About the Contributors

**Shawn D. Long** (Ph.D., University of Kentucky; M.P.A., Tennessee State University) is the Director of Graduate Studies and Associate Professor of Communication Studies and Associate Professor of the Interdisciplinary Organizational Science Doctoral Program at the University of North Carolina at Charlotte. His teaching and research interests include organizational communication, organizational dialogue, virtual work, diversity communication, virtual-team assimilation and socialization, virtual work, health communication and interpretive methods associated with the study of organizational culture and symbolism. His primary research methods have employed interpretative phenomenology, case study approach, and grounded theory. Long was co-investigator of a $1.5 million federal grant that investigated the influence of families, media, organizational structure and interpersonal communication on an individual’s decision to discuss and participate in the organ donation process. Additionally, Dr. Long has studied the utility, development, and communication practices of virtual teams within a variety of organizations. He has consulted several local, regional and national organizations on communication, culture, diversity, and structure. Prior to arriving at UNC-Charlotte, Shawn D. Long was a Southern Regional Educational Board Doctoral Scholar and Lyman T. Johnson Doctoral Fellow at the University of Kentucky. He has been recognized with several professional awards including the Chancellor’s Award for Outstanding Teaching at the University of Kentucky, The Multicultural Summer Fellowship at the University of Nebraska-Lincoln, Outstanding Teaching Assistant in the College of Communication and Information Studies at the University of Kentucky, Outstanding Graduate Teaching Assistant recognized by the International Communication Association, and Who’s Who Among American Teachers. He and his colleagues have recently been honored with the Southern States Communication Association’s Minority Recruitment and Retention Award. He has written, presented and published several papers on issues of organizational diversity, organizational discourse, virtual teams in organizations, health communication, and organizational culture. He has appeared as a featured guest on Charlotte Talks with Mike Collins, a NPR affiliate broadcast. His most recent research appears in Communication Monographs, Clinical Transplantation, Health Communication, Journal of Health Psychology, Journal of Health Communication, Communication Teacher, Health Communication, Information and Science Technology, The Encyclopedia of Organizational/Industrial Psychology, Case Studies for Organizational Communication: Understanding Communication Processes (1, 2, and 3rd editions), and Virtual and Collaborative Teams. He is currently a board member on the Special Issues on Qualitative Research in the Southern Communication Journal, an ad-hoc member on the editorial board for the International Journal of Cases on Electronic Commerce, reviewer for The Journal of the National Medical Association, International Communication Association and the National Communication Association. Dr. Long is currently a Divisional Officer of the National Communication Association and Coordinator of The Organizational Science Summer Institute.

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Rachel Byers and was born, raised, and currently lives in Daphne, Alabama. She received a Bachelor of Science degree in Accounting with a minor in Computer Science as well as a Master’s degree in Accounting from the University of Alabama. She graduated with Honors and was offered a full time position with Pricewaterhouse Coopers but declined and chose to complete my masters. After college, she immediately sat for and passed the CPA Exam and is currently a practicing Certified Public Accountant in Alabama. She teaches part time as an adjunct instructor at the University of South Alabama and online for Devry University. Her love for teaching led her to go back to school to complete her doctoral degree. She is currently in the dissertation phase of her program and hopes to finish by August of this year.

Rachel Widener is currently pursuing her Masters of Arts in Communication with an emphasis in organizational communication at University of North Carolina in Charlotte. Apart from her duties as a Graduate research and teaching assistant, Rachel is Vice President of the Communication Studies Graduate Student Association. At this time, Rachel is working on her thesis, examining volunteer participation and workplace democracy. Her interest in organizational communication involves overlapping organizational commitments and responsibilities in our lives: how these are balanced and negotiated; how they shape our identities, and how individuals deal with competing identification. Upon completing her Masters degree, Rachel will be continuing her academic pursuits in a doctoral program.

Chase Clow received his Master’s Degree in Industrial/Organizational Psychology from the University of North Carolina at Charlotte in 2007. Currently, Chase is a doctoral student at Arizona State University, studying Organizational Communication. His research interests include organizational surveillance, religious organizational rhetoric and persuasion, spirituality, and the diffusion of narratives. Additionally, Chase is a research assistant for the Consortium for Strategic Communication, where he studies the spread of extremist narratives through contested areas. Chase is also an associate editor for Mindful Heresy, an online journal that explores a variety of perspectives, methodologies and contexts for the communication of spiritual practices in contemporary life.

