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I. EDUCATION

Arizona State University, Hugh Downs School of Human Communication

Ph.D., July 2000 (Dissertation title: *The Complex Process of Planned Organizational Change: Developing a Model of Knowledge, Activity, and Communication Networks*) Advisor: Steven R. Corman

University of Minnesota-Twin Cities, Department of Speech Communication

M.A., June 1996 (Thesis title: *The Impact of Conflict Management on Decision Effectiveness in Organizational Work Groups*) Advisor: Marshall Scott Poole

University of Minnesota-Twin Cities, Curtis L. Carlson School of Management

B.S., December 1991 (Majors: Management and Speech Communication)

II. APPOINTMENTS

University of Colorado at Boulder

Department of Communication

Professor: August 2015 — present

Associate Professor: February 2007 — July 2015

Assistant Professor: August 2000 — February 2007

INVST Community Studies Program

Faculty Director: October 2009 — July 2014

Lund University, Sweden

School of Economics and Management, Dept. of Business Administration

Visiting Research Fellow: January 2013 — December 2015

Arizona State University

Hugh Downs School of Human Communication

Graduate Associate: August 1995 — May 2000

University of Minnesota

Department of Speech Communication

Teaching Assistant: January 1994 — July 1995

III. RESEARCH

A. **RESEARCH INTERESTS**

Guided by efforts to reframe working, organizing, and organizations in distinctly communicative terms, my research examines the constitution of agency and authority, with particular attention to

how knowledge, identities, and conceptions of value emerge in sociomaterial communication practices that unfold in contemporary capitalism. I am broadly interested in the ways communication constitutes organizations and organizing practice--a move that suggests that groups and organizations should be understood as ongoing systems of interconnected practices that depend on, and generate, authority. Communication, in this formulation, becomes a struggle over meaning through which political, cultural, material, and economic elements (e)merge.

My interest in communicative practice translates into four more specific research themes: (1) The investigation of individual and organizational processes of "knowing"; (2) Identity negotiation in and through work; (3) How and when factors that are typically considered 'material' become authoritative in organizing, and (4) How value is inscribed into particular organizing practices. Across these four themes, my aim is to contribute to the development of theorizing that explains the existence, operation, and boundaries of commercial organizations (including, recently, high-tech startup ventures) in specifically communicative terms.

B. RESEARCH AWARDS/RECOGNITION

- *Article Award*, from the Organizational Communication Division of the National Communication Association (NCA) (best published article or book chapter of 2012-13)
- *Top Paper Award*, European Group for Organization Studies conference, 2011 (four selected across conference's 55 sub-themes, approx. 1100 papers total)
- *Dennis Gouran Research Award*, from the Group Communication Division of NCA, 2006 (best article or book chapter on group communication published in a communication or related-discipline journal or book, 2005-06)
- *Article Award*, from the Organizational Communication Division of NCA (best published article or book chapter of 2003-04)
- *Runner-up, Best Published Paper of 2003*, from the Organizational Communication and Information Systems division of the Academy of Management
- *Dennis Gouran Research Award*, from the Group Communication Division of NCA, 2001 (best article or book chapter on group communication published in a communication or related-discipline journal or book, 2000-01)
- *W. Charles Redding Dissertation Award*, Organizational Communication Division of the International Communication Association (ICA), 2001 (Top dissertation in organizational communication completed in 2000)
- Top four paper in NCA's Organizational Communication Division, 2001, 2004, 2009
- Top three and top student paper in NCA's Organizational Communication Division, 1998
- Top three paper in NCA's Group Communication Division, 1998
- ASU Department of Communication Outstanding Ph.D. Student, 1998-99
- Top paper in NCA's Student Section, 1996
- R.L. Scott Outstanding Student Award, Univ. of Minnesota, 1995

C. PUBLICATIONS

1. BOOK (MONOGRAPH)

Kuhn, T., Ashcraft, K. L., & Cooren, F. (2017). *The work of communication: Relational perspectives on working and organizing in contemporary capitalism*. New York: Routledge.

Reviewed in *Organization, Organization Studies, Journal of Communication, Management Learning*, and subject of *Forum* section of *Management Communication Quarterly*

2. TEXTBOOK

Mumby, D. K., & Kuhn, T. (2019). *Organizational communication: A critical introduction* (2nd ed.). Los Angeles: SAGE. (ISBN: 978-1-4833-1706-9)

3. EDITED BOOKS

Vásquez, C., & Kuhn, T. (Eds.). (in press). *Dis/Organization as communication: Exploring the disordering disruptive, and chaotic properties of communication*. Book manuscript delivered to Routledge December 2018; anticipated publication March 2019.

Frandsen, S., Kuhn, T., & Lundholt, M. (Eds.) (2017). *Counter-narratives and organization*. New York: Routledge.

Kuhn, T. (Ed). (2011). *Matters of communication: Political, cultural, and technological challenges to communication theorizing*. New York: Hampton Press.

3. REFEREED JOURNAL ARTICLES

Schoeneborn, D., Kuhn, T., & Kärreman, D. (in press). The communicative constitution of organization, organizing, and organizationality. *Organization Studies*. (Introduction to Virtual Special Issue) doi: 10.1177/0170840618782284

Porter, A. J., Kuhn, T. R., & Nerlich, B. (2018). Organizing authority in the climate change debate: IPCC controversies and the management of dialectical tensions. *Organization Studies*, 39(7), 873-898. doi: 10.1177/0170840617707999

Barley, W., Treem, J., & Kuhn, T. (2018). Valuing multiple trajectories of knowledge: A critical review and research agenda for knowledge management research. *Annals of the Academy of Management*, 12, 278-317. doi: 10.5465/annals.2016.0041

McDonald, J., & Kuhn, T. (2016). Occupational branding for diversity: Managing discursive contradictions. *Journal of Applied Communication Research*, 44, 101-117. [lead article]

Koschmann, M., Kuhn, T., & Pfarrer, M. (2012). A communicative framework of value in cross-sector partnerships. *Academy of Management Review*, 37, 332-354. (Lead Article; Recipient of "Article Award" from Organizational Communication division of NCA)

Cooren, F., Kuhn, T., Cornelissen, J. P., & Clark, T. (2011). Communication, organizing, and organization: An overview and introduction to the special issue. *Organization Studies*, 32, 1149-1170. (Introduction to special issue edited by the four authors)

Kuhn, T. (2009). Positioning lawyers: Discursive resources, professional ethics, and identification. *Organization*, 16, 681-704.

Kuhn, T. (2008). A communicative theory of the firm: Developing an alternative perspective on intra-organizational power and stakeholder relationships. *Organization Studies*, 29, 1227-1254.

Kuhn, T., & Jackson, M. H. (2008). Accomplishing knowledge: A communicative framework for investigating knowing in practice. *Management Communication Quarterly*, 21, 454-485.

Kuhn, T. (2006). A "demented work ethic" and a "lifestyle firm": Discourse, identity, and workplace time commitments. *Organization Studies*, 27, 1339-1358.

