

# J. KEVIN BARGE

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Dept. of Communication  
Texas A&M University  
4234 TAMU  
College Station, TX 77843-4234  
Last updated: 01/30/09

Office Phone: 979-845-5514  
Home Phone: 281-651-4509  
Fax: 979-845-6594  
email: kbarge@tamu.edu

## ACADEMIC RECORD

- Ph.D. 1985 University of Kansas, Lawrence, KS  
Dissertation title: *Conversational leadership, organizational identification, and social motivation: A field descriptive study in two organizations.*  
Advisor: Cal W. Downs
- M.A. 1985 University of Kansas, Lawrence, KS  
Thesis title: *Effective leadership and forms of conversation: A field descriptive study.*  
Advisor: Kenneth M. Johnson
- B.A. 1981 Millikin University, Decatur, IL  
Major: Speech Communication  
Minor: Business Administration

## ACADEMIC APPOINTMENTS

- 2007-present. **Professor**, Department of Communication, Texas A&M University, College Station, Texas.
- 2001-2007. **Associate Professor**, Department of Speech Communication, University of Georgia, Athens, Georgia.
- 1985-2001. **Associate Professor**, Department of Communication Studies, Baylor University, Waco, Texas.
- 1989, Summer. **Visiting Assistant Professor**, Department of Communication Studies, University of Iowa, Iowa City.
- 1981-1985. **Graduate Teaching Assistant**, Department of Communication Studies, University of Kansas, Lawrence.

## **PUBLICATIONS**

### **Journal Articles:**

- Barge, J. K., & Little, M. (2008). A discursive approach to skilful activity. *Communication Theory, 18*, 505-534.
- Barge, J. K., & Fairhurst, G. F. (2008). Living leadership: A systemic constructionist approach. *Leadership, 4*, 227-251.
- Barge, J. K., Lee, M., Maddux, K., & Townsend, B. (2008). Managing dualities in planned change initiatives. *Journal of Applied Communication Research, 36*, 364-391.
- Barge, J. K., & Shockley-Zalabak, P. (2008). Engaged scholarship and the creation of useful organizational knowledge. *Journal of Applied Communication Research, 36*, 251-265.
- Freimuth, V., Hilyard, K. M., Barge, J. K., & Sokler, L. (2008). Action, not talk: A simulation of risk communication during the first hours of a pandemic. *Health Promotion Practice, 9 Supplement*, 35S-44S.
- Paek, H. J., Hilyard, K., Freimuth, V. S., Barge, J. K. (2008). Public support for government actions during a flu pandemic: Lessons learned from a statewide survey. *Health Promotion Practice, 9 Supplement*, 60S-72S.
- Barge, J. K. (2007). The practice of systemic leadership: Lessons from the Kensington Consultation Centre Foundation. *OD Practitioner, 39*, 10-14.
- Barge, J. K. (2006). Living systemic constructionist management research. *Human Systems, 17*, 257-280.
- Barge, J. K. (2004). Reflexivity and managerial practice. *Communication Monographs, 71*, 70-96.
- Barge, J. K. (2004). Antenarrative and managerial practice. *Communication Studies, 55*, 106-127.
- Barge, J. K., & Schlueter, D. W. (2004). Memorable messages and newcomer socialization. *Western Journal of Communication, 68*, 233-256.
- Barge, J. K., Pearce, W. B. (2004). A reconnaissance of CMM research. *Human Systems, 15*, 13-32.
- Barge, J. K. (2004). Articulating CMM as a practical theory. *Human Systems, 15*, 193-204.

- Barge, J. K. (2003). Hope, communication, and community building. *Southern Communication Journal*, 69, 63-81.
- Barge, J. K., & Loges, W. E. (2003). Parent, student, and teacher perceptions of parental involvement. *Journal of Applied Communication Research*, 31, 140-163.
- Barge, J. K., & Oliver, C. (2003). Working with appreciation in managerial practice. *Academy of Management Review*, 28, 124-142.
- Barge, J. K., & Hackett, S. (2003). The intersection of cultural and professional identity in nonprofit management. *Communication Research Reports*, 20, 34-44.
- Barge, J. K., & Little, M. (2002). Dialogical wisdom, communicative practice, and organizational life. *Communication Theory*, 12, 365-397.
- Barge, J. K. (2001). Creating healthy communities through affirmative conflict communication. *Conflict Resolution Quarterly*, 19, 89-102.
- Barge, J. K. (2001). Practical theory as mapping, engaged reflection, and transformative practice. *Communication Theory*, 11, 5-13.
- Barge, J. K. (1994). On doing appealing work in group communication. *Communication Studies*, 45, 52-67.
- Barge, J. K. (1994). Putting leadership back to work. *Management Communication Quarterly*, 8, 95-109.
- Barge, J. K., & Musambira, G. W. (1992). Turning points in chair-faculty relationships. *Journal of Applied Communication Research*, 20, 54-77.
- Rowland, R. C., & Barge, J. K. (1991). On argument as disagreement. *Argumentation and Advocacy*, 28, 41.
- Rowland, R. C., & Barge, J. K. (1991). On interactional argument. *Argumentation and Advocacy*, 28, 24-34.
- Barge, J. K., & Schlueter, D. W. (1991). Leadership as organizing: A critique of leadership instruments. *Management Communication Quarterly*, 4, 541-570.
- Barge, J. K., Schlueter, D. W., & Duncan, G. (1990). Task structure as a moderator of communication skills. *Communication Studies*, 41, 1-18.
- Schlueter, D. W., Barge, J. K., & Blankenship, D. (1990). A comparative analysis of influence strategies used by upper and lower-level male and female managers. *Western Journal of Speech Communication*, 54, 472-495.

