

MICHAEL W. KRAMER

Chair and Professor, Department of Communication

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EDUCATION:

Ph.D. in Speech Communication, Organization Communication, University of Texas at Austin, Texas; August 1991

M.A. in Speech Communication, Interpersonal, Northeastern Illinois University, Chicago, Illinois; June 1982

Attended Purdue University--Calumet Branch Hammond, IN (Summer 1979)

B.S. in Education, double major in English and Speech/Drama, Concordia College, Seward, Nebraska; May 1976

A.A. in Education, Concordia Junior College, Ann Arbor, Michigan; May 1974

PROFESSIONAL TEACHING EXPERIENCE:

Chair and Professor, Department of Communication, University of Oklahoma. Taught and developed courses in Small Group Processes (G), Organizational Communication (G), and Organizational Communication (U). Involved in graduate student advising and dissertation committees. 2010 to present.

Chair and Professor, Department of Communication, University of Missouri-Columbia. Taught and developed courses in Organizational Communication (Graduate and Undergraduate), Persuasive Speaking (U), Business and Professional Speaking (U), Senior Project (U), Quantitative Research Methods (G), Small Group Communication (G), Introduction to Graduate Studies (G), Introduction to Public Speaking (U), and Communication Education (G). Involved in graduate student advising, thesis and dissertation committees. Early promotion and tenure in 1996. Promotion to professor in 2005. 1991 to 2010.

Assistant Professor, Communication Division, Concordia Lutheran College, Austin. Taught and developed undergraduate courses in Organizational Communication, Group Dynamics, Nonverbal Communication, Introduction to Speech, Persuasive Communication, and Oral Performance of Literature. Responsible for 15 hours per semester and undergraduate advising. 1984 to 1991.

Department Chair, English Department, Luther High School South, Chicago. Responsibilities included Speech Team Coach, Director of Drama, curriculum development, supervision of faculty and student teachers. 1978-1984.

English Teacher, Martin Luther High School, Maspeth, New York. Responsibilities included Director of Drama, Senior Communication course. 1976-1978.

PROFESSIONAL GOALS:

As result of my professional and educational experiences, I am interested in positions where I can use my administrative experience while still maintaining my interest in teaching and research. I am interested in teaching undergraduate and graduate level courses in organizational and group communication. This could include basic courses, general survey courses, and seminars focusing on the assimilation process, people in transition, decision-making, and leadership. I continue to conduct research concerning group and organizational members involved in change.

ACADEMIC INTERESTS FOR TEACHING AND RESEARCH:

Organizational Communication: assimilation, transitions, emotions, superior/subordinate communication, IRBs
Group Communication: decision making, leadership, role negotiation, dialectical theory, volunteers

DISSERTATION:

A Longitudinal Study of the Effects of Communication on the Intraorganizational Job Transfer (1991). This three phase study included quantitative questionnaires and qualitative interviews that examined disengaging from the old location, and role negotiation, social support, feedback, and relationship development at the new location.

DISSERTATION AWARD:

Winner of the W. Charles Redding Dissertation Award for best organizational communication dissertation in 1991. Presented by the International Communication Association at the conference, Miami, FL, May 1992.

TEACHING AWARDS:

Outstanding Professor, iCom, Intercollegiate Communication Association, University of Missouri, April 2010.
Kemper Fellowship for Teaching Excellence Award, University of Missouri, April, 1999.
Provost Outstanding Junior Faculty Teaching Award, University of Missouri, March, 1995.

RESEARCH AWARDS:

Distinguished Edited Book Award, Applied Communication Division, NCA, November 2014.
Fredric M. Jablin Award for Outstanding Contributions to Organizational Communication, ICA, 2014.
Top Paper Panel in Organizational and Professional Communication, CSCA, 2013.
Outstanding Journal Special Issue in Applied Communication, NCA 2006.
Dennis Gouran Research Award for the top journal article, Group Communication, NCA, 2005.
Top Four Competitive Paper in Ethnography, NCA, 2003.
Top Four Competitive Paper in Group Communication, NCA, 2001.
Finalist/Presenter, Arizona State University Organizational Communication Prize Lecture Conference, 1998.
Top Four Competitive Paper in the Basic Course, NCA, 1997.
Top Three Competitive Paper in Organizational Communication, SCA, 1996.
Top Three Competitive Paper in Organizational Communication, SCA, 1994.
Top Three Competitive Paper in Organizational Communication, SCA, 1992.

ACADEMIC AWARDS AND HONORS:

Faculty/Staff Service and Support Award, Communication Graduate Student Association, OU, April 2015.
Keynote Speaker, Southern States Communication Association Conference, April 2013, Louisville, KY.
Faculty Award, Mizzou Alumni Association, University of Missouri, 2009.
Brommel-Kramer-Barnitz Scholarship in Communication, Media and Theater endowed in honor of career accomplishments, by Dr. Bernard Brommel at Northeastern Illinois University, 2005.
Honorary Member, Mortar Board Honors Society, 2004.
Honors Graduation Mentor, 2003, 2004 (2), 2005, 2006.
Phi Kappa Phi, Honors Society, 1987.
Graduate Student Scholarship, Northeastern Illinois University, 1980-82.
Graduated with High Honors, Concordia College, 1976.
Graduated Summa Cum Laude, Concordia College, 1974.

SCHOLARLY BOOKS:

Kramer, M.W., Lewis, L.K. & Gossett, L.M. (Eds). (2015). *Volunteering and communication Volume II: Studies in intercultural and international contexts*. New York: Peter Lang.

Kramer, M.W., Lewis, L. K., & Gossett, L.M. (Eds.). (2013). *Volunteering and communication: Studies from multiple*

contexts. New York: Peter Lang.

Kramer, M.W. (2013 reprint). *Managing uncertainty in organizational communication* (Routledge Communication Series). New York, NY: Routledge.

Kramer, M.W. (2010). *Organizational socialization: Joining and leaving organizations*. Cambridge, UK: Polity.

Kramer, M.W. (2004). *Managing uncertainty in organizational communication*. Mahwah, NJ: Lawrence Erlbaum.

TEXTBOOK & CASE STUDY BOOK:

Kramer, M.W., & Bisel, R.S. (2017). *Organizational communication: A lifespan approach*. New York: Oxford.

Mize Smith, J., & Kramer, M.W. (Eds.). (2015). *Case studies of nonprofit organizations and volunteers*. New York: Peter Lang.

REFEREED JOURNAL PUBLICATIONS:

Kramer, M.W., Hoelscher, C.S., Nguyen, C., Day, E.A., & Cooper, O.D. (accepted). Structuration processes in an interagency collaboration: Enabling and constraining participation and efficiency. *Journal of Applied Communication Research*.

Piercy, C. & Kramer, M.W. (2017). Exploring dialectical tensions of leading volunteers in two community choirs. *Communication Studies*, 68, 208-226.

Kramer, M. W. (2017). Sage on the stage or bore at the board? *Communication Education*, 66, 245-247.

Bisel, R.S., Kramer, M.W., & Banas, J.A. (2017). Scaling up to institutional entrepreneurship: A life history of an elite training gymnastics organization. *Human Relations*, 70, 410-435.

Hoelscher, C.S., Kramer, M.W., Nguyen, C., Cooper, O.D., & Day, E.A. (2017). Decision making and communication in a statewide interagency task force: An investigation of planned versus utilized processes. *Management Communication Quarterly*, 31, 39-68.

Kramer, M.W., & Danielson, M.A. (2017). Communication and role development for zoo volunteers: Responding to role-sending, role-making, and role-remaking. *Journal of Applied Communication Research*, 45, 96-115.

Zanin, A.C., Hoelscher, C.S., & Kramer, M.W. (2016). Extending symbolic convergence theory: A shared identity perspective of a team's culture. *Small Group Research*, 47, 438-472.

Hoelscher, C.S., Zanin, A. C., & Kramer, M.W. (2016). The role of values in alternative organizations: Examining organizational identification in farmers markets. *Western Journal of Communication*, 80, 481-501.

Kramer, M.W., & Danielson, M.A. (2016). Developing and re-developing volunteer roles: The case of ongoing assimilation of docent zoo volunteers. *Management Communication Quarterly*, 30, 103-120.

Tornes, M.J., & Kramer, M.W. (2015). The volunteer experience in temporary organizations: Volunteer role negotiation and identity in a popular culture conference. *Communication Studies*, 66, 590-606.

Meisenbach, R.J., & Kramer, M.W. (2014). Exploring nested identities: Voluntary membership, social category identity, and identification in a community choir. *Management Communication Quarterly*, 28, 187-213.

Bisel, R.S., & Kramer, M.W. (2014). Denying what workers believe are unethical workplace requests: Do workers use moral, operational, or policy justifications publicly? *Management Communication Quarterly*, 28, 111-

129.

