# TEXAS STATE VITA

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| **Name**: Philip J. Salem | **Title**: Professor, Department of Communication Studies |

## I. Academic/Professional Background

### A. Educational Background

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| **Degree** | **Year** | **University** | **Major** | **Thesis/Dissertation** |
| PhD | 1972 - 1974 | University of Denver | Speech Communication | The Development of Higher Mental Processes in the Generation of Meaning |
| MA | 1971-1972 | University of Denver | Speech Communication |  |
|  | 1980 | University of South Dakota | Speech |  |
| BS | 1963-1968 | Northern State College, Aberdeen, South Dakota | Speech and Drama |  |

### B. University Experience

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| **Position** | **University** | **Dates** |
| Professor, Department of Communication Studies (formerly Speech Communication, Department of Speech and Theater) | Texas State University (TXS) (Southwest Texas State University, SWTSU, or SWT, until September 2003) | 1974 to present |
| Graduate Teaching Assistant and Director of Debate | University of Denver | 1973-1974 |

### C. Relevant Professional Experience

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| **Position** | **Entity** | **Dates** |
| Radio Announcer  | KADX, Denver | 1971-1974 |
| High school teacher, Director of Theater, Director of Forensics | Webster Independent School District, Webster, South Dakota | 1969-1971 |
| TV newsman | KXAB, Aberdeen, South Dakota | 1968 |
| Radio Announcer, Assistant to Manager | KABR, Aberdeen, South Dakota | 1966-1969 |

## II. TEACHING

### A. Teaching Honors and Awards

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| 2014, March | *A Legacy of Excellence by Dr. Philip Salem: 40 years in the Department of Communication Studies*, Special Communication Week Program, San Marcos, TX. |
| 2013 | “This is Your Teaching Life,” a special award for teaching excellence by the Dean of the College of Fine Arts and Communication  |
| 2008 | One of seven finalist to the Texas State President for the *Muir Excellence in Mentorship Award* |
| 2005 | One of seven finalist to the Texas State President for the *Muir Excellence in Mentorship Award* |
| 2004 | One of seven finalist to the Texas State President for the *Muir Excellence in Mentorship Award* |
| 1995 | *Presidential Award of Distinction for Teaching* |
| 1994 | *College Achievement Award for Teaching* |
| 1985 | *College Achievement Award for Teaching* |
| 1984 | *Presidential Award of Distinction for Teaching* |

### B. Courses Taught at Texas State

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| --- | --- |
| COMM 1310  | Fundamentals of Speech |
| COMM 1315  | Interpersonal Communication |
| COMM 2111  | Interviewing |
| COMM 2320  | Business and Professional Speech |
| COMM 3301/3327 | Communication Research Methods and Theory |
| COMM 3319  | Organizational Communication |
| COMM 3325 | Communication and Conflict Management |
| COMM 4320  | Directing Speech and Drama Activities |
| COMM 4325/3318H | Communication and Technology |
| COMM 4331  | Persuasion |
| COMM 4336  | Speech Composition and Delivery |
| COMM 5110  | Seminar in Speech and Drama |
| COMM 5301 | Empirical Research Methods |
| COMM 5318  | Interpersonal Communication |
| COMM 5319  | Effective Communication |
| COMM 5319  | Organizational Communication |
| COMM 5325  | Building Communication Theory |
| COMM 5325 | Communication Process |
| COMM 5325 | Evaluating Communication Research |
| COMM 5325 | Intercultural Communication |
| COMM 5325 | Problems in Communication Research |
| COMM 5329B | Communication and Negotiation |
| COMM 5329E | Communication and Organizational Culture |
| COMM 5332/5325 | Technology and Communication Behavior |
| COMM 5360 | Introduction to Empirical Methods |
| COMM 5362 | Communication and Contexts |
| COMM 5363 | Introduction to Rhetorical Methods |
| COMM 5372/5325 | Organizational Communication Development |
| HON 1390H | Understanding Communication and Technology |