- Barge, J. K. (1989). Leadership as medium: A leaderless group discussion model. *Communication Quarterly*, 37, 237-247.
- Barge, J. K., Downs, C. W., & Johnson, K. M. (1989). An analysis of effective and ineffective leader conversation. *Management Communication Quarterly*, 2, 357-386.
- Barge, J. K., & Hirokawa, R. Y. (1989). Towards a communication competency model of leadership. *Small Group Behavior*, 20, 167-189.
- Hirokawa, R. Y., Barge, J. K., Becker, S. L., & Sutherland, J. L. (1989). The department chair as responsible academic leader: A competency-based perspective. *Association for Communication Administrator's Bulletin*, 67, 8-19.
- Barge, J. K., Schlueter, D. W., & Pritchard, A. P. (1989). The effects of nonverbal communication and gender on impression formation in opening statements. *Southern Speech Communication Journal*, 54, 330-349.
- Barge, J. K., & Schlueter, D. W. (1988). A critical evaluation of organizational commitment and identification. *Management Communication Quarterly*, 2, 116-133.
- Adams, C. A., Schlueter, D. W., & Barge, J. K. (1988). Communication and motivation within the superior-subordinate dyad: Testing the stories of volunteer management. *Journal of Applied Communication Research*, 16, 69-81.

### **Book Chapters & Proceedings:**

- Barge, J. K., & Craig, R. T. (in press). Practical theory. In L. R. Frey & K. Cissna (Eds.), *The handbook of applied communication*. Thousand Oaks, CA: Sage.
- Barge, J. K. (in press). Basics of social constructionist research. In W. L. Hurwitz & G. Galanes (Eds.), *Communication as social construction: Catching ourselves in the act*. Cresskill, NJ: Hampton Press.
- Barge, J. K. (in press). Social groups, work groups, and teams. In W. F. Eadie (Ed.), *21<sup>st</sup> century communication: A reference handbook*. Thousand Oaks, CA: Sage.
- Barge, J. K. (2008). Working appreciatively to foster cultures of public service. In S. Odugbemi & T. Jacobson (Eds.), *Governance reform under real-world conditions: Citizens, stakeholders, and voice* (pp. 195-206). Washington, DC: World Bank.

- Barge, J. K. (2006). Dialogue, conflict, and community. In J. Oetzel & S. Ting-Toomey (Eds.), *The handbook of conflict management* (pp. 517-544). Thousand Oaks, CA: Sage.
- Beebe, S., & Barge, J. K. (2003). Assessing small group problem solving communication competence. In R. Y. Hirokawa, R. S. Cathcart, L. A. Samovar, and L. D. Henman (Eds.), *Small group communication* (pp. 275-288). Los Angeles, CA: Roxbury Publishing.
- Barge, J. K. (2003). Leadership as organizing. In R. Y. Hirokawa, R. S. Catchcart, L. A. Samovar, and L. D. Henman (Eds.), *Small group communication* (pp. 199-214). Los Angeles, CA: Roxbury Publishing. NOTE: Reprinted from 1994 edition.
- Barge, J. K. (2002). Enlarging the meaning of group deliberation: From discussion to dialogue. In L. R. Frey (Ed.), *New directions in group communication* (pp. 159-177). Thousand Oaks, CA: Sage.
- Barge, J. K., & Oliver, C. (2002). Appreciative inquiry as aesthetic sensibility: Coordinating meaning, purpose, and reflexivity. In C. Dalsgaard, T. Meisner, & K. Voetmann (Eds.), *En symfoni af vaerdsaettelse. Udvikling og fornyelse I organisationer gennem arbejde med Appreciative Inquiry* (pp. 175-198). Copenhagen, DK: Dansk Psykologisk Forlag. (Chapter printed in Danish)
- Barge, J. K. (1997). Leadership as communication. In L. R. Frey & J. K. Barge (Eds.), *Managing group life: Communicating in decision-making groups* (pp. 202-233). New York: Houghton Mifflin.
- Barge, J. K., & Frey, L. R. (1997). Life in a task group. In L. R. Frey & J. K. Barge (Eds.), *Managing group life: Communicating in decision-making groups* (pp. 29-51). New York: Houghton Mifflin.
- Barge, J. K. (1996). The dialectics of leadership. In R. Y. Hirokawa & M. S. Poole (Eds.), *Small group communication and decision-making* (pp. 301-344). Beverly Hills: Sage.
- Barge, J. K., & Keyton, J. (1994). Contextualizing power and politics in groups. In L. R. Frey (Ed.), *Group communication in context: Studies of natural groups* (pp. 85-106). Hillsdale, NJ: Lawrence Erlbaum.
- Beebe, S., & Barge, J. K. (1994). The competent small group communicator: A search for competencies and assessment tools. In W. Christ (Ed.), *Assessing communication education: A handbook for media, speech, and theatre educators* (pp. 257-291). Hillsdale, NJ: Lawrence Erlbaum.