- Kramer, M.W. & Dougherty, D.S. (2013). Groupthink as communication process, not outcome. *Communication and Social Change, 1*, 44-62.
- Kramer, M.W., Meisenbach, R.J., & Hansen, G.J. (2013). Communication, uncertainty, and volunteer membership. *Journal of Applied Communication Research, 41*, 18-39.
- Kramer, M. W. (2012). Assessing the validity and value of program and faculty productivity assessments. *The Electronic Journal of Communication, 22*.
- Tan, C.L., & Kramer, M.W. (2012). Communication and voluntary downward career changes. *Journal of Applied Communication Research, 40*, 87-106.
- Kramer, M.W., & Crespy, D.A. (2011). Communicating collaborative leadership. *Leadership Quarterly, 22*, 1024-1037.
- Kramer, M.W. (2011). Toward a communication model for socialization of voluntary members. *Communication Monographs, 78*, 233-255.
- Kramer, M.W. (2011). A study of voluntary organizational membership: The assimilation process in a community choir. *Western Journal of Communication, 75*, 52-74.
- Kramer, M.W. (2010). It depends on your criteria. *Communication Monographs, 77*, 435-437.
- Kramer, M.W., Miller, V.D., & Commuri, S. (2009). Faculty and Institutional Review Board communication. *Communication Education, 58*, 497-515.
- Kramer, M. W. (2009). Role negotiations in a temporary organization: Making sense during role development in an educational theater production. *Management Communication Quarterly, 23*, 188-217.
- Dougherty, D.S., Kramer, M.K., Hamlett, S.R., & Kurth, T. (2009). Language convergence and meaning divergence: An examination of language and meaning for social-sexual behaviors in organizations. *Communication Monographs, 76*, 20-46.
- Kramer, M.W. (2008). The year of the newborns: A department chair's reflections. *Women's Studies in Communication, 31*, 196-202.
- Aubrey, J.S., Click, M.A., Dougherty, D.S., Fine, M.A., Kramer, M.W., Meisenbach, R.J., Olson, L.N., & Smythe, M.J. (2008). "We do babies!": The trials, tribulations, and triumphs of pregnancy and parenting in the academy. *Women's Studies in Communication, 31*, 186-195.
- Click, M.A., & Kramer, M.W. (2007). Reflections on a century of living: Gendered differences in popular songs. *Journal of Popular Communication, 5*, 241-262.
- Kramer, M.W., Hess, J.A., & Reid, L.D. (2007). Trends in communication scholarship: An analysis of four representative NCA and ICA journals over the last 70 years. *Review of Communication, 7*, 227-238.
- Kramer, M.W., Benoit, P.J., Dixon, M.A., & Benoit-Bryan, J.M. (2007). Group processes in a teaching renewal retreat: Functions and dialectical tensions. *Southern Communication Journal, 72*, 145-168.
- Prentice, C.M., & Kramer, M.W. (2006). Dialectical tensions in the classroom. *Southern Communication Journal, 71*, 339-361.

- Kramer, M.W. (2006). Shared leadership in a community theater group: Filling the leadership role. *Journal of Applied Communication Research*, 34, 141-162.
- Dougherty, D.S., & Kramer, M.W. (2005). Organizational power and the institutional review board. *Journal of Applied Communication Research*, 33, 277-284.
- Dougherty, D.S., & Kramer, M.W. (2005). A rationale for scholarly examination of institutional review boards: A case study. *Journal of Applied Communication Research*, 33, 183-188.
- Kramer, M.W. (2005). An ethnography of a fundraising marathon group. *Journal of Communication*, 55, 257-276.
- Kramer, M.W. (2005). Communication and social exchange processes in community theater groups. *Journal of Applied Communication Research*, 33, 159-182.
- Kramer, M.W. (2004). Toward a theory of dialectics in group communication: An ethnographic study of a community theater group. *Communication Monographs*, 71, 311-332.
- Kramer, M.W., Dougherty, D.S., & Pierce, T.A. (2004). Communication during a corporate merger: A case of managing uncertainty during organizational change. *Human Communication Research*, 30, 71-101.
- Kramer, M.W. (2002). Communication in a community theater group: Managing multiple group roles. *Communication Studies*, 53, 151-170.
- Kramer, M.W., & Hess, J.A. (2002). Communication rules for the display of emotions in organizational settings. *Management Communication Quarterly*, 16, 66-80.
- Kramer, M.W., & Berman, J.E. (2001). Making sense of a university's culture: An examination of undergraduate students' stories. *Southern Communication Journal*, 66, 297-311.
- Kramer, M.W., & Miller, V.D. (1999). A response to criticisms of socialization research: In support of contemporary conceptualizations of assimilation. *Communication Monographs*, 66, 358-367.
- Miller, V.D., & Kramer, M.W. (1999). A reply to Bullis, Turner, and Clair. *Communication Monographs*, 66, 390-392.
- Callister, R.R., Kramer, M.W., & Turban, D.B. (1999). Feedback seeking following job transitions. *Academy of Management Journal*, 42, 429-438.
- Kramer, M.W. (1999). Motivation to reduce uncertainty: Reconceptualizing uncertainty reduction theory. *Management Communication Quarterly*, 13, 305-316.
- Kramer, M.W., & Pier, P.M. (1999). Students' perceptions of effective and ineffective communication by college teachers. *Southern Communication Journal*, 65, 16-33.
- Kramer, M.W., & Noland, T.L. (1999). Communication during job promotions: A case of ongoing assimilation. *Journal of Applied Communication Research*, 27, 335-355.
- Jablin, F.M., & Kramer, M.W. (1998). Communication-related sense-making and adjustment during job transfers. *Management Communication Quarterly*, 12, 155-182.
- Fiebig, G.V., & Kramer, M.W. (1998). A framework for the study of emotions in organizational contexts. *Management Communication Quarterly*, 11, 536-572.
- Hinton, J.S., & Kramer, M.W. (1998). The impact of self-directed videotape feedback on students' self-reported levels of communication competence and apprehension. *Communication Education*, 47, 151-161.

- Sias, P.S., Kramer, M.W., & Jenkins, E. (1997). A comparison of the communication behaviors of temporary employees and new hires. *Communication Research*, 24, 731-754.
- Kramer, M.W., Kuo, C.L., & Dailey, J.C. (1997). The impact of brainstorming on subsequent group decision-making: Beyond generating ideas. *Small Group Research*, 28, 218-242.
- Kramer, M.W., & Hinton, J.S. (1996). The differential impact of a basic public speaking course on perceived communication competencies in class, work and social contexts. In C. Newburger (Ed.), *Basic Communication Course Annual* (Vol. 8, pp. 1-25). Boston: American Press.
- Kramer, M.W. (1996). A longitudinal study of peer communication during job transfers: The impact of frequency, quality, and network multiplexity on adjustment. *Human Communication Research*, 23, 59-86.
- Cox, S.A., & Kramer, M.W. (1995). Communication during employee dismissals: Social exchange principles and group influences on employee exit. *Management Communication Quarterly*, 9, 156-190.
- Kramer, M.W. (1995). A longitudinal study of superior-subordinate communication during job transfers. *Human Communication Research*, 22, 39-64.
- Kramer, M.W., Callister, R.R., & Turban, D.B. (1995). Information-giving and information-receiving during job transitions. *Western Journal of Communication*, 59, 151-170.
- Kramer, M.W. (1994). Uncertainty reduction during job transitions: An exploratory study of the communication experiences of newcomers and transferees. *Management Communication Quarterly*, 7, 384-412.
- Kramer, M.W. (1993). Communication after job transfers: Social exchange processes in learning new roles. *Human Communication Research*, 20, 147-174.
- Kramer, M.W. (1993). Communication and uncertainty reduction during job transfers: Leaving and joining processes. *Communication Monographs*, 60, 178-198.
- Kramer, M.W. (1989). Communication during intraorganizational job transfers. *Management Communication Quarterly*, 3, 219-248.
- HANDBOOK CHAPTERS:
- Kramer, M.W., & Myers, K.K. (2014). Communication and work place socialization: A life-span examination of the work-life interface. In J.S. Nussbaum (Ed.), *Handbook of life-span communication* (pp. 253-271). New York: Peter Lange.
- Kramer, M.W., & Sias, P.S. (2014). Interpersonal relationships and organizational communication. In C.R. Berger (Ed.) *Handbook of interpersonal communication* (pp. 467-491). Berlin, Germany: De Gruyter.
- Kramer, M.W., & Miller, V.D. (2014). Socialization and assimilation: Theories, processes, and outcomes. In L.L. Putnam & D.K. Mumby (Eds.), *The Sage handbook of organizational communication* (pp. 525-547). Thousand Oaks, CA: Sage.
- Franz, L.C., & Kramer, M.W. (2010). The dimensions of decisions: A conceptual and empirical investigation. In P.C. Nutt & D.C. Wilson (Eds.), *Handbook of decision making* (pp. 517-540). West Sussex, United Kingdom: Wiley.
- Krone, K.J., Kramer, M.W., & Sias, P.M. (2010). Theoretical developments in organizational communication research. In C. R. Berger, M. E. Roloff, & D. Roskos-Ewolsen (Eds.) *The handbook of communication*

science, 2nd Edition (pp. 165-182). Thousand Oaks, CA: Sage.