Elizabeth C. Ravlin is Associate Professor of Organizational Behavior and Management on the faculty of the Moore School of Business, University of South Carolina. She received her Ph.D. from Carnegie Mellon University. Her research examines multicultural interactions, interpersonal and team processes, work values, and status influences in organizations. Her publications have appeared in such journals as Journal of Applied Psychology, Personnel Psychology, Journal of Management, and Journal of Organizational Behavior. Dr. Ravlin currently serves on the editorial board of the Journal of Management, and has also served on the boards of the Academy of Management Journal and the Academy of Management Review. She is a Research Fellow of the Centre for Global Workforce Strategy in the Segal Graduate School of Business, Simon Fraser University.

Eletra S. Gilchrist received her Ph.D. (2004) from The University of Memphis and her M.A. and B.A. degrees from The University of Alabama. She is an Assistant Professor in the Communication Arts Department at The University of Alabama in Huntsville. Her research focuses on communication pedagogy, interpersonal communication, and cultural studies from both quantitative and qualitative perspectives. She teaches classes in Fundamentals of Communication, Media Writing I & II, Small Group Communication, Senior Seminar, Interpersonal Communication, Research Methods, African American Communication, Persuasion, and the Dark Side of Interpersonal Communication. Gilchrist also teaches Effective Presentation Skills as a Professional and Continuing Education course on the corporate level.
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**Narissra Maria Punyanunt-Carter**, is an associate professor of Communication Studies at Texas Tech University in Lubbock, Texas. She teaches the basic interpersonal communication course. She is a protégé of Drs. Rebecca Rubin & Alan Rubin, who are considered to be two of the most notable researchers in communication studies. Her research areas include mass media effects, father-daughter communication, mentoring, advisor-advisee relationships, family studies, religious communication, humor, and interpersonal communication. She has published over 30 articles that have appeared in several peer-reviewed journals, such as Communication Research Reports, Southern Journal of Communication, and Journal of Intercultural Communication Research. She has also published numerous instructional ancillaries and materials.

**Emilio S. Hernandez** received his Bachelor’s Degree in May 2008, from Buena Vista University in Storm Lake, Iowa. Currently, Mr. Hernandez is a graduate student and teaching assistant at Texas Tech University in the Department of Communication Studies. His research interests include: family communication, interpersonal communication, and computer-mediated communication and information technology.

**Dipl. Päd. Marinita Schumacher** studied Organisational Pedagogy at University of Hildesheim in Germany where she graduated in the fields of human resource management, organisational development and communication science. During her studies she has had a part time job as junior consultant where she acquired profound knowledge in the field of quality management. She has written her diploma thesis in collaboration with Volkswagen AG concerning the implementation of a skill management system. Her research interests include developing new methodologies of design and management in an industrial context, especially in the domain of competence management and virtual team building. Currently she is preparing her PhD at Ecole Centrale Paris to develop an Aided Competence Management System for Virtual Team Building. At Ecole Centrale Paris she has been in charge of several EU projects in the domain of knowledge management and innovation management funded under FP6.

**Julie Stal-Le Cardinal** is Associate Professor, HDR, in the Industrial Engineering Laboratory at Ecole Centrale Paris, France. She has been working on decision-making support, at the intersection between knowledge management and project management since 1997. Her research topics include knowledge management and lessons learned for technical decisions, decision-making improvement with a project (choice of actor, collaborative decisions, and risks management) and strategic decisions leading to new king of organization (working in network, in virtual team). Julie Stal-Le Cardinal works as well as a consultant for supporting companies that want to reach a project oriented organization.

**Jean-Claude Bocquet** is Head of the Laboratory LGI – Industrial Engineering Department that includes 100 persons, therein 35 PhD students. The Laboratory has been classified with the degree “A” by the French Ministry of Research, which is the best evaluation. The research domains of Jean-Claude Bocquet contain the modelling of organisational and complex systems for value creation as well as the constitution and management of teams.

**Roy Schwartzman** is a Professor of Communication Studies at the University of North Carolina at Greensboro. His research interests include computer-mediated communication, online teaching and learning, rhetoric of science and technology, figurative language, and Holocaust studies. He is founding
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co-editor of the Journal of Applied Learning in Higher Education and serves on the editorial review boards of several IT journals, including Informing Science Journal and the Journal of Information Technology Education. His research is published in many journals and anthologies, including Communication Education, College Student Journal, the Journal of Communication and Media Research, and the Journal of Instructional Psychology. He is the author of Fundamentals of Oral Communication (Kendall/Hunt).