- Beebe, S., Barge, J. K., & McCormick, C. (1994). The competent small group communicator. Published in the *Proceedings of the SCA Communication Conference on Assessment*, Washington, DC.
- Schlueter, D. W., & Barge, J. K. (1993). Assessing the impact of gender-role socialization and issues of power and influence in the workplace. In C. Berryman-Fink, D. Ballard-Reisch, & L. H. Newman (Eds.), *Communication and sex-role socialization* (pp. 105-138). New York: Garland.
- Barge, J. K. (1992). Leadership as organizing. In R. S. Cathcart & L. A. Samovar (Eds.), *Small group communication: A reader* (pp. 477-494). Dubuque, IA: William C. Brown.
- Downs, C. W., Johnson, K. M., & Barge, J. K. (1984). Communication feedback and task performance in organizations: A review of the literature. In H. Greenbaum, R. Falcione, & S. Hellweg (Eds.), *Organizational communication abstracts* (vol. 9, pp. 13-47). Beverly Hills: Sage.

### **Texts:**

- Morreale, S. P., Spitzberg, B. H., & Barge, J. K. (2007). *Human communication: Motivation, knowledge, and skills* (2<sup>nd</sup> ed.). Belmont, CA: Wadsworth/Thomson Learning. (1<sup>st</sup> ed. published in 2001)
- Frey, L. R., & Barge, J. K. (Eds.). (1997). *Managing group life: Communicating in decision-making groups*. New York: Houghton-Mifflin.
- Barge, J. K. (1994). *Leadership: Communication skills for organizations and groups*. St. Martin's Press.

### **Other Publications:**

- Encyclopedia entry on the key term "Practical theory," appearing in S. W. Littlejohn & K. A. Foss (Eds.) (in press), *Encyclopedia of communication theory*. Thousand Oaks, CA: Sage.
- Encyclopedia entry on the key term "Leadership," appearing in S. W. Littlejohn & K. A. Foss (Eds.) (in press), *Encyclopedia of communication theory*. Thousand Oaks, CA: Sage.
- Encyclopedia entry on the key term "Negotiation," appearing in S. W. Littlejohn & K. A. Foss (Eds.) (in press), *Encyclopedia of communication theory*. Thousand Oaks, CA: Sage.

Barge, J. K., Jones, J., Kensler, M., Polok, N., Rianoshek, R., Simpson, J., & Shockley-Zalabak, P. (2008). A practitioner view toward engaged scholarship. *Journal of Applied Communication Research*, 36, 245-250.

Encyclopedia entry on the key term “Dialogical perspectives,” appearing in W. Donsbach, R. T. Craig, & J. Bryant (Eds.) (in press), *International encyclopedia of communication*. Oxford, UK: Blackwell Publishing.

Response to “Discursive leadership,” appearing in G. Fairhurst (2007), *Discursive leadership: In conversation with leadership psychology* (pp. 183-185). Thousand Oaks, CA: Sage.

Barge, J. K. (2003). Presidential reflections. *Communication Studies*, 54, 56-61.

### **Work in Progress:**

Barge, J. K. Acting from within the moment of constitution. Submitted to *Organization*.

Paek, H. J., Hilyard, K., Freimuth, V. A., & Barge, J. K. A theory-based approach to understanding public emergency preparedness: Implications for effective health and risk communication. Revise and resubmit at *Journal of Health Communication*.

Barge, J. K. *Business and professional communication in a global era*. Under contract at Prentice Hall.

### **SCHOLARLY PAPERS**

Barge, J. K. (2008, November). *Psychological and discursive leadership approaches to context*. Paper presented at the annual meeting of the National Communication Association, San Diego.

Barge, J. K., Bigsby, E., Freimuth, V., & Hilyard, K. (2008, November). A discursive approach to risk communication. Paper presented at the annual meeting of the National Communication Association, San Diego.

Barge, J. K. (2007, November). *Living leadership: A systemic constructionist approach*. Paper presented at the annual meeting of the National Communication Association, Chicago.

Barge, J. K., & Little, M. (2007, November). *A discursive approach to skilful activity*. Paper presented at the annual meeting of the National Communication Association, Chicago.

Paek, H. J., Hilyard, K. M., Barge, J. K., & Freimuth, V. (2007, November). Determinants of support for government actions in a flu pandemic. Paper presented at the annual meeting of the American Public Health Association (APHA), Washington, D. C.