OTHER BOOK CHAPTERS:

- Kramer, M.W., & Lewis, L.K. (2015). Reflections and new directions on volunteering in international and intercultural contexts. In M.W. Kramer, L.K. Lewis, & L.M. Gossett (Eds.), *Volunteering and communication Volume II: Studies in intercultural and international contexts* (pp. 295-305). New York: Peter Lang.
- Kramer, M.W., & Hoelscher, C.S. (2014). Promotions and transfers. In V.D. Miller & M. Gordon (Eds.), *Meeting the challenge of human resource management: A communication perspective* (pp. 64-75). New York: Routledge.
- Kramer, M.W. (2013). The socialization of community choir members: A comparison of new and continuing volunteers. In M.W. Kramer, L.M. Gossett, & L.K. Lewis (Eds.), *Volunteering and communication: Studies from multiple contexts*. (pp. 65-86). New York: Peter Lang.
- Lewis, L.K., Gossett, L.M., & Kramer, M.W. (2013). New directions for volunteering. In M.W. Kramer, L.M. Gossett, & L.K. Lewis (Eds.), *Volunteering and communication: Studies from multiple contexts* (pp. 407-416). New York: Peter Lang.
- Kramer, M.W. (2009). Managing uncertainty in work interactions. In T.D. Afifi & W. Afifi (Eds.), *Uncertainty, information management, and disclosure decisions: Theories and applications*. (pp. 164-181). London: Routledge.
- Kramer, M.W. (2006). Communication strategies for sharing leadership within a creative team: LMX in theater groups. In G. B. Graen (Ed.), *LMX leadership: The series: Sharing network leadership* (Vol. 4, pp. 1-24). Greenwich, CT: Information Age.
- Kramer, M.W., & Tan, C.L. (2006). Emotion management in dealing with difficult people. In J.M.H. Fritz and B.L. Omdahl (Eds.), *Problematic relationships in the workplace* (pp. 153-178). New York: Peter Lang.
- Kramer, M.W. (2005). An examination of communication and outcomes in two community theater groups. In O. Leontovich & J. Parrish-Sprowl (Eds.), *Communication studies 2005: Modern anthology*, (pp. 119-150). Volgograd, Russia: Peremena.
- Kramer, M.W. (2004). The complexity of communication in leader-member exchanges. In G. B. Graen (Ed.), *LMX leadership: The series: New frontiers of leadership*, (Vol. 2, pp. 167-191). Greenwich, CT: Information Age.

REPRINT IN EDITED VOLUME:

- Kramer, M.W. (2006). Communication and uncertainty reduction during job transfers: Leaving and joining processes. In L.L. Putnam & K.J. Krone (Eds.), *Organizational Communication* (Five Volume Series). London: Sage. (Reprinted of *Communication Monographs*, 60, 178-198.)

CASE STUDIES AND TEACHING MATERIALS:

- Kramer, M.W., Hoelscher, C.S., Day, E.A., Nguyen, C., & Cooper, O.D. (2017). Collaborating while getting the job done on time. In R. G. Heath & M. G. Isbell (Eds.), *Collaboration: Ethics and skills for diverse organizations, groups, and communities* (pp. 326-331). Long Grove, IL: Waveland Press.
- Kramer, M.W. (2017). Cultural diversity in a community choir. In J.P. Fyke, J. Faris, & P.M. Buzzanell (Eds.), *Cases in organizational and managerial communication: Stretching boundaries* (pp. 9-13). New York: Routledge.

- Kramer, M.W., & Bisel, R.S. (2017). Instructor's manual/test bank to accompany *Organizational communication: A lifespan approach*. New York, NY: Oxford Press. Access at <https://arc2.oup-arc.com/signin?referrer=/account>.
- Kramer, M.W. (2016). To gain or not to gain, that is the question. In D. L. Tucker & J.A. Wrench (Eds.) *Casing sport communication* (pp. 212-217). Dubuque, IO: Kendall Hunt.
- Mize Smith, J., & Kramer, M.W. (2015). An introduction to nonprofit organizations and volunteers. In J. Mize Smith & M.W. Kramer (Eds.), *Case studies of nonprofit organizations and volunteers* (pp. 1-10). New York: Peter Lang.
- Kramer, M.W. (2015). *The choice*. In J. Mize Smith & M.W. Kramer (Eds.), *Case studies of nonprofit organizations and volunteers* (pp. 94-99). New York: Peter Lang.
- Change, E., Cone, K.C., Kramer, M.W., & Schwarz, B. (2015). Capstone experiences. In A. Strathman & J. Spain (Eds.), *The pursuit of teaching excellence: Lessons from the University of Missouri Kemper teaching fellows* (pp. 83-97). Columbia, MO: University of Missouri Press.
- Kramer, M.W. (2012). Learning the job. In J.A. Wrench (Ed.), *Casing organizational communication* (pp. 49-52). Dubuque, IA: Kendall-Hunt.
- Kramer, M.W. (2010). Group socialization: The newcomer experience in a community choir. In L. Black (ed.), *Group communication: Cases for analysis, appreciation, and application* (pp. 49-54). Dubuque, IA: Kendall Hunt.
- Kramer, M.W. (2010). Permission to walk. In J. Keyton & P. Shockley-Zalabak (Eds.), *Case studies in organizational communication: Understanding communication processes, (3rd ed., pp. 132-140)*. New York: Oxford University.
- Kramer, M.W. (2010). Permission to walk. In J. Keyton & P. Shockley-Zalabak (Eds.) *Instructor manual and test questions for case studies in organizational communication: Understanding communication processes. (3rd Ed.)*. New York: Oxford University.
- Kramer, M.W. (2006). Permission to walk. In J. Keyton & P. Shockley-Zalabak (Eds.), *Case studies in organizational communication: Understanding communication processes (2nd Ed, pp. 216-226)*. Los Angeles: Roxbury Press.
- Kramer, M.W. (2006). Permission to walk. In J. Keyton & P. Shockley-Zalabak (Eds.) *Instructor manual and test questions for case studies in organizational communication: Understanding communication processes. (2nd Ed., pp. 160-165)*. Los Angeles: Roxbury.

OTHER SCHOLARLY PUBLICATIONS:

- Kramer, M.W. (accepted for 2018). Volunteering and intercultural communication. In Y.Y. Kim (Ed.), *International encyclopedia of intercultural communication*. Hoboken, NJ: Wiley-Blackwell.
- Kramer, M.W., & Adams, T.E. (2017). Ethnography. In M. Allen (Ed.), *The SAGE Encyclopedia of Communication Research Methods* (pp. 458-461). Thousand Oaks, CA: Sage.
- Kramer, M.W. (2017). Uncertainty management. In A. Farazmand, P. Prysmakova, & D.R. Vienne (Eds.) *Global encyclopedia of public administration, public policy, and governance* (pp. 1-7). New York, NY: Springer.
- Kramer, M.W. (2017). Emotion management. In A. Farazmand, P. Prysmakova, & D.R. Vienne (Eds.) *Global encyclopedia of public administration, public policy, and governance* (pp. 1-7). New York, NY: Springer.

- Kramer, M.W. (2017). Supervisor-subordinate communication. In C.R. Scott & L.K. Lewis (Eds.), *International encyclopedia of organizational communication* (pp. 2316-2329). Hoboken, NJ: Wiley-Blackwell.
- Kramer, M.W. (2017). Sensemaking. In C.R. Scott & L.K. Lewis (Eds.), *International encyclopedia of organizational communication* (pp. 2126-2134). Hoboken, NJ: Wiley-Blackwell.
- Kramer, M.W. (2016). Uncertainty and communication in organizations. In C.R. Berger (Ed.), *International encyclopedia of interpersonal communication*. New York: Wiley-Blackwell.
- Hoelscher, C.S., Cooper, O.D., Nguyen, C., Kramer, M.W., & Day, E.A. (2015). Support for impaired driving initiatives in Oklahoma: A qualitative examination of leadership and organizational mechanisms. Technical Report submitted to the National Safety Council, Itasca, IL. Funded under the National Highway Traffic Safety Administration cooperative agreement No. DTNH22-09-H-00240.
- Kramer, M.W. (2011). White Paper: Institutional Review Boards. In *Future Research in the Social, Behavioral, and Economic Sciences 2020*. Arlington, VA: National Science Foundation. Available at: http://www.nsf.gov/sbe/sbe_2020/all.cfm.
- Kramer, M.W., & Dougherty, D.S. (2009). Language convergence; Meaning Divergence. *Communication Currents*, 4 (2).
- Kramer, M.W. (2008). Institutional review boards. In N. Salkind (Ed.), *Encyclopedia of educational psychology*. Thousand Oaks, CA: Sage.
- Kramer, M.W. (2008). Bona fide group. In W. Donsbach (Ed.), *The international encyclopedia of communication* (Vol. 2, pp. 353-355). Malden, MA, Oxford, England: Wiley-Blackwell.
- Kramer, M.W. (2007, October). Tenure and promotion tips. *Spectra*, 43, 15.
- Klyoukovski, A. A., & Kramer, M. (2001). Sexual harassment in academia: An experimental study of perceptions of sexual harassment by instructors and undergraduate students. *Women & Language*, 24 (1), 46 (abstract).
- Kramer, M.W. (1994). I'll second that: A role-playing simulation for parliamentary procedure. *Simulation and Gaming*, 25, 533-538.
- Kramer, M.W. (1991). Organizational learning through job transfers. *Working Papers Series, V5*, Austin, TX: College of Innovation Management and Entrepreneurship; The Institute of Management Sciences.
- MANUSCRIPTS UNDER REVIEW OR DEVELOPMENT:
- Kramer, M.W., & Dailey, S.L. (invited for 2019). Socialization and organizational culture. In R. Mitra & J. McDonald (Eds.), *Organizational Communication Research and Practice: Current Trends and Future Directions*. New York: Routledge.
- Nguyen, C., Day, E.A., Hoelscher, C.S., Kramer, M.W., & Cooper, O.D. Leadership and Preparing for Change through Interorganizational Collaboration: A Qualitative Study of a Statewide Interagency Taskforce. Submitted.
- Kramer, M.W., Guo, Y., & Lee, S.K. Using social media to manage uncertainty during organizational assimilation: Information seeking and giving. To be submitted.
- Guo, Y., Lee, S.K., & Kramer, M.W. We work in international companies: An exploration of social media uses in Chinese employees. To be submitted.
- Lee, S.K., Guo, Y., & Kramer, M.W. An exploration of social media uses in employees' organizational

socialization. To be submitted.