### C. Courses Prepared and Curriculum Development at Texas State

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| COMM 2315/1315 | Introduction to Interpersonal Communication |
| COMM 3319 | Introduction to Organizational Communication |
| COMM 3325 | Communication and Conflict Management |
| COMM 4325/3318H | Communication and Technology |
| COMM 4390  | Organizational Communication Internship |
| COMM 5318 | Seminar in Interpersonal Communication |
| COMM 5319 | Effective Communication (an interdisciplinary organizational communication course, discontinued and replaced by . . . ) |
| COMM 5319 | Organizational Communication |
| COMM 5325  | Building Communication Theory |
| COMM 5325 | Communication Process |
| COMM 5325 | Evaluating Communication Research |
| COMM 5325 | Intercultural Communication |
| COMM 5325 | Problems in Communication Research |
| COMM 5329B | Communication and Negotiation |
| COMM 5329E | Communication and Organizational Culture |
| COMM 5332/5325 | Technology and Communication Behavior |
| COMM 5372/5325 | Organizational Communication Analysis & Development**/** Organizational Communication Development |
| HON1390H | Understanding Communication and Technology |

### D. Graduate Theses/Dissertations, Exit Research and Committees, and Comprehensive Program Oral Exams at Texas State

I have directed twenty-one MA theses and chaired the corresponding oral exam.

Berrios, N. (1987). ***International negotiations: Perceptions of effective and ineffective communicator behaviors.*** (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Bolner, S. (1981). *A rules approach to interpersonal communication between mothers and daughters*. (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Bruce, D. (1980). ***Systems vs. issues: What should be the unit of analysis for deliberative argumentation?*** (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Carpenter, H. (1975). ***A Burkeian analysis of three organizations according to general systems theory****.* (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Carter, P. (1980). ***The rhetoric of panic: A Burkeian analysis of the Guyana incident.*** (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Francik, W. (1990). ***Communication channels and socioeconomic status as predictors of opinion leadership communication***. (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Harward, H. (1996). ***The first big fight and other struggles: An investigation of gender, conflict avoidance, and relational stages***. (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Heiling, R. (1980). ***Organizational analysis of social movements: A systemic approach***. (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Higbe, G. (2008). ***The chain of communication: A study of communication and multiple organizational identification in supply chains****.* (Unpublished Master’s thesis). Texas State University, San Marcos, TX.

Hohle, P. (1987). ***The diffusion of videocassette recorders among Lutheran ministers: Communication behavior, social system, and individual traits***. (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Jessen, J. (1976). ***Reduced alienation as a function of speech communication training*.** (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Kruarattikan, O. (2001). ***Conflict management styles in Thais and Americans and the effect of acculturation***. (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

McCraw Ward, L. (1975). ***A descriptive analysis of speech communication in an organization: The Texas Department of Public Safety as a system***. (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Mercer, W. (1992). ***Gender differences in self-disclosure to friends: An application of social learning theory***. (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Meyer, C. (1992). ***Reciprocal self-disclosure in intercultural friendships***. (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Mitchell, K. (1989). ***The diffusion of a food product: Mass communication variables versus interpersonal communication variables***. (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Pridgen, S. (2011). ***The relationship between an immediate communicator style and relational outcomes: An investigation of communication technologies***. (Unpublished Master’s thesis). Texas State University, San Marcos, TX.

Pyle, D. (1976). ***The effects of an interpersonal communication training program of empathy*.** (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Schaefer Hink, S. (1984). ***The relationships between job uncertainty, satisfaction, and channel richness: A contingency approach*.** (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Thueson, H. (1993). *Coming out communication and psychological well-being: A study in self-disclosure*. (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

Timmerman, E. (1995). ***Coherence as strategy in negotiation: Strategic ambiguity, the coherence expectation, and tolerance for ambiguity***. (Unpublished Master’s thesis). Southwest Texas State University, San Marcos, TX.

I have directed eighteen MA Exit Research projects and chaired the corresponding Comprehensive Program Oral Exams in my department.

Balmanno, J. S. (1994). *High school instructional communication*.(Unpublished student research). Southwest Texas State University, San Marcos, TX.

Barclay, F. (1998). *Communication during organizational change: An ethnographic study*. (Unpublished student research). Southwest Texas State University, San Marcos, TX.

Bracy, S. (1993). *The relationship between communication factors and organizational commitment* (Unpublished student research). Southwest Texas State University, San Marcos, TX.

Brandesky, J. (1994). *How managers communicate change*. (Unpublished student research). Southwest Texas State University, San Marcos, TX.

Chu, S. (1987). *How does public relations differ from communication consulting along IH 35: Interviews and participant observations*. (Unpublished student research). Southwest Texas State University, San Marcos, TX.

Estes, J. (2001). *Instructional communication*. (Unpublished student research). Southwest Texas State University, San Marcos, TX.