David Carlone is an Associate Professor of Communication Studies at the University of North Carolina at Greensboro. His research interests lie at the intersection of organizational communication and cultural studies. His ongoing research program examines the new economy as a social, cultural, and political phenomenon. Within this research program, he has recently focused on the representation and practice of communication in service and knowledge intensive work, and the implications of these for the creation of social and economic forms of value. His research has appeared in Communication and Critical/Cultural Studies, Management Communication Quarterly, and the Western Journal of Communication.

Dr. Shalin Hai-Jew works as an instructional designer at Kansas State University; in addition, she works as an online instructor for WashingtonOnline. She has worked on a range of instructional design projects in a number of fields: biosecurity, college policy, emotional health, nonprofit fund-raising, leadership studies, and learning theories. She has BAs in English and psychology, and an MA in English from the University of Washington; she has earned an Ed.D. in Educational Leadership (with a focus on public administration) from Seattle University (2005), where she was a Morford Scholar. She serves as a peer reviewer for Educause Quarterly and MERLOT’s Journal of Online Learning and Teaching. She led the team that founded the ELATEwiki (the E-Learning and Teaching Exchange wiki) in 2009 and founded the Instructional Design Open Studio (IDOS) blog in 2006. She is interested in simulations, immersive learning, mixed reality learning, and the nature of re-learning, un-learning, and negative learning.

Tyler R. Harrison (University of Arizona, 1999) is an Associate Professor in the Department of Communication at Purdue University. His primary areas of research focus on organizational communication and health communication with a special interest in how organizational and relational structures influence perceptions, enactments, and consequences of conflict and health related decisions for individuals and organizations. He has served as past Chair for the National Communication Association Peace and Conflict Communication Division. Examples of his work can be found in such journals as International Journal of Conflict Management, Conflict Resolution Quarterly, Journal of Communication, Journal of Applied Communication Research, and Health Communication.

Elizabeth A. Williams (M.A., Purdue University, 2007) is a doctoral candidate in the Department of Communication at Purdue University. Her research interests include identification and leadership in a variety of organizational contexts, including distributed teams, multi-team systems, organizations experiencing change, and health organizations. Her work has been published in Journal of Communication and Health Communication and she has conducted communication workshops in a variety of corporate and academic settings. In 2007, she was awarded Purdue University’s College of Liberal Arts Distinguished Masters Thesis Award.
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Richie Goodman is a masters student in the Communication Studies Department at the University of North Carolina at Charlotte. He uses a critical lens to study underrepresented and/or voiceless groups in organizations with a particular interest on impacts of interpersonal communication. Current projects revolve around diversity in organizations, public relations/communication campaigns with minorities, and organizational branding.

Marla Boughton is a doctoral candidate in the Organizational Science PhD program at the University of North Carolina at Charlotte. She is currently working on her dissertation on the topic of power and influence in virtual teams. Her other research interests include: feelings of identity, belonging, and attachment in virtual communities and teams, the effects of identity technologies on feelings of entitativity in virtual communities and teams, and the effects of sense of community on health outcomes in online support groups.

Jennifer L. Gibbs is an Assistant Professor of Communication at Rutgers University. She earned her Ph.D. from the Annenberg School for Communication at the University of Southern California in 2002. Her research interests include collaboration and identification in virtual teams and virtual work arrangements as well as online self-presentation and relationship formation. Her work has been published in Administrative Science Quarterly, Communication Research, Communication Yearbook, Human Relations, and Journal of Computer-Mediated Communication, among others. She currently serves on the editorial boards for Communication Quarterly, the Journal of Computer-Mediated Communication, International Journal of Communication and Media, and Women's Studies in Communication.

Craig R. Scott (Ph.D., Arizona State University) is an Associate Professor of Communication and Director of the Ph.D. program in the Rutgers School of Communication & Information. His research examines communication technology use, identification, and anonymous communication in the workplace. His work related to communication technology use by organizational members has been published in Communication Monographs, Communication Research, Management Communication Quarterly, Journal of Computer-Mediated Communication, IEEE Transactions on Professional Communication, Western Journal of Communication, Communication Quarterly, Small Group Research and several current and forthcoming book chapters. He has been on the top paper panel at international, national, and regional conferences 13 different times. He currently serves on the editorial boards for Human Communication Research, Communication Monographs, and Management Communication Quarterly.