CONFERENCE PAPERS:

- Kramer, M.W., Guo, Y., & Lee, S.K. (2017, November). *Using social media to manage uncertainty during organizational assimilation: Information seeking and giving*. Competitive paper presented at the National Communication Association (NCA) conference in Dallas, TX.
- Kramer, M.W., Hoelscher, C.S., Nguyen, C., Day, E.A., & Cooper, O.D. (2017, November). *Structuration processes in an interagency collaboration: Enabling and constraining participation and efficiency*. Top Four Paper Panel in the Group Communication Division presented at the NCA conference in Dallas, TX.
- Lee, S.K., Kramer, M.W. & Guo, Y. (2016, November). *An exploration of social media uses in employees' organizational socialization*. Competitive paper presented at the NCA conference in Philadelphia, PA.
- Guo, Y., Lee, S.K., & Kramer, M.W. (2016, June). *We work in international companies: An exploration of social media uses in Chinese employees*. Competitive paper presented at the International Communication Association (ICA) conference in Fukuoka, Japan.
- Kramer, M.W., & Danielson, M.A. (2015, November). *Communication and role development for zoo volunteers: Responding to role-sending, role-making, and role-remaking*. Competitive paper presented at NCA conference at Las Vegas, NV.
- Hoelscher, C.S., Kramer, M.W., Nguyen, C., Cooper, O.D., & Day, E.A. (2015, November). *Decision making and communication in a statewide interagency task force: A qualitative investigation of planned versus utilized processes*. Competitive paper presented at the NCA conference at Las Vegas, NV.
- Piercy, C. & Kramer, M.W. (2015, April). *Exploring dialectical tensions of leading volunteers in two community choirs*. Competitive paper presented at the Central States Communication Association (CSCA) conference in Madison, WI.
- Bisel, R.S., Banas, J.A., & Kramer, M.W. (2014, November). *The sensebreaking and collective sensemaking of institutional entrepreneurs (IEs)*. Competitive paper presented at the NCA conference in Chicago, IL.
- Kramer, M.W., & Hoelscher, C.S. (2014, November). *Promotions and transfers*. Competitively selected panel presented at NCA conference in Chicago, IL.
- Tornes, M.J., & Kramer, M.W. (2014, May). *The volunteer experience in temporary organizations: Volunteer role negotiation and identity in a popular culture conference*. Competitive paper presented at the International Communication Association (ICA) conference in Seattle, WA.
- Kramer, M.W. (2014, May). *Work socialization messages and the good life: Problematic assumptions*. Competitively selected paper for a preconference session at the ICA conference in Seattle, WA.
- Kramer, M.W., & Danielson, M.A. (2013, November). *Change the roles: The case of ongoing socialization of docent zoo volunteers*. Competitive paper presented at the NCA conference in Washington, DC.
- Tornes, M.J., & Kramer, M.W. (2013, November). *Seeking information and friends in the workplace: The influence of perceived opportunity for friendship on information seeking behavior*. Competitive paper presented at the NCA conference in Washington, DC.
- Hoelscher, C.S., Zanin, A. C., & Kramer, M.W. (2013, June). *The role of values in alternative organizations: Examining organizational identification in farmers markets*. Competitive paper presented at the ICA conference in London.
- Bisel, R.S., & Kramer, M.W. (2013, April). *Denying unethical workplace requests: Do workers use moral,*

operational, or policy justifications? Top Paper Panel in the Organizational and Professional Division of the CSCA conference in Kansas City, MO.

- Meisenbach, R.J., & Kramer, M.W. (2012, November). *Volunteer membership, identification, and identity in a community choir*. Competitive paper presented at the NCA conference in Orlando, FL.
- Kramer, M.W. (2012, November). *Implications of talk about work for reifying social class*. Paper presented on a panel at the NCA conference in Orlando, FL.
- Kramer, M.W., Meisenbach, R.J., & Hansen, G.J. (2011, November). *Communication, uncertainty, and volunteer membership*. Competitive paper presented at the NCA conference in New Orleans.
- Gist, A., & Kramer, M.W. (2011, November). *Communication and organizational outcomes in a volunteer organization: Satisfaction, commitment, organizational citizenship behaviors and beyond*. Competitive paper presented at the NCA conference in New Orleans.
- Tan, C.L., & Kramer, M.W. (2011, November). *Communication and voluntary downward career changes*. Competitive paper presented at the NCA conference in New Orleans.
- Kramer, M.W. (2009, November). *Toward a communication model of volunteer socialization*. Competitive paper presented at the NCA conference in Chicago.
- Kramer, M.W. (2008, November). *A study of voluntary organizational membership: The assimilation process in a community choir*. Competitive paper presented at the NCA conference in San Diego.
- Krone, K.J., Kramer, M.W., & Sias, P.M. (2008, November). *Theoretical developments through paradigmatic pluralism in organizational communication research*. Competitive paper presented at the NCA conference in San Diego.
- Kramer, M.W. (2008, February). *Managing uncertainty in organizational encounters*. Competitive paper presented at the Western Communication Association (WCA) conference in Denver.
- Kramer, M.W., Miller, V.D., & Commuri, S. (2007, November). *Communication and Institutional Review Boards*. Competitive paper presented at the NCA conference in Chicago.
- Kramer, M.W. (2007, November). *An autoethnography of managing multiple group roles*. Competitive paper presented at the NCA conference in Chicago.
- Kramer, M. W. (2006, November). *Role negotiation in a theater production: Making sense of equivocality in role development*. Competitive paper presented at the NCA conference in San Antonio.
- Dougherty, D.S., Kramer, M.K., Hamlett, S.R., & Kurth, T. (2006, November). *Language convergence and meaning divergence: An examination of language and meaning for social-sexual behaviors in organizations*. Competitive paper presented at the NCA conference in San Antonio
- Kramer, M.W., & Hess, J.A. (2006, November). *Trends of scholarship: Reflections on 70 years of communication journals*. Competitive paper presented at the NCA conference in San Antonio.
- Kramer, M.W. (2006, November). *Communication strategies for sharing leadership within a creative team: LMX in theater groups*. Competitive paper presented at the NCA conferences in San Antonio.
- Click, M.A., & Kramer, M.W. (2006, April). *Reflections on a century of living: Gendered differences in popular songs*. Competitive paper presented at the CSCA conference in Indianapolis.

- Kramer, M.W., & Tan, C.L. (2005, November). *Emotion management in dealing with difficult people*. Paper presented at the NCA conference in Boston.
- Prentice, C.M., & Kramer, M.W. (2004, November). *Dialectical tensions in the classroom*. Competitive paper presented at the NCA conference in Chicago.
- Kramer, M.W., & Dougherty, D.S. (2004, November). *Groupthink that succeeds?* Paper presented at the NCA conference in Chicago.
- Florea, L.C., & Kramer, M.W. (2004, August). *Making sense of the applicant: A theoretical framework for analyzing the interview interaction*. Competitive paper presented at the Academy of Management conference in New Orleans.
- Kramer, M.W. (2003, November). *Toward a theory of dialectics in group communication: An ethnographic study of a community theater group*. Competitive paper presented at the NCA conference in Miami.
- Kramer, M.W. (2003, November). *An ethnography of communication and synergy in a fundraising marathon group*. Top Four Competitive paper, Ethnography Division, NCA conference in Miami.
- Kramer, M.W. (2003, November). *Multiple leaders in community theater: Filling the leadership void*. Paper presented at the NCA conference in Miami.
- Benoit, P.J., Kramer, M.W., Dixon, M.A., & Benoit, J.M. (2003, November). *Group processes in a teaching renewal retreat*. Competitive paper presented at the NCA conference in Miami.
- Kramer, M.W. (2003, November). *Communication and its impact in two community theater groups*. Competitive paper presented at the NCA conference in Miami.
- Kramer, M.W., Dougherty, D., & Pierce, T. (2002, November). *Communication during a corporate merger: A case of managing uncertainty during organizational change*. Competitive paper presented at the NCA conference, New Orleans, LA.
- Kramer, M.W. (2002, March). *Applying uncertainty reduction theory to organizational contexts*. Panel presentation at the WCA conference, Long Beach, CA.
- Kramer, M.W. (2001, November) *Community theater as a bona fide group: Role management in a "third-place" group*. Top Four Competitive Paper, Group Communication Division, NCA conference, Atlanta, GA.
- Klyukovski, A.A., & Kramer, M.W. (2000, November). *Sexual harassment in academia: An experimental study of the perceptions of sexual harassment by instructors and undergraduate students*. Competitive paper presented at the NCA conference in Seattle, WA.
- Kramer, M.W. (1999, November). *Expanding the research agenda in assimilation research*. Paper presented at the NCA conference in Chicago, IL.
- Kramer, M.W., & Berman, J.E. (1998, November). *Stories of integration, differentiation, and fragmentation: One university's culture*. Competitive paper presented at the NCA conference in New York.
- Kramer, M.W., & Walker, M.R. (1998, November). *Explorations of vocational socialization through the "real job" colloquialism*. Competitive paper presented at the NCA conference in New York.
- Kramer, M.W., & Hess, J.A. (1998, November). *Emotion display norms: Rules for emotion management in organizational settings*. Paper presented at the NCA conference in New York.