Granberg, S. (2005). *The nature of training: Ethnographic interviews of ASTD members in San Antonio*. (Unpublished student research). Texas State University, San Marcos, TX.

Hodde, R. (1997). *Analyzing classroom discourse*. (Unpublished student research). Southwest Texas State University, San Marcos, TX.

Kennon, K. (2005). *The effects of social support on occupational commitment of community college faculty*. (Unpublished student research). Texas State University, San Marcos, TX.

Leach, T. (1995). *The status of organizational communication consultants along the corridor: Ethnographic interviews*. (Unpublished student research). Southwest Texas State University, San Marcos, TX.

Lee, B. (1996). *Communication and organizational culture* (Unpublished student research). Southwest Texas State University, San Marcos, TX.

Muncy, D. (1985). (Unpublished student research). Southwest Texas State University, San Marcos, TX.

Parker Raley, J. (2004). *Mother-daughter self-disclosure: A mixed method approach*. (Unpublished student research). Texas State University, San Marcos, TX.

Reed, M. (2002). *Intercultural organizational communication: An auto-ethnography and report of working at Fiat in Italy*. (Unpublished student research). Southwest Texas State University, San Marcos, TX.

Rigling, P. *Training designs and portfolio*. (1984). (Unpublished student research). Southwest Texas State University, San Marcos, TX.

Shoppbell, A. *RA diversity training*. (2005). (Unpublished student research). Texas State University, San Marcos, TX.

Taylor, B. (2002). *Power among co-workers: A qualitative investigation into “How this happens”*. (Unpublished student research). Southwest Texas State University, San Marcos, TX.

Watson, M. (2001). *Communication and commitment at Austin Sapient*. (Unpublished student research). Southwest Texas State University, San Marcos, TX.

I chaired an additional thirteen Comprehensive Program Orals Examinations.

Achurra, A. (2011).

Box, K. (2012).

Brooks, S. (2008).

Day, D. (2012).

Hall, J. (2016).

Kline, K. (2010).

Labriola, V. (2013).

Pope, M. (2008).

Renteria, C. (2008).

Russo, S. (2008).

Teague Rigsby, J. (2007).

Wellings, E. (2012).

Yamasaki, S. (2008).

I have served as a second reader on eighteen thesis committees in my department.

I have served on an additional seventy-two MA Exit Research Committees in my department.

I have served as a second member of an additional twenty-nine Comprehensive Program Orals Examinations.

I have served as a third reader on sixteen theses in four different departments.

I have served on over forty-three Exit Committees outside my department.

I have been the third reader on three dissertations. One was for the Department of Education at Texas State, but the other two were for European universities.

### E. Other

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| Undergraduate Advisor  | (1977 - 78) |
| Graduate Advisor (Director of Graduate Studies) | (1977 - 85, 1986 to 1990, 2008 - 2014) |

Salem, P. J. (2008, August - 2014, January). *New Communication Graduate Student Orientation*. A three-hour presentation before new graduate students of the Department of Communication Studies, Texas State University, San Marcos, TX. There were eleven presentations to a total of approximately 265 students.

I have directed over fifty undergraduate (COMM 4315) and graduate (COMM 5315) independent studies.

I have directed three undergraduate honors theses.

I have directed eleven Organizational Communication Internships.

My students were the first students to present their research at international conferences.

I directed internships in Turin, Italy and Vienna, Austria.

I directed our graduate students in an international program with the University of Siena, the University of Vienna, and The University of Colorado at Colorado Springs in 2002-2003.

I have directed over 500 graduate student research projects that consisted of organizational communication assessments and consultant reports to clients as part of COMM 5319 Organizational Communication.

Eight of my graduate advisees now have doctoral degrees.

Six of my graduate and undergraduate advisees have been a Department of Communication Studies Alum of the Year, and one of my advisees has been a Texas State University Alum of the Year.

## III. SCHOLARLY/CREATIVE

 (\* indicates peer reviewed, refereed. Robert Gratz and Lee Williams are retired faculty members of Texas State University. (GST) indicates the co-author was a graduate student, and (SA) indicates I was the student’s advisor on thesis or exit research that was the basis for the work. I was the advisor for all other student research, but the research came initially from class projects. I was the PI on all grants unless otherwise noted.)