Young Hoon Kim is a doctoral student in the School of Communication and Information at Rutgers University. He earned his M.A. from the department of Telecommunication, Information, & Media Studies at Michigan State University. His research interests center on the relationship between people’s communicative behaviors and their use of information and communication technologies. Currently, his research interests focus on the interaction taking place among computer-mediated group participants in organizational settings. In addition, he is also interested in exploring the impact of anonymity/deindividuation on an individual’s communicative behaviors in computer-mediated communication. His work has been published in Journal of Organizational and End User Computing.

Sun Kyong Lee is currently a doctoral student in School of Communication and Information at Rutgers University and a Research Associate for the Center for Mobile Communication Studies at Rutgers. She earned her M.A. from Kansas State University. Her research interests include mobile communication,
social networks, and communication technology uses in organizational settings. She has presented her work at national and international conferences and her paper on structurational processes of virtual work will be published in International Journal of the Humanities.

**Stacey L. Connaughton** (Ph.D. The University of Texas at Austin, 2002), is an Associate Professor in the Department of Communication at Purdue University. Her research interests include identification and leadership in geographically distributed contexts, particularly as these issues relate to virtual teams/organizations and political parties. Her published work has appeared in the Small Group Research, Journal of Communication, Management Communication Quarterly, Communication Studies, Communication Yearbook, The Howard Journal of Communications, Corporate Communication: An International Journal, Knowledge Management Review, and her book, Inviting Latino Voters: Party Messages and Latino Party Identification, was published in 2005 by Routledge. She has been invited to present her research on virtual teams and virtual leadership to industry, military, and higher educational audiences, and has facilitated workshops and written guidebooks in the areas of virtual teams, leadership, team-building, and strategic planning in the United States, Canada, and China.

**Elizabeth A. Williams** (M.A., Purdue University, 2007), is a doctoral candidate in the Department of Communication at Purdue University. Her research interests include identification and leadership in a variety of organizational contexts, including distributed teams, multi-team systems, organizations experiencing change, and health organizations. Her work has been published in Journal of Communication and Health Communication and she has conducted communication workshops in a variety of corporate and academic settings. In 2007, she was awarded Purdue University’s College of Liberal Arts Distinguished Masters Thesis Award.

**Jennifer S. Linvill** (MA, Purdue University, 2008) is a doctoral student in the Department of Communication and a Counselor for International Scholars at Purdue University. Her research interests include identification, leadership, and workplace incivility, particularly in the context of organizations. She has presented her work at national and international conferences and was awarded Purdue University’s 2009 College of Liberal Arts Distinguished Masters Thesis Award.

**Elizabeth J. O’Connor** (B.A. Purdue University, 2009), is a graduate student in the Department of Communication at Purdue University. Her primary area of interest is organizational communication with specific focus on communication in geographically distributed contexts as well as gendered and cross-cultural communication in work contexts. Elizabeth has conducted research on young women’s agreeableness and relational aggression, as well as communication and leadership among geographically distributed teams.

**Troy G. Hayes** (Psy.D. Alliant International University) works within the Human Resource function at the Ingersoll Rand Company, Security Technologies sector. While he started his career in clinical psychology, the majority of his professional experience has been spent working within large corporations. In his work, he emphasizes a strong connection to the business strategy as he engages senior executives in evaluating and developing leadership capabilities, and guiding organizational design decisions. He has extensive experience around the globe and lived in Europe for several years. He worked for several
years for RHR International as a consultant to many large companies prior to joining Ingersoll Rand four years ago. He has had several opportunities to present his work in various psychology and business forums and has been published in the Journal of Business Strategy and the Detroiter.

Stephen Yungbluth is an assistant professor in the Department of Communication at Northern Kentucky University. He earned his Ph.D. and M.A. in Communication from the University of Kentucky, and his B.A. in Organizational Communication from Xavier University. His primary areas of study include Interpersonal, Organizational, and Small Group Communication with a special emphasis in the area of conflict management. He is a trained mediator and serves on the Advisory Board for the Alternative Dispute Resolution Center at Northern Kentucky University. His research addresses the communication of respect in the context of conflict interaction and dialogue. He has also analyzed programs that target the development of character education and social-emotional learning skills in middle schools.