- Kramer, M.W. (1998, October). *Reconceptualizing uncertainty reduction theory: Motivation to reduce uncertainty*. Competitive paper presented at Arizona State University Organizational Communication Prize Lecture Conference.
- Hinton, J.S., & Kramer, M.W. (1997, November). *Video equipment in the basic course: Students' perceptions of their speaker apprehension and communication competence in classroom, work, and social settings*. Top Four Competitive Paper, Basic Course Commission, NCA conference in Chicago.
- Sias, P.S., & Kramer, M.W. (1997, November). *A comparison of the communication behaviors of temporary employees and new hires*. Competitive paper presented at the NCA conference in Chicago.
- Kramer, M.W., & Pier, P.M. (1997, November). *A holistic examination of students' perceptions of effective and ineffective communication by college teachers*. Competitive paper presented at the NCA conference in Chicago.
- Fiebig, G.V. & Kramer, M.W. (1996, November). *The process of emotions in organizational communication*. Top Three Competitive Paper, Organizational Communication Division presented at the Speech Communication Association (SCA) conference in San Diego.
- Kramer, M.W., & Noland, T.L. (1996, November). *Assimilation as structuration: An examination of communication during the promotion process*. Competitive paper presented at the SCA conference in San Diego.
- Kramer, M.W., & Hinton, J.S. (1996, November). *The differential impact of a basic public speaking course on perceived communication competencies in class, work and social contexts*. Paper presented at the SCA conference at San Diego.
- Kramer, M.W., Dailey, J., & Kuo, C.L. (1995, November). *The impact of brainstorming on subsequent group decision-making: Beyond generating ideas*. Competitive paper presented at the SCA conference in San Antonio.
- Kramer, M.W. (1995, November). *Expectations and adjustment: The impact of work and nonwork expectations on job transfers*. Competitive paper presented at the SCA conference in San Antonio.
- Callister, R.R., Kramer, M.W., & Turban, D.B. (1995, August). *Feedback seeking following career transitions*. Competitive paper presented at the Academy of Management conference at Vancouver.
- Kramer, M.W. (1995, May) *Peer communication during job transfers: Frequency, depth, and variety in communication*. Competitive paper presented at the ICA conference in Albuquerque.
- Kramer, M.W. (1994, November). *Supervisor communication during job transfers*. Top Three Competitive Paper in the Organizational Communication Division presented at the SCA conference, New Orleans.
- Cox, S.A., & Kramer, M.W. (1994, November). *Employee dismissals: Antecedents and the communication process*. Presented at the SCA conference, New Orleans.
- Kramer, M.W., Callister, R.R., & Turban, D.B. (1994, November). *Communication strategies for information exchange during job transitions*. Competitive paper presented at the SCA conference, New Orleans.
- Callister, R.R., Kramer, M.W., & Turban, D.B. (1994, March). *Career transitions of newcomers and transferees: Antecedents and outcomes of the socialization process*. Competitive paper presented at the Western Division of the Academy of Management conference, Santa Fe.
- Kramer, M.W. (1993, November). *An exploratory comparison of the communication experiences of newcomers and transferees*. Competitive paper presented at the SCA conference, Miami.

- Callister, R.R., Kramer, M.W. & Turban, D.B. (1993, August). *Proactive behavior in organizational transitions*. Competitive paper presented at the Academy of Management conference, Atlanta.
- Kramer, M.W. (1992, October). *Job transfers: Leaving and joining*. Top Three Competitive Paper, Organizational Communication Division, SCA conference, Chicago, IL.
- Kramer, M.W. (1992, May). *Communication and job transfers: A longitudinal study*. Competitive Paper presented at ICA conference, Miami, Florida.
- Kramer, M.W. (1991, May). *Organizational learning through job transfers*. Presented at the Joint Conference: The Institute of Management Sciences/Operations Research Society (TIMS/ORSA), Nashville.
- Kramer, M.W. (1989, November). *Network change during life cycles: A simulation*. Competitive Paper presented at SCA conference, San Francisco.
- Kramer, M.W. (1989, April). *Life cycles and network change: A simulation*. Presented at the Texas Conference on Organizations, Laga Vista, Texas.
- Kramer, M.W. (1988, November). *Communication and intraorganizational transfers*. Competitive paper presented at SCA conference, New Orleans.
- Kramer, M.W. (1988, April). *What organizations can learn from transfers*. Presented at the Texas Conference on Organizations, Laga Vista, Texas.
- Kramer, M.W., & Frahm, J.H. (1986, March). *A video adaptation of the toastmaster international format*. Presented at the Central States Speech Conference on the Basic Course, Stillwater, OK.

CONFERENCE PAPERS (Submitted):

GRANTS RECEIVED:

- U.S. Department of Transportation: National Highway Transportation Safety Agency. Co-PI. (extension) 2014-2015.
- U.S. Department of Transportation: National Highway Transportation Safety Agency. Co-PI. 2013-2014.
- Summer Research Fellowship and Grant, University of Missouri Research Council, Summer 1996.
- Research Grant, Alumni Incentive Award, University of Missouri, Summer 1996.
- Facility Development Grant, University of Missouri, Classroom audio-visual development, Summer 1995.
- Summer Research Fellowship and Grant, University of Missouri Research Council, Summer 1994.
- Research Grant, Alumni Incentive Award, University of Missouri, Summer 1994.
- Development Grant, College of Arts and Science, University of Missouri, Summer 1993.
- Research Grant, Concordia College, Austin, 1989-1991.
- Shell Grant, College of Communication, University of Texas, 1989.
- Research Grant, Graduate School, University of Texas, 1989.

GRADUATE STUDENT ADVISING

Ph.D. Graduates: (chronological order: initial or current placements)

- Stephen Cox, May 1996, Murray State University, Kentucky
- Choa-Lan Kuo, August 1997, New World Media University, Taiwan
- Tim Noland, May 1998, Graceland College, Iowa
- Greg Fiebig, December 2000, Indiana Wesleyan University
- Regina Waters, December 2000, Drury University, Missouri
- Matt Walker, May 2001, Northwestern Missouri State University

Amiee (Walker) Sapp, May 2002, William Woods University, Missouri
Stephanie Wells, May 2003, William Woods University, Missouri
Kris Drumheller, August 2004, West Texas A&M University
Bill Reed, May 2006, Varian, Las Vegas, Nevada
Tessa Pfafman, August 2007, Western Illinois University
Troy Comeau, December 2007, Pittsburgh State University, Kansas
Stephanie (Hamlett) Klatzke, May 2008, Northern Kentucky University
Claire Lee-Fang Tan, August 2008, Corporate Communications Division, Singapore
Annie Yang, May 2010, University of Macau, China
Elizabeth Minei, May 2013, Baruch University, New York
Julie (Hosmer) Bellamare, May 2015, US Army War College, College of Carlisle, Pennsylvania
Michael Tornes, November 2015, Education, Training and Research, Oakland, CA.
Carrisa Hoelscher, April 2016, Missouri State University
Michael Ault, April 2016, Weber State University, Utah
Cameron Piercy, April 2017, Central Missouri State University
Veronica (Yijia) Guo, June 2017, University of Southern California

Advisee Dissertation Award Winners at OU:

Elizabeth Minei: Ragan-Kramer-Weider Qualitative Proposal, 2013
Carrisa Hoelscher: Nancy Mergler \$15,000 Dissertation Completion Award, 2015 (campus)
Carrisa Hoelscher: Ragan-Kramer-Weider Qualitative Proposal, 2015
Cameron Piercy: Cummings Quantitative Proposal, 2017
Veronica Guo: Ragan-Kramer-Weider Qualitative Proposal, 2017

M.A. Graduates (chronological order):

Echelle Jobe, May 1994
Sharita Wilson, December 1995
Lisa Brown, August 1997
Monica Osegeura, December 2000
Deborah Burke, May 2001
Calile Himes, May 2005
Mellodie Wilson, May 2005
Alec Dougherty, May 2017

OTHER GRADUATE STUDENT COMMITTEES:

Completed Ph.D. Dissertation Committees: 69 (MU 58; OU 11)
Completed Ph.D. Comprehensive Exams Committees only: 13 (MU 13)
Completed MA Graduates: 18 (MU 14; OU 6)
First year mentor to Ph.D. Students at OU: (2)
Current Ph.D. Advisor: 5
Current MA Advisor: 0
Current Ph.D. Committees: 7
Current MA Committees: 1

ADMINISTRATIVE DUTIES:

Chair, Department of Communication at the University of Oklahoma: Involved in recruiting, hiring, and evaluating professors and staff. Responsible for managing budget and coordinating curriculum and schedules on the main campus and offsite programs. Developing additional offsite programs. July 2010 to present.

Chair, Department of Communication at the University of Missouri: Involved in recruiting, hiring, and evaluating

tenure track and adjunct professors and staff. Responsible for managing budget, establishing endowments, coordinating curriculum, and all other aspects of department business. Dec 2003 to June 2010.

Interim Course Director. Department of Communication at Missouri: Summer 2007 for Com 1200 Introduction to Public Speaking. Supervised 6 sections taught by TAs.

Associate Chair, Department of Communication at Missouri: Primarily advisory role to chair. Involved in all aspects of department governance. 1999-2003.

