communication Association, Boston, MA.

- Advisor for Hsu, K. (2010-2011). *Haitian tent cities from a social network perspective*. Undergraduate independent study project and presentation awarded \$250 for the Best Poster Presentation at the Aresty Research Symposium, held 29 April 2011.
- 2010 *Advisor Award* for the *Charles W. Redding Dissertation of the Year*, awarded to Lisa V. Chewning (SC&I, 2009) for her dissertation, *Network rebuilding after disaster: A communication theory of transitional space*.
- 2009 (Calendar Year). Academic leave (Sabbatical).
- Top 3 Papers in Organizational Communication* (NCA). **Doerfel**, M. L., Lai, C.H., Keeler, T. L., & Chewning, L. V. (2009, November). Spending social capital to rebuild communication networks after disaster. Paper presented to the national Communication Association, Chicago, IL.
- Top Paper in Organizational Communication* (ICA). **Doerfel**, M. L., Lai, C., Keeling, A., Keeler, T. L., & Barbu, D. (2007, May). *The communication structure of recovery: Post-Katrina New Orleans inter organizational networks*. Paper presented to the International Communication Association, Montreal.
- Department of Communication *Award for Outstanding Research, 2007*.
- Doerfel**, M. L. & Toshach, J. L. (2006). Ten floundering women: Facilitating an investment club's chance to change, in L. R. Frey (Ed.), *Facilitating group communication in context: Innovations and applications with natural groups: Vol. 2. Facilitating group task and team communication*, (pp. 129-152). Cresskill, NJ: Hampton Press. (competitive book chapter).
- * *Book awarded the 2007 Ernest Bormann Research Award (for Distinguished Scholarly Book) from the Group Communication Division of the National Communication Association.*
- * *Book awarded the 2007 Distinguished Book Award from the Applied Communication Division of the National Communication Association.*
- 2002 *Top Paper in Organizational Communication* (ICA). **Doerfel**, M. L., & Taylor, M. (2002, November). A longitudinal analysis of Croatian civil society partners: From cooperation to independence. Paper presented to the annual meetings of the International Communication Association, San Diego, CA.

Grants

- Doerfel**, M. L. (PI). RAPID: Hurricane Harvey and organizational resilience. National Science Foundation, \$168,608.
- Doerfel**, M. L. (PI), Kapadia, M. (Co-PI), Wang, H. (Co-PI), & Roberts, F. S. (2017). CRISP Type-2: The SOS approach for physically and socially resilient ports. National Science Foundation, \$1,952,481. Not funded.
- Doerfel**, M. L., Yazici, A., & Farhadzadeh, A. (2016). Coastal community resilience at the nexus of social and infrastructure networks. National Oceanic and Atmosphere Administration (NOAA). \$82,608 under review.
- Doerfel**, M. L., & Jin, J. (2016). CRISP Type 2/Collaborative Research: Building Habitability as a Metric for Community Resilience following Earthquake. National Science Foundation, \$699,523 not funded.
- Doerfel**, M. L. Yazici, A., & Farhadzadeh, A. (2015). *Coastal community resilience at the nexus of social and infrastructure networks*. National Oceanic and Atmospheric Administration's Regional Coastal Resilience Grants Program. \$298,209 not funded.
- Stephens, K., & **Doerfel**, M. L. (2014). Communication Contributions to the National Center for Campus Public Safety. National Communication Association Public Policy Working Group grant, \$6,985.

- Williams, T., Jin, J., Gong, J., Bekris, K., **Doerfel**, M. L. (2014). *RIPS Type 2: Transportation Networks and Government Facilities linked by Cyber Networks and Citizen Actions: Theory and Practice for Disruptive Events*. \$2,498,426. Not funded.
- Doerfel**, M. L., & Weber, M. S. (2013). Organizational and community evolution using a multi-level, multi-theoretical framework. Grant to get grants award, Rutgers University School of Communication and Information. \$1,500.
- Doerfel**, M. L., & Weber, M. S. (2013). Post-Sandy recovery in the community: Cross-sector collaborations among organizations, businesses, and community groups. U.S. Department of Health and Human Services, \$316,341. Not funded.
- Doerfel**, M. L., Weber, M. S., & Eliassi-Rad, T. (2012-2013). Model testing and measure development for interorganizational social networks. Rutgers research grant, \$170,680.
- Doerfel**, M. L. (2011). *Surviving disaster: Stories from organizational and business leaders*. Stipend proposal submitted to the National Endowment for the Humanities (NEH), \$6000, not funded.
- Doerfel**, M. L. (2011). *Building communication networks for building resilient communities*. Grant-to-get-grants award, School of Communication & Information, Rutgers, \$1900.
- Doerfel**, M. L., Marsic, I., & Aiello, J. (2006). *Agents of change: Using online interventions to shape new social structures in post-disaster communities*. National Science Foundation, \$748,706. Not funded.
- Doerfel**, M. L., Marsic, I., & Aiello, J. (2005-2007). *Dynamic use of social network and leadership theories in disaster recovery*. National Science Foundation (NSF), \$132,290 funded.
**Administered after tenure.
- Doerfel**, M. L., Marsic, I., & Aiello, J. (2005). *Organizational matchmaking: A field test of network driven interventions to improve network connectedness*. Submitted to the National Science Foundation, \$749,459 (not funded).
- Frank, M. G., & **Doerfel**, M. L. (2005-07). *Detecting deception in a counter-terrorism paradigm*, \$500,000 funded by Department of Homeland Security (via ITT Industries). Joined project as Co-PI in July 2005; responsibilities as PI assumed September 2005. Extension granted until December 31, 2007, for \$35,673.
- Doerfel**, M. L. (2004/2005). *Organizational matchmaking: A field test of network driven interventions to improve network connectedness*, \$673 funded by the Grant to Get Grants program, School of Communication, Information, and Library Studies.
- Doerfel**, M. L. (2004). *A longitudinal study of collaboration among competitive organizations*, \$1200 funded by the Rutgers Research Council.
- Doerfel**, M. L. (2003). *Diffusion of new technologies in a local municipality*, \$1500 funded by the Rutgers Research Council.
- Doerfel**, M. L. (2001). *Developing trust and collaboration among competitive organizations*. Awarded from the Rutgers University Research Council, \$1400.
- Doerfel**, M. L. (1996) *Understanding an environment of cooperative competitors in terms of relational structure and communicative interpretation*. Fellowship funded by the University of North Carolina at Charlotte Junior Faculty Summer Research Grant, \$3500.

Invited Talks

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- Doerfel**, M. L. (2017, October). Change and interruption in communities: Field research and interorganizational networks. University of Jyväskylä, Jyväskylä, Finland.

