

## CHARLES CONRAD

Department of Communication  
 Texas A&M University  
 College Station, TX 77843-4234  
 (979) 845-5530  
 c-conrad@tamu.edu

### EDUCATIONAL BACKGROUND

BA/BS	Northwestern University	1972
MA	Kansas University	1979
PhD	Kansas University	1980

### TEACHING EXPERIENCE

#### *Appointments*

Professor, Department of Speech Communication, Texas A&M University, 1995-present

Director of Graduate Studies, Department of Speech Communication, Texas A&M University, 1996-2000, 2003-2004.

Associate Professor, Department of Speech Communication and Theatre Arts, Texas A&M University, 1989-1995.

Associate Professor, Department of Speech Communication, The University of North Carolina at Chapel Hill, 1986-1989.

Assistant Professor, Department of Speech Communication, The University of North Carolina at Chapel Hill, 1980-1986.

Instructor, Department of Speech Communication, The University of North Carolina at Chapel Hill, 1979-1980.

#### *University-level Teaching Experience*

#### **Awards**

Student Led Award for Teaching Excellence, Texas A&M University, 2009

Teacher-Scholar Award, University Honors Programs, Texas A&M University, 2007

Donald Ecroyd Award for Outstanding Teaching in Higher Education, National Communication Association, 2003.

College of Liberal Arts Award, President's Award for Teaching, Texas A&M University, 2003, 2005, 2009.

Award for Distinguished Teaching, Texas A&M University, 1997

Texas A&M University Award and Nominee, Piper Foundation Award of Excellence for Teaching in Texas Higher Education, 1996

Gamma Epsilon Delta Honor Society Award of Merit for Distinguished Teaching, College of Agriculture and Life Sciences, Texas A&M University, 1995.

Award for Distinguished Teaching, College of Liberal Arts, Texas A&M University, 1993.

University Teaching Enhancement Award, Texas A&M University, 1989.

"Most Inspiring Professor," Class of 1989, University of North Carolina at Chapel Hill.

Tanner Award for Excellence in Teaching, University of North Carolina at Chapel Hill, 1988.

Margaret Anderson Award, Outstanding Graduate Student Instructor, Department of Speech and Theatre, Kansas University, 1977.

E.C. Buehler Award, Outstanding Beginning Instructor, Department of Speech and Theatre, Kansas University, 1976.

### **Fields of Special Interest**

Organizational Rhetoric

Organizational Communication

### **RESEARCH AND WRITING**

#### ***Awards***

"Outstanding Research in Organizational Communication, 1991, Speech Communication Association. Given for Charles Conrad, "Communication in Conflict: Style-Strategy Relationships," *Communication Monographs*, 58(1991), 135-155.

"Outstanding Article," *Southern Journal of Speech Communication*, vols. 50-53, 1984-1987. Given for Charles Conrad, "Chrysanthemums and Swords: A Reading of

Contemporary Organizational Communication Theory and Research," *Southern Journal of Speech Communication*, L(1985), 189-200.

Karl A. Wallace Memorial Award, Speech Communication Association, 1984. Given for a research project that led to Charles Conrad, "The Moral Majority and the Rhetoric of Romance," *The Quarterly Journal of Speech*, 69(1983), 159-170 and Charles Conrad and James Pence, "Jerry Falwell," in *American Political Orators*, H. Ryan and B. Duffy (eds.) (Chicago: Greenwood, Press, 1986, pp. 131-138).

### **Grants**

"New Mathematical Tools for Next Generation Materials." Joseph Ross (TAMU-Physics, P.I.). \$2,817,300 over five years. Submitted to NSF IGERT program, which is "intended to catalyze a cultural change in graduate education, for students, faculty, and institutions, by establishing innovative new models for graduate education and training . . . that transcends traditional disciplinary boundaries. It is also intended to facilitate diversity in student participation and preparation, and to contribute to the development of a diverse, globally-engaged, science and engineering workforce." My role is to design and teach a module on "Communication in Multi-Cultural/Multi-National Organizations" to participating students.