Corman, S. R., & Kuhn, T. (2005). The detectability of socio-egocentric group speech: A quasi-Turing Test. *Communication Monographs*, 72, 117-143. (Lead article; Recipient of Dennis Gouran Research Award from Group Communication Division of NCA)

Kuhn, T., & Corman, S. R. (2003). The emergence of homogeneity and heterogeneity in knowledge structures during a planned organizational change. *Communication Monographs*, 70, 198-229. (Recipient of "Article Award" from Organizational Communication division of NCA)

runner-up award for best published article from the Organizational Communication and Information Systems division of the Academy of Management)

- Kuhn, T., & Ashcraft, K. L. (2003). Corporate scandal and the theory of the firm: Formulating the contributions of organizational communication studies. *Management Communication Quarterly*, 17, 20-57. (Lead article)
- Dooley, K. D., Corman, S. R., McPhee, R. D., & Kuhn, T. (2003). Modeling high-resolution broadband discourse in complex adaptive systems. *Nonlinear Dynamics, Psychology and Life Sciences*, 7, 61-85.
- Kuhn, T., & Nelson, N. (2002). Reengineering identity: A case study of multiplicity and duality in organizational identification. *Management Communication Quarterly*, 16, 5-39. (Lead article)
- Corman, S. R., Kuhn, T., McPhee, R. D., & Dooley, K. J. (2002). Studying complex discursive systems: Centering resonance analysis of communication. *Human Communication Research*, 28, 157-206. (Lead article)
- Kuhn, T., & Poole, M. S. (2000). Do conflict management styles affect group decision-making?: Evidence from a longitudinal field study. *Human Communication Research*, 26, 558-590. (Recipient of Dennis Gouran Research Award from Group Communication Division of NCA)
- Kuhn, T. (1997). The discourse of issues management: A genre of organizational communication. *Communication Quarterly*, 45, 188-210.

4. INVITED JOURNAL ARTICLES

- Kuhn, T., Ashcraft, K. L., & Cooren, F. (2019). What work can organizational communication do? *Management Communication Quarterly*, 33, 101-111. doi: 10.1177/0893318918809421. (Article in *Forum* section organized around *Work of Communication* book.)
- Kuhn, T. (2017). Developing a communicative imagination under contemporary capitalism: Organizational communication as a mode of explanation. *Management Communication Quarterly*, 31, 116-122.
- Kuhn, T., & Schoeneborn, D. (2015). The pedagogy of CCO. *Management Communication Quarterly*, 29, 295-301.
- Kuhn, T. (2014). Extending the constitutive project: Response to Cooren and Sandler. *Communication Theory*, 24, 245-251.
- Kuhn, T. (2012). Negotiating the micro-macro divide: Thought leadership from organizational communication for theorizing organization. *Management Communication Quarterly*, 26, 543-584. (Contribution to 'Thought Leadership' series)
- Aakhus, M., Ballard, D., Flanagan, A., Kuhn, T., Leonardi, P., & Mease, J. (2011). Communication and materiality: A conversation from the CM Café. *Communication Monographs*, 78, 557-568. (Coordinated by Kuhn & Leonardi; Authors listed alphabetically)
- Ashcraft, K. L., Kuhn, T., & Cooren, F. (2009) Constitutional amendments: "Materializing" organizational communication. *The Academy of Management Annals*, 3, 1-64.
- Kuhn, T., Golden, A., Jorgenson, J., Buzzanell, P., Berkelaar, B., Kisselburgh, L., & Cruz, D. (2008). Cultural discourses and discursive resources for meaning/ful work: Constructing and disrupting identities in contemporary capitalism. *Management Communication Quarterly*, 22, 162-171.
- Kuhn, T. (2006). Identity, discourse, and community in "The Opt-Out Revolution": A concluding essay. *Electronic Journal of Communication*, 16(3-4).

Kuhn, T. (2005). The institutionalization of Alta in organizational communication studies. *Management Communication Quarterly*, 18, 618-627.

Kuhn, T. (2002). Negotiating boundaries between scholars and practitioners: Knowledge, networks, and communities of practice. *Management Communication Quarterly*, 16, 106-112.

5. CHAPTERS IN EDITED BOOKS

Vásquez, C., & Kuhn, T. (in press). Introduction. In C. Vásquez & T. Kuhn (eds.), *Dis/Organization as communication: Exploring the disordering disruptive, and chaotic properties of communication*. Book under contract at Routledge.

Kuhn, T., & Kocczynski, J. (in press). Structure, process, agency. In J. McDonald & R. Mitra (eds.), *Organizational communication theory and practice: Current trends and future directions*. New York: Routledge.

Kuhn, T., & Marshall, D. (in press). The communication constitution of entrepreneurship. In *The Oxford Handbook of Entrepreneurship and Collaboration*, edited by Sharon Matusik and Jeffrey Reuer.

Kuhn, T., & Simpson, J. (in press). Discourse, communication, and identity. In A. Brown (ed.), *Handbook of identity and organization*. Oxford, UK: Oxford University Press.

Ashcraft, K. L., & Kuhn, T. (2018). Agentic encounters: Performativity and affect meet in the bathroom. In B. H. J. M. Brummans (Ed.), *The agency of organizing: Perspectives and case studies* (pp. 170-193). New York: Routledge.

Kuhn, T. (2018). Working and organizing as social problems: Reconceptualizing organizational communication's domain. In P. Salem & E. Timmerman (Eds.), *Transformative practice and research in organizational communication* (pp. 30-42). Hershey, PA: IGI Global.

Kirby, E. L., Kuhn, T., McBride, M. C., McHendry, G., Meisenbach, R. J., Remke, R. V., & Wieland, S. M. B. (2017). Opting (back) in to paid work: A capitalist, gendered, classed, careerist analysis. In E. F. Hatfield (Ed.), *Communication and the work-life balancing act: Intersections across identities, genders, and cultures* (pp. 81-98). New York: Lexington.

Kuhn, T. (2017). Communicatively constituting organizational unfolding through counter-narrative. In Frandsen, S., Kuhn, T., & Lundholt, M. (eds.), *Counter-narratives and organization* (pp. 17-42). New York: Routledge.

Frandsen, S., Lundholt, M. W., & Kuhn, T. (2017). Introduction. In Frandsen, S., Kuhn, T., & Lundholt, M. (eds.), *Counter-narratives and organization* (pp. 1-13). New York: Routledge.

Kuhn, T. (2017). Thinking heuristically: On the future of CCO theorizing. In S. Blaschke & D. Schoeneborn (Eds.), *Organization as communication: Perspectives in dialogue* (pp. 141-148). London: Routledge. [Invited by editors]

Kuhn, T., & Rennstam, J. (2016). Expertise as a practical accomplishment among objects and values. In J. Treem & P. Leonardi (Eds.), *Where Is Expertise? Communication and Organizing in the Information Age* (pp. 25-43). Oxford, UK: Oxford University Press. [Volume recognized as best edited book of 2016 from the Organizational Communication Division of NCA]

Kuhn, T., & Putnam, L. L. (2014). Discourse and communication. In P. Adler, G. Morgan, P. DuGay, & M. Reed, *Oxford Handbook of Sociology, Social Theory and Organization* (pp. 414-446). Oxford: Oxford University Press. [Invited and reviewed by general editor and section editor]

Kuhn, T., & Burk, N. (2014). Spatial design as sociomaterial practice: A (dis)organizing perspective on communicative constitution. In F. Cooren, E. Vaara, A. Langley, & H. Tsoukas (eds.),

Language and Communication at Work: Discourse, Narrativity, and Organizing (pp. 149-174). Oxford: Oxford University Press. [Blind peer reviewed]

Kuhn, T. (2014). *Knowledge and knowing in organizational communication*. In L. L. Putnam & D. K. Mumby, *Handbook of Organizational Communication* (3rd ed., pp. 481-502). [Invited and reviewed by general editors and section editor]

Kuhn, T. (2011). Introduction: Engaging materiality, communication, and social problems. In T. Kuhn (ed.), *Matters of communication: Political, cultural, and technological challenges to communication theorizing* (pp. 1-10). New York: Hampton Press.