Director of Graduate Studies, Department of Communication at Missouri: Responsible for recruiting graduate teaching assistants, monitoring their progress, and implementing programs to increase graduation rates. 1996 to 2003.

Basic Course Director. Department of Communication at Missouri: 1993-1996 for Com 75: Introduction to Public Speaking. Supervised 13-17 TAs teaching 27-30 sections of speech each semester. Developed a standardized syllabus and teaching materials; wrote common examinations, observed all TAs, and provided training for new TAs in Com 451: Seminar in Speech Education.

Producer of Drama Productions at Concordia Lutheran College, 1984-1990.

English Department Chair at LHSS, Chicago: Coordinated the development of a revised curriculum for the entire department. Developed and administered a school wide writing assessment program. Regularly observed and supervised department members. Supervised three student teachers from Concordia, River Forest (1980-1984).

Assistant to the Registrar at LHSS, Chicago: Worked with high school registrar during summer months to set up master schedule and schedule +500 students by hand. Also took care of transcripts and other matters during Registrar's vacation. (1979-1983).

Producer of Drama Productions at LHSS (1978-1984)

Producer of Drama Productions at MLHS (1976-1978)

Assistant to the Registrar at MLHS, Maspeth 1978: Worked with registrar to develop master schedule and make adjustments in students schedules.

PROFESSIONAL MEMBERSHIPS:

International Communication Association
National Communication Association

PROFESSIONAL SERVICE:

National: *Guest Editor*:

Journal of Applied Communication Research, 2005, special issue on institutional review boards

National and International: *Editorial Boards* (34):

Journal of Applied Communication Research (2017-2020). Debbie Dougherty, editor.
Communication Studies (2016-2018). Ken Lachlan, editor.
Management Communication Quarterly (2016-2018). Patty Sias, editor.
Iowa Journal of Communication (2015). David McMahan, Editor.
Western Journal of Communication (2015-2017). Sharon Downey, Editor.
Southern Communication Journal (2015-2017). Leroy Dorsey, Editor.

Communication Education (2014-2017). Jon Hess, editor.
Communication Reports (2014). Rodney Reynolds, editor.
Communication Yearbook (2014). Elisia L. Cohen, editor.
Journal of Applied Communication Research (2014-2017). Kathy Miller, editor.
Human Relations (2014-2019). Paul Edwards, editor.
Management Communication Quarterly (2013-2015). Clara Tsui, editor.
Communication Studies (2013-2015), Robert S. Littlefield, editor.
Communication Yearbook (2012). Elisia L. Cohen, editor.
Western Journal of Communication (2011-2014). Bill Eadie, editor.
Journal of Applied Communication Research (2012-2014). Michele Jackson, editor.
Human Relations (2011-2013). Stephen Deery, editor. Gail Fairhurst, associate editor.
Communication Studies (2010-2012). Kim Powell, editor.
Management Communication Quarterly (2006-2012). James Barker, editor.
Southern Communication Journal (2008-2009). Special issue on qualitative research, Ken Cissna, editor.
Journal of Applied Communication Research (2009-2011), Laura Stafford, editor.
Communication Monographs (2008-2010). Mike Allen, editor.
Journal of Applied Communication Research (2007). Special issue on 2005 Atlantic hurricane season, Dennis Gouran and Matthew Seeger, editors.
Communication Studies (2007-2009). William Benoit, editor.
Journal of Communication Studies (2007-2009). Larry Hugenberg, Cary Horvath, editor.
Journal of Applied Communication Research (2005-2007). Tim Sellnow, editor.
Communication Monograph (2005-2007). Alan Sillars, editor.
Major Works in Organizational Communication, Sage-London, (2004). Linda Putnam and Kathy Krone, editors.
Management Communication Quarterly (2003-2006). Charles Conrad, editor.
Journal of Applied Communication Research (2002-2005). Joann Keyton, editor.
Journal of Communication (2002-2005). William Benoit, editor.
Communication Monographs (2001-2005). Frank Boster, editor.
Management Communication Quarterly (1996-2000). Patrice Buzzanell, editor.
Communication Research (1996-97). Special issue on communication in the age of the disposable worker, Scott Poole and Charles Conrad, editors.

National: *Guest Reviewer* (49 editors):

Reviewer (2017). *Communication Research*, Jennifer Gibbs, editor.
 Reviewer (2016). *Southern Communication Journal*. Johnny Garner, Special Issue on Religion Editor.
 Reviewer (2016). *Communication Theory*, Karin Wilkins, editor.
 Reviewer (2016). *Communication Reports*, Jennifer Bevan, editor.
 Reviewer (2015). *Culture and Organization*, Rebecca Meisenbach, editor.
 Reviewer (2015). *Human Communication Research*, John Courtright, editor.
 Reviewer (2015). *Nonprofit and Voluntary Sector Quarterly*, Michael Shier, editor.
 Reviewer (2014). *Communication Monographs*, Kory Floyd, editor.
 Reviewer (2013). *International Journal of Conflict R*. Posthuma, editor
 Reviewer (2013). *Journal of Communication*, Lance Holbert, associate editor.
 Reviewer (2013). *Asian Women*, Research Institute of Asian Women, Sookmyung University.
 Reviewer (2012-14). *Communication Theory*, Thomas Hanitzsch, editor.
 Reviewer (2012). *Journal of Communication*, Malcolm Parks, editor.
 Reviewer (2011). *Qualitative Communication Research*, Ken Cissna, editor.
 Reviewer (2011). *Communication Monographs*, Kathy Miller, editor.
 Reviewer (2011). *International Journal of Communication*, Larry Gross, editor.
 Reviewer (2010). *Communication Theory*, Angharad Valdivia, editor.
 Reviewer (2010). *Human Communication Research*, James Katz, editor.
 Reviewer (2008-10). *Western Journal of Communication*, Brian Ott, editor.
 Reviewer (2007). *Journal of Business Communication*, Gerald Alfred, editor.

Reviewer (2007). *Communication Research*, Michael Roloff, editor.
 Reviewer (2007-10). *Human Relations Journal*, Gail Fairhurst, editor.
 Reviewer (2006-07). *Communication Theory*, Francois Cooren, editor.
 Reviewer (2006). *Communication Yearbook 31*, Christina Beck, editor.
 Reviewer (2005). *Western Journal of Communication*, A.Cheree Carlson, editor.
 Reviewer (2005). *Communication Theory*, Kathy Miller, associate editor.
 Reviewer (2005). *Communication Studies*, special issue editors, Lynn Harter & Patrice Buzzanell
 Reviewer (2005). *Sex Roles*, Joan Chrisler, editor.
 Reviewer (2005). *Journal of Social and Personal Relationships*, Larry Erbert, editor.
 Reviewer (2004-2006). *Human Relations Journal*, Linda Putnam, associate editor.
 Reviewer (2004). *Communication Reports*, Walther Zakahi, editor.
 Reviewer (2003). *Human Communication Research*, James Dillard, editor.
 Reviewer (2003). *Communication Theory*, Chris Segrin, editor.
 Reviewer (2002). *Western Journal of Communication*, Dan Canary, editor.
 Reviewer (2002). *Communication Research*, Pam Shoemaker, co-editor.
 Reviewer (2001). *Human Communication Research*, John Greene, editor.
 Reviewer (2000). *Journal of Applied Communication Research*, Dan O’Hair, editor.
 Reviewer (2000-02). *Management Communication Quarterly*, Ted Zorn, editor.
 Reviewer (2000). *Canadian Journal of Behavioral Science*, Warren Eaton, editor.
 Reviewer (2000). *Western Journal of Communication*, David Henry, editor.
 Reviewer (1999). *Communication Theory*, Michael Cody, editor.
 Reviewer (1999). *Communication Studies*, Paul Mongeau, editor.
 Reviewer (1999). *Perceptual and Motor Skills*, Carol Ammons, editor.
 Reviewer (1999). *Group Dynamics*, Don Forsyth, editor.
 Reviewer (1998). *Human Relations*, Tamar Jeffers, editorial administrator.
 Reviewer (1996). *Journal of Applied Communication Research*, David Siebold, editor.
 Reviewer (1996). *Communication Studies*, J. Kevin Barge, editor.
 Reviewer (1996). *Human Communication Research*, Cindy Gallois, editor.
 Reviewer (1993-95). *Management Communication Quarterly*, Kathy Miller, editor.

National and International: *Associations:*

Elected reader (2014). Organizational Communication Division for International Communication Association.
 Top Paper Reviewer (2014). Group Communication Division for National Communication Association.
 Awards Committee (2013). Organizational Communication Division for National Communication Association.
 Elected Reader (2009). Organization Communication Division for International Communication Association
 Expert Reviewer (2009). Swiss National Science Foundation.
 Top Papers Reviewer (2008). Organizational Communication Division, National Communication Association.
 Charles Redding Dissertation Awards Committee member (2006). International Communication Association.
 Elected Reader (2005). Group Communication Division of the National Communication Association.
 Elected Reader (2005). Organizational Communication Division for International Communication Association.
 Awards Committee (2004). Applied Communication Division of the National Communication Association.
 Elected Reader (2003). Group Communication Division of the National Communication Association.
 Elected Reader (2002). Applied Communication Division of the National Communication Association.
 Reader (2001). Organizational Behavior Division, Academy of Management.
 Elected Awards Chair, Organizational Communication Division of NCA, 1998-2000.
 Elected Reader (1998). Organizational Communication Division for International Communication Association.
 Member (1995) Organizational Communication Division Awards Committee, SCA.
 Elected Reader (1995). Organizational Communication Division of SCA.