### A. Fellowships, Awards, Honors

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| 2016 | Co-Director of “Organizational Communication Traditions, Transitions, and Transformations,” a conference and post-doctoral program. Conference co-sponsors include the International Communication Association, the National Communication Association, and the Academy of Management. This was a fortieth anniversary conference. |
| 2012-2007 | *Fulbright Senior Specialist* |
| 2012 | *College Achievement Award for Scholarly/Creative Activities*  |
| 2011 | *College Achievement Award for Scholarly/Creative Activities*  |
| 2010 | Keynote speaker, The Society for Chaos Theory in Psychology and Life Sciences, meeting in San Marcos, TX |
| 2009 | “The seven communication reasons organizations do not change” nominated for NCA Organizational Communication Division article award. |
| 2009 | *Presidential Award of Distinction for Scholarly/Creative Activities* |
| 2009 | Dean’s Seminar, College of Fine Arts and Communication, Texas State University. |
| 2008 | Visiting Scholar, Institute for Management, Business and Law, Rostov-on-the-Don, Russia (part of Fulbright Senior Specialist) |
| 2008 | Plenary Speaker, Russian Communication Association convention in Moscow, Russia |
| 2008 | Guest and Visiting Scholar, Russian State University for the Humanities, Moscow, Russia |
| 2006 | Top Paper designation, the Communication Theory program, Russian Communication Association |
| 2002 | One of nine scholars invited to be part of the panel *A Tribute to organizational communication: A celebration of the golden (50th) anniversary of the field of organizational communication*, presented at the National Communication Association Conference, meeting in New Orleans. |
| 2001 | *Informing the complexity of organizing* was one of four invited papers presented to The Thermodynamics of Social and Economic Networks: The Third Conference and Workshop on Complexity and Organization, The European Institute for Advanced Study in Management, Brussels, Belgium. Ilya Prigogine, a Noble laureate, invited me to submit for this conference.  |
| 2000 | *Organizational Communication and Change* nominated for the NCA Organizational Communication Division book award. |
| 1999 | *Presidential Award of Distinction for Scholarly/Creative Activities* |
| 1997 | *Presidential Award of Distinction for Scholarly/Creative Activities* |
| 1996  | Director of “Organizational Communication and Change: Challenges in the Next Century,” a conference and post-doctoral program. Conference co-sponsors include the Speech Communication Association and the International Communication Association. This was a twentieth anniversary conference. |
| 1995 | *Presidential Award of Distinction for Scholarly/Creative Activities* |
| 1994 | The Fund for the Improvement of Postsecondary Education selected a grant report that I co-authored for special publication as part of an edited volume. I was the principal investigator on the grant and the first author of the report. Only seven reports were selected. |
| 1994 | Top Paper Award (one of seven) from Southwest Business Symposium |
| 1992 | *Presidential Award of Distinction for Scholarly/Creative Activities* |
| 1990-1991 | I was the principal author and Project Director for the largest externally funded research grant in my department at that time.  |
| 1990 | *College Achievement Award for Scholarly/Creative Activities*  |
| 1988 | *Presidential Award of Distinction for Scholarly/Creative Activities* |
| 1987 | Top Four Paper Award, from the Applied Communication Division, Eastern Communication Association. |
| 1986 | *Outstanding Member Award for Contributions to the Discipline and the Association*, from the Organizational Communication Division of the International Communication Association: Awarded for only the third time. |
| 1985 | *Presidential Award of Distinction for Scholarly/Creative Activities* |
| 1984 | *Presidential Award of Distinction for Scholarly/Creative Activities* |
| 1983 | Top Paper Award, nominee for Information Systems Division, International Communication Association; one of five finalists. |
| 1983 | Top Four Paper Award, from the Interpersonal Communication Division of the Southern Speech Communication Association. |
| 1980 | Co-author of one of ten proposals competitively selected and commissioned by the American Association for Higher Education for the monograph series for the coming year. This was the first externally funded research in my department. |
| 1979 |  One of only 65 participants selected for the Asilomar Conference honoring Gregory Bateson; directed and participated in one of only 12 programs selected for the conference. |
| 1978 | One of only 21 researchers designated as a Credentialed Organizational Communication Auditor by the Organizational Communication Division of the International Communication Association. |
| 1977 | One of only 8 researchers chosen to conduct the largest organizational communication audit. |
| 1976 | Director of the San Marcos Organizational Communication Conference and Post-doctoral Program; the first conference approved by the Speech Communication Association Research Board; the first organizational communication conference co-sponsored by a national association in this country. |

### B. Works in Print

#### Books

\*Salem, P. J., & Timmerman, E. (Eds.). (2018). *Transformative practices and research in* *organizational communication*. Hershey, PA: IGI Global.

