

Vita

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Education

The University of Texas at Austin	Austin, Tx	Ph.D., 1988
Baylor University	Waco, Tx	M.A., 1979
Baylor University	Waco, Tx	B.A., 1977

Dissertation

A Quasi-Experimental Study of Newcomers' Information Seeking Behaviors during Organizational Encounter. (Advisor: Fredric M. Jablin)

Affiliated Institution, Rank, Department, and Dates

Michigan State University	Professor	Communication	2017-present
Michigan State University	Professor	Management	2017-present
Michigan State University	Associate Professor	Communication	1996-2017
Michigan State University	Associate Professor	Management	2001-2017
Michigan State University	Associate Dean	College of Communication Arts & Sciences	1999-2002
Michigan State University	Assistant Professor	Communication	1990-1996
University of Wisconsin-Milwaukee	Assistant Professor	Communication	1988-1990
University of Wisconsin-Milwaukee	Instructor	Communication	1986-1988

Books

Miller, V. D., & Poole, M. S. (Eds). (under contract). *Handbook of organizational communication theory and research*. De Gruyter.

Miller, V. D., & Gordon, M. E. (Eds.) (2014). *Meeting the Challenges of Human Resource Management: A Communication Perspective*. New York: Routledge. Print ISBN: 9780415630207

Gordon, M. E., & Miller, V. D. (2012). *Conversations about job performance: A communication perspective on the appraisal process*. New York: Business Expert Press. Print ISBN:

Refereed and Invited Journal Publications

- Manata, B., Miller, V. D., Mollaoglu, S., & Garcia, A. J. (2022). Documenting the interactive effects of project manager and team-level communication behaviors in integrated project delivery (IPD) teams. *Project Management Journal*, 53, 33-48.
<https://doi.org/10.1177/87569728211047296>
- Levine, K. J., Miller, V. D., Quilliam, E. T., McAlister, A. R., & Aley, M. (2021). Socialization to STEM: Using media to help elementary school children consider a career in a STEM-related field. *Communication Studies*. <https://doi.org/10.1080/10510974.2021.1953556>
- Sinval, J., Miller, V., & Marôco, J. (2021). Openness Toward Organizational Change Scale (OTOCS): Validity evidence from Brazil and Portugal. *PloS one*, 16(4): e0249986.
<https://doi.org/10.1371/journal.pone.0249986>
- Manata, B., Garcia, A. J., Mollaoglu, S., & Miller, V. D. (2020). The effect of commitment differentiation on integrated project delivery effectiveness: The critical roles of goal alignment and communication behaviors. *International Journal of Project Management*.
<https://doi.org/10.1016/j.ijproman.2020.12.003>
- Manata, B., Miller, V. D., Mollaoglu, S., & Garcia, A. J. (2018). Measuring key communication behaviors in IPD Teams. *Journal of Management in Engineering*, 34, 6018001-1-7.
[https://doi.org/10.1061/\(ASCE\)ME.1943-5479.0000622](https://doi.org/10.1061/(ASCE)ME.1943-5479.0000622)
- Paik, J. E., Miller, V. D., Mollaoglu, S., & Sun, W. A. (2017). Interorganizational projects: Reexamining innovation implementation via IPD cases. *Journal of Management in Engineering*, 33, 04017017. [https://doi.org/10.1061/\(ASCE\)ME.1943-5479.0000524](https://doi.org/10.1061/(ASCE)ME.1943-5479.0000524)
- ter Hoeven, C. L., Miller, V. D., Peper, B., & Den Dulk, L. (2017). “The work must go on”: The Role of Employee and Managerial Communication in the Implementation and Restriction of Work-Life Policy Use. *Management Communication Quarterly*, 31, 194-229.
<https://doi.org/10.1177/0893318916684980>
- Manata, B., Paik, J. E., DeAngelis, B., & Miller, V. D. (2017). Measuring critical aspects of the resident assistant role. *Journal of College Student Development*, 58, 618-623.
<https://doi.org/10.1353/csd.2017.0046>
- Manata, B., Miller, V. D., DeAngelis, B. N., & Paik, J. (2016). Newcomer socialization research: The importance and application of multi-level theory and communication. *Annals of the International Communication Association*, 40, 307-340.
<https://doi.org/10.1080/23808985.2015.11735264>
- Sun, W., Mollaoglu, S., Miller, V. D., & Manata, B. (2015). Communication behaviors to implement innovations: How do AEC teams communicate in IPD projects? *Project*

Management Journal, 46, 84-96. <https://doi.org/10.1002/pmj.21478>

- Mollaoglu-Korkmaz, S., Miller, V. D., & Sun, W. (2014). Assessing key dimensions to effective innovation implementation in inter-organizational project teams: An Integrated Project Delivery case. *Engineering Project Organization Journal*, 4, 17-30. <https://doi.org/10.1080/21573727.2013.855895>
- Johansson, C., Miller, V. D., & Hamrin, S. (2014). Conceptualizing communicative leadership – A framework for analysing and developing leaders' communication competence. *Corporate Communications*, 19, 147-165. <https://doi.org/10.1108/CCIJ-02-2013-0007>
- Miller, V. D., Poole, M. S., Seibold, D. R. with Meyers, K., Park, H. S., Monge, P. R., Fulk, J. Frank, L., Margolin, D., Schultz, C., Cuihua, S., Weber, M. Lee, S., & Shumate, S. (2011). Advancing research in organizational communication through quantitative methodology. *Management Communication Quarterly*, 25, 1-43. <https://doi.org/10.1177/0893318910390193>
- Kramer, M. W., Miller, V. D., & Cummari, S. (2009). Faculty and institutional review board communication. *Communication Education*, 58, 497-515. <https://doi.org/10.1080/03634520903006208>
- Smith, S. W., Yoo, J., Farr, A. C., Salmon, C. T. & Miller, V. D. (2007). The influence of sex of student and instructor on student ratings of instructors: Results from a college of communication. *Women's Studies in Communication*, 30, 64-77. <https://doi.org/10.1080/07491409.2007.10162505>
- Hart, Z. & Miller, V. D. (2005). Context and message content during organizational socialization. *Human Communication Research*, 31, 295-309. <https://doi.org/10.1111/j.1468-2958.2005.tb00873.x>
- Salmon, C.T., B. Lee, S. Smith and V. Miller (2005). Exploring beliefs, doubts and assorted legends regarding quantitative teaching evaluations. *Journalism and Mass Communication Educator*, 60, 258-271. <https://doi.org/10.1177/107769580506000305>
- Olufowote, J. O., Miller, V. D., & Wilson, S. R. (2005). The interactive effects of role change goals and relational exchanges on employee upward influence tactics. *Management Communication Quarterly*, 18, 385-403. <https://doi.org/10.1177/0893318904270743>
- Meiners, E. B., & Miller, V. D. (2004). Communicative and contextual dimensions of superior/subordinate negotiation episodes. *Western Journal of Communication*, 68, 302-321. <https://doi.org/10.1080/10570310409374803>
- Hart, Z., Miller, V.D. Johnson, J.R., & Johnson, J.D. (2003). Socialization, resocialization, and communication relationships in the context of an organizational change. *Communication Studies*, 54, 483-495. <https://doi.org/10.1080/10510970309363305>