Seeger, M., & Kuhn, T. (2011). Communication ethics and organizational contexts: Divergent values and moral puzzles. In G. Cheney, S. May, & D. Munshi, *Handbook of Communication Ethics* (pp. 166-189). Lawrence Erlbaum. [Invited and reviewed by associate editors; book won Communication Ethics division of NCA's edited book of the year award]

Kuhn, T., & Porter, A. J. (2011). Heterogeneity in knowledge and knowing: A social practice perspective. In H. Canary & R. McPhee, *Communication and organizational knowledge: Contemporary issues for theory and practice* (pp. 17-34). New York: Routledge. [Invited and reviewed by editors]

McDaniel, J. P., Kuhn, T., & Deetz, S. A. (2008). Voice, participation, and the globalization of communication systems. In J. V. Ciprut (Ed.), *Democratizations: Comparisons, confrontations, and contrasts* (pp. 281-300). Cambridge, MA: MIT Press. [Invited and reviewed by editor]

Kuhn, T., & Deetz, S. A. (2008). Critical theory and corporate social responsibility: Can/should we get beyond cynical reasoning? In A. Crane, A. McWilliams, D. Matten, J. Moon, & D. Siegel (eds.), *The Oxford Handbook of Corporate Social Responsibility* (pp. 173-196). Oxford: Oxford University Press. [Invited and reviewed by editors]

Kuhn, T. (2005). Engaging networks of practice through a communicative theory of the firm. In J. L. Simpson & P. Shockley-Zalabak (Eds.), *Engaging communication, transforming organizations: Scholarship of engagement in action* (pp. 45-66). Cresskill, NJ: Hampton Press. [Invited and reviewed by editors]

Jackson, M. H., Poole, M. S., & Kuhn, T. (2002). The social construction of technology in studies of the workplace. In L. Lievrouw & S. Livingstone (Eds.), *Handbook of new media: Social shaping and consequences of ICTs* (pp. 236-253). London: Sage. [Invited and blind peer reviewed]

6. ENCYCLOPEDIA ENTRIES

Kuhn, T. (2010). *Subjectivity*. In R. L. Jackson (Ed.), *Encyclopedia of Identity* (Vol. 2, pp. 800-803). Thousand Oaks, CA: Sage. [Invited and reviewed by associate editor. Encyclopedia won "Outstanding Reference Source" from the American Library Association.]

Kuhn, T. (2008). *Organizational identification*. In W. Donsbach, R. T. Craig, & J. Bryant (eds.), *The International Encyclopedia of Communication*, vol. 8 (pp. 3462-3464). Oxford, UK: Wiley-Blackwell. [Invited and reviewed by section editor]

7. PUBLICATIONS: CONFERENCE PROCEEDINGS

Kuhn, T. (2008). A communicative theory of the firm: Discursive practices, text-objects, and consent formation in organizing. In C. Benoit-Barne, B. H. Brummans, F. Cooren, H. Giroux, A. Letourneau, D. Raymond, & D. Robichaud (Eds.), *What is an organization: Materiality, agency, and discourse* (pp. 35-38). Montreal: Language, Organization, and Governance Research Group. (ISBN: 978-920396-00-5)

Kuhn, T. (2006). Identity work and the developing professional: Junior attorneys' accounts for value/practice tensions. In A. Beverungen, N. Ellis, T. Keenoy, C. Oswick, & I. Sabelis, & S. Ybema (Eds.), *Organizational discourse: Identity, ideology, and idiosyncrasy* (pp. 188-191). Leicester, UK: KMCP. (ISBN: 978-900089-07-4)

8. PUBLICATIONS: OTHER

Kuhn, T. (2018). Review of *Organizational Memory as a Function: The Construction of Past, Present and Future in Organisations*, by Felix Langenmayr. *Organization Studies*, 39(9), 1345-1348. doi: 10.1177/0170840618768754

Kuhn, T. (2017). Knowledge and knowing in the study of organization: From commodity to communication. Virtual Special Issue of *Human Relations*; articles selected and introduced by Kuhn.

Kuhn, T. (2016). Review of *When Organization Fails: Why Authority Matters*, by J. R. Taylor and E. J. Van Every. *Organization*, 23, 611-614.

Kuhn, T. (2010). Text box on "Discursive resources, dialogue, and ethics in organizational communication," in G. Cheney, L. T. Christensen, T. E. Zorn, & S. Ganesh, *Organizational communication in an age of globalization: Issues, reflections, practices* (2nd ed.). Prospect Heights, IL: Waveland Press.

Kuhn, T. (2005). Review of *Representing Organization: Knowledge, Management, and the Information Age*, by S. Lilley, G. Lightfoot, & P. Amaral M. N. *Organization*, 12, 457-461.

Kuhn, T. (2004). Text box on "Knowledge and Organizational Change," in G. Cheney, L. T. Christensen, T. E. Zorn, & S. Ganesh, *Organizational communication in an age of globalization: Issues, reflections, practices* (p. 322). Prospect Heights, IL: Waveland Press.

D. WORK IN PROGRESS

Kuhn, T. Performing Competencies: Communicatively Constituting Authority in a Growing Airline.

Kuhn, T. What do Corporations Want? The Promise of a Communicative Theory of the Firm. To appear in E. Steckler, M. Pirson, & D. Wasieleski (eds.), *Alternative Theories of the Firm/Alternatives to the Theory of the Firm*.

Kuhn, T. CCO: A provocation to debate. *Management Learning* (invited).

Hibbert, P., Kuhn, T., Michailova, S., & Wright, A. *Reason and rationality as authoritative texts: A communication as constative of organization perspective on management learning and education*.

Kuhn, T. *Rethinking Authority and Authoritative Texts in Organizational Communication Scholarship*. (with Matt Koschmann and Tajshen Campbell)

E. CONFERENCE PAPERS

1. COMPETITIVELY-SELECTED CONFERENCE PAPERS:

Hibbert, P., Kuhn, T., Michailova, S., & Wright, A. (2019, January). *Reason and rationality as authoritative texts: A communication as constative of organization perspective on management learning and education*. Paper presented at the AMLE paper development workshop, Liverpool.

Wright, A., Hibbert, P., Kuhn, T., Michailova, S. (2016, July). *MBA as authoritative text: Management learning and education as constituted in and through communication*. Paper presented at 32nd EGOS Colloquium, Naples, Italy.

- Kuhn, T. (2014, November). *Managing Anxieties and Performing Competencies: Communicatively Constituting Authority in a Growing Airline*. Presented at the annual meeting of the NCA, Chicago.
- Schoeneborn, D., Haack, P., & Kuhn, T., (2012, September). *The Co-Constitution of Organization in Communicative Struggles Between Private and Public Actors: From Partiality to Completion*. Paper presented at workshop on 'Theory Building at the Intersections of the Public and Private,' Copenhagen.
- Schoeneborn, D., Haack, P., & Kuhn, T., (2012, August). *The Communicative Constitution of Partial Organizations in the Global Realm*. Paper presented at the annual meeting of the Academy of Management, Boston.
- Schoeneborn, D., Kuhn, T., & Haack, P. (2011, July). *The communicative constitution of partial organization*. Paper presented at the annual meeting of the European Group for Organization Studies, Gothenburg, Sweden.
- Koschmann, M., Kuhn, T., & Pfarrer, M. (2011, May). *A communicative framework for assessing value in cross-sector partnerships*. Paper presented at the annual meeting of the International Communication Association, Boston.
- Ashcraft, K. L., Cooren, F., & Kuhn, T. (2009, November). *Constitutional amendments: "Materializing" organizational communication*. Paper presented at the annual meeting of the National Communication Association, Chicago. (Top Four paper, Organizational Communication Division)
- Koschmann, M., Pfarrer, M., & Kuhn, T. (2009, November). *Stakeholder relationships from the perspective of a communicative theory of the firm*. Paper presented at the annual meeting of the National Communication Association, Chicago.
- Keränen, L. B., Bean, H., McClellan, J. G., & Kuhn, T. (2009, February). *Guerilla marketing gone bad*. Paper presented at the annual meeting of the Western States Communication Association, Phoenix.
- Kuhn, T. (2008, May). *A communicative theory of the firm: Developing an alternative perspective on intra-organizational power and stakeholder relationships*. Paper presented at the conference "What is an Organization: Materiality, Agency, and Discourse," Montreal.
- Kuhn, T. (2006, July). *Identity work and the developing professional: Junior attorneys' accounts for value/practice tensions*. Paper presented at the 7th biennial Organizational Discourse conference, Amsterdam.
- Kuhn, T. (2004, November). *A "demented work ethic" and a "lifestyle firm": Identity formation and rationalizations of workplace time commitments*. Paper presented at the annual meeting of NCA, Chicago. (Top Four paper [1st rated overall], Organizational Communication Division)
- Kuhn, T., & Jackson, M. H. (2003, November). *Accomplishing knowledge: Extending the performative model of organizational knowledge and knowing*. Paper presented at the annual meeting of NCA, Miami Beach, FL.
- Corman, S. R., & Kuhn, T. (2003, November). *The detectability of socio-egocentric group speech: A quasi-Turing test*. Paper presented at the annual meeting of NCA, Miami Beach, FL.
- Kuhn, T. (2003, July). *Practices of knowledge and control: Collaborative activity and expertise in a call center*. Paper presented at the 3rd Critical Management Studies Conference, Lancaster, England.