"Designing Post-Catastrophe Response Systems: Integrating Communicative and Engineering Systems." Jorge Leon (MENG), Robert Bolton (ENTS), and Charles Conrad (COMM), co-PI's. \$250,000. This grant proposal originally was submitted to the Multidisciplinary Research on Critical Infrastructure and Related Systems (MRCIRS) competition of the NSF. Eventually the MRCIRS program was folded into NSF's Human and Social Dynamics (HSD) initiative, which focuses on risks from vulnerabilities in critical infrastructure systems to extreme events (e.g., 9/11). Invited to resubmit.

"Global Engineering Entrepreneurship." Jorge Leon (Mechanical Engineering) and Charles Conrad, co-PIs. \$2.5 million over five years. This proposal was submitted to the "International Research and Education" program of the National Science Foundation. In Phase I funds would be used to establish a course entitled "Global Engineering Entrepreneurship," with a major component in "Communication in Multinational/Multicultural Organizations." In Phase II the course would become the basis of a four-course certificate program in International Engineering that would be available to science and technology students throughout TAMU.

NSF-CONACyT grant on "Incorporating Global Manufacturing into Engineering Coursework." Award #DMI-0116635. The PI's are Jorge Leon (ENTC) and Caesar Malave (Mechanical Engineering). The grant was for \$129,812. The project involved conducting ethnographic studies of seven multinational corporations operating in Mexico, transforming that research into a series of case studies to be used by engineering

faculty members throughout the world (accessible free of charge on a dedicated website) and writing a book designed to introduce concepts of culture and communication into engineering curricula.

Research Grant, Program in Conflict and Dispute Resolution, Texas A&M University, "Value Conflict in Public Policymaking," 1998, \$750, 1998 (with Barnabas Sprinkle).

Faculty Development Grant, Texas A&M University, Spring, 1995.

University Mini-grant, Texas A&M University, "Other Peoples' Kids," \$750, 1993.

University Research Council Grant, UNC-Chapel Hill, "Religious-Political Rhetoric as Recurring Rhetorical Form," 1983, \$950.

Junior Faculty Development Grant, UNC-Chapel Hill, "Perspectives on Organizational Communication Theory," 1982, \$3500.

University Research Council Grant, UNC-Chapel Hill, "Communicative Coping Strategies Adopted by Spouses of Corporate Transferees," 1981-1982, \$1050.

### ***Books***

Carlos Acosta, V. Jorge Leon, Charles Conrad, & Cesar Malave, *The Global Engineer*. New York: Taylor & Francis, 2009.

Charles Conrad, *Strategic Organizational Communication: In a Global Economy*, 6th ed. Thomson/Wadsworth, Belmont, CA, 2005 (with M.S. Poole) (earlier, single-authored editions were published in 1985, 1990, and 1994 respectively. Our first jointly-authored edition was published in 1998). The 7<sup>th</sup> edition is in process and will be published by Blackwell Publishers, U.K.

Charles Conrad (Ed.), *The Ethical Nexus: Values, Communication and Organizational Decisions*. Norwood, NJ: Ablex: 1993.

### ***Articles***

Charles Conrad and Ryan Malphurs, "Are We There Yet? Are We There Yet?" *Management Communication Quarterly*, 22 (2008), 123-146.

Charles Conrad, "Standing on the Shoulders of Others," *Management Communication Quarterly*, 20(2007), 458-463.

Carlos Acosta, V. Jorge Leon, Charles Conrad, Roberto Gonzalez, and Cesar Malave, "Culture and the Implementation of Autonomous Maintenance: A Case Study of U.S.

Plant in Mexico," *The Journal of Manufacturing Systems*, 23 (2004), 204-214.

Charles Conrad, "The Illusion of Reform," *Rhetoric and Public Affairs*, 7(2004), 311-338.