National: *Speaker/Panelist:*

Panelist (2015, April). *Office hours with senior organizational communication scholars*. Central States Communication Association Conference, in Madison, WI.

Panelist (2013, November). Connections through current theoretical approaches and interdisciplinary perspectives of volunteer research. A panel discussion at the NCA conference in Washington, D.C.

Keynote Speaker (2013, April). Southern States Communication Association Conference, Louisville, KY.

Panelist (2013, April). Socialization and assimilation: Where it's been and where it's going—a visit with Michael W. Kramer and other scholars in the field. SSCA Conference, Louisville, KY.

Guest speaker (via video conference): Socialization Seminar, Amber Messersmith, University of Nebraska at Kearney, April 2, 2013.

Panelist (2012, November). *Increasing the Visibility of the Department*, Chairs' Breakfast, NCA Conference in Orlando, FL.

Panelist (2012, October). *Publishing Your Dissertation and Beyond*, Organizational Communication Mini Conference.

Guest speaker (via phone): *Organizational Narratives*. University of Texas, October 30, 2008.

Guest speaker: *Emotion Management Research*. Ohio University, Athens, OH, February 28, 2007.

Guest speaker: *Communication and Institutional Review Boards*. Texas A&M University, College Station, Texas, January 26, 2007.

Panelist (2005, May). A tribute to Fredric M. Jablin: The past, the present, and the future. ICA Conference, New York.

Seminar Leader, Dean's Conference, Accrediting Association of Bible Colleges, February 12-13, 2003.

Guest Speaker, *Motivation to Reduce Uncertainty: A Revision of Uncertainty Reduction Theory*. Master of Arts Colloquia Series at Southwest Missouri State University, October 27, 1998.

Guest Speaker, *Communication during Organizational Boundary Passages*. Colloquium at Purdue University, West Lafayette, Indiana, November 11, 1994.

Guest Speaker, *Communication during Job Transitions*. Colloquium at Michigan State University, East Lansing, Michigan, October 14, 1994.

National: *External reviews:*

External reviewer for promotion to professor, Guelph University, Canada (2017)

External reviewer for promotion to professor, Marquette University (2017)

External reviewer for promotion and tenure, North Dakota State University (2016).

External reviewer for promotion, University of North Carolina, Charlotte (2016).

External reviewer for promotion and tenure, Ohio University (2015).

External program reviewer, College of Communication, Marquette University (2015).

External reviewer for promotion and tenure, Baylor University (2015).

External reviewer for promotion to professor, Rutgers University (2014).

External reviewer for promotion and tenure, Texas A&M (2014).

External reviewer for third year review, University of Texas (2014).

External reviewer for promotion and tenure, SUNY Buffalo (2013).

External reviewer for promotion to professor, Rutgers University (2012).

External reviewer for promotion to professor, University of Arizona (2012).

External reviewer for promotion to professor. Ohio University (2011).

External reviewer for promotion and tenure, University of Nebraska (2011).

External reviewer for promotion and tenure, University of Central Florida (2011).

External reviewer for promotion and tenure, University of California Santa Barbara (2010).

External reviewer for promotion and tenure, University of Tennessee (2008).

External reviewer for promotion and tenure, Northeastern University (2007).

External reviewer for promotion and tenure, Rutgers University (2006).

External reviewer for promotion and tenure, University of Arizona West (2003).

National, International, or Regional: *Other:*

Awards Committee (2016, June). Article of the year award. *Management Communication Quarterly*.

Guest speaker (2016, May 23). Organizational socialization: Joining and leaving organizations. College of Journalism and Communication, Henan University, Kaifeng, China.

Visiting Professor (2016, May 26). Organizational socialization: Joining and leaving organizations. Henan University of Economics and Law, Zhengzhou, China.

Honorary Visiting Professor (2016, May 30). *Organizational socialization: Joining and leaving organizations*. Louyang Normal University, Louyang, China.

Respondent (2015, November). *Embracing Opportunities to Explore Nonprofit Contexts in and out of the Classroom*. National Communication Association Conference, Las Vegas, NV.

Respondent (2015, May). *Top papers in organizational and professional communication*. Central States Communication Association Conference, in Madison, WI.

Respondent (2014, May). *On good terms: Team and group interaction in organizations*. ICA Conference, Seattle.

Conference Planning Committee (2012, October). *Organizational Communication Mini Conference*, Norman, Oklahoma.

Respondent (2011, November). *Managing uncertainty*. NCA Conference, New Orleans.

Respondent (2008, November). *From organizational entry to exit: The spectrum of assimilation*. NCA Conference, San Diego.

Facilitator (2005, November). Socialization research in organizational communication: Birds of a feather sessions. ICA, Conference, New York.

Program Chair (1993, November). Vertical communication in organizations: Models, theories, and relationships. Speech Communication Association Conference, Miami.

Program Chair (1989, April). Maturity and Decline Processes. Texas Conference on Organizations.

National: *Textbook and book reviews:*

Book proposal review for Peter Lange Publishing. *Courageous Organizational Communication Case Studies: Research and Practice for Healthy Workplaces*. January 2015.

Editorial textbook reviewer for Sage. Papa, M., Daniels, T., & Spiker, P. (2007) *Organizational Communication*. August 2006.

Editorial textbook reviewer for Roxbury Publishing. Keyton, J., & Shockley-Zalabak, P. (2003). *Case studies for organizational communication: Understanding communication processes*. June 2002.

Editorial textbook review for Harcourt Brace: Conrad, C. (1994). *Strategic Organizational Communication, Toward the Twenty-first Century, 3rd edition*. January 1996.

Editorial textbook review for Allyn & Bacon: Beebe, S.A., & Beebe, S.J. *Public Speaking: An Audience-Centered Approach, 3rd edition*. September 1995.

Editorial textbook review for Allyn & Bacon: Beebe, S.A., & Beebe, S.J. *Public Speaking: An Audience-Centered Approach, 2nd Edition*. March 1995.

Editorial textbook review for Wm. C. Brown and Benchmark, Publishers. Daniels, T.D. & Spiker, B.K., *Communication for Business and the Professions, 4th edition*. Fall 1987.

University/Department/Local, Oklahoma:

Guest Speaker, *Supervisor Communication: Two Approaches*, Athletic Department Professional Development Lunch Seminar Presentation. Headington Hall, March 25, 2015.

Guest Speaker, *Running a 5K Race this Spring*, English as a Second Language Group, University of Oklahoma sponsored by Trinity Lutheran Church, Norman, February 28, 2015.

Guest Speaker, *Improving Newcomer Experiences*, Southern Oklahoma Human Resource Association, Chickasha, OK, June 18, 2014.

Presenter, *Good advice from Experienced Chairs*, College of Arts and Sciences Annual Chairs and Directors Retreat, May, 2014.

Guest Speaker, *Health and Fitness*, English as a Second Language Group, University of Oklahoma

sponsored by Trinity Lutheran Church, Norman, October 26, 2013.
 Guest Trainer, *Parliamentary Procedure Basics*, Human Resources Workshop, University of Oklahoma, March 5, 2013; July 2, 2013.
 Teaching Mentor, Alaina Zanin, Graduate Teaching Academy, University of Oklahoma, Spring 2013.
 Guest Speaker, *Why and How Employees Voluntarily Leave Organization*, Southern Oklahoma Human Resource Association, Chickasha, OK, April 17, 2013.
 Panel Chair and Participant, *Mentoring Mid-Career Faculty: Reducing Associate Professor Stall*, College of Arts and Sciences Annual Chairs and Directors Retreat, May, 2012.
 Guest Speaker, *Why and How Employees Voluntarily Leave Organization*, Chapter of Human Resources Professionals, Norman, OK, March 10, 2012.
 Participant, Ethics NIH Grant, Graduate College, OU: March 2012.
 Guest Speaker, *Joining and Leaving Organizations*, Edmond Summit Rotary Club, November 8, 2011.
 Guest Speaker, *Group Decision Making*, for Elanie Steyn's Journalism 3083: Business and Media, October, 26, 2011.
 Presenter, *Organizational Culture at the School of Community Medicine*, Community Medicine Academy at the University of Oklahoma, Tulsa, May 6, 2011.
 Presenter, *Socialization in Community Choirs*, University of Oklahoma Psychology Department Lunch Bunch Colloquium, March 4, 2011.
 Respondent (March 2011, 2012), Sooner Conference, Norman, OK.
 Judge, Josh Lee Public Speaking Contest, Fall 2010, 2011.