- Nelson, N. A., Jackson, M. H., & Kuhn, T. (2003, May). *To be or not to be: The ontological project of the modern professional identity structure*. Paper presented at the annual meeting of the ICA, San Diego, CA.
- Hudson, E., Kuhn, T., & Jackson, M. H. (2003, May). *The academic call center: Reconceptualizing a complex learning environment*. Paper presented at the annual meeting of the ICA, San Diego, CA.
- Kuhn, T. (2001, November). *The Emergence of homogeneity and heterogeneity in knowledge structures during a planned organizational change*. Paper presented at the annual meeting of the NCA, Atlanta, GA. (Top Four paper, Organizational Communication Division)
- Dooley, K., Corman, S., McPhee, R., & Kuhn, T. (2001, July), *Modeling high resolution broadband discourse in complex adaptive systems*. Paper presented at the annual meeting of the Society for Chaos Theory in Psychology and the Life Sciences, Madison, WI.
- Kuhn, T. (1999, November). *Surmounting obstacles to theory development: On the need for critical realism in organizational communication*. Paper presented at the 85th annual meeting of the NCA, Chicago, IL.
- Kuhn, T. (1998, November). *Dynamic processes and emergent structures: A parallel distributing processing model of communication networks*. Presented at the annual meeting of NCA, New York. (Top Three paper and Top student paper, Organizational Communication Division)
- Kuhn, T. (1998, November). *Group process and group performance: A qualitative, longitudinal analysis of conflict and decision-making*. Paper presented at the annual meeting of the NCA, New York, NY. (Top student paper and 2nd-ranked overall, Group Communication Division)
- Kuhn, T., & Poole, M. S. (1997, November). *Do conflict styles influence group decision-making? Toward a contingency theory of group decision-making*. Paper presented at the annual meeting of the NCA, Chicago, IL.
- Kuhn, T., & Poole, M. S. (1997, February). *Complex tasks and group outcomes*. Paper presented at the annual Meeting of the Western States Communication Association (WSCA), Monterey Bay, CA.
- Kuhn, T. (1996, November). *Organizational communication research and structuration theory: Review, critique, and re-direction*. Paper presented at the annual meeting of the Speech Communication Association (SCA), San Diego, CA. (Top Paper, Student Section)
- Theodossopoulou-Papalois, V., & Kuhn, T. (1996, May). *Rhetorical concerns in negotiation theory: The common sense notion*. Paper presented at the biennial meeting of the Rhetoric Society of America, Tucson, AZ.
- Kuhn, T. (1996, February). *The discourse of issues management: A genre of organizational communication*. Paper presented at the annual meeting of the WSCA, Pasadena, CA.
- Theodossopoulou-Papalois, V., Ibrahim, B., & Kuhn, T. (1995, November). *Verbal components of image advertising: A content analysis*. Paper presented at the annual meeting of the SCA, San Antonio, TX.

2. PAPERS ON COMPETITIVELY-SELECTED PANELS OR PRECONFERENCES:

- Kuhn, T. (2016, November). *The ambiguous value of high-tech entrepreneurship*. Paper presented at the annual meeting of NCA, Philadelphia.
- Kuhn, T. (2016, November). *Developing a communicative imagination under contemporary capitalism: Organizational communication as a mode of explanation*. Paper presented at the annual meeting of NCA, Philadelphia.

- Kuhn, T. (2015, November). *Linda Putnam and the development of a communicative imagination*. Paper presented at the annual meeting of NCA, Las Vegas, NV.
- Kuhn, T. (2015, November). *Corporations as Political Gamepieces: Theorizing the Firm as a Communicative Agencement*. Paper presented at the annual meeting of NCA, Las Vegas, NV.
- Kuhn, T., & Schoeneborn, D. (2014, November). *The pedagogy of CCO*. Paper presented at the annual meeting of NCA, Chicago.
- Kuhn, T. (2014, November). *Reflections and Suggestions on Negotiating the Academic Job Market*. Paper presented at the annual meeting of NCA, Chicago.
- Kuhn, T. (2014, August). A "Communication Perspective" on the Power of Words. Paper presented at annual meetings of the Academy of Management, All-Academy Theme session on "The Power of Words." Philadelphia, PA.
- Kuhn, T. (2014, August). *Authority and the communicative constitution of the firm*. Paper presented at annual meetings of the Academy of Management, Professional Development Workshop on Rethinking the (Theory of the) Firm. Philadelphia, PA.
- Kuhn, T. (2014, July). *On the value and future of engaged organizational communication scholarship*. Paper presented at "Celebrating our Past, Imagining our Future: Images of 'Response-able' Engaged Organizational Scholarship." Aspen, CO.
- Kuhn, T. (2013 November). *Connecting organizational communication with social problems*. Paper presented at the annual meeting of NCA, Washington DC.
- Schoeneborn, D., Kuhn, T., & Haack, P. (2012, May). *The Communicative Constitution of Authority in a Corporate Responsibility Initiative: From Partiality to Completion*. Paper presented at the annual meeting of the ICA, Phoenix.
- Kuhn, T. (2011, November). *Unintended consequences of individualizing expertise in practices of knowing*. Paper presented at the annual meeting of NCA, New Orleans.
- Kuhn, T. (2011, November). *Framing situations, finding disorder in the construction of an airline's customer service campaign*. Paper presented at the annual meeting of NCA, New Orleans.
- Kuhn, T. (2011, August). *Communicative approaches to content analysis*. Paper presented at the annual meeting of the Academy of Management, San Antonio.
- Kuhn, T. (2010, November). *The Citizens United case: Creating communicative insights and responses*. Paper presented at the annual meeting of NCA, San Francisco.
- Kuhn, T., & Porter, A. J. (2010, March). *Heterogeneity in knowledge and knowing*. Paper presented at the annual meeting of WSCA, Anchorage, AK.
- Kuhn, T. (2006, November). *Supervising customer service: Accomplishing knowledge in airline work*. Paper presented at the annual meeting of NCA, San Antonio.
- Kuhn, T. (2005, November). *Ideological proletarianization of professionals*. Paper presented at the annual meeting of NCA, Boston.
- Kuhn, T. (2004, November). *Time, identity, and work*. Paper presented at the annual meeting of NCA, Chicago, IL.
- Kuhn, T. (2003, November). *Work ethic and temporal pressure in knowledge-intensive work*. Paper presented at the annual meeting of NCA, Miami Beach, FL.