Zachary Hart is an associate professor and Undergraduate Studies Director in the Department of Communication at Northern Kentucky University. He earned his Ph.D. in Organizational Communication from Michigan State University, his M.S. in Journalism from the University of Illinois at Urbana-Champaign, and his B.A. in Mass Communication from Western Illinois University. His research focuses on organizational socialization and workplace relationship development, particularly among employees with disabilities. His work has been published in Human Communication Research, Communication Studies, Rehabilitation Education and the Journal of Applied Communication Research. He previously taught at Concordia University-Chicago and worked in public relations/marketing at the Chicago Symphony Orchestra.

Huiyan Zhang (Ph.D, Texas A&M University) lived in the U.S. for nearly ten years and has taught in several universities, including Texas A&M University, University of Maryland, and Temple University. Dr. Zhang interests include organizational communication, group communication, leadership, organizational culture, and conflict. Dr. Zhang now lives in Beijing, China and work as a trainer and consultant with a focused interest in soft skills and leadership development.

Marshall Scott Poole (Ph.D, University of Wisconsin-Madison) is a Professor in the Department of Communication, Senior Research Scientist at the National Center for Supercomputing Applications, and Director of the Institute for Computing in the Humanities, Arts, and Social Sciences at the University of Illinois Urbana-Champaign. He is the author or editor of ten books and over 150 articles and book chapters. Recent books include Theories of Small Groups: Interdisciplinary Perspectives and Organizational Change and Innovation Processes: Theory and Methods for Research. His research interests include group and organizational communication, organizational change, and information technology, particularly its implementation and impacts.

Ardis Hanson is the head of the Research Library at the Louis de la Parte Florida Mental Health Institute at the University of South Florida (USF). She has been involved in a number of virtual projects [http://lib.fmhi.usf.edu/aboutus.html#projects]. An adjunct instructor in the School of Library and Information Science and the College of Public Health at USF, Ms. Hanson teaches classes on mental health informatics. A member of the USF Virtual Library Planning Committee, the Implementation Team, the Interface Design Project Group, and the Metadata Team, she continues to work virtually and employ
new technologies whenever possible. Ms. Hanson is currently a doctoral candidate in the Department of Communication at the University of South Florida.

Sheila Gobes-Ryan has worked as a strategic planning workplace consultant for numerous government and corporate clients to efficiently and effectively support teleworkers. Sheila has served as the Co-Chair of the Work Environments Network of the Environmental Design Research Association (EDRA) for the past decade. Based upon her architectural and design experience designing workplaces, she has also served as the organizer for a special topic session on workplaces for the annual EDRA conference. Her interest in examining the integration of virtual and physical work environments has motivated her to pursue a PhD. and she is currently doing graduate work in the Department of Communication at the University of South Florida.

Eric Paul Engel is executive director of Ketchcom Development, Inc. (www.ketchcom.net), an organizational communication development practice that helps professionals increase the effectiveness, efficiency, and productivity of their written and spoken communication. Mr. Engel has provided organizational learning and communication development training, facilitation, and consulting services for over a decade to private, government, and non-profit organizations including the Pentagon’s Information Technology Agency, Purdue University, St. Petersburg College, and Ringling College of Art & Design. As of fall 2009, Mr. Engel is nearing completion of his doctorate in Communication at the University of South Florida. He can be reached by phone (1-727-823-5809) and email (epengel@ketchcom.net).

Anita Blanchard is an associate professor of Psychology and Organization Science at the University of North Carolina Charlotte. She studies the effects of technology on online group members’ identity with and attachment to each other. In particular, she is interested in sense of virtual community in virtual communities, how virtual communities affect organizations and face-to-face communities, and the technological influences on behavior, affect and cognition on virtual community members.

David Askay is a doctoral student in the Organizational Science program at the University of North Carolina Charlotte. He studies how technology is changing the way people interact and how online organizing is influenced by the social and technological structures of virtual organizations. Current projects include examining trust, reputation, and information exchange among members of virtual communities.

Katherine Frear is a doctoral student in the interdisciplinary Organizational Science program at the University of North Carolina at Charlotte. She studies personality and identity with regard to low-wage and underemployed workers, with an emphasis on examining ways to enhance employment opportunities. She is also interested in how technology and virtual communities can be used to assist workers who struggle in the labor market. As an interdisciplinary student, her research on employment integrates theory and methodology from sociology, psychology, and communication studies.