Charles Conrad, "Organizational Discourse Analysis: Avoiding the Determinism-Voluntarism Trap," *Organization*, 11(2004), 427-439.

Charles Conrad, "Stemming the Tide," *Organization*, 10 (2003), 549-560.

Charles Conrad, "Setting the Stage," *Management Communication Quarterly*, 17 (2003), 5-19.

Charles Conrad and Brad Millay, "Confronting Free Market Romanticism: Health Care Reform in the Least Likely Place," *Journal of Applied Communication Research*, 29(2000), 153-170..

Charles Conrad and M.Scott Poole, "Introduction [to the Special Issue on Communication in the Age of the Displaced Worker]," *Communication Research*, 6(1997), 581-592.

Charles Conrad and E.A. Macom, "Re-visiting Kenneth Burke," *Southern Communication Journal* 61(1995), 11-28.

Charles Conrad, "Political Debates as Televisual Form," *Argumentation and Advocacy*, 30(1993), 1-15.

Bryan Taylor and Charles Conrad, "Narratives of Sexual Harassment: Organizational Dimensions," *Journal of Applied Communication Research*, 17(1992), 401-418.

Charles Conrad, "Communication in Conflict: Style-Strategy Relationships," *Communication Monographs*, 58(1991), 138-155.

Charles Conrad, "Hegemony, Power and Self in Country Work Songs," *Critical Studies in Mass Communication*, 5(1988), 179-201.

Charles Conrad, "Communicative Action in Church Decision-making," *Journal for the Scientific Study of Religion*, 27(1988), 345-361.

Charles Conrad, "Barriers to Communication in Complex Pharmaceutical Organizations," *Clinical Research Practices and Drug Regulatory Affairs*, 4(1986), 485-509.

Charles Conrad, "Chrysanthemums and Swords: A Reading of Contemporary Organizational Communication Theory and Research," *Southern Journal of Speech*

*Communication, L*(1985), 189-200.

Charles Conrad, "Phases, Pentads and Dramatistic Critical Process," *Central States Speech Journal*, 35(1984), 94-104.

Charles Conrad, "The Moral Majority and the Rhetoric of Romance," *The Quarterly Journal of Speech*, 69(1983), 159-170.

Charles Conrad, "Supervisors' Choices of Modes of Managing Conflict," *Western Journal of Speech Communication*, 47(1983), 218-228.

Julia Wood and Charles Conrad, "Paradox in the Experience of Professional Women," *Western Journal of Speech Communication*, 47(1983), 304-318.

Cal Downs and Charles Conrad, "Effective Subordinancy," *The Journal of Business Communication*, 19(1982), 27-38.

Charles Conrad, "Agon and Rhetorical Form: the Essence of 'Old Feminist' Rhetoric," *Central States Speech Journal*, 32(1981), 45-53.

Charles Conrad, "The Transformation of the 'Old Feminist' Movement," *Quarterly Journal of Speech*, 67(1981), 284-297.

### **Book Chapters**

Charles Conrad, Jane Baker, Chris Cudahy, & Jennifer Willyard, "The Devil in Disguise: Merck, the FDA, and the VIOXX Recall," in Heath, R., & Toth, E., eds. *Rhetorical and Critical Perspectives on Public Relations* (pp. 172-194), 2<sup>nd</sup> ed. Mahwah, NJ: Lawrence Erlbaum, 2009.

Charles Conrad & Denise Jodlowski, "Dealing Drugs on the Border," in *Emerging Perspectives in Health* (pp. 365-389). Heather Zoller & M. Dutta, eds. Mahwah, NJ: Lawrence Erlbaum, 2008.

Charles Conrad, "Corporate Social Responsibility from a Public Policymaking Perspective," in May, S. K., Cheney, G., & Roper, J., eds. *The debate over corporate social responsibility* (pp. 417-437). New York: Oxford University Press, 2007.