- Barge, J. K. (2007, May). *Working appreciatively to foster cultures of public service*. Presentation at the World Banks' conference on "Governance Reform Under Real World Conditions: A Dialogue on Communication Challenges," Washington, DC.
- Barge, J. K. (2006, November). *A systemic constructionist approach to management education*. Paper presented at the annual meeting of the National Communication Association, San Antonio.
- Barge, J. K. (2005, November). *Creating healthy dialogue in communities*. Paper presented at the annual meeting of the National Communication Association, Boston.
- Barge, J. K. (2005, November). *Dialogue, conflict, and community*. Paper presented at the annual meeting of the National Communication Association, Boston.
- Barge, J. K., Lee, M., Maddux, K., & Townsend, B. (2004, November). *Strategic change as a form of community building*. Paper presented at the annual meeting of the National Communication Association, Chicago.
- Barge, J. K. (2004, April). *Management and relational inquiry*. Paper presented at the annual meeting of the Southern Communication Association, Tampa, FL.
- Barge, J. K. (2003, November). *Developing reflexivity in managerial practice*. Paper presented at the annual meeting of the National Communication Association, Miami, FL. (Top Four Paper Panel in the Organizational Communication Division)
- Barge, J. K., & Little, M. (2003, November). *Theorizing sensibility in linguistic practice*. Paper presented at the annual meeting of the National Communication Association, Miami, FL. (Four Top Papers Panel in the Applied Communication Division)
- Barge, J. K. (2002, November). *Antenarrative and managerial practice*. Paper presented at the annual meeting of the National Communication Association, New Orleans, LA.
- Barge, J. K., & Hackett, S. (2002, November). *The intersection of cultural and professional identity in nonprofit management*. Paper presented at the annual meeting of the National Communication Association, New Orleans, LA.
- Barge, J. K., & Little, M. (2001, November). *Managerial practice where language is the meeting place*. Paper presented at the annual meeting of the National Communication Association, Atlanta, GA.
- Barge, J. K. (2001, November). *Parent, student, and teacher perceptions of parental involvement*. Paper presented at the annual meeting of the National Communication Association, Atlanta, GA.

- Barge, J. K., & Little, M. (2001, February). *Dialogical wisdom, managerial practice, and organizational life*. Paper presented at the Western States Communication Association, Couer d'Alene, ID.
- Barge, J. K. (2000, November). *Enlarging the meaning of group deliberation: From discussion to dialogue*. Paper presented at the annual meeting of the National Communication Association, Seattle, WA.
- Barge, J. K., & Oliver, C. (2000, November). *Working with appreciation in managerial practice*. Paper presented at the annual meeting of the National Communication Association, Seattle, WA.
- Barge, J. K. (2000, February). *How to build an organizational village*. Paper presented at the annual meeting of the Western Communication Association, Sacramento, CA.
- Barge, J. K. (1998, November). *Leadership as a language game*. Paper presented at the annual meeting of the National Communication Association, New York.
- Beebe, S. A., Barge, J. K., & McCormick, C. (1997, November). *The competent small group communicator*. Paper presented at the annual meeting of the Speech Communication Association, Chicago, IL.
- Barge, J. K. (1995, November). *Communication scholarship as integration*. Paper presented at the annual meeting of the Speech Communication Association, San Antonio, TX.
- Beebe, S. A., Barge, J. K., & McCormick, C. (1995, November). *The competent small group communicator*. Paper presented at the annual meeting of the Speech Communication Association, San Antonio, TX.
- Barge, J. K. (1995, November). *Leadership and communication*. Paper presented at the annual meeting of the Texas Speech Communication Association, Houston, TX.
- Barge, J. K., Schlueter, D. W., & Hachtel, A. (1994, November). *Memorable messages and newcomer socialization*. Paper presented at the annual meeting of the Speech Communication Association, New Orleans, LA. (Second ranked paper in the Organizational Communication Division).
- Beebe, S. A., Barge, J. K., & McCormick, C. (1994, November). *The competent small group communicator*. Paper presented at the Speech Communication Association Summer Conference, Assessing College Student Competency in Speech Communication, Alexandria, VA.
- Barge, J. K. (1994, April). *The dialectics of group leadership*. Paper presented at the annual meeting of the Central States Communication Association, Oklahoma City, OK.

- Beebe, S., & Barge, J. K. (1993, November). *The competent small group communicator: A search for competencies and assessment tools*. Paper presented at the annual meeting of the Speech Communication Association, Miami, FL.
- Barge, J. K. (1993, November). *The political nature of groups*. Paper presented at the annual meeting of the International Communication Association, Washington DC.
- Barge, J. K., & Keyton, J. (1993, April). *Contextualizing power and politics in groups*. Paper presented at the annual meeting of the Central/Southern Communication Association, Lexington, KY.
- Barge, J. K. (1991, November). *Task skills and competence in group leadership*. Paper presented at the annual meeting of the Speech Communication Association, Atlanta.
- Schlueter, D. W., & Barge, J. K. (1991). *A critical test of gender-role socialization and power and influence*. Paper presented at the annual meeting of Speech Communication Association, Atlanta.
- Barge, J. K. (1991, May). *An overview of organizational commitment and identification*. Paper presented at the annual meeting of the International Communication Association, Chicago.
- Barge, J. K. (1990, April). *Assessing communication competence in groups: A group equilibrium model*. Paper presented at the annual meeting of the Central States Communication Association, Detroit.
- Barge, J. K., Schlueter, D. W., & Duncan, G. (1990, April). *Task structure as a moderator of communication skills*. Paper presented at the annual meeting of the Central States Communication Association, Detroit. (Top Four Paper in the Organizational Communication Division)
- Barge, J. K., & Musambira, G. W. (1990, April). *Turning points in academic relationships*. Paper presented at the annual meeting of the Central States Communication Association, Detroit. (Top Three Paper in the Communication Theory Division)
- Barge, J. K. (1989, November). *Problems in building relationships in teams*. Paper presented at the annual meeting of the Speech Communication Association, San Francisco.
- Barge, J. K. (1989, November). *Leadership as organizing*. Paper presented at the annual meeting of the Speech Communication Association, San Francisco.
- Bass, J. D., Barge, J. K., & Strain, R. (1989, November). *Rhetorical failure and groupthink*. Paper presented at the annual meeting of the Speech Communication Association, San Francisco.