- Doerfel, M. L.** (2017, April). *Social networks, disrupted: How organizations and communities achieve resilience in volatile conditions*. Tenth Annual Schmidt Lecture on Technology and Society, College of William & Mary.
- Doerfel, M. L.** (2016, July). *Interorganizational coordination in disasters*. National Hazards Center, Boulder, Co.
- Doerfel, M. L.** (2016, August). *Building cross-sector partnerships to Build Organizational Resilience*. Baruch College and Aarhus University Executive Studies Program.
- Doerfel, M. L.** (2016, February). *Communicating Resilience: Multilevel Networking for Organizations and their Communities*. Department of Human Ecology, Rutgers University.
- Doerfel, M. L.** (2015, November). *Cross-sector interorganizational networks*. Invited speaker and panelist, Collective Impact Summit, Northwestern University, Chicago, IL.
- Doerfel, M. L.** (2015, September). *Reflections on organizing for resilience*. Closing remarks panelist at the International Conference on Moving Beyond Risks: Organizing for Resilience Conference, Bled, Slovenia.
- Doerfel, M. L.** (2015, July). *Resilient organizational networks*. Keynote Panelist, Aspen Engaged Scholarship Conference, Aspen, CO.
- Doerfel, M. L.** (2015, April). *Disrupted social networks: Mediated and networked interorganizational response and management*. Invited lecture at the Singapore Internet Research Center and the Wee Kim Wee School of Communication and Information, Nanyang Technological University, Singapore.
- Doerfel, M. L.** (2015, January). *Social networks, disrupted: Organizations communicating through networks to manage resilience*. Invited talk at the Department of Communication, University of California, Davis.
- Doerfel, M. L.** (2015, January). *Managing longitudinal whole network data: Lessons from the field*. Invited talk at the Center for Environmental Policy and Behavior, University of California, Davis.
- Doerfel, M. L.** (2014, February). *Negotiating the disruption of war with social networks: Developing a media sector in Afghanistan*. Invited talk given at the Department of Communication, University of Buffalo, Buffalo, NY.
- Doerfel, M. L.** (2014). *The architecture of organizing forms: Networks and hierarchies in community resilience and disaster response*. The National Center for Campus Public Safety, Burlington, VT.
- Doerfel, M. L.** (2013). *Organizing mechanisms of social influence*. Invited talk at the Brian Lamb School of Communication, Purdue University.
- Doerfel, M. L.** (2012). *Engaged scholarship: Conducting social network research in the field*. Invited talk as part of the doctoral consortia series hosted by the School of Communication and Information, Rutgers University.
- Doerfel, M. L.** (2011, November). *Interorganizational communities that make a difference*. Organizational Communication Division Preconference, National Communication Association, New Orleans, LA.
- Doerfel, M. L.** (2010, November). *Rebuilding communities: The dynamics of interorganizational networks in an environment of disaster recovery*. Talk given as part of the special session, *Community wellness: Is the concept useful for communication research and public policy purposes?* National Communication Association, San Francisco.
- Doerfel, M. L.** (2010, October). *Organizing and networking*. Opening remarks at the Organizational Communication Mini Conference (OCMC), held at the School of Communication and Information, Rutgers.

- Doerfel, M. L.** (2010). *Using social networks to assess interorganizational collaboration*. Talk given to the Design-based Research Collective, George Mason University.
- Doerfel, M. L.** (2010). *Social network analysis for interorganizational communication: A community action research agenda*. Invited talk given at the Edward J. Bloustein School of Planning and Public Policy, Rutgers University.
- Doerfel, M. L.** (2009). *Social Network Analysis and Interorganizational Field Research*. Distinguished Alumni Lecture at the Department of Communication, State University of New York at Buffalo.
- Doerfel, M. L.** (2007). Communication network research in the field with *quasselstrippe*. Invited talk given at the Department of Communication, Purdue University.
- Doerfel, M. L.** (2006, November). *Communication Networks of Organization Leaders: Returning and Rebuilding New Orleans' Interorganizational Infrastructure*. Guest speaker for the Rotary Club of New Orleans,
- Doerfel, M. L.** (2006). Communication networks of organizational leaders: Returning and rebuilding New Orleans' Interorganizational infrastructure. Report given at the National Science Foundation, Washington, DC.
- Doerfel, M. L.** (2005). Communication Theory Development and Model Testing Using a Social Networks Approach. Invited talk given at Temple University School of Communication.

Refereed Conference Papers and Presentations

- Jayaraj, S., **Doerfel, M. L.**, & Williams, T. (2017, August). *Clique to Win? Impact of Simmelian Ties on Collaborative Project Performance*. Paper presented at the annual meetings of the Academy of Management, Atlanta, GA.
- Jayaraj, S., **Doerfel, M.L.**, & Williams, T. (2016, April). *Untying the knots: How Simmelian ties guide the evolution and performance of multi-partner alliances*. Paper presented at Sunbelt, the annual meetings of the International Network for Social Network Analysis (INSNA), Newport Beach, CA.
- Doerfel, M. L.**, & Harris, J. L. (2015, September). *The Interorganizational Structure of Resilience: Lessons from Emerging Democracies, Warzones, and Rebuilding after Disaster*. International Conference on Moving Beyond Risks: Organising for Resilience. Bled, Slovenia.
- Doerfel, M. L.**, & Haseki, M. (2015, July). *Building Resilience through Interorganizational Networking: The Kabul, Afghanistan Media Sector*. International Association for Media and Communication Research Annual Conference, Montreal, CA.
- Doerfel, M. L.**, & Chatham, A. (2014, December). *Community resilience and communication flows*. Paper accepted for presentation at the Advancing and Redefining Communities for Emergency Management Conference, Los Angeles, CA.
- Doerfel, M. L.** (2014, November). *Organizing Interorganizational Networks: Communication Challenges for International Relief and Development*. Paper presented at the annual meetings of the National Communication Association, Chicago, IL.
- Doerfel, M. L.**, Atouba, Y., & Harris, J. (2014, November). *Bureaucratic control in emergent communication networks*. Paper presented at the annual meetings of the National Communication Association, Chicago, IL.
- Matni, Z., **Doerfel, M. L.**, & Weber, M. S. (2014, February). *Surviving disaster through resilient networks*. Paper presented at the International Network for Social Network Analysts annual meetings. St. Pete's Beach, FL.
- Lu, W., Dadlani, P., & **Doerfel, M. L.** (2014, February). *ICTs in individual and interorganizational networks: Two peas in a pod*. Paper presented at the International Network for Social Network Analysts annual meetings, St. Pete's Beach, FL.