- Miller, V. D., & Medved, C. (2000). Managing after the merger: The challenges of employee feedback and performance appraisals. *Management Communication Quarterly*, 13, 659-667. <https://doi.org/10.1177/0893318900134004>
- Miller, V. D., Allen, M., Casey, M. K., & Johnson, J. R. (2000). Reconsidering the organizational identification questionnaire. *Management Communication Quarterly*, 13, 626-658. <https://doi.org/10.1177/0893318900134003>
- Mattson, M., Allen, M., Ryan, D.J., & Miller, V.D. (2000). Considering organizations as a unique interpersonal context for deception detection: A meta-analytic review. *Communication Research Reports*, 17, 148-160. <https://doi.org/10.1080/08824090009388761>
- Miller, V. D., Johnson, J. R., Hart, Z., & Peterson, D. (1999). A test of antecedents and outcomes of employee role negotiation. *Journal of Applied Communication Research*, 27, 24-48. <https://doi.org/10.1080/00909889909365522>
- Levine, K. J., Miller, V. D., Kamrin, M. A., & Dearing, J. W. (1999). Angler's attitudes, beliefs, and behaviors as impacted by the Michigan Fish Consumption Advisory. *Journal of Public Health Management and Practice*, 5, 18-28. <https://doi.org/00124784-199911000-00005>
- Kramer, M. W., & Miller, V. D. (1999). A response to criticisms of organizational socialization research: In support of contemporary conceptualizations of assimilation. *Communication Monographs*, 66, 358-367. <https://doi.org/10.1080/03637759909376485>
- Miller, V. D., & Kramer, M. W. (1999). A reply to Bullis, Turner, and Clair. *Communication Monographs*, 66, 390-392. [doi-org.proxy2.cl.msu.edu/10.1080/03637759909376489](https://doi.org/10.1080/03637759909376489)
- Susskind, A. M., Miller, V. D., & Johnson, J. D. (1998). Downsizing and structural holes: Their impact on layoff survivors' perceptions of organizational chaos and openness to change. *Communication Research*, 25, 30-65. <https://doi.org/10.1177/009365098025001002>
- Miller, V. D. (1998). "The case of the aggrieved expatriate" case analysis. *Management Communication Quarterly*, 11, 479-485. <https://doi.org/10.1177/0893318998113006>
- Johnson, J. D., Meyer, M. E., Berkowitz, J. M., Ethington, C. T., & Miller, V. D. (1997). Testing two contrasting models of innovativeness in a contractual network. *Human Communication Research*, 24, 320-348. <https://doi.org/10.1111/j.1468-2958.1997.tb00417.x>
- Casey, M. K., Miller, V. D., & Johnson, J. R. (1997). Survivors' information seeking following a reduction in workforce. *Communication Research*, 24, 755-781. <https://doi.org/10.1177/0093650297024006007>
- Miller, V. D., Jablin, F. M., Casey, M. K., Lamphear-Van Horn, M., & Ethington, C. (1996). The

maternity leave as a role negotiation process: A conceptual framework. *Journal of Managerial Issues*, 8, 286-309. www.jstor.org/stable/40604108

Johnson, J. R., Bernhagen, M. J., Miller, V. D., & Allen, M. (1996). The role of communication in managing reductions in work force. *Journal of Applied Communication Research*, 24, 139-164. <https://doi.org/10.1080/00909889609365448>

Miller, V. D., & Buzzanell, P. (1996). Toward a research agenda for the second employment interview. *Journal of Applied Communication Research*, 24, 165-180. <https://doi.org/10.1080/00909889609365449>

Johnson, J. D., Meyer, M., Berkowitz, J., Ethington, C., Miller, V. D., Stengle, W., & Severson, D. (1996). The role of a conference in integrating a contractual network of health services organizations. *Journal of Business Communication*, 33, 231-256. <https://doi.org/10.1177/002194369603300302>

Miller, V. D. (1996). An experimental study of newcomers' information seeking behaviors during organizational entry. *Communication Studies*, 47, 1-24. <https://doi.org/10.1080/10510979609368460>

Miller, V. D., Johnson, J. R., & Grau, J. (1994). Antecedents to willingness to participate in a planned organizational change. *Journal of Applied Communication*, 22, 59-80. <https://doi.org/10.1080/00909889409365387>

Miller, V. D., & Jablin, F. M. (1991). Newcomers' information seeking behaviors during Organizational encounter: A typology and model of the process. *Academy of Management Review*, 16, 92-120. <https://doi.org/10.2307/258608>

Reprint: Miller, V. D., & Jablin, F. M. (2006). Newcomers' information seeking behaviors during Organizational encounter: A typology and model of the process. In L. L. Putnam & K. J. Krone (Eds.), *Organizational communication. Volume 3. Relational and identity issues* (pp. 186-212). Thousand Oaks, CA: Sage.

Jablin, F. M., & Miller, V. D. (1990) Interviewer and applicant questioning behavior in employment interviews. *Management Communication Quarterly*, 4, 51-86. <https://doi.org/10.1177/0893318990004001004>

Miller, V. D., & Knapp, M. L. (1986). The *Post-Nuntio* dilemma: Approaches to communicating with the dying. *Annals of the International Communication*, 9, 723-738. <https://doi.org/10.1080/23808985.1986.11678634>

Miller, V. D., & Knapp, M. L. (1986). Communication paradoxes and the maintenance of living relationships with the dying. *Journal of Family Issues*, 7, 255-275. <https://doi.org/10.1177/019251386007003003>