Paul Stob and Charles Conrad, "Jerry Falwell Redux," in B. Duffy & R. Leeman, eds., *American Voices: An Encyclopedia of Contemporary Orators* (pp. 149-155). Westport, CT: Greenwood Press, 2005.

George Cheney, Lars Christiansen & Charles Conrad, "Organizational Discourse as Strategic Action: The 'Corporate' Actor, Public Messages, and

Organizational (Non)Rationality." In David Grant, Cynthia Hardy, Cliff Oswick, Nelson Phillips, & Linda Putnam (Eds.), *The Handbook of Organizational Discourse*. Thousand Oaks, CA: Sage, 2004.

Charles Conrad & Holly G. McIntush, "Communication, Structure and Health Care Policymaking," in T. Thompson, A. Dorsey, K.I. Miller, & R. Parrott, eds. *Handbook of Health Communication* (pp. 403-422). Hillsdale, NJ:Lawrence Erlbaum, 2003.

Charles Conrad, "The Destiny of Acceptance Frames: Organizational Communication," in S. Corman & M.S. Poole, eds. *Finding the Common Ground: Toward Common Ground* (pp. 96-104). New York: Guilford Publications, 2001.

Charles Conrad and Julie Haynes, "Key Constructs: Views from Varying Perspectives," in F. Jablin & L. Putnam, eds. *The New Handbook of Organizational Communication* (pp. 47-77). Newbury Park,CA: Sage, 2000.

Linda Putnam & Charles Conrad, "Teaching Organizational Communication," in J. Daly, G.W. Friedrich, and A. Vangelisti, eds. *Teaching Communication: Theory, Research, and Methods* (pp. 141-156). Hillsdale, NJ: Lawrence Erlbaum,1998.

Charles Conrad and Betty Webber Conrad, "The Moving Experience: Identity, Empowerment, and Self-Narratives," in G. Barnett, ed. *Organization--Communication, Emerging Perspectives: Power, Gender, and Technology* (pp. 139-163). Greenwich, CT: Ablex, 1998.

Charles Conrad and Lucinda Sinclair-James, "Institutional Pressures and Cultural Constraints in Community Mediation Organizations," A. Nicotera, ed. *Conflict and Organizations: Communicative Processes* (pp. 65-99). Albany: SUNY Press, 1995.

Charles Conrad, "Was Pogo Right? Power and Communication Research," in J. Wood and R.Gregg, eds. *Communication Research in the 21st Century* (pp. 183-201), Creskill, NJ: Hampton Press, 1995.

Charles Conrad and Bryan Taylor, "The Contexts of Sexual Harassment: Power, Silences and Academe," in S. Bingham, ed. *Conceptualizing Sexual Harassment as Discursive Practice* (pp. 45-58). Westport, CT: Praeger, 1994.

Charles Conrad and Kim Witte, "Is Emotion Expression Repression Oppression? Myths of Organizational Affective Regulation," in Stanley Deetz, ed. *Communication Yearbook 17* (pp. 417-430). Newbury Park, CA: Sage, 1994.

Charles Conrad, "[Identity and Power in the Rhetoric of] Ernestine Potowski Rose," in K.K. Campbell, ed. *Women Public Speakers in the United States, 1800-1925* (pp. 350-368). Westport, CT: Greenwood Press, 1993.

Charles Conrad, "Rhetorical/Communication Theory as an Ontology for Structuration Research," in S. Deetz, ed. *Communication Yearbook 16* (pp. 197-208). Newbury Park, CA: Sage, 1993.

Charles Conrad, "Corporate Communication as Symbol and Practice," in R. Heath & E. Lance Toth, eds. *Rhetorical and Critical Perspectives on Public Relations* (pp. 187-204). New York: Lawrence Erlbaum, 1992.

Charles Conrad, "Rhetoric and the Display of Organizational Ethnographies," in J. Anderson, ed. *Communication Yearbook 13* (pp. 95-106). Newbury Park, CA: Sage, 1990.