- Chewning, L. V., & **Doerfel**, M. L. (2013, November). *Dimensions of Trust and Collective Action in Post-Crisis Reorganization*. Paper presented at the annual meetings of the National Communication Association, Washington DC.
- Moore, P. J., & **Doerfel**, M. L. (2013, November). *Digitizing Strength of Weak Ties: Weak Ties Theory for 21st Century Communication*. Paper presented at the annual meetings of the National Communication Association, Washington DC.
- Doerfel**, M. L. (2013, June). Disasters as punctuated equilibrium: Chance for change or not a chance. Participant on panel, *Disaster and emergency communication around the globe: Opportunities for organizational communication research*, held at the annual meetings of the International Communication Association, London, UK.
- Doerfel**, M. L., & Haseki, M. (2012, November). Building Interorganizational COMMunity During Disaster: Social Media Use, Social Networks, and Public Relations Management. Paper presented at the annual meetings of the National Communication Association, Orlando, FL.
- **Paper awarded *Top-2 Research Paper* by the Public Relations division of NCA.
- Haseki, M., & **Doerfel**, M. L. (2012, February). *Use of communication technology in building interorganizational social networks*. Paper presented at the Sunbelt annual meetings of the International Network for Social Network Analysts, Redondo Beach, CA.
- Doerfel**, M. L., & Taylor, M. (2011). *The evolution of networks that network for change: Organizing in the Croatian Civil Society Movement*. Paper presented at the annual meetings of the International Communication Association, Boston, MA.
- ** *Top Paper Award Finalist in the Organizational Communication Division of ICA*
- Taylor, M., & **Doerfel**, M. L. (2011). *Examining the interorganizational relationships that build a city's social capital: Evidence from Zagreb, Croatia*. Paper presented at the annual meetings of the International Association for Media and Communication Research, Istanbul, Turkey, July 2011.
- Chewning, L. V., Lai, C-H., & **Doerfel**, M. L. (2010, November). Organizational resilience following disaster: A longitudinal view of ICT use to rebuild communication structures. Paper presented at the annual meetings of the National Communication Association, San Francisco, CA.
- Doerfel**, M. L., Chewning, L. V., & Lai, C-H. (2010, June). *Interorganizational network dynamics after disaster*. Paper presented to the Sunbelt Conference of the International Network for Social Network Analysis, Riva Del Garda, Italy.
- Doerfel**, M. L. (2010, June). Rebuilding New Orleans organizations and businesses: Leaders' communication and social networking strategies. Paper presented at the Returning to Katrina Research Summit, University of Southern Mississippi- Gulf Coast.
- Doerfel**, M. L., Lai, C-H., Keeler, T. L., & Chewning, L. V. (2009, November). Modeling social capital in disaster contexts. Paper presented at the annual meetings of the National Communication Association, Chicago, IL.
- ** *Top Three Papers in Organizational Communication* by the Organizational Communication Division of NCA.
- Taylor, M., & **Doerfel**, M. L. (2009, November). Network roles in international aid efforts: Evidence from Croatia's post war transition. Paper presented at the annual meetings of the National Communication Association, Chicago, IL.
- Chewning, L. V., & **Doerfel**, M. L. (2009, May). Establishing a foundation for transitional networks: Building the case for an alternative network form. Paper presented at the annual meetings of the International Communication Association, Chicago, IL.

- Taylor, M., & **Doerfel**, M. L. (2009, May). Network analysis as a tool to make sense of relationships and media use in conflict situations. Paper presented at the annual meetings of the International Communication Association, Chicago, IL.
- Doerfel**, M. L., Lai, C., Keeling, A., Keeler, T. L., & Barbu, D. (2007, May). *The communication structure of recovery: Post-Katrina New Orleans inter organizational networks*. Paper presented to the International Communication Association, Montreal.
- ** Top Paper in Organizational Communication** by the Organizational Communication Division of ICA.
- Keeler, T. L., & **Doerfel**, M. L. (2008, January). *Creativity, proximity, and centrality: Entrepreneurial use of social media for business recovery*. Paper presented to the Sunbelt annual meetings of the International Network for Social Network Analysis, St. Pete Beach, FL.
- Taylor, M., & **Doerfel**, M. L. (2007, November). *The evolving nature of the Croatia NGO-Media Network*. Paper presented at the annual meetings of the National Communication Association, Chicago, IL.
- Doerfel**, M. L., Vasilyeva, A., Greenfeld, M., & Lai, C. (2007, May). *Reconnecting and rebuilding organizations and their social networks following disaster*. Presentation at the annual Sunbelt meetings of the International Network For Social Network Analysis, Corfu, Greece.
- Doerfel**, M. L. (2006, November). *Communication networks and technology needs to rebuild social capital*. Presentation talk at the Tulane/NSF Symposium, Katrina Research, Social Science Research of the Katrina Aftermath. New Orleans, LA.
- Doerfel**, M. L., & Taylor, M. (2006, November). *Organizational networking in building civil societies*. Paper presented at the annual meetings of the National Communication Association, San Antonio, TX.
- Doerfel**, M. L., & Chewning, L. V. (2006, November). *Rebuilding interorganizational networks: Recovering social capital in New Orleans*. Paper presented at the annual meetings of the National Communication Association, San Antonio, TX.
- Chewning, L. V., & **Doerfel**, M. L. (2006, November). *Leader-member exchange and emergent organizational networks*. Paper presented at the annual meetings of the National Communication Association, San Antonio, TX.
- Vasilyeva, A., & **Doerfel**, M. L. (2006, May) *Psychological orientation, identification, and communicator styles and the shaping of employee social networks*. Paper presented at the annual meetings of the International Communication Association, Dresden, Germany.
- Connaughton, S. L., & **Doerfel**, M. L. (2006, May). *When organizational members choose to exit: Communication networks, identification, and intent to leave*. Paper presented at the annual meetings of the International Communication Association, Dresden, Germany.
- Connaughton, S. L., & **Doerfel**, M. L. (2005, November). *Normative influences and organizational communication processes*. Paper presented at the annual meetings of the National Communication Association, Boston, MA.
- Diao, F., & **Doerfel**, M. L. (2005, October). *Technology adoption and emergent organizational structures: Implementing an email system at a local municipal government*. Paper presented at the annual convention of the Association of Internet Researchers, Chicago, IL.
- Doerfel**, M. L. (2005, May). *A network measure of cooperation-competition*. Paper presented at the annual meetings of the International Communication Association, New York, NY.
- Doerfel**, M. L., & Connaughton, S. L. (2005, May). *The semantic structure of competition: Election year winners and losers in U.S. televised presidential debates, 1960-2004*. Paper presented at the annual meetings of the International Communication Association, New York, NY.