Book Chapters

- Miller, V. D., Levine, K. J., & Kinney, E. (2019). A consultant investigates turnover at SMA companies. In R. Bisel & M. W. Kramer (Eds.), *Case studies in organizational communication* (pp.55-63). New York: Oxford University Press.
- Miller, V. D., & Gordon, M. E. (2017). Performance. In L. Lewis & C. Scott (Eds.), *The international encyclopedia for organizational communication* (pp. 1841-1856). Malden, MA: Wiley-Blackwell.
- Miller, V. D., Levine, K. J., & Mandhana, D. M. (2017). Message flow. In L. Lewis & C. Scott (Eds.), *The international encyclopedia for organizational communication* (pp. 1565-1574). Malden, MA: Wiley-Blackwell.
- Miller, V. D. (2017). Invited publications. In M. Allen (Ed.), *The SAGE encyclopedia for communication research methods* (pp. 814-816). Thousand Oaks, CA: Sage.
- Gordon, M. E., & Miller, V. D. (2014). The appraisal interview: Finding the right words. In V. D. Miller & M. E. Gordon (Eds.), *Meeting the Challenges of Human Resource Management: A Communication Perspective* (pp. 109-120). New York: Taylor Francis/Routledge.
- Leonardi, P. M., Treem, J. W., Barley, W. C., & Miller, V. D. (2014). Attitude surveys. In V. D. Miller & M. Gordon (Eds.), *Meeting the Challenges of Human Resource Management: A Communication Perspective* (pp. 155-166). New York: Taylor Francis/Routledge.
- Gordon, M. E., & Miller, V. D. (2014). Communication and Human Resource Management: Historic ties and new relationships. In V. D. Miller & M. Gordon (Eds.), *Meeting the Challenges of Human Resource Management: A Communication Perspective* (pp. 3-15). New York: Taylor Francis/Routledge.
- Miller, V. D., & Gordon, M. E. (2014). Mapping the 'Trading Zones' of communication and Human Resource Management. In V. D. Miller & M. Gordon (Eds.), *Meeting the Challenges of Human Resource Management: A Communication Perspective* (pp.247-258). New York: Taylor Francis/Routledge.
- Kramer, M. W., & Miller, V. D. (2014). Socialization and Assimilation: Theories, Processes, and Outcomes. In L. L. Putnam & D. Mumby (Eds.), *The Sage handbook of organizational communication* (3rd Edition, pp. 525-548). Thousand Oaks, CA: Sage.
- Miller, V. D. (2008). Assimilation. In W. Donsbach (ed.), *The international encyclopedia of communication* (Vol. 8, pp. 3403-3407). Ames, IA: Blackwell.
- Miller, V. D., Callies, L. N., & Fritz, J. H. (2002). Socialization. In W. A. Donohue & L. L. Massi (Eds.), *Communicating and connecting: Functions of human communication* (2nd ed.) (pp. 101-119). Ft. Worth, TX: Harcourt Brace College.

Reprint: Miller, V. D., Callies, L. N., & Fritz, J. H. (2008). Socialization. In W. A. Donohue & L. L. Massi Lindsey with J. A. Maginnis & C. M. Oliveria (Eds.), *Communicating and connecting: Functions of human communication* (3rd ed.) (pp. 111-129). Dubuque: IA: Kendall/Hunt.

Jablin, F. M., Miller, V. D., & Sias, P. (1999). Approaches to exploring process in the employment interview. In R.W. Eder & M.W. Harris (Eds.), *The employment interview handbook* (pp. 297-320). Newbury Park, CA: Sage.

Fritz, J. H. & Miller, V. D. (1996). Socialization. In W.A. Donohue & D. Cai (Eds.), *Communicating and connecting: Functions of human communication* (pp. 149-171). Ft. Worth, TX: Harcourt Brace College Publishers.

Miller, V. D. & Jablin, F. M. (1990). The tale of two careers. In B. Sypher (Ed.), *Cases in organizational communication* (pp. 49-67). NY: Guilford.

Jablin, F. M. & Miller, V. D. (1990). Two employment screening interviews. In B. Sypher (Ed.), *Cases in organizational communication* (pp. 17-48). NY: Guilford.

Editorials

Miller, V. D. (2012). Observations on Change. *Journal of Mass Communication and Journalism*. 2:e105. <https://doi.org/10.4172/jmcj.1000e105>

Refereed and Published Conference Proceedings

Mollaoglu, S., & Miller, V. D. (2016). Key information sharing behaviors for improved performance in IPD project teams. *Construction Research Congress*, San Juan, Puerto Rico, 31 May - 02 June 2016.

Garcia, A. J., Manata, B., Mollaoglu, S. & Miller, V. (2015). Implementing IPD method as innovation: project coordinator influence on information sharing and project team performance. *Engineering Project Organization Conference*, University of Edinburgh, Edinburgh (Scotland), June 24-26.

Miller, V. D., Mollaoglu-Korkmaz, S., & Mandhana, D. (2013). Reconsidering interorganizational collaboration systems via Architecture, Engineering, and Construction industry's use of Integrated Project Delivery: Information sharing technologies, decision action points, and network development. *8th International Conference on Interdisciplinary Social Sciences*, Charles University, Faculty of Social Sciences, Prague, Czech Republic, July 30 – August 1, 2013.

Korkmaz, S., Miller, V. D., & Sun, W. (2012). Assessing Key Dimensions to Effective Innovation Implementation in Inter-Organizational Teams: An IPD Case. *Proceedings of the 2012 Engineering Project Organization Conference*. Rheden, The Netherlands, July 10-12.

Nofera, W., Korkmaz, S. & Miller, V. D. (2011). Innovative features of integrated project delivery shaping project team communication. *EPOS Working Paper Proceedings*. (T. M. Poole, Ed.). Engineering Project Organizations Society, pp. 1-16.
http://www.epossociety.org/EPOC2011/papers/nofera_korkmaz.pdf

Manuscripts under Review

Miller, V. D., Levine, K. J., & Kinney, E. Communication still matters: Top management openness and employee commitment. *Management Communication Quarterly*.

Aley, M., Levine, K., & Miller, V. D. Self-determination need satisfaction's influence on first generation college students' career decision making. *Journal of Career Development*.

Kramer, M., Dailey, S., Shank, S., & Miller, V. D. Organizational Entry Processes. In V. D. Miller & M. S. Poole (Eds), *Handbook of organizational communication theory and research*. De Gruyter.

Mandhana, D. E., Miller, V. D., & Mollaoglu-Korkmaz, S. Promoting collaboration and innovation in construction: The cross-section of strategic orientations and information sharing systems. *Project Management Journal*.

Manuscripts in Preparation for Submission

Mandhana, D., Miller, V. D., & Mollaoglu-Korkmaz, S. Impact of project managers' communication competencies and information sharing systems on perceived project success.

Miller, V. D., Clark-Hitt, R. A., Mahler, K. F., Meiners, E., & Mercier, J. (2019). Role negotiation: A communication perspective.

Miller, V. D., & Dibble, J. A. Communication processes in organizational socialization.

Carr, C. T., Miller, V. D., Berkalaar, B., Klautke, H., & Walther, J. B. Warranting theory, negativity bias, and breadcrumbs: Why recruiters search and how they evaluate job applicants' online materials.

Miller, V. D., Levine, K., Manata, B., DeAngelis, B. N., Rainer, A., & Choi, M. Role-taking: antecedents and outcomes of socialization message acceptance.

Grants Funded

National Science Foundation, 2015-2016: to Korkmaz, S., (PI) & Miller, V. D. (co-PI), for "Graduate Student Supplement, Structural, Climate, and Communication Dynamics of Innovative Inter-Organizational Project Teams;" \$9,000.