- Schlueter, D. W., & Barge, J. K. (1989, November). *A comparative analysis of influence strategies by male and female managers*. Paper presented at the annual meeting of the Speech Communication Association, San Francisco.
- Rowland, R. C., & Barge, J. K. (1989, February). *On interpersonal argument*. Paper presented at the annual meeting of the Western Speech Association Convention, Spokane.
- Barge, J. K., & Hirokawa, R. Y. (1988, November). *Towards a communication competency based approach to leadership*. Paper presented at the annual meeting of the Speech Communication Association, New Orleans.
- Barge, J. K. (1988, April). *Communication competence and leadership emergence: A preliminary investigation*. Paper presented at the annual meeting of the Central States Speech Communication Association, Chicago. (Top Ranked Paper in the Communication Theory Division).
- Barge, J. K. (1988, April). *Is there a system to the laws governing rules? A reexamination of the meta-theoretical debates*. Paper presented at the annual meeting of the Central States Speech Communication Association, Chicago. (Top Three Paper in the Communication Theory Division)
- Adams, C. H., Schlueter, D. W., & Barge, J. K. (1988, April). *Motivation and communication within the superior-subordinate dyad: A comparative study of volunteers and paid employees*. Paper presented at the annual meeting of the Central States Speech Communication Association, Chicago.
- Barge, J. K., Schlueter, D. W., & Adams, C. H. (1988, May). *Communicating and relating: A critical test of three models of leadership*. Paper presented at the annual meeting of the International Communication Association, New Orleans.
- Schlueter, D. W., Smythe, M. J., & Barge, J. K. (1988, May). *Nonverbal correlates of compliance-gaining: A preliminary study*. Paper presented at the annual meeting of the International Communication Association, New Orleans.
- Schlueter, D. W., Barge, J. K., & Case, K. D. (1987, May). *Uncertainty reduction in the employee selection process: Model development and preliminary investigation*. Paper presented at the annual meeting of the International Communication Association, Montreal.
- Barge, J. K., Pritchard, A., Schlueter, D. W., & Rowland, R. C. (1987, April). *The jury as audience: The impact of gender and delivery style upon jurors' perceptions*. Paper presented at the annual meeting of the Central States Speech Communication Association, St. Louis. (Top Three Paper in Argumentation/Forensics)

- Barge, J. K. (1987, April). *Conversational structure and attitude similarity: A preliminary research note*. Paper presented at the annual meeting of the Central States Speech Communication Association, St. Louis.
- Barge, J. K., & Schlueter, D. W. (1986, November). *Organizational identification and social motivation: A descriptive study in two organizations*. Paper presented at the annual meeting of the Speech Communication Association, Chicago. (Top Three Paper in the Organizational Communication Division)
- Barge, J. K., Downs, C. W., & Johnson, K. M. (1986, May). *Effective leadership and forms of conversation: A rules-based perspective*. Paper presented at the annual meeting of the International Communication Association, Chicago.
- Barge, J. K. (1986, April). *Perceived communication competence and leadership: A preliminary investigation*. Paper presented at the annual meeting of the Central States Speech Communication Association, Cincinnati. (Top Three Paper in Organizational/Business and Professional Interest Group)
- Barge, J. K. (1986, April). *Communication and the bounded nature of interpersonal epistemology*. Paper presented at the annual meeting of the Central States Speech Communication Association, Cincinnati.
- Barge, J. K. (1985, April). *Effective leadership and forms of conversation: A field descriptive study*. Paper presented at the annual meeting of the Central States Speech Communication Association, Indianapolis. (Top Three Paper in the Organizational/Business and Professional Interest Group)
- Barge, J. K. (1984, November). *Organizational identification and social motivation*. Paper presented at the annual meeting of the Speech Communication Association, Chicago. (Top Papers in Communication Theory in the Student Section)
- Downs, C. W., Johnson, K. M., Barge, J. K., & Kaplan, I. T. (1984, June). *Goals and feedback in command group training*. Paper presented at the Department of Defense Symposium, Colorado Springs.
- Barge, J. K. (1984, April). *A power primer: A review and critique of conceptions of power*. Paper presented at the annual meeting of the Central States Speech Communication Association, Chicago.
- Barge, J. K., & Johnson, K. M. (1984, April). *Leadership and conversational power and domination: A communicative action perspective*. Paper presented at the annual meeting of the Central States Speech Communication Association, Chicago.
- Barge, J. K., & Hinck, E. A. (1983, November). *Why there cannot be a consensus on rules*. Paper presented at the annual meeting of the Speech Communication Association, Washington DC.