- Doerfel, M. L.** (2005, March). *Communication networking in real-world organizations*. Research talk as response to Keynote Speaker U.S. Congressman Rush Holt at SCILS Research Day, Rutgers University, New Brunswick, NJ.
- Doerfel, M. L.** (2005, February). *Assessing the degree of cooperation-competition with network analysis*. Paper presented at the annual Sunbelt meetings of the International Network for Social Network Analysts, Los Angeles, CA.
- Doerfel, M. L., & Connaughton, S. L.** (2004, November). *Social network and social identity theories: The relationship among various organizational structures and various dimensions of workplace attitudes*. Paper presented at the annual meetings of the National Communication Association, Chicago, IL.
- Doerfel, M. L.** (2004, April). *Organizational communication research in the field: The integration of graduate education with research, practice, and service*. Presented at the annual meetings of the New Jersey Communication Association, New Brunswick, NJ.
- Doerfel, M. L., & Taylor, M.** (2003, May). *A longitudinal analysis of Croatian civil society partners: From cooperation to independence*. Paper presented at the annual meetings of the International Communication Association, San Diego, CA.
- ** Top Paper in Organizational Communication, Organizational Communication Division (ICA).**
- Arasaratnam, L, & **Doerfel, M. L.** (2003, May). *Intercultural communication competence: Identifying key components from multicultural perspectives*. Paper presented at the annual meetings of the International Communication Association, San Diego, CA.
- Doerfel, M. L., & Taylor, M.** (2003, February). *Inter-organizational networking in building civil society*. Paper presented at the Sunbelt conference of the International Network of Social Network Analysts, Cancun, MX.
- Fitzgerald, C. A., & **Doerfel, M. L.** (2002, November). *A semantic network analysis of customer complaints*. Paper presented at the annual meeting of the National Communication Association, New Orleans, LA.
- Taylor, M., & **Doerfel, M. L.** (2002, November). *Another dimension to explicating relationships: The theory and measure of inter organizational linkages*. Paper presented at the annual meeting of the National Communication Association, New Orleans, LA.
- Quinn, W., & **Doerfel, M. L.** (2002, November). *Communication in action: Public meetings in discourse*. Paper presented to the annual meetings of the National Communication Association, New Orleans, LA.
- Doerfel, M. L., & Shoham, M. D.** (2002, February). *An integration of network, media richness theories, and turnover in organizations*. Paper presented to the annual meeting of the INSNA, New Orleans, LA.
- Doerfel, M. L.** (2000, June). *Communication planning for technological innovation: Implementing a new database at ACME corporation*. Paper presented to the annual meeting of the International Communication Association, Acapulco, Mexico.
- Doerfel, M. L. & Barnett, G. A.** (2000, June). *The structure of knowledge of communication: A computer-based content analysis*. Paper presented to the annual meeting of the International Communication Association, Acapulco, Mexico.
- Doerfel, M. L.** (1999, May). *Groups in the classroom: A longitudinal analysis of the relationship between communication networks and perceptions, peer evaluations, and individual grades*. Paper presented to the annual meeting of the International Communication Association, San Francisco, CA.

- Doerfel, M. L. & Feeley, T. H.** (1999, February). *Communication, semantic, and interpretation networks: A longitudinal analysis of project groups*. Paper presented at the annual meeting of the International Social Networks Association, Charleston, SC.
- Doerfel, M.L.** (1997, May). *Organizational networks, convergence theory, and the difference a competitive environment makes*. Paper presented at the annual meeting of the International Communication Association, Montreal, Quebec.
- Barnett, G.A., & Doerfel, M.L.** (1997, May). *A Semantic Network Analysis of the International Communication Association*. Paper presented at the annual meeting of the International Communication Association, Montreal, Quebec.
- Krikorian, D. H., Doerfel, M. L., & Kellermann, K. A.** (1997, February). *Spam identification in electronic newsgroups: A semantic network analysis*. Paper presented at the annual meeting of the International Social Networks Association, San Diego, CA.
- Doerfel, M.L., & Barnett, G.A.** (1997, February). *A Comparison of the Semantic and Affiliation Networks of the International Communication Association*. Paper presented at the International Social Networks Association, San Diego, CA.
- Doerfel, M.L.** (1996, May). *Network Structure as an Indicator of System Fairness*. Presented at the annual meeting of the International Communication Association, Chicago, IL.
- Doerfel, M.L. & Claffey, G.** (1995, November). *Reformist Themes of the 1974 and 1994 Congresses as Revealed by Content Analysis*. Paper presented at the annual meeting of the Speech Communication Association, San Antonio, TX
- Doerfel, M.L.** (1995, October). *The Network Structure of the Buffalo Real Estate Market*. Paper presented at the meeting of the Midwestern Mini-conference, Michigan State University, East Lansing, MI.
- Doerfel, M.L.** (1995, May). *The 1992 Presidential Debates: An Application of the Agenda Setting Metaphor*. Paper presented at the annual meeting of the International Communication Association, Albuquerque, NM.
- Doerfel, M.L.** (1994, November). *The 1992 Presidential Debates: A New Approach to Content Analysis*. Paper presented at the annual meeting of the Speech Communication Association, New Orleans, LA.

THESIS DIRECTION AND COMMITTEE MEMBERSHIP

Doctoral Committee Chair

- Kim, M. K.** (2017-present). Emphasis on community resilience, interorganizational engagement, organizational communication networks.
- Youn, H.** (2017-present). Dissertation title: Volunteer Engagement and Identification(s): From Communication Network Perspective.
- Harris, J.** (2012-present). Dissertation title: Designing Stronger Stakeholder Networks: Interorganizational Collaborations That Build Social Resilience.
- Chewning, L. V.** (2009). Dissertation title: *Network rebuilding after disaster: A communication theory of transitional space*. Current position: Tenure-track assistant professor at Pennsylvania State University – Abington.
- Keeler, T. L.** (2008-2009). Emphasis on entrepreneurial networks.

Liberman, C. J. (2008). Dissertation title: *Why communication networks might impact employee identification with one or more organizational targets*. Current position: Associate professor, Marymount Manhattan College.

Christie, E. (2005-2007). Emphasis on organizational communication and social networks.

Doctoral Committee Member

Matni, Ziad (in progress). The interplay of network structures and information seeking behaviors.

Li, Zhe (in progress). Organizational image and reputation construction by various stakeholders using social media.

Kang, Katie (in progress). Anonymous organizational communication and identification in alcoholics anonymous (AA) and other 12-step groups.

Kim, Heewon (2016). *The Visibility Paradox: Social Media Use as a Manifestation of Knowledge, Disparity, and Status in a Global Organization*

Haseki, M. (2016). Communication media use, social networks, and identity management by immigrant women entrepreneurs in an urban economy.

Kim, Young-Hoon (2014). *A Knowledge-Sharing Communication Network Approach to Transactive Memory Systems in Virtual Work Arrangements*.

Ziek, P. (Ph.D., 2012). *Inter-Organizational, Infrastructure for Communication: A Study of the Generative Aspects of the Communication Context on CSR Strategy and Instrumentation*. Emphasis on corporate social responsibility, public sphere controversy, and inter-organizational networks.

Lai, C-H. (Ph.D., 2012). *Living history with the internet: Probing the sustainability of Internet-enabled voluntary associations through contextual and ecological lens*. Emphasis on the network evolution of online communities.

Nekrassova, D. (Ph.D., 2011). *Discourses of Emotionality and Rationality in the Financial Services Industry*.

Anderson, J. D. (2013). *Communication design work in the professional practice of association management*. Emphasis on communication design and interorganizational networking.

Nekrassova, D. (2011). School of Communication, Information, and Library Studies, Rutgers University. *Discourses of Emotionality and Rationality in the Financial Services Industry*.

Long, K. (Ph.D., 2004). School of Communication, Information, and Library Studies, Rutgers University. Doctoral committee member. *Virtually there: An analysis of metaphors in the discourse of virtual reality*.

Arasaratnam, L. (Ph.D., 2003). School of Communication, Information, and Library Studies, Rutgers University. *Intercultural communication competence from multiple cultural perspectives: A new theoretical model for empirical validation*.

Scott, P. (Ph.D., 2003). School of Communication, Information, and Library Studies, Rutgers University. *Discovering the knowledge worker: A social and semantic network analysis*.

Wu, Ming Ye. (Ph.D., 2002) School of Communication, Information, and Library Studies, Rutgers University. *Comparing expected leadership styles in Taiwan and the United States: A case study of university employees*.