Michigan State University, 2015-2016: to Levine, K. J. (PI), Quilliam, E. T. (CoPI), McAlister, A. R. (CoPI), & Miller, V. D. (CoPI), Curious Crew Research Collaboration Proposal: Socialization to Science, Active Involvement and STEM Interest; \$15,060.

National Science Foundation, 2015: to Miller, V. D. (PI), for “REU, Structural, Climate, and Communication Dynamics of Innovative Inter-Organizational Project Teams;” \$8,000.

National Science Foundation, 2012-2015: to Miller, V. D. (PI), Korkmaz, S. (CoPI), and Park, H. (CoPI) for “Structural, climate, and communication dynamics of innovative interorganizational project teams (SES-1231206);” \$303,855.

Michigan State University, Provost’s Office, 2000-2003: to Miller, V. D. (PI), Carter, S. (CoPI), & Smith, S. (CoPI). for “An evaluation of communication between the Provost’s office and faculty and staff;” \$310,500.

Michigan State University, Provost’s Office, 1997-2001: to Miller, V. D. (PI), Carter, S. (CoPI), Smith, S. (CoPI), Simon, T., Vanden Bergh, B., & Stockman, I., for “An evaluation of communication between the Provost’s office and faculty and staff;” \$277,000.

National Food, Safety, and Toxicology Center, 1993: to Miller, V. D. (PI), Kamrin, M. (CoPI), & Dearing, J. (CoPI), for "Fish consumer's knowledge of reproductive risks, consumption, patterns, and attitudes toward risk communication materials;" \$16,500.

University of Wisconsin-Milwaukee Graduate Faculty Grant Award, 1989: to Miller, V. D. (PI), for "The communication concerns of women returning to work following maternity leave;" \$7,120.

Grants Submitted but Not Awarded

National Science Foundation (February, 2019): Miller, V. D. (PI), Mollaoglu, S. (CoPI), for “Collaborative research: Micro and meso convergence by overcoming conflicting imperatives and information system mismatches in interdisciplinary science and AEC teams;” \$184,966; co-submitted with Dossick, C. (PI) & Osburn, L. (CoPI) from University of Washington with a matching \$184,966.

National Science Foundation (November, 2017): Levine, K. J. (PI), Miller, V. D. (CoPI), Quilliam, E. (CoPI), McAlister, A. (Co-PI), for “Socialization to science: How the media and active participation impact the desire of teenagers to engage in STEM learning and future career selection;” \$449,875.

Transportation Research Board (February, 2016): Mollaoglu-Korkmaz, S. (PI), Miller, V. D. (Co-PI), Dearing, J. W. (Co-PI), Gransberg, D. (Co-PI), & del Puerto, C. L. (Co-PI), for “Guide to sustaining a culture of innovation within Departments of Transportation;” \$250,000.

National Science Foundation (February, 2016): Mollaoglu-Korkmaz, S. (PI), Frank, K. (Co-PI),

& Miller, V. D. (Co-PI), for “Multilevel model of inter-organizational project teams: How do network characteristics shape AEC project teams and performance?;” \$295,633.

United Nations Environmental Programme, 2015-2016 (January, 2015): to Miller, V. D. (PI), Dearing, J. (CoPI), Meng, J. (CoPI), Larson, R. S. (CoPI), Levine, K. J. (CoPI), for “Communication Assessment of the United Nations Environmental Programme;” \$518,000.

National Science Foundation, 2015-2016 (September, 2014): to Korkmaz, S. (PI), Miller, V. D. (CoPI), and Frank, K. “Network Characteristics, Communication Dynamics, and Knowledge Transfer and Diffusion in Innovative Inter-organizational Project Teams;” \$260,114.

Refereed and Invited Convention Papers

Miller, V. D., Shank, S. E., Mollaoglu, S., Levine, K. E., Manata, B., & Garcia, A. (2021). Project team responses to external and internal obstacles: Lessons from the Architecture, Engineering, and Construction industry. Paper presented at the 107th Annual Meeting of the National Communication Association, Seattle, WA.

Miller, V. D., Manata, B., Levine, K., & Shank, S. (2020). *Communicative processes in workgroup socialization*. Paper presented at the 106th Annual Meeting of the National Communication Association, Indianapolis, IN.

Manata, B., Mollaoglu, S., Garcia, A. J., & Miller, V. D. (2020). The effect of commitment differentiation on integrated project delivery effectiveness: The critical roles of goal alignment and communication behaviors. Paper presented at the 106th Annual Meeting of the National Communication Association, Indianapolis, IN.

Manata, B., Miller, V. D., Mollaoglu, S., & Garcia, A. J. (2020). *Effects of project manager and project team member communication behaviors on performance-related outcomes in multi-organization collaborations*. Paper presented at the 70th Annual Conference of the International Communication Association. Gold Coast, Australia.

Miller, V. D., Levine, K., & Kinney, E. (2019). *Communication still matters: Top management openness and employee commitment*. Paper presented at the 105th Annual Meeting of the National Communication Association, Baltimore, MD.

Miller, V. D., Clark-Hitt, R. A., Mahler, K. F., Meiners, E., & Mercier, J. (2019). *Role negotiation: A communication perspective*. Paper presented at the International Association of Conflict Management, Dublin, Ireland.

Miller, V. D., Levine, K., Manata, B., Rainer, A., DeAngelis, B. N., & Choi, M. (2017). *Role-Taking: Antecedents and Outcomes of Socialization Message Acceptance*. Paper presented to the 103rd Annual Meeting of the National Communication Association, Dallas, TX.