University/Local, Missouri/Texas:

Guest Lecturer, *Conflict*, in OT/PT 4270 for Dr. Katie Serfas, February 11, 2008.
 Panelist, *Mentoring faculty*, August 27, 2008, Chairs' Retreat, University of Missouri.
 Presenter, *Three studies of communication and Institutional Review Boards*, October 10, 2007, Provost's Special Seminar on Institutional Review Boards at Missouri.
 Presenter, *Two Studies of Communication and Institutional Review Boards*, September 26, 2007, IRB meeting.
 Panelist, *Veteran Chair Roundtable*, August 30, 2006, Chairs' Retreat, University of Missouri.
 Presenter, *Communication Skills for Effective Leadership*, November 15, 2005, Missouri Student Association.
 Presenter, *Communication Skills for Effective Leadership*, April 6, 2005, Missouri Student Association.
 Presenter, Department of Management Colloquium on collaborative research between organizational communication and management, March 12, 2004.
 Outside Member, Promotion and Tenure Committee, David Crespy, Theater Department, University of Missouri, Fall 2003.
 Panelist, Service-Learning Forum, Sponsored by the Office of Service-Learning, University of Missouri, March 21, 2000.
 Guest Speaker, *Quantitative research design*, Introduction to Graduate Studies for Dr. B. Benoit, University of Missouri--Columbia, October 20, 1999.
 Research Presentation, *Motivation to reduce uncertainty*, Department of Management Colloquium, University of Missouri--Columbia, March 12, 1999.
 Guest Speaker, *Quantitative research design*, Introduction to Graduate Studies for Dr. B. Benoit, University of Missouri--Columbia, November 5, 1998.
 Panelist, Service-Learning Forum, Sponsored by the Office of Service-Learning, University of Missouri, April 2, 1998.
 Kramer, M.W., & Pier, P.M. *How to be an effective college teacher*. Presented at the North Central Teaching Symposium, University of Missouri--Columbia and Lincoln University, September 30, 1997.
 Kramer, M.W., & Pier, P.M. *Effective and ineffective college teachers*. Presented at the 7th Annual Teaching Renewal Conference, University of Missouri--Columbia, March 6, 1997.
 Guest Speaker, *Quantitative research design*, Introduction to Graduate Studies for Dr. B. Benoit, University of Missouri--Columbia, October 1996.
 Kramer, M.W., (1996, February 16-29). Effective supervisors are good communicators: Motivated

managers can take steps to improve interpersonal skills. *Mid-Missouri Business Journal*, p. 4b.

Guest Speaker, *Quantitative research design*. Introduction to Graduate Studies for Dr. Porter, University of Missouri--Columbia, October 23, 1995.

Guest Instructor, University Extension, Summer Institute for United Steel Workers Association, AFL-CIO, 6 hours of public speaking, July 16-21, 1995.

Focus Group Facilitator for the Library Research Project on Integrated Information Systems, April 1995.

Guest Speaker, *Designing an experimental study*, Introduction to Graduate Studies for Dr. M.J. Porter, University of Missouri--Columbia, November 14, 1994.

Guest Speaker, *Quantitative research methods*. Introduction to Graduate Studies for Dr. M.E. Brown, University of Missouri--Columbia, October 1993.

Guest Speaker, *Uncertainty reduction during job transitions*, Department of Communication Colloquium, University of Missouri-Columbia, October 1993.

Guest Speaker, *Communication and group processes*, University of Missouri Extension Course, May 1993.

Guest Speaker, *Developing a program of research*, Management Colloquium, University of Missouri-Columbia, March 1993.

Guest Speaker, *Quantitative research methods*, Introduction to Graduate Studies for Dr. B. Benoit, University of Missouri--Columbia, October 1992.

Guest Speaker, *Speaker apprehension*, Columbia Toastmasters International Branch, Fall 1991.

Guest Speaker, *Transferring as a disengagement process*, "Seminar on Organizational Disengagement for Dr. Jablin, University of Texas at Austin, March 1991.

Guest Speaker, *Instrument development and research design*, Seminar in Research Methodology for Dr. Fred Jablin, University of Texas at Austin, March 1990.

COMMITTEE WORK:

University of Oklahoma:

Committee on Faculty Welfare: University of Oklahoma, 2015-2018.

Faculty Benefits Committee: University of Oklahoma, 2014-2018.

Search Committee member: Chair of Film and Media Studies, College of Arts, 2014-2015.

Search Committee member: Endowed Chair, Gaylord School of Journalism & Mass Communication, 2014.

Search Committee member: Chair of Economics Department, College of Arts and Sciences, 2013-2014.

Member of the Faculty Appeals Board, University of Oklahoman, Norman Campus, 2013-2017, 2018-2021.

Search Committee: Social Science Strategic Cluster Initiative in Risk and Public Policy, 2012-2013.

Search Committee: Strategic Plan for Social Science Research in Water, Weather, and Climate, 2012.

Search Committee member, Human Relations Department, 2012-2013.

Focus Group member, Assessment, University Reaccreditation Process with HLC of NCA, March 2012.

Chair and Directors Retreat Planning Committee, College of Arts and Sciences, 2012.

Department Representative, Institutional Review Board, 2011-2015.

Graduate College Academic Appeals Panel, elected at large member, 2011.

Focus Group member, College of Arts and Sciences Visioning Process, 2010.

University of Missouri—Columbia

Member of the IRB Taskforce for Faculty Council, 2009-2010

Elected Member, Campus Faculty Committee on Tenure, 2009-2010

Chair of University Council of Chairs, 2008-2009

Member of the Campus Tenure Probation Extension Committee, 2007-2010

Member of the Campus Institutional Review Board, 2007-2008

A&S Representative, University Council of Chairs, 2006-2009

A&S Representative, Faculty Council, 2003-2006

Member of the Fellowship/Scholarship Review Committee, Graduate School, 2003

Reviewer, University of Missouri Research Board, 2002, 2003

Member of Campus Institutional Review Board, Fall 2002
Chair of the Campus Writing Board, 2001-2002
Chair of the Social Science and Education Sector of the Campus Writing Board, 2001-2002
Member of the Executive Board, College of Arts and Science, 2000-02
Member of Campus Writing Board, 1999-2002
Adjunct member of the Graduate Faculty Senate, 1999-2000
Member of Campus Institutional Review Board, 1998-2001
Member of Arts and Science Committee on Faculty Responsibility, 1997-98
Member of Academic Grievance Procedures Hearing Panel, 1995-98
Member of Campus Committee on Faculty Responsibility, 1995-98
Member of Operations Committee, 1992-1995
Member of Brick Lecture Series Committee, 1992-1994
Member of Campus Planning Committee, 1992-1993
Member of Cluster Development Workshop, 1992-1993

Department of Communication, University of Oklahoma

Faculty Awards Committee member 2013-2016. (Chair 2015-2016)
Ex-officio member of search committees, 2011-14 (3).
Member of the Ragan-Kramer-Wieder Dissertation Award Committee, Spring 2011
Member of the H.W. Cummings Dissertation Award Committee, Spring 2011
Chair of Search Committee, 2010-2011
Chair of Ad Hoc Committee on Evaluation and P&T, Fall 2010
Judge for the Josh Lee Speech Contest, Fall 2010, Fall 2011, Fall 2012, Spring 2013.

Department of Communication, University of Missouri--Columbia

Switzler Hall Renovation Committee, 2009-2010
Faculty Meeting Secretary, 2003-2010
Chair of Search Committees, 2004 (3), 2005, 2006, 2007, 2008 (2)
Third Year Review Committee Chair for Debbie Dougherty, 2003
Tenure and Promotion Committee Chair for Jon Hess, 2002-03
Graduate Student Admissions Committee, 1993-03
Third Year Review Committee Chair for Jon Hess, 2000
Budget Advisory Committee 1992-96, 2001-02
Personnel Committee 1996-98, 1999-2001
Policy Committee, 1997-99, 2002-2003
Undergraduate Admissions, 1998
Curriculum Committee, 1993-97
Niche Task Force, 1994

Concordia Lutheran College, Austin

Faculty Welfare Committee 1988-1990 (Chair 1989-1990)
Awards Committee 1987-1991
Faculty Parliamentarian 1985-1991
Library Committee 1987-1990
Chair, Subcommittee on Faculty 1986-1988, Southern Association Reaccreditation Process
Student Life Committee 1985-1987 (Chair 1986-87)

Lutheran High School South:

Faculty Development Committee 1983-84
Student Life Committee 1981-1983 (Chair) Developed new eligibility rules and discipline procedures.

Academic Policy Committee 1978-1981 (Chair 1979-81)

Martin Luther High School:

Academic Policy Committee 1976-1978

FACULTY ADVISOR to STUDENT GROUPS:

Beta Sigma Psi, Campus Fraternity, 2005-2008

Lambda Pi Eta, Undergraduate Department Honors Organization, 2007-2008

iCom, Undergraduate Department Organization, 2005-2008

Association of Communication Graduate Students, 2000-2003

PROFESSIONAL GROWTH ACTIVITIES:

Attended Community Medicine Academy Leadership Seminars, University of Oklahoma-Tulsa 2010-2011.

Attended New Faculty Orientation Sessions, University of Oklahoma, Fall 2010.

Audit Theater 7920 Advanced Playwriting Class, University of Missouri, Fall 2005.

Leadership Development Program, 2004-2005, sponsored by the University of Missouri.

Wakonse University Teaching Workshop, May 23-30, 2002

One week seminar on using technology in the curriculum, sponsored by MUIIT, May 10-14, 1999.

One day seminar "How to Recruit Graduate Students," Graduate School, September 18, 1998.

Campus Writing Program Faculty Workshop, University of Missouri--Columbia, January 16-17, 1997.

Training in Focus Group Facilitation by Denise Troll, Carnegie Mellon University, March 23, 1995.

Audit of Psychology 431: Latent Variable Models, Fall 94. An advanced statistics course.

Participation in Faculty Retreat: Student Learning in Large Classes, April 22-23, 1994, Lake Ozark.

Regular participation in discussions and seminars in the Department of Management (Spring 1992 to 2000).

Regular participation in colloquiums in the Department of Communication (Winter 92 to present).

TA and Course Coordinator Workshop, May 20, 1993, 4 hour workshop, development of Com 75.