White, W. J. (Ph.D., 2001). School of Communication, Information, and Library Studies, Rutgers University. *The communication of conceptual innovation in science: The case of chaos theory in psychology*.

Post Doctoral Advisees

Zhu, Mengxiao (2012-2013). Emphasis on big data, social network analysis, and computational modeling. Current: Associate Research Scientist, Educational Testing Services.

Atouba, Yannick (2013-2014). Emphasis on development, social network analysis, and organizational communication. Current: Assistant Professor, University of Texas, El Paso.

Practicum advisees: Nik Ahmad Rozaidi Nik Abdul Rashid, Muge Haseki, Lisa Chewing, Corey Liberman, Pat Scott.

Committee member for qualifying exams

Lu, Weixu (2014); Matni, Z (2014); Appel, L. (2013); Boyraz, M. (2013); Haseki, M. (2012); Kim, Heewon. (2011); Rozaidi, N. (2010), Kim, Young Hoon (2009); Anderson, D. (2009); Greenfeld, M. (2009); Keeler, T. L. (2008); Lai, C-H. (2008); Ziek, P. (2008); Chewing, (2007); Liberman, (2006); Vasilyeva, A. (2006); Greve-McAllister, S. (2005); Diao, F. (2003); Quinn, W. (2003); Kim, Hyo Dong. (2000); Williams, J. (2000).

Advisor Master of Philosophy Thesis and MCIS Capstones

Chatham, A. (2014-2015). MCIS capstone project advisor. Topic: *Slow burning crises and networked forms of organizing*.

Prazenica, K. (2014). MCIS capstone project advisor. Topic: *Introduction to corporate communication course design and development project*. MCIS capstone project.

Daniels, Chad (2013). MCIS capstone project advisor. Topic: *An analysis of organizational values and creation of a user-based organization matching survey*. MCIS capstone project.

Drucker, Robert (2013). MCIS capstone project advisor. Topic: *Building social life in college in the 21st century*. MCIS capstone project.

Yu, Ziyi, (2013). MCIS capstone project advisor. Topic: Job searching in China: The strength of strong ties. MCIS capstone supervision, with Matthew Weber.

McDermott, Eugene (2013). MCIS capstone project advisor. Topic: *The power of YouTube: Analysis of top subscribed channels using grounded theory*. MCIS capstone project.

Mo, Fei (2013). MCIS capstone project advisor. Topic: *Corporate dialogic capacities under different cultural dimensions*. MCIS capstone project.

Pillai, Adarsh (2013). MCIS capstone project advisor. Topic: Data visualization as a stakeholder engagement tool for nonprofit organizations. MCIS capstone project.

Komal, Kabita (2012). MCIS capstone project advisor. Topic: *Facebook and social capital*. MCIS Capstone project.

Dresbeck, Julie (2011). MCIS capstone project advisor. Topic: *Social networks, online social networking, and activism*.

Bator, M. (2007). MCIS capstone project advisor. Topic: Implementing an online volunteer support program at a decentralized corporation.

Capstone project supervisor, with various topics on organizational communication and media (2008): (n=7): Agidigbi, I.; Barbu, D.; Miller, E.; Pavuluri, P.; Sanghvi, S.; Schubach, C.; Szatkowski, B.

Capstone project supervisor, with various topics on organizational communication and media (2007): (n=5): Borowsky, J.; Giangaspero, J.; Sunga, R.; Peterson, T.; Dhillon, J.

Turner-Fein, M. (2005). Master's project advisor. Topic: The nature of mentoring research: Historical development, theoretical underpinnings, and future directions.

Other Advising Activities

- Director, Network Science Lab (2011-present). Direct and supervise master's and doctoral students in reading group meetings, empirical projects, and proposal writing related to social network theory and analysis.
- Matin, Sonya (2013). *A Review of 21st Century Strength of Weak Ties Theory and Empirical Directions*. Byrne Summer Fellowship.
- Prazenica, K. (2012-2014). Advisor and mentor for MCIS program research track.
- Pillai, Adarsh (2011-2013). Advisor and mentor for MCIS program research track.
- Hsu, K. (2010-2011). *Haitian tent cities from a social network perspective*. Undergraduate independent study project and presentation. ** Awarded \$250 for the Best Poster Presentation at the Aresty Research Symposium, held 29 April 2011.
- Goon, Jennifer (2004-2005). *Systems theory and the diffusion of innovations: Comparing and contrasting Filipino and Chinese cultures' views on intercultural relationships*. School of Communication, Information, & Library Studies, Rutgers University. Undergraduate honors thesis chair.
- Keller, K. (1999). *The relationship between individuals' social preferences and properties of social networks*. Masters Thesis completed at the University of North Carolina, Charlotte. Committee member.
- Briscoe, T. (1999). B. A. Honors Thesis presented to the Honors Program at University of North Carolina, Charlotte. Committee member.

TEACHING

Courses Taught

- Organizational Reputation and Representation*. Covers macro-level theory, interorganizational networks as a component of the organization-environment tension, strategic management of interorganizational relationships and social networking, the mutual impacts of internal structures on external organizational relationships, and micro-macro tensions of organizing. Reading packet includes journal articles, book excerpts, and case studies.
- Interorganizational communication and stakeholder management*. The key issues explored in this course concern the management of interorganizational relationships and projection of organizational reputation, image, and identity to external audiences. The course begins with identification and specification of the external environment(s) of organizations. Readings and discussion explore interorganizational relationships, boundary-spanning communication, and management of external stakeholder relationships.
- Organizational Communication Networks*. Special topics doctoral seminar turned permanent course as of 2015, cross-listed with master's program in the School of Communication and Information. Reviews the theory, concepts, procedures, methods, and analysis of social networks with an emphasis on social network theory as a way of understanding communication and organizing processes. Many assumptions and analyses about communication viewed from a social network perspective can be applied and extended to a host of relationships and thus social network theory is inherently interdisciplinary. The goal of the course is to provide students with foundational knowledge about communication networks and their implications for communication and processes that involve organizing, like social movements, community resilience, social capital, social influence, and capacity building. While the primary focus is theoretical, students will simultaneously develop a working knowledge of relevant social

networks concepts and methods used to describe and understand relationships in and among organizations. The objective of this course is to help students understand and articulate network theory, its applications, and implications for audiences including researchers and practicing professionals.

Organizational Communication Networks II. Special topics doctoral course offered in the School of Communication and Information. Taught as a summer course, this reviews current extant literature on interorganizational networks and students conduct applied research to master conducting original social network research and related analyses. Reading packet plus current issues of communication, social networks, and management journals. The course goal is to write a paper for submission to ICA or INSNA and for review for publication at an appropriate journal. Specific paper topic varies but always advances theory and research on communication networks.

Organizational Communication Research. Doctoral seminar in School of Communication, Information, and Library Studies. Required reading: Packet of peer reviewed journal articles.

Organizational Communication Theory. Master level course covering organizational communication theory and practice. Texts: Conrad & Poole, Sypher (edited case studies), and original empirical research articles.