- Kuhn, T. (2003, November). *A theoretical resource for heterogeneous networks of practice: The case for a communicative theory of the firm*. Paper to be presented at the annual meeting of NCA, Miami Beach, FL.
- Kuhn, T., & Ashcraft, K. L. (2002). *Corporate scandals and the theory of the firm: Toward a communicative perspective*. Paper presented at the annual meeting of the NCA, New Orleans, LA.
- Kuhn, T. (2001, February). *Translating scholarship into practice*. Presentation at the annual meeting of the WSCA, Coeur d'Alene, ID.
- Kuhn, T. (2001, February). *Theoretical perspectives on technology and organizations*. Presentation at the annual meeting of the WSCA, Coeur d'Alene, ID.
- Kuhn, T. (2000, November). *Examining the evolution of individual and collective knowledge: Communication networks and the dynamic process of organizational change*. Paper presented at the annual meeting of the NCA, Seattle, WA.
- Kuhn, T., & Nelson, N. (2000, November). *Negotiating "proper perspective": A case study of the duality of organizational identification with multiple targets*. Paper presented at the annual meeting of the NCA, Seattle, WA.
- McPhee, R. D., Corman, S. R., Dooley, K. J., Kuhn, T., Zaug, P. J., & Iverson, J. O. (2000, November). *Discourse analysis of organizational knowing: A survey of assumptions and problems*. Paper presented at the annual meeting of the NCA, Seattle, WA.
- Kuhn, T. (2000, June). *The "demented work ethic": Representing and rationalizing time, identity, and locale during organizational change*. Paper presented at the annual meeting of the ICA, Acapulco, Mexico.
- Kuhn, T. (1999, November). *They might be agents: Structuration theory and the problem of group agency*. Paper presented at the annual meeting of the NCA, Chicago, IL.
- Kuhn, T. (1999, May). *From one to many: Overcoming the pitfalls in mapping collective cognition*. Presented at the annual meeting of ICA, San Francisco, CA.
- Kuhn, T. (1996, November). *Organizing for democracy: Communication and power in non-traditional organizations*. Presented at the annual meeting of the SCA, San Diego, CA.
- Kuhn, T. (1996, November). *Communication research and structuration theory: An examination of metatheoretical claims*. Paper presented at the annual meeting of the SCA, San Diego, CA.
3. INVITED TALKS, PANELS, & CONFERENCE PRESENTATIONS:
- Kuhn, T. (2018, November). *Communicative relationality: On the production of 'value' in the new (digital) economy*. Presentation at Leuphana University, Lüneburg, Germany.
- Kuhn, T. (2018, November). *Metatheoretical perspectives*. Panel discussion at annual meeting of NCA, Salt Lake City, UT.
- Kuhn, T. (2016, July). *Communication, authority, and circulation in CSR*. Panel discussion at EGOS preconference on CSR and Communication, Naples, Italy.
- Kuhn, T. (2016, May). *Speculative value: The communicative constitution of authority in a high-tech startup accelerator*. Presentation to Department of Management, Aalto University, Helsinki.
- Kuhn, T. (2016, March). *Speculative value: The communicative constitution of authority in a high-tech startup accelerator*. Presentation to the Entrepreneurship Working Group, University of Colorado, Boulder.

- Kuhn, T. (2016, February). *Speculative value: The communicative constitution of authority in a high-tech startup accelerator*. Presentation to the Department of Communication Studies, University of Texas-Austin.
- Kuhn, T. (2015, May). *Pursuing distinctive competencies and managing anxiety: Communicatively constituting authority in a growing airline*. Presentation to Department of Business Administration, Dublin Institute of Technology.
- Kuhn, T. (2015, May). *Startup calculations and relations of authority in an entrepreneurship accelerator*. Presentation to Department of Business Administration in the School of Economics and Management, Lund University, Sweden.
- Kuhn, T. (2014, November). *Communicatively constituting authority in (counter)narrative*. Keynote address, conference/seminar on Counternarrative, University of Southern Denmark.
- Kuhn, T. (2014, November). *CCO research: Models, claims, methods*. Presentation to department of communication, Roskilde University, Denmark.
- Kuhn, T. (2014, May). *Pursuing distinctive competencies and managing anxiety: Communicatively constituting corporate strategy*. Presentation to Department of Organization, Copenhagen Business School.
- Kuhn, T. (2013, October). *Pursuing distinctive competencies and managing anxiety: Communicatively constituting corporate strategy*. Presentation to Department of Organization Science, Free University, Amsterdam.
- Kuhn, T. (2013, January). *Reconsidering authority in organizational communication studies*. Presentation to Department of Business Administration in the School of Economics and Management, Lund University, Sweden.
- Kuhn, T. (2011, August). *Two communicative approaches to content analysis*. Presentation at annual meeting of the Academy of Management, San Antonio, TX.
- Kuhn, T. (2011, July). *What if organization theory took communication seriously?* Keynote presentation to *Organization as Communication Network* conference. Berlin, Germany.
- Kuhn, T. (2008, July). *On the Agenda of Communication as Constitutive of Organization Scholarship*. Presentation at conference "Organizational Communication at Alta Revisited: Reflection, Synthesis and Engagement."
- Kuhn, T. (2008, March). Participant in research forum: *Organization Studies or Organizational Communication? Two Research Traditions in Dialogue*. Copenhagen Business School.
- Kuhn, T. (2008, March). *Positioning Lawyers: Discursive Resources, Professional Ethics, and Identification*. Presentation at Department of Marketing and Management, Southern Denmark University.
- Kuhn, T. (2008, March). *An outline of a communicative theory of the firm*. Presentation at Department of Business Administration, University of Lund, Sweden.
- Kuhn, T. (2008, March). *Knowledge, discourse, and identity: A research program*. Presentation at Copenhagen Business School.
- Kuhn, T. (2006, September). *Corporate power and junior attorneys' identities*. Invited presentation at University of Texas, Austin.

- Kuhn, T. (2006, April). *Debate: Communication scholars should spend more time studying actual communication than they currently do*. Presentation at Nuevo Dia: Southwest Organizational Communication Doctoral Mini-Conference. College Station, TX.
- Kuhn, T. (2005, January). *Negotiating the first few years*. Presentation at Nuevo Dia: The Southwest Organizational Communication Doctoral Mini-Conference. Tempe, AZ.
- Kuhn, T. (2004, August). *Response to the Pew Internet Project Report, "The Internet Goes to College."* Presentation to the annual conference of the Higher Education Association of the Rockies, Boulder, CO.
- Kuhn, T. (2003, January). *Lessons learned through the practice of organizational communication research*. Presentation at the annual meeting of the Rocky Mountain Communication Association, Boulder, CO.
- Kuhn, T. (2002, March). *The social construction of knowledge management technologies in organizations*. Presentation to the Hugh Downs School of Human Communication, Arizona State University, Tempe, AZ.
- Kuhn, T. (2001). *On using multiple methods in the dissertation*. Presentation at the Organizational Communication Division Doctoral Preconference, at the annual meeting of the ICA, Washington, DC.
- Kuhn, T. (2001, October). *Knowledge management systems "outside the box."* Presentation at the GROUP 2001 Conference, Boulder, CO.

J. GRANTS AND FUNDED RESEARCH

- Office for University Outreach, University of Colorado Boulder*. \$24,000 grant for the project *Online Learning and Practice Communities: Maternal Mental Health*. Role: Co-PI, led by PI Associate Professor Sona Dimidjian of CU's Dept. of Psychology and Neuroscience. 2014-2015.
- Center for the Advancement of Research and Teaching in the Social Sciences (CARTSS), University of Colorado*. \$4000 award to study undergraduate service learning and post-graduate community engagement. Role: PI, with Co-PI David Meens of INVST Community Studies program. 2011-12.
- Center for the Advancement of Research and Teaching in the Social Sciences (CARTSS), University of Colorado*. \$1050 award from the CARTSS Scholars Program to support research project with jetBlue Airlines. Role: PI. 2004-2005.
- Avaya Corporation*: \$250,000 gift to study content and structure of interactions in Information Technology Services campus help center. Role: Co-PI; with Bryan Pellom (CU Center for Spoken Language Research, PI), Michele Jackson (Communication, Co-PI) and Lecia Barker (ATLAS, Co-PI), 2001-02.
- Arizona State University (ASU) Graduate Research Support Grant, 1999* (to support dissertation research). \$400.