Johnson, K. M., & Barge, J. K. (1983, May). *Transfinite systems and self-reflexivity: Human communicative action, autonomy, and responsibility*. Paper presented at the annual meeting of the International Communication Association, Dallas.

Downs, C. W., Johnson, K. M., Barge, J. K., & Himes, K. G. (1983, May). *A critical review of the effects of feedback on performance*. Paper presented at the annual meeting of the International Communication Association, Dallas.

## **GRANTS AND CONTRACTS**

2006-2007, **Principal Investigator** (Co-PI: Vicki Freimuth). A \$199,487 contract from the State of Georgia's Department of Human Resources to study risk communication. Specific tasks include: (1) the analysis of a 1600-person statewide survey on perceptions of risk communication and emergency preparedness, (2) development of risk communicator training, and (3) design of a risk communication tabletop exercise.

2005-2006, **Co-Principal Investigator** (PI: Vicki Freimuth). A \$163,699 contract from the State of Georgia's Department of Human Resources to study risk communication. Specific tasks included: (1) developing a statewide survey on perceptions of risk communication and emergency preparedness, and (2) interviewing and shadowing risk communicators to articulate key job responsibilities and challenges.

1999-2001, **Project Director**, Gear Up Waco! (Gaining Early Awareness and Readiness for Undergraduate Programs), Baylor University. A five-year \$6 million grant from the U.S. Department of Education designed to increase the likelihood of middle school students attending college. Director of two projects aimed at enhancing parental involvement in middle schools. Responsible for an annual budget of approximately \$170,000.

## **PROFESSIONAL AND UNIVERSITY SERVICE**

### **Leadership in the Profession:**

#### **National Communication Association**

- **Member**, Publications Board, National Communication Association, 2007-2010.
- **Chair**, G. R. Miller Dissertation Award Committee, National Communication Association, 2004-2005.
- **Resolutions Committee**, National Communication Association, 2004.
- **General Assembly**, National Communication Association, 2008-2009
- **Chair**, Group Communication Division, National Communication Association, 2006-2007.
- **Vice-Chair**, Group Communication Division, National Communication Association, 2005-2006.

- **Vice-Chair Elect**, Group Communication Division, National Communication Association, 2004-2005.
- **Secretary**, Group Communication Division, National Communication Association, 2003-2004.
- **Legislative Council**, Speech Communication Association, 1986-1988.
- **Nominating Committee**, Speech Communication Association, 1987-1988, 2006-2008.
- **Chair**, Student Section, Speech Communication Association, 1985-1986.
- **Vice-Chair**, Student Section, Speech Communication Association, 1984-1985.
- **Publications Chair**, Student Section, Speech Communication Association, 1983-1984.
- **Paper Reviewer**, Organizational Communication Division, 1989-1990, 1993, 2005.
- **Paper Reviewer**, Group Communication Division, 2005.

### **Central States Communication Association**

- **President**, Central States Communication Association, 2001-2002.
- **President-Elect**, Central States Communication Association, 2000-2001.
- **Vice-President**, Central States Communication Association, 1999-2000.
- **Executive Committee**, Central States Communication Association, 1995-1997, 1999-present.
- **Chair**, Communication Theory Interest Group, Central States Communication Association, 1991-1992.
- **Vice-Chair**, Communication Theory Interest Group, Central States Communication Association, 1990-1991.
- **Secretary**, Communication Theory Interest Group, Central States Speech Association, 1989-1990.
- **Paper Reviewer**, CSCA Communication Theory Interest Group, 1988-1989.

### **Editorial Experience:**

#### **Editorships**

- **Guest Editor**, *Communication Theory*, Special issue titled: "Practical Theory, Public Participation, and Community," 2001.
- **Editor**, *Communication Studies*, 1995-1997.

#### **Editorial Boards**

- **Editorial Board**, *Journal of Applied Communication Research*, 1997-present; invited reviewer 1996.
- **Editorial Board**, *Human Relations*, 2006-present; invited reviewer, 2003, 2005.
- **Editorial Board**, *Communication Studies*, 1991-1994, 2004-2007.
- **Editorial Board**, *Southern Communication Journal*, 2003-present.
- **Editorial Board**, *Management Communication Quarterly*, 1991-2003, 2008-present; invited reviewer 1989-1990.

- **Editorial Board**, *Conflict Resolution Quarterly*, 2001-2003. (Inaugural board member)
- **Editorial Board**, *Communication Monographs*, 1995-1997; invited reviewer 1992-1994.
- **Editorial Board**, *Journal of Social Behavior and Personality*, 1993-1995.
- **Invited Reviewer**, *Communication Theory*, 1999-2000, 2003.
- **Invited Reviewer**, *Journal of Management Studies*, 2005-2006.
- **Invited Reviewer**, *Journal of Organizational Change Management*, 2003.