- Levine, K. J., Miller, V. D., Quilliam, E. T., & McAlister, A. R. (2017). *Socialization to science: The case of the Curious Crew*. Competitive paper presented at the Annual Meeting of the International Communication Association, San Diego, CA.
- Miller, V. D., Manata, B., Levine, K. E., & Rainer, A. (2016). *Applying classic and multilevel measurement theory to examine differences in units' communication characteristics*. Paper presented to the 102nd Annual Meeting of the National Communication Association, Philadelphia, PA.
- Garcia-Cortes, A. J., Manata, B., Mollaoglu-Korkmaz, S., Miller, V. (2016). *Key Information Sharing Behaviors for Improved Performance in IPD Project Teams*. Annual Meeting of the Construction Research Congress, San Juan, Puerto Rico.
- Mandhana, D. M., Miller, V. D., & Mollaoglu S. (2016). *Successful Coordination in Distributed Project Teams Using Information and Communication Technologies (ICTs)*. Competitive paper presented at the Annual Meeting of the International Communication Association, Fukuoka, Japan.
- Mandhana, D. M., Miller, V. D., & Mollaoglu S. (2016). *Team Project Managers' Communication Competencies in Interorganizational Relationships*. Competitive paper presented at the Annual Meeting of the International Communication Association, Fukuoka, Japan.
- Garcia, A. J., Manata, B., Mollaoglu S., & Miller, V. D. (2015). *Integrated Project Delivery: Impacts of team coordination, information sharing, and goal-alignment*. Competitive paper presented at the Engineering Project Organizations Conference, Edinburgh, Scotland.
- Mandhana, D., Miller, V. D., & Mollaoglu-Korkmaz, S. (2015). *Project Managers' Communication Behaviors and Their Relation to Information Systems Use: An Exploratory Study*. Competitive paper presented at the Annual Meeting of the International Communication Association, Puerto Rico.
- Paik, J. E., Miller, V. D., Sun, W. A., & Mollaoglu-Kormaz, S. (2015). *Interorganizational innovation in green building construction: Development of metrics to test IPD implementation*. Competitive paper presented at the Annual Meeting of the International Communication Association, Puerto Rico.
- Manata, B., DeAngelis, B., Paik, J. E., & Miller, V. D. (2014). *Resident assistant role competencies: The development of an index*. Competitive paper presented to the 100th Annual Meeting of the National Communication Association, Chicago, IL.
- Miller, V. D. (2014). *Meeting the needs of Human Resource Management: A communication perspective*. Paper presented to the 100th Annual Meeting of the National Communication Association, Chicago, IL.

- Garcia, A. J., Mollaoglu-Kormaz, S., & Miller, V. D. (2014). *Progress loops in interorganizational project teams: An IPD case*. Competitive paper presented at the 2014 Construction Research Congress, Atlanta, GA.
- Miller, V. D., Manata, B., DeAngelis, B. N., & Paik, J. (2013). *Organizational socialization research: The importance and application of multi-level theory and communication*. Competitive paper presented to the 99th Annual Meeting of the National Communication Association, Washington, D.C.
- Miller, V. D., Mollaoglu-Korkmaz, S., & Mandhana, D. (2013). *Reconsidering interorganizational collaboration systems via Architecture, Engineering, and Construction industry's use of Integrated Project Delivery: Information sharing technologies, decision action points, and network development*. Competitive paper presented at the 8th International Conference on Interdisciplinary Social Sciences, Prague, Czech Republic.
- Korkmaz, S., Miller, V. D., & Sun, W. (2012). *Assessing Key Dimensions to Effective Innovation Implementation in Inter-Organizational Teams: An IPD Case*. Competitive paper presented at the 2012 Engineering Project Organization Conference, Rheden, The Netherlands.
- Miller, V. D., Johansson, C., & Hamrin, S. (2012). *Investigating Kommunikativt ledarskap: Preliminary theoretical and empirical construct explications*. Competitive paper presented at the 98th National Communication Association convention in Orlando, FL.
- Manata, B., & Miller, V. D. (2012). *Socialization into high performing workgroups: A communication perspective*. Competitive paper presented at the 98th National Communication Association convention in Orlando, FL.
- Johansson, C., Miller, V. D., & Hamrin, S. (2012). *Conceptualizing communicative leadership – A tentative theoretical framework*. Competitive paper presented at the 98th National Communication Association convention in Orlando, FL.
- Judge, B., Littke, G., Marajh, O., & Miller, V. D. (2012). *Academic internships abroad – Learning outcomes and global competencies*. Paper presented at the Global Internship Conference, University of California, Berkeley, CA.
- Judge, B., Littke, G., Marajh, O., & Miller, V. D. (2012). *Bridging the internship discipline divide: A four college model of cooperation*. Paper presented at the Global Internship Conference, University of California, Berkeley, CA.
- Ter Hoeven, C. L., Miller, V. D., Peper, B., & Den Dulk, L. (2012). *“The work must go on”: Managerial Binds and ...The role of employee and managerial communication in the implementation and the use of work-life policies*. Competitive paper presented at the 62nd Annual Meeting of the International Communication Association, Phoenix, AZ.

- Miller, V. D., Clark-Hitt, R. A., & Mahler, K. F. (2011). *Role negotiation: A communicative framework*. Competitive paper presented at the 97th National Communication Association convention in New Orleans, LA.
- Nofera, W., Korkmaz, S. & Miller, V. D. (2011). *Innovative features of integrated project delivery shaping project team communication*. Competitive paper presented at the Engineering Project Organizations Conference. Estes Park, CO.
- Carr, C. T., Klautke, H. A., Miller, V. D., & Walther, J. B. (2010). *Employers' use of the internet and new technologies to evaluate job applications*. Competitive paper presented at the 60th Annual Meeting of the International Communication Association, Singapore.
- Miller, V. D., & Dibble, J. (2009). *Organizational socialization and communication processes*. Competitive paper presented at the 59th Annual Meeting of the International Communication Association, Chicago, IL.
- Miller, V. D., & Dibble, J. (2008). *Organizational socialization and communication processes*. Competitive paper presented at the Alta Conference on Organizational Communication, Alta, UT.
- Miller, V. D., Mahler, K. F., & Clark-Hitt, R. A. (2008). *Toward measuring role negotiation behaviors and events*. Competitive paper presented at the 94th National Communication Association convention in San Diego, CA.
- Kramer, M.W., Miller, V.D., & Commuri, S. (2007). *Communication and institutional review boards*. Competitive paper presented at the 93rd National Communication Association convention in Chicago, IL.
- Thompson, T., Miller, V. D., Robinson, J. D., Lee, B., & Anderson, D. J. (2004). *Motivations for and family communication about organ donation: Applying the transtheoretical stages of change model*. Competitive paper presented at the 54th Annual Meeting of the International Communication Association, New Orleans, LA.
- Salmon, C. T., Smith, S., Lee, B., & Miller, V. D. (2004). *Exploring assorted beliefs, doubts and legends regarding quantitative teaching evaluations*. Competitive paper presented at the 54th Annual Meeting of the International Communication Association, New Orleans, LA.
- Baker, C. R., & Miller, V. D. (2004). *Unmet expectations: Reconsidering recruiters' realistic and traditional information sharing in employment screening interviews*. Competitive paper presented at the 54th Annual Meeting of the International Communication Association, New Orleans, LA.
- Callies, L. N., & Miller, V. D. (2003). *An analysis of employees' recalled role negotiation episodes*. Competitive paper presented at the 53rd Annual Meeting of the International Communication Association, San Diego, CA.