IV. TEACHING

A. TEACHING AWARDS/RECOGNITION

- Outstanding Graduate Student Mentor Faculty Award, University of Colorado at Boulder* (campus-wide; nominated by departmental graduate students), 2010-11

W. Charles Redding Dissertation Award, Organizational Communication Division of the International Communication Association (ICA), 2008. Awarded to PhD advisee Stacey Wieland for top dissertation in organizational communication completed in 2007

ASU Communication Students Association “Outstanding Instructor” and “Most Rigorous Instructor” (selected by undergraduate majors), 1999

ICA Instructional and Development Division, Outstanding Graduate Student Teaching Award, 1998-99

B. TEACHING APPOINTMENTS

DEPARTMENT OF COMMUNICATION

University of Colorado at Boulder

Courses Taught:

COMM 1600, Group Interaction (formerly Interaction Skills)

COMM 2600, Introduction to Organizational Communication

COMM 3210, Human Communication Theory

COMM 3750, Quantitative Research Methods in Communication

COMM 4600, Senior Seminar: Knowledge, Learning, and Communication in Organizations

COMM 4600, Senior Seminar: Meaning and Identity in Work and Organization

COMM 5210, Readings in Communication Theory

COMM 5620, Readings in Organizational Communication (taught also as 6300)

COMM 6010, Communication Research and Theory

COMM 6020, Quantitative Methods in Communication Research

COMM 6200, Graduate Seminar: Discourse, Knowledge, and Organizational Communication

COMM 6200, Graduate Seminar: Communication as Constitutive of Organization: Implications for Research on Knowledge, Identity, and Ethics

COMM 6200: Communication (at) Work: Matters of Organization and Identity (co-taught with Karen Ashcraft)

COMM 6730, Collaboration and Decision-Making in Organizations

COMM 6740, Theory and Philosophy of Organization and Organizing

COMM 6750, New Forms of Work and Organization

HUGH DOWNS SCHOOL OF HUMAN COMMUNICATION

Arizona State University

Courses Taught:

COM 450, Theory and Research in Organizational Communication

COM 408, Quantitative Research Methods in Communication

COM 308, Advanced Research Methods in Communication

COM 250, Introduction to Organizational Communication

COM 230, Small Group Communication

COM 225, Public Speaking

COM 207, Introduction to Communication Inquiry (multi-section course; administrative responsibility for two Ph.D. teaching assistants)

DEPARTMENT OF SPEECH-COMMUNICATION

University of Minnesota

Courses Taught:

Spch 1101, Fundamentals of Oral Communication (Public Speaking)

Spch 3441, Introduction to Organizational Communication

C. ADVISING

PhD Students

- **Renee Heath** (co-advisor with S. Deetz; completed Summer 2005) Dissertation title: *“Interorganizational Collaboration: Implications for Democracy In Community Models of Communication and Problem Solving”*

- **Stacey Wieland** (Completed Spring 2007) Dissertation title: *“Making Sense of Work as a Part of Everyday Life: A Qualitative Study of Swedish Identity Formation”* (**winner of ICA’s Redding Dissertation Award**)
- **John McClellan** (Completed Spring 2009) Dissertation title: *“Organizing Change: Political Discourses of a Sustainable Development Initiative”*
- **Krista Belanger** (Completed Fall 2009) Dissertation Title: *“Interwoven Threads and Fusion Processes: Work-Family, the Entrepreneur and the Small Family Business”*
- **Lucie Sommer** (Completed Spring 2011) Dissertation title: *“The Importance of Developing a Robust Research Methodology for Studying the Communicative Constitution of Organization: A Sample Framework and Pilot Case Study”*
- **Sarah Blithe** (Completed Spring 2012) Dissertation title: *“Investigating the Glass Handcuff: Gendered Discourses, Occupational Identities, and the Leave-taking Practice of Men in Technical Occupations”* [Book published from dissertation (Routledge) recognized as best book of 2017 from the Organizational Communication Division of NCA]
- **Kristina Ruiz-Mesa** (Co-Advisor with Lawrence Frey; Completed Fall 2016) Dissertation title: *“Discourses of Difference: Communicating Diversity in U.S. Higher Education”*
- **Nicholas Burk** (co-advisor with Matt Koschmann; completed Spring 2018) Dissertation title: *“The Communicative Accomplishment of Knowledge in Collaborative Work: Texts, Conversations and Social Material Practices”*
- **Sarah Chorley** (Completed Summer 2018) Dissertation title: *“Negotiating Organization Identity with Obsessive-Compulsive Disorder”*
- **Jared Kopczynski** (Expected completion: Spring 2019)
- **Dana Harrington Marshall** (Expected completion: Spring 2019)

MA Students with Thesis

- **Katherine Bunch** (Spring 2002). Thesis title: *“Communication in Computer Science Classroom Collaboration”*
- **Natalie A. Nelson** (Spring 2002). Thesis title: *“To Be or Not to Be: The Ontological Project of the Modern Professional Identity Structure”*
- **Krista Belanger** (Fall 2005). Thesis title: *“Employee Interpretations and Responses to Performance Appraisal as Identity Regulation”*
- **John McClellan** (Spring 2006): Thesis title: *“‘Now It’s Going to be Our Time to Shine:’ Investigating the Politics of Organizing During Announced Organizational Change”*
- **Dana Harrington** (Spring 2014): Thesis title: *“Compliance in Credit Union Land: The Authoritative Text and Common Sense”*
- **Arielle Klein** (Spring 2015): Thesis title: *“A Practice Perspective on Organizing Tension: The Study of a Compassionate Nonprofit”*
- **Cecilia Coetsee** (Spring 2015): Thesis title: *“Working Together in the New Economy: An Investigation into the Imbrication of Collaboration”*

MA Students with Comprehensive Exams

- **Ryan Lantz** (Completed Spring 2003)
- **Rita Mahoney** (Completed Spring 2003)
- **Daniel Stewart** (Completed Spring 2003)
- **Wen Yu** (Completed Fall 2003)
- **Yintao Chen** (Completed Summer 2004)
- **Jessica Stollen** (Completed Spring 2005)
- **Laura Tan** (Completed Spring 2007)
- **Jessica Jimenez** (Completed Fall 2010)
- **Josie Kness** (Completed Spring 2012)
- **Sam Peglow** (Completed Spring 2018)

Undergraduate Honors Students with Theses

- **Kari Kolbo** (Completed 2002): *“Knowledge Management: Its Perspectives and Their Relationship with High Performing Organizations”*
- **Mary Scordo** (Completed 2002): *“Candidate Image Framing: Media Interpretations of Third Party Reality”*

- **Tangie Sutton** (Completed 2003): “*Superior-Subordinate Relationships: The Effects of Trust and Group Status on Perceived Performance*”
- **Nicole Bates** (Completed 2004): “*The Study of Identity Formation and Control: Expanding the Research to the Small Business Domain*”
- **Elisabeth Cerf** (Completed 2006): “*The Ways PDAs Impact Working Parents’ Relationships with Their Children*”
- **Allison Bruce** (Completed Spring 2007): “*Nonprofit Management of Volunteers Through Identification*”
- **Cindy Santana** (Completed Spring 2009): “*Language Interpretation in a Social Service Agency: A Study of Volunteers as Interpreters*”
- **Tamara Berkman** (Completed Spring 2010): “*Growing into a Religious Identity: How Involvement in a Religious Community During College Shapes Identity*”
- **Courtney Bigony** (Completed Spring 2012). “*The Role of Story: Authentic Identity in Yoga Work*”

Committee Member for Graduate Students (Current)

PhD: Harry Archer, Tajshen Campbell, Jake Dionne, Joanne Esch, Kathryn Leslie, Ricardo Muñoz

MA: None

Committee Member for Graduate Students (Completed)