Charles Conrad, "Jerry Falwell," in H. Ryan and B. Duffy, eds. *American Political Orators* (pp. 131-138). Chicago: Greenwood Press, 1986.

Charles Conrad and Mary Ryan, "Power, Praxis and Self in Organizational Communication Theory," in P. Tompkins and R. McPhee, eds. *Organizational Communication: Traditional Themes and New Directions* (pp. 345-364). Beverly Hills: Sage, 1985.

Charles Conrad, "Organizational Power: Faces and Symbolic Forms," in L. Putnam and M. Pacanowsky, eds. *Communication and Organizations: An Interpretive Perspective* (pp. 173-194). Beverly Hills: Sage, 1983.

### **Reviews**

Amber Burkett and Charles Conrad, Rev. of Jarol Manheim, *The Death of a Thousand Cuts* (Mahwah, NJ, USA: Lawrence Erlbaum, 2001), *Communication Theory*.

Nathan Baxter, Mark Allan Steiner, and Charles Conrad, Rev. of Phillip Tompkins, *Organizational Communication Imperatives: Lessons of the Space Program* (Los Angeles: Roxbury, 1993), *Management Communication Quarterly*, 7(1993), 317-331 [review essay].

Charles Conrad and Lucinda Sinclair-James, Rev. of L. Putnam and M. Roloff, eds., *Communication and Negotiation* (Newbury Park, CA: Sage, 1992), *Administrative Science Quarterly*, 38(1993), 486-489.

Charles Conrad, Rev. of S. Deetz, *Democracy in an Age of Corporate Colonization* (Albany, NY: SUNY Press, 1991), *The Quarterly Journal of Speech*, 78(1992), 508-509.

Charles Conrad, Rev. of N. Fielding, ed., *Actions and Structure* (London: Sage, 1988), *Communication Theory*, 1(1991), 79-82.

Charles Conrad, Rev. of K. Kolenda, ed., *Organizations and Ethical Individualism* (New York: Praeger, 1988), *Contemporary Psychology*, 36, 16-17 [review essay].

Charles Conrad, Rev. of Dennis Mumby, *Communication and Power in Organizations* (Norwood, NJ: Ablex, 1988), *Journal of Communication*, 38(1989), 22-25.

Charles Conrad, Rev. of F. Jablin, L. Putnam, K. Roberts, and L. Porter, eds. *Handbook of Organizational Communication* (Beverly Hills, CA: Sage, 1987), *The Quarterly Journal of Speech*, 75(1989), 365-369.

Charles Conrad, Rev. of T. Peters and N. Austin, *A Passion for Excellence: the Leadership Difference* (New York: Random House, 1985), *Administrative Science Quarterly*, 30(1985), 426-428.

Charles Conrad, Revs. of K. Roberts, C. Hulin and D. Rousseau, *Developing an Interdisciplinary Science of Organizations* (San Francisco: Jossey-Bass, 1979) and S. Bacharach and E. Lawler, *Power and Politics in Organizations* (San Francisco: Jossey-Bass, 1980), *The Quarterly Journal of Speech*, 65(1981), 533-535.

## ***Research in Progress***

### **Books**

Charles Conrad, *Organizational Rhetoric: Resistance and Domination*, London: Polity Press. Under contract. Expected publication date, 2010.

Organizations and their leaders depend on intentional, self-interested, persuasive discourse for motivating employees, creating positive reputations, managing crises, and influencing crucial public policies—in other words, “rhetoric.” This book examines the strategies, functions, and effects of organizational rhetoric. It is through *rhetoric* that organizational actors create, strengthen, and transform cultural myths. It is through rhetoric that organizational actors legitimize their actions, justify public policies that favor their interests over the interests of others, and develop innovative products and services that contribute to society. It is through *rhetoric* that organizations come alive.

Charles Conrad, *In the Long Run We're All Dead: Organizations, Rhetoric, and Health Policymaking*.