#### **Conference Planning and Faculty Development:**

- **Steering Committee**, *Alta Revisited*, 2007-2008.
- **Steering Committee**, Aspen Conference on Engaged Scholarship in Organizational Communication, 2006-present.
- **Program Planner**, “Practical Theory, Public Participation, and Community,” a 2 ½ day workshop involving 16 national and international communication scholars, Baylor University, January 2000.
- **Coordinator**, Summer Teaching Institute, responsible for the coordination of 5-week teaching effectiveness workshop for Baylor University faculty, Summers 1998, 1996, 1994.
- **Resource person and keynote speaker**, Essential Course Curriculum Conference, Hope College, 1997, 1993, & 1990.

#### **Departmental and Campus Service (Texas A&M University):**

- Member, Road Map Committee (2008-present)
- Chair, Organizational Communication Job Search (2008-2009)
- Member, Organizational Communication Search Committee (2007-2008)
- Member, Graduate Committee (2007-present)
- Advisor, Undergraduate Student Communication Association (2008-present)

#### **Departmental and Campus Service (University of Georgia):**

- Basic Course Director (2004-2007)
- Chair of Human Communication Processes Division (2002-2005)
- Search Committee Chair (2006-2007)
- Numerous presentations to campus student groups regarding group facilitation, interviewing, and conflict management skills.

#### **Departmental and Campus Service (Baylor University):**

- **Lead Facilitator**, Provided facilitation over a two-year period for the Baylor University Planning Council consisting of the President, Provost, Academic Deans, Chairs, faculty, staff, and students. Facilitation sessions included topics such as enrollment management and the graduate school vision.

- Human Relations Committee
- Core Curriculum Committee
- University Bookstore Committee
- Calendar Committee
- Chair, Communication Week
- Chair, Graduate Curriculum Review Committee, Communication Studies
- Numerous presentations to campus student groups regarding public presentation, interviewing, and conflict management skills

## **AWARDS AND HONORS**

### **Teaching:**

- Outstanding University Professor, Presented by the Baylor University Mortar Board Chapter. 1992.
- Certificate of Excellent Teaching by a Graduate Student, Instructional and Developmental Division of the International Communication Association, 1984.
- E.C. Buehler Award for Long-Term Outstanding Teaching in Communication Studies, University of Kansas, 1984.
- Communication Studies Departmental Award of Teaching Excellence, Interpersonal/Personal Communication, 1982.

### **Research:**

#### **General awards**

- 1994 Baylor University Centennial Professor

#### **Best publication awards**

- Finalist, 2004 *Academy of Management Review* Best Paper Award.
- Finalist, 2004 *Southern Communication Journal* Rose Hart Best Paper Award.
- Ernest Bormann Research Award, 2003, for *New Directions in Group Communication*, L. R. Frey (Ed.). Authored one chapter in this edited collection.
- Gerald R. Miller Distinguished Book Award, 1995, Speech Communication Association Interpersonal and Small Group Communication for *Group Communication in Context: Studies of Natural Groups*, L. R. Frey (Ed.). Co-authored one chapter in this edited collection.
- Distinguished Book Award, 1994, Applied Communication Section for *Group Communication in Context: Studies of Natural Groups*, L. R. Frey (Ed.). Co-authored one chapter in this edited collection.

#### **Awards for top-ranked papers**

- Top Paper Panel, National Communication Association, Organizational Communication Division, 2003
- Top Paper Panel, Speech Communication Association, Organizational Communication Division, 1994, 1986
- Top Paper Panel, National Communication Association, Applied Communication Division, 2003
- Top Paper Panel, National Communication Association, Student Section, 1984
- Top Paper Panel, Central States Communication Association, Organizational/Business and Professional Interest Group, 1990, 1986, 1985
- Top Paper Panel, Central States Communication Association, Communication Theory Division, 1988, 1990
- Top Paper Panel, Central States Communication Association, Argumentation/Forensics, 1987

## **TEACHING**

### **Courses Taught:**

#### **Graduate Courses**

Seminar in Organizational Communication (Ph.D.)  
Seminar in Leadership (Ph.D.)  
Seminar in Group Communication (Ph.D.)  
Seminar in Dialogue and Workplace Democracy (Ph.D.)  
Seminar in Conflict Communication (Ph.D.)  
Seminar in Communication Competence (Ph.D.)  
Seminar in Communication Theory (Ph.D.)  
Seminar in Communication Research Methods (M.A.)  
Seminar in Interpersonal Communication (M.A.)

#### **Undergraduate Courses**

Organizational Communication  
Communication Training and Development  
Small Group Communication  
Communication and Collaboration  
Communication and Conflict  
Interviewing  
Communication and Community  
Interpersonal Communication  
Public Speaking

### **Graduate Student Committee Work & Supervision (Texas A & M University):**

#### **Ph.D. Committee Work**

Dorothy Collins (Chair)  
Shannon DeBord (Chair)

Bradley Wesner (Chair)  
Jaime Bochantin (Member)  
Rene Cowan (Member)  
Greg Paul (Member)

### **Mentorships**

Jaime Bochantin  
Rene Cowan

### **Graduate Student Committee Work (University of Georgia):**

#### **M.A. Theses Directed**

Nabring, R. (2005). *Consequences of emotional labor: An examination in a for-profit organization.*