PhD: Janell Bauer, Hamilton Bean, Kirsti Broadfoot, Jacob Brogaard-Kay (Copenhagen Business School); Carey Candrian, Sarah Dempsey (comprehensive exam reader), Aaron Dimock (comps reader), Elizabeth Eger, Sanae Elmoudden, Erin Foley-Reynolds, Randall Ford, Matt Germonprez (Systems Dept.), Heidi Hansen (Southern Denmark U.; role: pre-reviewer and external opponent), Ryan Hartwig, Linda Harrison (Copenhagen Business School), Nune Hovhannisyian (Economics Dept.), Salla Huttunen (Aalto University, Finland; role: pre-reviewer and external opponent), Lisa Irvin (comps reader), Guowei Jian, Michael Khoo, Ella Lillqvist (Aalto University, Finland; role: pre-examiner and external opponent), Alexander Lyon, Jessica MacDonald, Natalie Marsh, Jenifer Martin, Sara McClellan, Jamie McDonald, Jeanne McPherson, Katie Peters, Mie Plotnikof (Copenhagen Business School), Amanda Porter, Matthew Sanders, Daniel Schaefer, Amy Thompson, Matthew Vorell, Mingjie Wang, Julie Williamson, Kaibin Xu [39 total]

MA: Kim Brokling (thesis, CU-Denver), Laurel Brooks (thesis), Stephanie Brooks (comps), Carey Candrian (comps), Shannon Dickerson (comps), Hannah Drain (thesis), Margaret Durfy (comps), Natalie Grecu (thesis), Anne Heintzman (thesis), Paul Leonardi (thesis), Jaime Moreland (thesis), Nora Rogers (comps), Mansi Sangar (thesis), Nathaniel Savery, Christy Sims (comps), Kealy Spring (thesis), Carlos Tarin (comps), Christina Zigler (thesis) [18]

Committee Member for Undergraduate Students’ Honors Thesis

Brittney Johnston

Graduate Independent Studies Courses Directed: 25

Undergraduate Internship Projects Directed: 36

D. GUEST TEACHING & LECTURES

Guest Lecturer on “Organizational Discourse and Communication,” PhD course on Critical Management Studies, Lund University School of Economics and Management, May 12, 2015. (With Brenden Kendall, Clemson Univ.)

Presentation on “Authority and Authoritative Texts.” Lund University, Department of Business Administration, May 26, 2014.

Guest Lecturer on “Organizational Communication,” PhD course on Critical Management Studies, Lund University School of Economics and Management, May 9, 2014.

Guest Lecturer on “CCO: Theory and Methods,” Lund University School of Economics and Management, January 31, 2014.

Guest faculty for yearly PhD course on “Theory Development at the Intersections of Organization and Communication,” Copenhagen Business School (Denmark; Co-taught with Dennis Mumby and Dan Kärreman, 2008-14)

Guest Lecturer on “Communication as Constitutive of Organization: Theory, Methods, and Future Directions,” Free University Amsterdam, Oct. 5, 2013.

Guest Lecturer on “Communication as Constitutive of Organization Scholarship,” Copenhagen Business School, January 29, 2013.

Guest Lecturer on “CCO Theory Claims and Evidence,” Lund University School of Economics and Management, January 30, 2013.

Guest Lecturer on “Generating Interesting Sites and Questions in Research Projects,” Lund University School of Economics and Management, January 31, 2013.

Guest Lecturer on “The Role of New Communication Technologies in Processes of Globalization,” at the University of Zurich (Switzerland), March, 2008.

Guest Lecturer, Graduate Organizational Communication Course at University of Texas at Austin, Sept. 26-28, 2006. (Invited by graduate students)

Guest lecturer on “Communication and Decision-Making in the Cockpit,” in Aviation Engineering course at Metropolitan State University, Denver, June 2002.

Guest Lecturer on “New Communication Technologies and Democratic Participation,” U.S. Air Force Academy, March 2002.

V. SERVICE

A. UNIVERSITY OF COLORADO DEPARTMENT OF COMMUNICATION

- Associate Chair for Undergraduate Program, July 2016-present
- Chair, Merit Review Committee (Spring 2015)
- Chair, Primary Unit Evaluation Committee (PUEC), for promotion of Peter Simonson (2015)
- PUEC member: Theodore Striphas (2015), Matthew Koschmann (2012, 2015)
- Member, Advertising and Strategic Communication planning committee (as part of development of new College of Media, Communication, and Information): Fall 2013
- Chair, screening committee, organizational communication position search (Fall 2012)
- Colloquium Coordinator: July 2012-August 2013
- Associate Chair for Graduate Studies: 2008-11
- Co-Chair of screening committee for two faculty positions in group interaction and organizational communication (AY 2007-08)
- Presentation to Graduate Students: *Workshop on the Academic Job Search*, Oct. 5, 2017
- Presentation to Graduate Students: *Understanding the Publishing Process*, April 16, 2007
- Presentation to Graduate Students: *Using Group Activities and Facilitating Discussion in Communication Courses*, Oct. 23, 2006
- Member of screening committee for faculty positions: Instructor (Spring 2001), group interaction (Fall 2001), group interaction (Fall 2006), organizational communication (Fall 2008), organizational communication (Fall 2015)
- Graduate Admissions Committee, Department of Communication, AY 2000-01, Fall 2003
- Technology Liaison, Department of Communication, AY 2000-03
- Graduate Program Committee, Department of Communication, AY 2001-04
- Technology Policy Committee, Department of Communication, AY 2001-03
- TA Orientation Workshop, Department of Communication, 2001-06

- Merit Review Committee, Department of Communication, AY 2001-02
 - Host to International Visiting Scholars and Postdoctoral Students: Anna Biering Sorensen (Lund University, Fall 2018), Heidi Hansen (Southern Denmark University, 2017), Christoph Haug (Gothenburg U., Sweden, 2016), Jing Zhang (China, 2015), Fei Wang (China, 2014), Oana Albu (Copenhagen Business School, 2013), Mie Plotnikoff (Copenhagen Business School, 2013), Dennis Schoeneborn (Univ. of Zurich, 2011), Christina Frydjenbjerg (Copenhagen Business School, 2011), Nia Sarinastiti Bumi Pratama (Univ. of Jakarta, Indonesia, 2005)
- B. UNIVERSITY OF COLORADO COLLEGE OF MEDIA, COMMUNICATION, AND INFORMATION
- Chair, Faculty Council (2018-19)
- C. UNIVERSITY OF COLORADO
- Learning Committee, Foundations of Excellence (First-Year Students) Initiative; Sept. 2017-present
 - Advisory Board, Masters of Science in Organizational Leadership (Continuing Education, 2016-present)
 - School of Education Dean's Level Review Committee (2017)
 - Curriculum Committee, CMCI (September 2016-May 2017)
 - Faculty Director, INVST Community Studies Program: Oct. 2009-July 2014
 - Presentation on "Constitutive Communication Practices for Diversity and Inclusion," at the University's 2013 Diversity and Inclusion Summit, Nov. 13, 2013
 - Respondent, graduate student competitive paper panel, at Dept. of Anthropology's conference, "The Fantastic and the Banal: Rethinking Bureaucratic Authority," Sept. 27, 2013
 - Guest lecture for Admitted Students Day, April 2013
 - Faculty representative to University Hill Redevelopment Stakeholder group (Sept. 2006-March 2007)
 - Presentation to the University Risk Management retreat on *Incorporating Cultural Differences into Workplace Interactions*, September, 2001
 - Member, Statewide Core Requirements Committee (for English and Communication programs across the state), Fall 2002
- D. DISCIPLINE AND PROFESSIONAL
- a. National Communication Association:
- Organizational Communication Division Service Award Committee Member (2017-18)
 - Reviewer for Roundtables on Research in Progress (2014)
 - Gerald Miller Outstanding Dissertation Award Chair (NCA), 2013
 - Chair, NCA Doctoral Education Committee, 2012 (Vice-Chair in 2011)
 - Chair, NCA Organizational Communication Division, 2007-08 (Elected position)
 - At-large Representative to NCA Nominating Committee (2007, one-year term. Elected position)
 - Secretary, NCA Organizational Communication Division 2003-05 (elected position)
 - Book and Article Awards Nominating Committee, NCA Organizational Communication: 1997
 - Book and Article Awards Selection Committee, NCA Organizational Communication Division: 2003, 2006
 - Awards Committee, NCA Group Communication Division: 2003-05 (Chair 2004-05)
- b. European Group on Organization Studies
- Co-convenor (with Dennis Schoeneborn and James Barker) of sub-theme on "The Communicative Constitution of Organizing: Toward and Beyond (Formal) Organization" (Copenhagen, July 2017)
 - Co-convenor (with Consuelo Vásquez and Paul Leonardi) of sub-theme on "Organization as Communication: (Dis)organizing through texts, artifacts, and other materialities" (Naples, July 2016)
 - Co-sponsor (with D. Schoeneborn, F. Cooren, and C. Vasquez) of "Organization as Communication" Standing Working Group (5-year guarantee of conference sub-theme slot and pre-conferences); approved by EGOS board May 2013