One of the central elements of the late 20th century has been the growing influence of organizational and managerial discourse on public policy and popular attitudes. Simultaneously, health policy has become a global enterprise, influenced in overt and subtle ways by the political power of multinational organizations. Using a “close comparison” of the Canada and the United States, this book examines the role of organizational discourse in the

development and transformation of two nation's health care systems.

## **Essays**

Charles Conrad, James Barker, & Zach Schafer, "Power, Communication and Organizational Ethics." Invited lead chapter, George Cheney (ed.) *The Handbook of Communication Ethics*. Thousand Oaks, CA: Sage. In preparation.

Charles Conrad and Chris Cudahy, "Corporations, Public Policy and National Identity(s): The Origins and Impact of the Canada Health Act." Under Review

Charles Conrad & Chris Cudahy, "From the Canada Health Act to the *Chaoulli* Decision: Institutional Devolution and Rhetorical Action"

"Reputation Management and Non-profit Organizations: The AARP and the (U.S.) Medicare Prescription Drug Act."

"The Walmart Way: Exploring Corporate Reputation Management in a Global Economy"

## ***Convention and Conference Papers***

### **Recent Papers**

Charles Conrad & Chris Cudahy, "Policy, Institutions, and the Construction of National Identity(s)," to be presented at the International Communication Association Convention, Montreal, May, 2008.

Charles Conrad, "Institutional Advocacy and Public Policymaking: Health Policy Applications," to be presented at the International Communication Association Convention, Montreal, May, 2008.

Charles Conrad, "Preparing Essays for Submission to Journals: The *Management Communication Quarterly* Experience," Chicago: National Communication Association Convention, 2004.

### **Previous Papers**

I have presented more than seventy convention and conference papers. A complete list is available on request.

## **SERVICE**

### ***National and Regional Associations***

## **Editing**

Editor, *Management Communication Quarterly*, 2003-2005.

Associate Editor, *Management Communication Quarterly*, 1999-2002, 2006-present.

Co-editor, Special Issue on "Communication in the Age of the Displaced Worker," *Communication Research* (vol. 24, No. 6, December, 1997) (with M.S.Poole).

Associate Editor, *Communication Monographs*, 1992-1995.

Associate Editor, *Journal of Applied Communication Research*, 1993-1999; Assistant Editor, 1985-1988.

Associate Editor, *Quarterly Journal of Speech*, 1989-1991, 1998-2001.

Associate Editor, *Communication Theory*, 1990-1993.

Associate Editor, Organizational/Applied Communication, *Southern Journal of Speech Communication*, 1983-1986.

Editor, Special Issue on Organizational Communication Research and Theory, *Southern Journal of Speech Communication*, L(Spring, 1985).

Reader, Princeton University Press, University of South Carolina Press, Michigan State University Press, *Canadian Journal of Social Science*, *Organization Studies*, *Academy of Management Journal*, *Academy of Management Review*, *Communication Monographs*, *Communication Research*, *Communication Theory*, *Journal of Communication*, *Journal of Management Communication*, *Journal of Social Theory*, *Management Communication Quarterly*, *Western Journal of Speech Communication*, *Southern States Communication Journal*, International Communication Association, National Communication Association, Central States Speech Association and Southern Speech Association, recurring.

## **Administration**

### ***Professional Associations***

Member, Chair-select, and Chair. Donald Ecroyd Award Selection Committee, National Communication Association, 2004-2006.

Vice-Chair Elect, Chair-elect, and Chair, Commission of Graduate Directors, Southern Communication Association, 1997-2000.

Vice-Chair Elect, Chair-elect, and Chair, Communication Theory Division, Southern States

Communication Association, 1989-1991.

Chair, Public Relations Committee, Speech Communication Association, 1986-1989.

Vice-Chair Elect, Chair-elect and Chair, Organizational Communication Division, Speech Communication Association, 1984-1987.