- Smith, S. W., Yoo, J. H., Farr, A. C., Salmon, C. T., & Miller, V. D. (2003). *The Influence of student sex and instructor sex on student ratings of instructors: Results from three departments in a College of Communication*. Competitive paper presented at the 89th Annual Meeting of the National Communication Association, Miami Beach, FL.
- Miller, V. D., & Jablin, F. M. (2003). *Maximizing employees' performance appraisal interviews: A research and training agenda*. Competitive paper presented at the 89th Annual Meeting of the National Communication Association, Miami Beach, FL.
- Miller, V. D. (2002). *Organizational identification: Sorted and sordid confessions*. Invited paper presented at the 88th Annual Meeting of the National Communication Association, New Orleans.
- Olufowote, J. O., & Miller, V. D. (2002). *Interactive effects of role change goals and relational exchanges on employee upward influence tactics*. Competitive paper presented at the 88th Annual Meeting of the National Communication Association, New Orleans.
- Olufowote, J. O., & Miller, V. D. (2001). *Upward influence tactics and employee role change objectives*. Competitive paper presented at the 51st Annual Meeting of the International Communication Association, Washington, D.C.
- Miller, V. D., Gardner, P., & Meiners, E. (2001). *Corporate recruiters on college campuses: Background, positions, itineraries, and training*. Competitive paper presented at the 51st Annual Meeting of the International Communication Association, Washington, D.C.
- Beery, S. M., & Miller, V. D. (2001). *The impact of socialization on new lawyers' commitment to their firms*. Competitive paper presented at the 87th Annual Meeting of the National Communication Association, Atlanta, GA.
- Miller, V. D., Meiners, E., Beery, S., Kim, E. S., Lamphear-Van Horn, M. (2000). *Self- and supervisor-initiated role change*. Competitive paper presented at the 50th Annual Meeting of the International Communication Association, Acapulco, Mexico.
- Lamphear-Van Horn, M., Boster, F. J., Miller, V. D., & Johnson, J. R. (2000). *Employee conflict management style and the ability to negotiate organizational roles*. Competitive paper presented at the 50th Annual Meeting of the International Communication Association, Acapulco, Mexico.
- Miller, V. D., Harden Fritz, J. M., & Hart, Z (1999). *Introducing communication assessments into organizational socialization survey instruments*. An invited paper at the 85th Annual Meeting of the National Communication Association, Chicago, IL.
- Hart, Z. & Miller, V. D. (1999). *Three competing models of communication during organizational socialization*. Competitive paper presented at the 85th Annual Meeting of the National Communication Association, Chicago, IL.

- Jablin, F. M., Miller, V. D., & Keller, T. (1999). *Newcomer-leader role negotiation: Negotiation topics/issues, tactics, and outcomes*. Paper presented at the 1999 Meeting of the International Leadership Association, Atlanta, GA.
- Hart, Z., Miller, V. D., & Johnson, J. R. (1998). *The relationship between institutional socialization tactics and superior-subordinate openness: A longitudinal analysis*. Competitive paper presented at the Western States Speech Communication Association, Denver, CO.
- Hart, Z., Miller, V. D., Johnson, J. R., & Johnson, J. D. (1998). *The socialization of new hires and resocialization of incumbents: The role of tactics and communication relationships*. Competitive paper presented at the 84th Annual Meeting of the National Communication Association, New York, NY.
- Miller, V. D., Johnson, J. R., Hart, Z., & Peterson, D. (1997). *A test of antecedents and outcomes of employee role negotiation*. Competitive paper presented at the 47th Annual Meeting of the International Communication Association, Montreal, Canada.
- Jablin, F. M., Miller, V. D., & Sias, P. (1997). *Approaches to exploring process in the employment interview*. An invited paper at the 83rd Annual Meeting of the Speech Communication Association, Chicago, IL.
- Miller, V. D., Susskind, A. M., & Levine, K. (1996). *The impact of interviewer behavior and reputation on job candidates*. Competitive paper presented at the 46th Annual Meeting of the International Communication Association, Chicago, IL.
- Susskind, A. M., Miller, V. D., & Johnson, J. D. (1996). *Downsizing: An application of Burt's structural hole arguments*. An invited paper at the 82nd Annual Meeting of the Speech Communication Association, San Diego, CA.
- Casey, M. K., Miller, V. D., & Johnson, J. R. (1996). *Workplace survivor information seeking responses following a reduction in workforce*. An invited paper at the 82nd Annual Meeting of the Speech Communication Association, San Diego, CA.
- Levine, K., Miller, V. D., Dearing, J., & Kamrin, M. (1995). *Anglers' attitudes toward risk communication messages: Beliefs, consumption patterns and the Michigan Fish Advisory*. Competitive paper presented at the 81st Annual Meeting of the Speech Communication Association, San Antonio, TX.
- Miller, V. D. & Fritz, J. H. (1994). *Measuring organizational socialization: The state of the art*. Invited paper presented at the 44th Annual Meeting of the International Communication Association, Sydney, Australia.
- Miller, V. D., Lamphear-Van Horn, M., & Casey, M. K. (1994). *Advice to maternity leavetakers: The impact of perceived harm on role negotiation tactics*. Competitive paper presented at the 44th Annual Meeting of the International Communication Association, Sydney,

Australia.

Miller, V. D. & Buzzanell, P. (1993). *Toward a research agenda for the second employment interview*. Competitive paper presented at the 43rd Annual Meeting of the International Communication Association, Washington, D.C.

Miller, V. D., Casey, M. K., Lamphear-Van Horn, M., & Ethington, C. (1993). *The maternity leave as a role negotiation process: A conceptual framework*. Competitive paper presented at the 79th Annual Meeting of the Speech Communication Association, Miami, FL.

Strom, S. & Miller, V. D. (1993). *Socialization experiences of college co-ops and interns*. Competitive paper presented at the 79th Annual Meeting of the Speech Communication Association, Miami, FL.

Miller, V. D. (1992). *From theory to application*. Invited pre-conference paper presented at the 42nd Annual Meeting of the International Communication Association, Miami, FL.

Miller, V. D. Johnson, J. R., & Grau, J. (1992) *Antecedents to willingness to participate in planned organizational change*. Competitive paper presented at the 78th Annual Meeting of the Speech Communication Association, Chicago, IL.

Johnson, J. R., Bernhagen, M. J., Miller, V. D., & Allen, M. (1992). *Communication and reductions in work force: A field test*. Competitive paper presented at the 78th Annual Meeting of the Speech Communication Association, Chicago, IL.

Miller, V. D., Allen, M., Krone, K., & Priess, R. (1991). *Integrating micro-macro organizational communication research: Rationale, issues, and mechanisms*. Competitive paper presented at the 41st Annual Meeting of the International Communication Association, Chicago, IL.

Miller, V. D. (1991). *A longitudinal investigation of newcomers' information seeking behaviors during organizational entry*. An invited paper presented at the 41st Annual Meeting of the International Communication Association, Chicago, IL.

Miller, V. D., Allen, M., Casey, M., & Johnson, J. (1990). *A factor analytic investigation of the organizational identification instrument*. Competitive paper presented at the 40th Annual Meeting of the International Communication Association, Dublin, Ireland.

Miller, V. D. (1990). *The quest for living relationships with the dying*. Competitive paper presented at the 40th Annual Meeting of the International Communication Association, Dublin, Ireland.