Social and Semantic Network Theory and Analysis. Special topics doctoral seminar in School of Communication, Information, and Library Studies. Texts include Scott (2000) and readings packet. Computer programs include UCINET, NodeXL, ATLAS-ti, and CATPAC.

Organizational Communication. Undergraduate course. Covers organizational communication theories. Texts: Conrad & Poole (2005); Case studies are from Sypher, 1997.

Organizational Decision Making. Graduate seminar on individual and group decision making in organizations. Texts include March, J. (1994) and reading packet.

Group Communication: Undergraduate course. Covers group communication theories with particular emphasis on organizational teams and team building. Texts used: Hirokawa & Poole (1996); Frey (1994).

Research Methods and Organizational Assessments: Graduate (master level) methods of inquiry with emphasis on organizational assessments. Students learn quantitative and qualitative research methods and carry out original research. Texts used: Hargie & Tourish; Wimmer & Dominick.

Advanced Organizational Communication: An upper-division course for majors only. Theories covered include macro- approaches to studying organizations. Emphasis is on the organization as the unit of analysis. Students carry out an industry analysis which is grounded in organizational communication theory. Readings include course packet of scholarly articles and a popular-press text, *Co-opetition* (Brandenburger & Nalebuff, 1996).

Independent Studies and Student Supervision

2018, Spring. MCIS Graduate teaching internship Dhwani Gandhi

2018, Spring. Advisor, Kautuki Jariwala. Topic: Organizational resilience and reputation

2015, Fall. Advisor, MCIS Graduate teaching internship Zain Abouseido

Fall 2014, Spring 2015. Advisor, MCIS Graduate teaching internship Kanika Samra

2014, Fall, Spring 2014. Advisor, Advisor, MCIS Graduate teaching intern Kristen Prazenica

Goldthwaite, C. 2013, spring. Independent study advisor. Topic: *Interorganizational social networks and disaster response.*

- Boyratz, M. 2013, spring. Research assistant advisor. Topic, *Interorganizational networks and disaster response*.
- Pillai, A. 2011-2012. MCIS Independent study advisor. Topic: *Afghanistan media sector use of the internet*.
- Leavey, S. 2011-2012. PhD Independent study advisor. Topic: *Afghanistan media sector use of the internet*.
- Crowley, S. 2011-2012. MCIS capstone project advisor. Topic: *Online social networking and general internet usage in the workplace*.
- Komal, K. 2011-2012. MCIS capstone project advisor. Topic: *Social media and the emergence of a new dimension for the social capital construct*.
- Dresbeck, J. 2010-2011. MCIS capstone project advisor. *Network engagement and (sl)activism*.
- Hsu, K., 2010-2011. Undergraduate independent study. Supported data management for various projects and also conducted secondary analysis on the emergent organizational forms (tent cities) in Haiti, with a particular interest on the interorganizational network sustained through NGO and aid organizations' resources filtered to tent cities, which inadvertently supported the black market. Kevin will be presenting his paper, *Tent Cities in Haiti from a Social Network Perspective*, at the Aresty Center Research Symposium, April 2011, at Rutgers, University.
- Tone, S., 2006, Fall. Undergraduate independent study involving advanced content analysis and management of 2000 newspaper articles about Hurricane Katrina.
- Moccio, D., 2005-2006, research team member.
2005-present, Graduate advisor to 50 students annually in the Master of Communication, Information, and Library Studies Program.
- Vasilyeva, A., 2005-2006. Supervising doctoral student research project on organizational communication networks data collection and paper development. Field research project took place in Russian organization.
- Chewning, L., 2005-present. Research team member and doctoral advisee. Recent paper written and presented under my direction: *Examining the influence of LMX and Network centrality on dissent choices*. Paper presented at the annual meetings of the New Jersey Communication Association, Trenton, NJ, April 2005.
- Chewning, L., Kevoe, H., Liberman, C., Su, D., and Vasilyeva, A., 2004- 2005. Doctoral students wrote papers under my direction and presented these papers on a competitive panel I organized, chaired, and to which I responded: *The Fusion of Current Organizational Communication Research: Is it Impossible to Do or Is it Doing the Impossible?* Annual meetings of the New Jersey Communication Association, Trenton, NJ. Panel participants were graduate students.
- Liberman, C., 2003-2008. Doctoral research team member and doctoral advisee.
- Diao, F., 2002- 2004. Doctoral research team member.
- Das, S. 2004. Graduate teaching intern for undergraduate course in Organizational Communication.
- Villacampa, L., 2004-2005. Graduate (MA) conducting data collection to development foundational information about an inter-organizational system for network analysis. This study provides the student with hands-on experience in both inter-organizational network research and organizational assessments.
- Brosnan, A., 2004. Graduate (MA) independent study in which student is writing communication training manual for managers and integrating training with managers at the Princeton Fitness and Wellness Center.
- Stewart, G., 2004. Henry Rutgers Honors student. Honors thesis committee member.

- Bruno, L. 2004. Research assistance (undergraduate) for organizational communication interview transcription and library research.
- Tier, A. 2004. Graduate (MA) independent study in which student extended initial organizational research by conducting focus groups and interviews for developing training program for the Princeton Fitness and Wellness Center.
- Brosnan, A., Herbasz, M., & Tier, A., 2004. Master Students conducted extended organizational assessment and audit for the Princeton Fitness and Wellness Center.
- Tutino, J., 2003. Graduate (MA) independent study for conducting literature review and extended secondary research on organizational communication.
- Quinn, W., 2001-2002. Graduate independent study on semantic network analysis and health communication.
- Arasaratnam, L., 2002. Graduate independent study on semantic network analysis and intercultural communication.
- Shoham, M., 2002. Graduate independent study on network analysis and organizational communication.
- Wu, M. Y., 2000 graduate independent study for data analysis and summary. School of Communication, Information, and Library Studies, Rutgers University.
- Levy, A., 2000. Faculty sponsor for Livingston College Undergraduate Summer Work Experience.
- Martin, J., 1998-2000. Undergraduate independent study for communication audit in for-profit organization, University of North Carolina, Charlotte.
- 1996-1999, Undergraduate advisor for communication majors (50-60 annually), UNC-Charlotte.

SERVICE

Communication Department and School of Communication and Information

- 2017, February. Chair, Faculty Compensation Program (FCP) committee for merit pay consideration of department of communication tenured, tenure track, and non-tenure track full time faculty.
- 2016-2017, Search committee member for tenure track position specializing in communication and technology.
- 2014, September. Guest panelist for SC&I PhD program first year Communication, Information, and Media Pro Seminar (194:601).
- 2013, October. *Communication, Networks, and Organizing Processes*. Panelist for SC&I PhD program colloquium.
- 2012-present. Director, Rutgers Network Science Lab (RU NetSC&I Lab). <http://netsci.rutgers.edu/>
- 2012-2013. *Search committee member* for department of communication tenure track positions.
2012. *Search committee member* for director of undergraduate studies position.
- 2007-2015. *Executive board committee member* for the Master in Communication & Information Studies Program (MCIS) at Rutgers University.
- 2015-2016. *A & P Chair and committee member* for tenure review case.
- 2015-2016. *A & P committee member* for tenure review case.
- 2014-2015. *A & P committee member* for tenure review case.
- 2012-2013. *A & P Chair and committee member* for reappointment review case.
- 2011-2012. *A & P Committee member* for tenure and promotion review case.
- 2010-2011. *A & P Committee member* for reappointment review case.
- 2010-2012. *Chair* of the Curriculum committee, Department of Communication.