- Co-convenor (with Dennis Schoeneborn and François Cooren) of sub-theme on “The Communicative Constitution of Organizations: Organizations as Precarious Accomplishments” (Montreal, July 2013)
 - Co-convenor (with Joep Cornelissen and Dennis Schoeneborn) of sub-theme on “Organizations as Phenomena of Language Use: Connecting Discourse and Communication” (Helsinki, July 2012)
- c. International Communication Association
- Vice-Chair (May 2018-present)
 - Research Escalator Program planner (2017-2018)
 - Preconference planner (2019)
 - Redding Dissertation Award Committee: 2004, 2011, 2014
- d. Western States Communication Association:
- Delegate At-large to WSCA Legislative Assembly (2007, two-year term. Elected position)
 - Nominating Committee, WSCA, 2006
- e. Conference Planning:
- Coordinator for track on *Organizational Communication Domain* at “Organizational Communication: Traditions, Transitions, and Transformations” conference (Feb. 14-16, 2016, in Austin, TX)
 - Planning Committee Member for “Articulating Engagements” conference (July-August 2009 in Aspen, CO)
 - Planning Committee Member for “Organizational Communication at Alta Revisited: Reflection, Synthesis and Engagement” conference (July 2008 in Alta, UT)
 - Steering Committee Member for “What is an Organization? Materiality, Agency and Discourse” conference (Planned by the Research Group on Language, Organization, and Governance at the University of Montreal, May 2008)
 - Primary planner/coordinator for interdisciplinary conference (*Transforming Organizations Through Theory, Research, and Practice*) held in Aspen, Colorado, July 2003. (Member of planning team for 2002 conference)
 - Co-convenor, with D. Schoeneborn and J. Cornelissen, for competitive paper stream on Communication as Constitutive of Organizations, at the European Group for Organization Studies conference, Helsinki: July 2012
 - Co-convenor, with D. Schoeneborn and F. Cooren, for competitive paper stream on Communication as Constitutive of Organizations, at the European Group for Organization Studies conference, Montreal: July 2013
 - Co-convenor, with S. Deetz and M. Jackson, for competitive paper stream on Communication and Collaboration at the 3rd Critical Management Studies conference, Lancaster, England, July 2003.
- f. Associate Editorships
- *Human Relations* journal (Sept. 2015-present)
 - *International Encyclopedia of Organizational Communication* (July 2014-Nov. 2016) [Volume recognized as best edited book of 2017 from the Organizational Communication Division of NCA]
- g. Editorial Boards & Reviewing Activity:
- Editorial Board Member, *Management Communication Quarterly* (2003-present)
 - Editorial Board Member, *Communication Monographs* (2006-present)
 - Editorial Board Member, *Western Journal of Communication* (2004-2015)
 - Editorial Board Member, *Communication Theory* (2005-present)
 - Editorial Board Member, *Human Relations* (2008-present)
 - Editorial Board Member, *Journal of Applied Communication Research* (2011-present)
 - Editorial Board Member, *Annals of the International Communication Association* (2016-present)
 - Editorial Board Member, *Human Communication Research* (2006-09)
 - Editorial Board Member, *Major Works in Organizational Communication* (five-volume set edited by L. Putnam and K. Krone)

- Article editor, SAGE Open (one manuscript, 2013)
- Member of selection committee for Top Article in *Management Communication Quarterly*, vol. 22 (2008-09)
- Referee, New Zealand's Marsden Fund Research Proposal (2009)
- Referee, Netherlands Organisation for Scientific Research (NWO) (2014)
- Advisory board member for grant proposal on Counter-Narratives in Organizations, Center for Narratological Studies, University of Southern Denmark (2014)
- Reviewer, National Science Foundation program on the Science of Science Policy (December 2015)
- Panelist/Reviewer, National Science Foundation program on Human and Social Dynamics (June 2004)
- Reviewer, National Science Foundation program on Organization Science (April 2011)
- Reviewer, Israel Science Foundation (one proposal, 2017)
- Review of book manuscripts: Roxbury (2000, 2003), Lawrence Erlbaum (2002), Oxford University Press (2003, 09), Sage (2008, 09), Routledge (2007, 09, 11, 17), Stanford University Press (2016), Cambridge University Press (2017)

h. Ad hoc Reviewer:

2001, 03-05	<i>Communication Theory</i>
2005	<i>Communication Yearbook</i>
2000-02	<i>Management Communication Quarterly</i>
2002, 05-08	<i>Journal of Applied Communication Research</i>
2003, 06-13	<i>Organization</i>
2002	<i>Group Dynamics: Theory, Research, and Practice</i>
2002	<i>Journal of Business and Management</i>
2003, 05	<i>The Information Society</i>
2005-15, 17, 18	<i>Organization Studies</i>
2005, 06, 08	<i>Human Relations</i>
2006	<i>Women's Studies in Communication</i>
2007, 09, 12-14	<i>Journal of Management Studies</i>
2008	<i>Health Communication</i>
2009	<i>Journal of Applied Behavioral Science</i>
2009	<i>Work and Occupations</i>
2009	<i>IEEE Transactions on Professional Communication</i>
2009-13	<i>Journal of Business Ethics</i>
2012-13, 15	<i>Academy of Management Review</i>
2014	<i>Journal of International and Intercultural Comm.</i>
2014, 15	<i>Culture and Organization</i>
2017, 18	<i>Business and Society</i>
2017	<i>Journal of Communication</i>
2018	<i>Orgnl Behavior and Human Decision Processes</i>
2018	<i>Strategic Organization</i>

i. Competitive Paper Referee:

1. Communicating in a World of Norms: Information and Communication in Contemporary Globalization (ICA), 2011
2. Communication Technology track of annual conference of Association for Education, Journalism, and Mass Communication: 2005
3. NCA annual convention, Organizational Communication Division: 2000, 2001, 2002, 2003, 2006
4. NCA annual convention, Group Communication Division: 2002
5. ICA annual convention, Organizational Communication Division: 2001, 2002, 2003, 2004, 2006, 2012, 2018
6. Academy of Management annual convention, Organizational Communication and Information Systems Division: 1997, 1998
7. International Students of Organizations Conference: 1996

j. Tenure and Promotion review evaluations

- University of Missouri (2010)

- Cleveland State University (2010)
- University of Oklahoma (2011)
- Merrimack College (2013)
- University of Michigan – Flint (2014)
- Colorado State University (2016)
- Cornell University (2017)
- University of California, Santa Barbara (2017)
- Villanova University (2017)
- University of Texas at Austin (2018)
- Purdue University (2018)

E. OTHER

- Seminar for TAs across Arizona State University, entitled “Surviving and Thriving in the Teaching Assistantship” (with Rona Halualani). February, 1997
- Report on Summer Clerkship Program for Holland and Hart, LLP (37 pp.), April 2004