Miller, V. D. (1989). *A quasi-experimental study of newcomer's information seeking behaviors during organizational encounter*. Competitive paper presented at the 39th Annual Meeting of the International Communication Association, San Francisco, CA.

- Jablin, F. M. & Miller, V. D. (1988). *The effects of interviewer and interviewee questioning behavior during the employment interview*. Invited paper presented during the 74th Annual Meeting of the Speech Communication Association, Organizational Communication and Instructional Divisions (Joint Sponsor), New Orleans, LA.
- Miller, V. D. & Jablin, F. M. (1987). *Newcomers information seeking behaviors during organizational encounter: A typology and model of the process*. Invited paper presented at the 73rd Annual Meeting of the Speech Communication Association, Organizational Communication and Instructional Divisions (Joint Sponsor), Boston, MA.
- Miller, V. D. (1986). *Decision making environments of emerging high-tech companies*. Competitive per presented at the 36th Annual Meeting of the International Communication Association, Chicago, IL.
- Miller, V. D. (1986). *Determinants of decision refinement: An unexplored behavior*. Competitive paper presented at the 36th Annual Meeting of the International Communication Association, Chicago, IL.
- Miller, V. D. (1986). *Decision refinement*. A paper selected for presentation at the Texas Conference on Organizations, Vista Grande Conference Center, Austin, Texas.
- Miller, V. D. & Knapp, M. L. (1985). *The Post-Nuntio dilemma: Approaches to communicating with the dying*. Competitive paper presented at the 35th Annual Meeting of the International Communication Association, Honolulu, HI.
- Miller, V. D. (1984). *Ideology, communication, and the life cycle of organizations*. Competitive paper presented at the 70th Annual Meeting of the Speech Communication Association, Chicago, IL
- Minor Publications and Technical Reports***
- Miller, V. D., & Levine, K. N. (2017) *CAMC Employee Retention Report: Capital Area Manufacturing Council*. Lansing, MI, August 9.
- Johansson, C., & Miller, V. D. (2012). *Kommunikativt ledarskap 2.: Metod och process för utvärdering*. Sundsvall: Mittuniversitetet.
- Johansson, C., Miller, V. D., & Hamrin, S. (2011). *Communicative leadership: theories, concepts, and central communication behaviors*. Sundsvall: Mittuniversitetet (DEMICOM rapport 4).
- Johansson, C., Miller, V. D., & Hamrin, S. (2011). *Kommunikativt ledarskap: definition, teori och centrala beteenden*. Sundsvall: Mittuniversitetet.
- Miller, V. D. (1997). Editor, *Organizational communication division abstracts, 1997*. Published

by Organizational Communication Division, Speech Communication Association.

Miller, V. D. (1996). Editor, *Organizational communication division abstracts, 1996*. Published by Organizational Communication Division, Speech Communication Association.

Atkin, C. & Miller, V. D. (1991). *Survey evaluating the MEAP math video-conference*. Michigan Department of Education.

Buzzanell, P. & Miller, V. D. (1990). Editors, *Organizational communication division abstracts, 1990*. Published by Organizational Communication Division, International Communication Association.

Buzzanell, P. & Miller, V. D. (1989). Editors, *Organizational communication division abstracts, 1989*. Published by Organizational Communication Division, International Communication Association.

Honors

"Top 4" Competitive Paper at the 106th Annual Meeting of the National Communication Association, 2020, Applied Communication Division, Indianapolis, IN.

"Top 4" Competitive Paper at the 105th Annual Meeting of the National Communication Association, 2019, Applied Communication Division, Baltimore, MD.

Respondent, Top Three Competitive Papers in Organizational Communication, 2006, at the 82nd Annual Meeting of the Speech Communication Association, San Diego, CA.

Fred Jablin Award for Outstanding Contributions to the Discipline, Organizational Communication Division, International Communication Association, July, 1994.

"Top 3" Competitive Paper at the 78th Annual Meeting of the Speech Communication Association, 1992, Organizational Communication Division, Chicago, IL.

"Top 3" Competitive Paper at the 39th Annual Meeting of the International Communication Association, 1989, Organizational Communication Division, San Francisco, CA.

Dissertations Directed

Manata, B. (2015). *The structural effects of team density and normative standards on newcomer performance*. Unpublished doctoral dissertation, Michigan State University.

Hart, Z. (2000). *Three competing models of communication during organizational socialization*. Unpublished doctoral dissertation, Michigan State University.

Susskind, A. M. (1996). *The impact of an organizational downsizing effort on survivors' communication network relationships and attitudes*. Unpublished doctoral dissertation,

Michigan State University.

Flegal, G. L. (1996). *An analysis of health promotion media use in organizations within the United States*. Unpublished doctoral dissertation, Michigan State University.

Master Theses Directed

Mandhana, D. M. (2014). *An exploration of project managers' communication behaviors and their relation to information systems use and project technologies*. Unpublished masters thesis, Michigan State University.

Manata, B. (2012). *Measuring Pygmalion and normative expectation messages during workgroup socialization: An empirical study*. Unpublished masters thesis, Michigan State University.

Baker, C. R. (2004). *Recruiters and realistic previews: Perceptions of importance and practice*. Unpublished masters thesis, Michigan State University.

Callies, L. N. (2001). *An analysis of employees' recalled role negotiation episodes*. Unpublished masters thesis, Michigan State University.

Olufowote, J. O. (2000). *Upward influence tactics and employee role change objectives: An exploratory investigation*. Unpublished masters thesis, Michigan State University.

Popovich, D. L. (2000). *Role conflict coping strategies: An exploratory study*. Unpublished masters thesis, Michigan State University.

Graduate Courses Taught

Introduction to Quantitative Research Methods	Managerial Communication
Organizational Communication I (Micro)	Seminar on Vocational Socialization
Organizational Communication II (Macro)	Seminar on Role Negotiation
Introduction to Communication Theory	Seminar on Org Com Measurement
Negotiation and Conflict	Fundamentals of Negotiation
Seminar on Organizational Socialization	

Undergraduate Courses Taught

Introduction to Communication in Organizations	Quantitative Research Methods
Organizational Communication Structure	Interviews and Interviewing
Discussion and Group Methods	Negotiation
Staffing	

Guest Lectures

“Communication and Coordination Processes in Complex Organizations,” National Academy of