### **Graduate Student Committee Work (University of Luton/Kensington Consultation Centre):**

#### **MSc Theses Directed**

Borch, F. (2008). *Co-creation of cooperative relationships between parents and employees.*

Breddam, C. (2008). *Collaborative competence sharing and development.*

Buhl, H. (2008). *How do I invite my leader to give me what I need to do my job?*

Christensen, A. B. (2008). *Supervision in groups for people on sick leave.*

Johansen, T. (2008). *Leading from the edge of an emerging future.*

Kristensen, R. (2008). *How can systemic theory inform and develop learning practices in schools?*

Rask, C. (2008). *A case study of the co-creation of processes that sustain, develop, and elaborate systemic practices in a drug treatment center.*

Stokholm, R. (2008). *Successful leadership during a merger process.*

Bolle-Petersen, J. (2007). *How do discursive practices inform and position upper-level leadership develop leadership at lower levels in the organization?*

Darling, C. (2007). *Connection, alienation and common threads towards reconnection: a thematic narrative analysis of two individual's stories within a change process in a Christian missionary organisation.*

Lauritzen, I. (2007). *A social constructionist approach to evaluating change processes in organizations.*

Ravello, C. (2007). *Supervision in clinical versus nonclinical wards.*

Christiansen, C. (2006). *National conflicts or a common playground? A discourse analysis of the development of corporate culture in a multi-national organization in the financial industry.*

Fredlunds, M. (2006). *From talk about leading a battlefield to talk about leading a greenhouse.*

Hornstrup, C. (2006). *Stories of systemic leadership.*

Lorentsen, S. (2006). *How can humanitarian and social support be performed?*

Nielsen, F. (2006). *How do the management stories told/stories lived affect the way culture evolves in mergers and acquisitions?*

Ottemo, M.R. (2006). *What stories do people co-create that are associated with successful dual personal and professional relationships?*

Poulsen, M. (2006). *Appreciative inquiry and future visioning as an approach to training needs analysis.*

Chard, A. (2005). *Youth offending teams and inspection: Understanding the impact on the management of service.*

### **Graduate Student Committee Work (Baylor University):**

#### **M.A. Theses and Professional Papers Directed**

Ivey, J. (2000). *Curiosity in organizations.* (Professional paper)

Hackett, S. (2000). *An analysis of sense making and organizational culture through stories told in for-profit and nonprofit organizations.* (Professional paper)

Whittenberg, J.D. (1999). *Strategic ambiguity in organizations.* (Professional paper)

- Woodbury, P. (1998). *A study of organizational change*. (Professional paper)
- Sprague, K. (1998). *Bargaining and negotiation*. (Professional paper)
- Pearson, M. (1998). *Developing a conversational assets survey for learning organizations*. (Professional paper)
- Hatchell, A. (1991). *Memorable messages connected with organizational socialization*. (M.A. thesis)
- Duncan, G. (1989). *A communication competency approach to organizational ambiguity*. (M.A. thesis)
- Musambira, G.W. (1989). *Turning points in leader-member relationships*. (M.A. thesis)
- Anderson, K.E. (1989). *Personality, organizational, and job characteristics as antecedent variables to feedback-seeking behavior: A variable-analytic study*. (M.A. thesis)
- Pritchard, A. (1988). *The effects of gender, fluency, and delivery style upon juror perceptions: An experimental simulation*. (M.A. thesis)

### **M.A. Committee Member**

- Hood, D. (2000). *Communication apprehension and body esteem: A correlational analysis*. (Professional paper)
- Wickersham, B. (2000). *The influence of religiosity on same-sex best friendships*. (Professional paper)
- Lively, J. (1999). *A study of leadership and conversation*. (Professional paper)
- Nadig, B. (1999). *Observer's perceptions of gender and college student leadership styles*. (Professional paper)
- Roberts, J. (1998). *Ambiguity and invoked audience as tactics for organizations appealing to multiple audiences*. (Professional paper)
- Doss, L. (1993). *A comparative analysis of the impact of biological and psychological sex on perceptions of the workplace*. (M.A. thesis)
- Westmoreland, L. (1992). *Root metaphor analysis in marital communication: An alternative method to studying coping mechanisms of dual career spouses*. (M.A. thesis)

Williams, M. (1991). *A field descriptive survey of training and development evaluation*. (M.A. thesis)

Haines, D.L. (1990). *The impact of formal training programs on volunteer effectiveness*. (M.A. thesis)

Babcock, A. (1990). *How employees make their jobs unique: A typology of individuation strategies used in the workplace*. (M.A. thesis)

Tuntland, D. (1988). *An instrument to measure individuation strategies*. (M.A. thesis)

Adams, C. (1987). *Intrinsic motivation, communication climate, and communication strategies in the superior-subordinate dyad: A comparative field study of volunteer and compensated workers*. (M.A. thesis)

Case, K. (1986). *The employment process: Effects of the resume, interview, and reference report*. (M.A. thesis)

## **PROFESSIONAL MEMBERSHIPS**

Central States Communication Association (CSCA)

National Communication Association (NCA)

International Communication Association (ICA)