- 2009-2010. *Department of Communication representative*, SC&I Search Committee, School of Communication & Information, Rutgers University.
- 2009-2010. *Chair*, Department of Communication search committee.
- 2008-2010. *Curriculum committee member*, Department of Communication, Rutgers University.
- 2009, November. *Panelist. Field research and post disaster tensions for study participants*. SC&I PhD Program Special Colloquium: Engaged Scholarship
- 2007-2008. *Chair* of the Department of Communication Research and Development Committee.
- 2007-2008. *A & P Committee member* and chair for tenure and promotion review case.
- 2006-2007. *A & P Committee member* and for appointment renewal case.
- 2007-2008. *Co-Chair* of the Department of Communication Undergraduate Assessment Committee, Rutgers University.
- 2006-2007. *Interim coordinator* for the communication processes area of the SCILS PhD program, School of Communication, Information, and Library Studies, Rutgers University.
- 2006-present. *Personnel committee member*, Department of Communication, Rutgers University.
- 2006-2007. *Curriculum committee member*, Department of Communication, Rutgers University.
- 2005- 2007. *Associate Director* for the Master in Communication and Information Studies
- 2005, *Participant*, SCILS Research Day, Rutgers University.
- 2001-2005, *Faculty advisor (and founding advisor)* for the Rutgers Student Chapter of the Association for Women in Communications.
2001. *Director of student projects* in 192:356, Group Communication. Students provided communication services for various nonprofit organizations that resulted in over \$4,000 in cash and goods donated by individuals for the nonprofits
- 2000-present, *Member*, Undergraduate Program in Communication Admissions Committee, School of Communication, Information, and Library Studies, Department of Communication, Rutgers University
- 2003-present, *Full member*, School of Communication and Information doctoral studies program.
- 2000-2003, *associate member*, School of Communication, Information, and Library Studies doctoral program.
- Sp 2000, *Guest lecturer*, Undergraduate research methods, Department of Communication, Rutgers University

Rutgers University

- 2013-present. *Rutgers New Brunswick Faculty Council*, Rutgers University.
- 2013-present. *Student Affairs Sub Committee of the Rutgers New Brunswick Faculty Council*, Rutgers University.
- 2014, 2015, 2016 (fall semesters). *Social Networking and Society*, Byrne Seminar, co-taught with Dr. Matthew Weber.
- 2013, 2011, (spring semesters). *Social Networking and You*, Byrne Seminar.
- 2009, September. *MCIS Writing and Use of APA Workshop*. Conducted workshop on writing for an academic audience and the use of APA for MCIS students.
- 2009, September. *Savvy cycling on and around campus*. Conducted workshop on safe bicycling in the streets of New Brunswick and surrounding areas for the Rutgers Recreation Department Dollar Menu workshop series.
- 2009, July. *Social networks before Facebook*. Summer orientation for incoming freshmen. Rutgers University.

- 2004, October. Conducted workshop, *Networking Smart: Making the Most of an Informational Conference*. Held for the Association for the Women in Communications Rutgers Student Chapter
- 2004, September. Guest speaker to the Rutgers University Chapter of the Association for Women in Communications. *How Women in Communications Provides Experience in Networking and Preparing for a Career in Communication(s)*
- 2003, November. Conducted seminar entitled, *Networking Smart: Making the Most of an Informational Conference*, to the Rutgers University Chapter of the Association for Women in Communications

Academic Community

- 2017-2018, Vice-chair and program planner, Organizational Communication Division, National Communication Association.
- 2016-2017, Vice-chair elect and pre-conference planner, Organizational Communication Division, National Communication Association.
- 2017-present, Editorial board member *Communication Monographs*
- 2017, October. Mentor, research escalator at the (Mediated) Social Interaction in Groups, Networks, and Organizations Conference, Aalto University, Helsinki, Finland.
- 2016, August. External referee, promotion and tenure case for University of California- Davis communication department.
- Guest Editor: Moving Beyond Risk: Organizing for Resilience. Special Issue for *Journal of Contingencies and Crisis Management* (2017, Vol. 25, Issue 2).
- 2016, Winter. Member, Redding Award review committee, Organizational Communication Division, International Communication Association.
- 2013-present, Editorial board member, *Management Communication Quarterly*.
- 2016, April. *Invited reviewer* for the Science of Organizations program of the National Science Foundation.
- 2015, October. External referee, promotion and tenure case for SUNY Buffalo communication department.
- 2015, November. *Invited reviewer* for the Science of Organizations program of the National Science Foundation.
- 2014, August. *Invited reviewer*, Marsden Fund Council, Royal Society of New Zealand.
- Journal article reviewer: I conduct approximately 10-15 reviews per year as an ad hoc or board member reviewer. Ad hoc reviews include the following journals: *Communication Monographs, Communication Research Reports, Communication Studies, Communication Theory, Health Communication, Human Communication Research, International Journal of Public Administration, Journal of Applied Communication Research, Journal of Communication, Journal of the American Society for Information Science (JASIST), Journal of Management Studies, Management Communication Quarterly, Organization Science, Nonprofit & Voluntary Sector Quarterly, Policy Studies Journal, Public Policy Journal, Social Forces, Communication Yearbook 33, 37, Society and Natural Resources, Western Journal of Communication*.
- 2014, November. Paper reviewer for the organizational communication division of the International Communication Association.
- 2014, November. Paper reviewer for the public relations division of the International Communication Association.
- 2014, May. Mentor, *Research Escalator* ICA-sponsored mentoring session for young scholars. London.