- Sciences, Washington, DC, September 2015.
- “Leadership, Communication, and Human Resource Management,” Royal Holloway, University of London, Egham, United Kingdom, February, 2014.
- “Communication and Organizational Socialization,” University of Tennessee, Knoxville, March, 2012.
- “Communicative Leadership: Theory, Measurement in Practice, and Future Directions,” Mid-Sweden University, Sundsvall, Sweden, December, 2011.
- “Measuring Role Negotiation,” University of Amsterdam, November, 2011.
- “Communication Processes and Organizational Socialization,” University of New Mexico, September, 2008.
- “Organizational Socialization Processes,” Mid-Sweden University, Sundsvall, Sweden, June, 2006.
- “Measurement Approaches to Role Negotiation,” Department of Management, Colorado State University, March, 2000.
- "Role Change and the Nursing Profession." College of Nursing, Michigan State University, East Lansing, MI, February, 1995.
- "Role Negotiation Processes." Industrial Organizational Psychology/Organizational Behavior Brown Bag Series, Michigan State University, East Lansing, MI, October, 1994.
- "Careers." Engineering/Management Executive Program, Purdue University, West Lafayette, IN, April, 1994.
- "The Role of Communication and the Administrator." Administrative Academy, Lenawee Intermediate School District, Adrian, MI, January, 1994.
- "Group Dynamics and Processes." The International Joint Commission, Detroit, MI, September, 1993.
- "Public Speaking for Engineers." American Society of Civil Engineers. East Lansing, MI, May, 1992.
- "Information is Power." American Cancer Society Managerial Training. East Lansing, MI, November, 1991.
- "The Use of Questions in the Employment Interview: Critical and Practical Concerns." Marquette University, Milwaukee, WI, April, 1989.

"Conflict in the Workplace and its Resolution." Annual After-Deadline Conference of the *Milwaukee Sentinel*, Milwaukee, WI, February, 1989.

"Information Seeking Behaviors of Organizational Newcomers." Management and Industrial Relations Program, University of Wisconsin-Milwaukee, Milwaukee, WI, November, 1986.

Professional Activities

Organizational Memberships

International Communication Association
National Communication Association
Academy of Management

Professional Service

Associate Editor
Management Communication Quarterly, 2009-2019.

Editorial Board Member
Management Communication Quarterly, 1993-1999, 2003-2009.
Communication Studies, 1995-1998, 2001-2003, 2014-2015.
Journal of Managerial Issues, 1997-1999.
Journal of Communication, 2001-2005.
Communication Quarterly, 2003-2008.
Journal of Mass Communication and Journalism, 2012-2014.

Ad Hoc Manuscript Reviewer
Management Communication Quarterly
Human Communication Research
Journal of Applied Communication Research
Administrative Science Quarterly
Journal of Occupational and Organizational Psychology
Organizational Behavior and Human Decision Processes
Communication Monographs
Communication Theory
Communication Research
Communication Studies
Health Communication
Psychological Reports
Communication Yearbook
Human Relations

Association Service

Chair, Young Scholar Award, International Communication Association, Organizational Communication Division, 2016.

Chair, Organizational Communication Division, National Communication Association, 2008-2009.

Vice-Chair Elect and Vice-Chair, Organizational Communication Division, National Communication Association, 2006-2008.

Secretary, Organizational Communication Division, Speech Communication Association, 1995-1997.

Chair, Membership Committee, International Communication Association, Organizational Communication Division, 1992-1993.

Chair, Nominating Committee, Organizational Communication Division, International Communication Association: 1990, 1991.

Co-Editor, *Organizational Communication Division Abstracts*, Organizational Communication Division, International Communication Association: 1989, 1990.

Co-Coordinator, New Member Orientation, Organizational Communication Division, International Communication Association: 1989, 1990.

University Service

Undergraduate Coordinator, Department of Communication, 2015-2019.

Dean's Designee to the Office of Study Abroad, College of Communication Arts and Sciences, 2008-2012, 2015-2018.

Dean's Search Committee Member, College of Communication Arts and Sciences, 2014.

International Internship Coordinator, College of Communication Arts and Sciences, 2002-2012.

Member, University Academic Council, Spring 1999.

Consultant, MSU Provost's Office, Spring 1997 - 2003.

Trainer, MSU Department of Audiology and Speech Science, Employment Interviewing for Vocally Impaired Job Candidates, Summer, 1996.

Consultant, MSU University Stores, Shipping and Receiving Department, Spring, 1995.

Coordinator, Departmental Outreach Services (Assessments, Training, Education, and Interventions in Organizations and Coordinating Doctoral Student Field Training), 1993-1994.

Faculty Advisor to the Undergraduate Communication Association, 1991-1995.

Moderator, MSU Department of Criminal Justice Retreat, Fall, 1992.

Reviewer, All University Initiation Grant, 1991, 1992, 1994.

Equipment Committee Chair, Department of Communication, Michigan State University, 1991-1994, 1995-1997.

Outreach Committee Chair, Department of Communication, Michigan State University, 1991-1992.

Organizer of "Conference on Current Research Issues in Organizational Communication," (April 20-21, 1990), featuring Dr. Andrew Van de Ven and Dr. Scott Poole of the Univ. of Minnesota.

Professional Workshop: "Employment Interviewing." Workshop for the Executive MBA Program of the University of Wisconsin-Milwaukee Business School, February, 1990.

Professional Workshop: "Effective Public Speaking." Workshop for the Executive MBA Program of the University of Wisconsin-Milwaukee Business School, February, 1989, 1990.

Research Committee Member, Department of Communication, 1988 to 1990, University of Wisconsin-Milwaukee.

Interim Undergraduate Advisor, Department of Communication, July to October 1988, University of Wisconsin-Milwaukee.

Professional Workshop: "Argumentation in the Workplace." Workshop for the Staff Development Office, December, 1987, University of Wisconsin-Milwaukee.

Professional Workshop: "The Employment Interview: Guidelines for Interviewers" Workshop for the Staff Development Office, December, 1987, University of Wisconsin-Milwaukee.

"College of Kids" Workshop: "How to Use Your Time Effectively." Workshop for the University Extension Office, July, 1987, University of Wisconsin-Milwaukee.

"College of Kids" Workshop: "Improving Your Writing Skills through Public Speaking." Workshop for the University Extension Office, July, 1987, University of Wisconsin-Milwaukee.

Student Internship Committee, 1986 to 1990, University of Wisconsin-Milwaukee.

Statistician for Freshman Orientation Program for designated Speech Communication Majors, 1985-1986, The University of Texas at Austin.

Outreach and Advisory Relationships

Micro-Design, Inc.
Mortgage Guarantee Insurance, Co.
International Institute of Wisconsin
Gary Reynolds and Associates
Michigan American Cancer Society
The ASU Group
Whittle Communications
E.W. Bliss Company
Southeast Michigan Council of Governments
SaabGroup
Spendrups
Normejerier
United Nations Environmental Programme
Capital Area Manufacturing Council

National Basketball Development League
DTE
MSU Global
First of America Bank
Kent County 4-H
Ameritech
Michigan Department of Education
May & Scofield Company
VolvoGroup
Sandvik Tools
Sandvik Mining
Posten (Sweden)
National Academy of Sciences
Hella North America