Research Awards Committee, Organizational Communication Division, Speech Communication Association, 1982-1984 (Chair); 1991-1993, 1999.

Chair, Constitution Committee, Southern Speech Communication Association, 1986-1989.

### **Outside Reviewer of Communication Departments**

University of Cincinnati, 2004

University of North Carolina at Charlotte, 2005

### **Outside Reviewer for Promotion and Tenure Decisions**

Arizona State University (2)\*

Auburn University

Brigham Young University (School of Business)\*

City University of New York\*

East Tennessee State University

Georgia Southern University\*

Miami University (Ohio)

North Carolina State University

Southern Methodist University (2)

Temple University\*

University of Colorado

University of New Mexico

University of North Carolina

University of Texas at Austin

University of Utah (3)

\*Indicates promotion to full professor

### **Professional Memberships**

???Canada Research Organization

International Communication Association

*University*

Advisory Board, Center for Teaching Excellence, Texas A&M University, 2003-2005.  
 Faculty Senate, 1995-1998.  
     Academic Affairs Committee, 1995-1998.  
     Subcommittee on Relationships with Community Colleges, 1996-1997.  
 Council of Master Teachers, 1996-2003.  
 Committee on Graduate Admissions and Recruitment, 2000-2001

### ***College of Liberal Arts***

Curriculum Committee, 2005-present  
 Dean's Advisory (Promotion & Tenure) Committee, 1997-2000.  
 Dean's Committee on Teaching, Chair (1995-1997)  
 College Elections Committee, 1994-1997.  
 Faculty Representative, Dean's Advisory Committee, 1994-1995.  
 Graduate Instruction Committee, Chair (1997-1998), Member (1996-1997, 1998-2000, 2003-2004)  
 Liberal Arts Council, At-large Delegate, 1993-1996.  
 Academic Standards Committee, 1991-1993.  
 Subcommittee on College Minor Requirements, 1991.  
 Women Faculty Mentoring Program, 1992-1995.  
 Humanities Lecture Selection Committee, 1991-1993.  
 N.E.H. Challenge Grant Committee, 1989-1990.

### ***Departmental***

#### **Texas A&M University**

Director of Graduate Studies, 1996-2000, 2003-2004.  
 Chair, Long-Range Planning Committee, 1987-1996 (includes authorship, TAMU Speech Communication Ph.D. Program Proposal, Drafts I-IV)  
 Department Head's Advisory Committee, 1990-present.  
 Promotion and Tenure Committee, 1987-present.  
 Graduate Affairs Committee, 1992-2000.  
 Basic Course Co-Director, 1989-1990.  
 Search Committees, 1990 (chair), 1991, 1992, 1993.

#### **University of North Carolina at Chapel Hill**

Co-ordinator of Departmental Research Activities, 1987-1989.  
 Director of Undergraduate Studies, 1985-1988.  
 Director of Internship/Independent Studies Program, 1979-1982.

#### **Graduate Committee Work**

*Chair, Ph.D. Advisory Committees (Texas A&M Only)*

- Joelle Cruz, In Process  
 Kevin Cosgriff-Hernandez, In Process.  
 Renee Cowan, “Power, Policies, and Paradox: Workplace Bullying and the Human Resources Professional,” In process.  
 Suzanne Boys, 2008. “A Dialogic Model for Analyzing Crisis Communication: An Alternative Approach to Understanding the Roman Catholic Clergy Sex Abuse Crisis.” Finalist, International Communication Charles Redding Dissertation Award Competition.  
 Blair Browning, 2008. “Teams in Transition: An Ethnographic Case-study Highlighting Cohesion and Leadership in a Collegiate Athletic Team.”  
 Amber Burkett, 2004, “Creating Change in the SEIU and AFL-CIO.”  
 Roy Joseph (co-chair with M.S. Poole). 2001, “Making Machines in our Image: The Rhetoric of Artificial Intelligence.”