- 2014, May. Respondent. Communication and disasters panel at the International Communication Association.
- 2013, August. External referee, promotion and tenure case for Roy H. Park School of Communications, Ithaca College.
- 2013, August. External referee, promotion and tenure case for University of Missouri- St. Louis department of communication.
- 2012, August. External referee, promotion and tenure case for SUNY Buffalo communication department.
- 2013, June. Mentor, *Research Escalator* ICA-sponsored mentoring session for young scholars. London.
- 2012-2015. Editorial board member, *Communication Yearbook*.
- 2011, November. Co-Chair, *Rebuilding Organizations, Communities, and Institutions*. Preconference sponsored by the Organizational Communication Division of the National Communication Association.
- 2010-2013, Secretary, National Communication Association Organizational Communication Division.
*Took on additional 3rd year term in support of changes in voting structures of the division.
- 2010, Member of the National Communication Association's Organizational Communication division's awards committee.
- 2010, Fall. Faculty director and planner for the Organizational Communication Mini Conference, hosted by the School of Communication and Information, Rutgers University, New Brunswick, NJ.
- 2009, Fall. Paper reviewer for the organizational communication division of the International Communication Association.
- 2007, Spring. Recruitment committee for paper reviewers for the Organizational Communication Division of the International Communication Association.
- 2007, October. Reviewer for McGraw-Hill for organizational communication text manuscript.
- 2006, January. External reviewer for the Department of Communication, Raritan Valley Community College.
- 2005, November. Respondent. Leading change: Theory and examinations of organizational change. Paper reviewer and panel respondent, annual meetings of the National Communication Association, Boston, MA.
- 2005, February-March. Paper reviewer for the Organizational Communication Division of the National Communication Association.
- 2005, April. Chair and Respondent, Annual meetings of the New Jersey Communication Association, Trenton, NJ.
- 2005, February. Panel chair, *Exchange and Competition Networks*, Sunbelt meetings of the International Network for Social Network Analysts.
- 2004, Summer. Reviewer and panel participant for the National Science Foundation Social Network Evolution and Dynamics panel for the 2004 Human and Social Dynamics competition
- 2003, November-December. Paper reviewer for the Organizational Communication division of the International Communication Association.
- 2002, February-March. Paper reviewer for the Organizational Communication division of the National Communication Association.
- 2001, February-March. Paper reviewer for the Organizational Communication division of the National Communication Association.
- 2002, Spring. Manuscript reviewer for the top-5 papers of the Organizational Communication Division of the National Communication Association. Elected position.

- 2001, Spring. External referee for reappointment case, for the School of Hotel Management, Cornell University, Ithaca, NY.
- 2001, Spring. Manuscript reviewer for papers submitted to the Organizational Communication Division of the National Communication Association.
- 2000, Spring. Reviewer for social networks text, Monge, P., & Contractor, N. S. (2003). *Theories of communication networks*. Oxford University Press: New York.
- 2000, June. Chair, *Planned change, unplanned challenges: Insights from the organizational frontlines*, International Communication Association, Acapulco, Mexico.

Community at Large

- 2017-present. Board member, Ridge School Home School Association, Ridgewood, NJ.
- June, (2016). Invited participant, *United Nations Drones in Disasters*, cohosted by (<http://www.uaskwwd.com/>).
- 2016, spring. Parent volunteer for science fair project for Daisies Troop, Ridgewood, NJ.
- November, 2015. Invited participant, Collective Impact Summit. Invitation-only conference hosted at Northwestern University, Chicago, IL.
- April, 2015. NYC "Let's Go Off the Grid" invited participant in the Field Innovation's Do Tank event, sponsored by the City of New York's Emergency Management Commissioner, Joseph Esposito.
- 2014-present. Parent volunteer for Ridge Elementary School Ridgewood, NJ.
- March, 2013. *Developing relationships that build opportunities*. Workshop given for the Rutgers Women's Leadership Conference, Edward J. Bloustein School of Planning and Public Policy.
- March, 2013. Invited participant. *Designing policy New York. Internet of things. Post-crisis*. Center for Social Innovation Pop-Up Space, New York, NY.
- March, 2012. Invited participant. *Fourth annual seminar on network theory: Networked social movements and network theory*. Invitation-only conference hosted by the Annenberg Networks Network, University of Southern California, Los Angeles, CA.
- December, 2013. Featured in *Social Media Increasingly Plays a Big Role in Public Safety*, article in *LifeTalk* Public Safety Communications e-Zine.
- February, 2011, 2013. *Social Networks and Field Worker Training*. Workshop given for Kabul, Afghanistan-based employees of Internews.
- August, 2012. *Social networks and building interorganizational coalitions*. Workshop with civil society NGOs and media organizations for facilitating collaborative project development. IREX, Belgrade, Serbia.
- November, 2006. Participated in the NSF Katrina Symposium in New Orleans and presented *Communication Networks and Technology Needs of Organizational Leaders: Returning and Rebuilding New Orleans' Interorganizational Infrastructure* (funded by National Science Foundation grant # 0554959).
- 2005-present. Volunteer, NYC Cares.
- 2005-2007. Advisory board member of the Bicycle Advisory Council, representing the Bicycle Touring Club of New Jersey and Hudson County, NJ.
- 2003, February. conducted a seminar entitled, *Computer-Based Text Analysis: Summarizing Qualitative Data with a Network Analysis Approach* at the New York City-based advertising firm, Initiative Media.
- 2001-present, Faculty advisor for the Rutgers University Student Chapter of the Women in Communications Association.

2002-2004, Organizational communication consultation for Highland Park Municipality
2000-2001, volunteer, Angel's Wings
1999-2000, Organizational communication consultation for Pulte Home Corporation.
1997-present, Organizational communication consultation for One-on-One Fitness, Inc.
1996-present, member and volunteer, National Public radio
1995-1996, Market research for New York State Assemblyman, Sam Hoyt on media effects and public perceptions of Buffalo news coverage and crime.

Miscellaneous Service

2015-2016. New Faculty Mentor. School of Communication and Information, Rutgers University.
2006-2007. New Faculty Mentor. School of Communication and Information, Rutgers University.
1997-99. College of Arts and Sciences Faculty Council Member, UNC Charlotte.
1997-2000. Graduate Programming Committee, UNC Charlotte.
1997-98, 1999-2000. Search Committee Member, UNC Charlotte.
1996-2000. Chair: Course curriculum and development committee, UNC-Charlotte, UNC Charlotte
Library Representative Communication Studies.

WORKSHOPS and CONTINUING EDUCATION

SNA with R workshop. Workshop participant at the International Network for Social Network Analysts annual meetings, March 2012, Redondo Beach, CA.
Dynamic network analysis and ORA I & II. Workshop participant at the International Network for Social Network Analysts annual meetings, March 2012, Redondo Beach, CA.
LINKS Center Summer Workshop participant for advanced social network analysts, June 2008, Lexington, KY.
MultiNet Computer Program Workshop. Participant in workshop for continuing education on network analysis and Multinet network analysis software. Workshop held at the Sunbelt meetings of the International Network for Social Network Analysts, February 2005.
Exploratory Network Analysis with Pajek. Participant in workshop for continuing education on network analysis and Pajek network analysis software. Workshop held at the Sunbelt meetings of the International Network for Social Network Analysts, February, 2003.
North Carolina State University Distance Education Workshop, September 1998.
Resources for teaching undergraduate communication research methods. Short course at the annual meeting of the National Communication Association, New York, 1998.
Teaching the college course in communication research: How to prepare undergraduates for original research projects, Short course offered at the annual meeting of the National Communication Association, Chicago, IL, 1997.
Grant Writing Workshop, University of North Carolina at Charlotte, 1997.
Communication Technology Pre-conference at the Annual Meeting of the Speech, Communication Association, San Diego, CA, 1996.
Doctoral Consortium presented by the Organizational Communication Division of the International Communication Association, May 1995.
Teaching Effectiveness Workshop, State University of New York at Buffalo, Summer 1993.

ASSOCIATION MEMBERSHIPS

1992-present: International Communication Association
1994-present: National Communication Association
1996-present: International Network for Social Network Analysis Association
2011; 2015-present: International Association for Media and Communication Research
2011-present: International Association for Media and Communication Research