*Chair, M.A. Advisory and Thesis Committees (Texas A&M Only)*

- Yuchun (Colin) Yuan, 2003  
 Holly McIntush, 2000. (Winner of the Texas A&M University Association of Former Students Award of Excellence in Research, Master’s-Level, 1995).  
 Amber Burkett, 1999 (PhD, Texas A&M, 2004).  
 Crystal Church, 1999.  
 Brian Smithwick, 1999.  
 Shelly Koegler (co-chair), 1997.  
 Simone Carnegie, 1996. (PhD, Sociology at the University of Montreal, 2000)  
 Mary Johnson, 1995 (PhD., University of Texas-Austin, 2001).  
 Nathan Baxter, 1994. (PhD, Indiana University, 2001).  
 Julie Haynes, 1994 (Winner of the Texas A&M University Association of Former Students Award of Excellence in Research, Master’s-Level, 1995). Currently an Assistant Professor at Rowan College of NJ (Ph.D., Purdue University).  
 Lucinda Sinclair-James, 1993 (Winner of the Texas A&M University Association of Former Students Award of Excellence in Research, Master’s-Level, 1994). (Ph.D., Purdue University, 1999)  
 Nina Anderson Legg, 1992.

Chair of 5 Non-Thesis M.A. Committees (all at Texas A&M) and Member of 35 (8 non-departmental) Masters Committees (at UNC, North Carolina State, and Texas A&M), 14 (non-departmental) dissertation committees (7 at UNC, 2 at Duke, 8 at Texas A&M) and 6 departmental dissertation committees at Texas A&M.

*Chair, Undergraduate Honors Theses (Texas A&M Only)*

- Claire Thompson, "Jane Austen: Criticisms in Feminism" (Foundation Honors, in process)
- Nancy Diana Davis, 2007, "The Walmart Way: Corporate Reputation Management in a Global Economy." Winner of the Texas A&M University Outstanding Foundation Honors Thesis in the Humanities Award.
- Angela Shimek, LBAR Honors Thesis, 2004. "From TAAS to TAKS: An Analysis of Standardized Testing in Texas." An article based on this thesis was published as "The Road Not Taken: The Next Step for Texas Education Finance," *St. Mary's Law Review*, 9 (2007).

### **Service-related Publications**

- Tracy A. Rutherford, Christine D. Townsend, Gary E. Briers, Richard Cummins, & Charles Conrad, "Leadership Self-perceptions of WLC Participants," *Journal of Agricultural Education*, 43(2002): 22-34.
- Charles Conrad and W.A. Talbert, "Satisfaction and Morale of Church Staffs," *The Baptist Record*, September, 1990, p. 1.
- Charles Conrad and Betty Webber Conrad, "The Moving Experience: Coping with Relocation," *The Waiting Room: a Magazine for Wives of Professional Athletes*, November, 1984.
- Charles Conrad, "Programmatic Diversification as a Strategy for the 1980's," *Association of Communication Administration Bulletin*, No. 42 (October, 1982).

### **REFERENCES AVAILABLE ON REQUEST**

## Community Service

### Presentations and Service, 1979-present

American Association of Quality Control  
City of Chapel Hill: Housing and Recreation Divisions  
American Society of Training and Development  
International Association of Business Communicators  
North Carolina Agricultural Extension Division  
Black Mountain Hospital (NC Division of Mental Health)  
Forsyth-Stokes Mental Health Center  
N.C. Board of Education: Teacher Quality Assurance Program  
Child and Family Services, Lexington, NC  
AIESEC (International Association of Students in  
Economics and Commerce)  
University of North Carolina-Greensboro, Department of  
Business and Economics  
American Association of Pharmacologists  
"Year of the Woman," City of Greensboro, NC  
"The Answer" Counseling Center, College Station, TX  
Brazos County Rape Crisis Center

Professional Golf Association

Habitat for Humanity

Phi Tau Sigma Honorary Society (Food Science Department, TAMU)

**REFERENCES AVAILABLE ON REQUEST**