\*Salem, P. J. (2016). *Human communication technology*. Austin, TX: Sentia Publishing.

\*Salem, P. J. (2013). *The complexity of human communication* (2nd ed.). Cresskill, NJ: Hampton Press.

\*Salem, P. J. (2009). *The complexity of human communication*. Cresskill, NJ: Hampton Press.

\*Salem, P. J. (Ed.). (1999). *Organizational communication and change*. Cresskill, NJ: Hampton Press.

\*Salem, P. J., & Williams, M. L. (1991). *Institutional factors influencing the success of drug abuse education and prevention programs* (Award No. P183C10015). Washington, D. C., Fund for the Improvement of Postsecondary Education, U. S. Department of Education. (Note: this is a book length report)

\*Gratz, R. D., & Salem, P. J. (1981). *Organizational communication and higher education.* Washington, DC.: American Association for Higher Education.

#### Chapters in Books and Journal Articles

\*Salem, P. J. (2018). Transformative organizational communication practices. In P. J. Salem & E. Timmerman (Eds.). *Transformative practices and research in* *organizational communication* (pp. 109-129). Hershey, PA: IGI Global.

\*Salem, P. J., and Timmerman, E. (2018). Forty years of organizational communication. In P. J. Salem & E. Timmerman (Eds.). *Transformative practices and research in* *organizational communication* (pp. 1-28). Hershey, PA: IGI Global.

\*Salem, P. J. (2017). New science systems theories. In C. R. Scott & L. Lewis (Eds.). *International encyclopedia of organizational communication* (pp. 1710-1722). Hoboken, NJ: Wiley-Blackwell.

\*Salem, P. J. (2017). Communication management. In C. R. Scott. C. R. & L. Lewis (Eds.). *International encyclopedia of organizational communication* (pp. 339-348). Hoboken, NJ: Wiley-Blackwell.

\*Salem, P.J., & Timmerman, C.E. (2017). Emergent patterns in organizational communication. *Management Communication Quarterly*, *31*(1), 153-156.

\*Timmerman, C.E., & Salem, P.J. (2017). Organizational communication traditions, transitions, and transformations.  *Management Communication Quarterly*, *31*(1), 113-115.

\*Barwind, J. A., Salem, P. J., & Gratz, R. D. (2014). A bigger screen for a narrower view. In D. A. Macy, K. M. Ryan, & N. J. Springer (Eds.), *How television shapes our worldview: Media representations of social trends and change* (pp. 11-25). Lexington, MA: Lexington Press.

\*Salem, P. J. (2013). The complexity of organizational communication: Describing communication during organizational turbulence. *Nonlinear Dynamics, Psychology, & Life Sciences*, 49-65.

\*Salem, P. J. (2013). The use of mixed methods in organizational communication research. In M. C. Bocarnea, R. A. Reynolds, & J. D. Baker (Eds.), *Online instruments, data collection and electronic measurements: Organizational advancements* (pp. 24-39). Hersey, PA: IGI Global.

\*Salem, P. J. (2012). Civic engagement and communication technology networks. In M. H. Safar, & K. A. Mahdi (Eds.), *Social networking and community behavior modeling: Qualitative and quantitative measures* (pp. 51-66). Hersey, PA: IGI Global.

\*Salem, P. J. (2011). The sweet spots in human communication. *Nonlinear Dynamics, Psychology, & Life Sciences*, *15*(3), 389-406.

\*Salem, P. J., & Shields, P. M. (2011). Out of the woods: Facilitating pragmatic inquiry and dialogue. *Administration and Society*, *43*(1), 124-132.

\*Salem, P. J. (2008). The seven communication reasons organizations do not change. *Corporate Communications*, *13*(3), 333-348.

\*Salem, P. J. (2007). Making sense of knowledge management*. Vestnik*. *5*, 47-68.

\*Salem, P. J. (2004). Why does this always happen? In J. Keyton & P. Shockley-Zalabak (Eds.). *Case studies for organizational communication: Understanding communication processes* (pp. 90-96). Los Angeles, CA: Roxbury.

\*Salem, P. J. (2004). Mead on management. *Review of Communication*, *4*(1), 97-105

\*Salem, P. J. (2002). Assessment, change, and complexity. *Management Communication Quarterly*, *15*, 438-446.

Salem, P. J. (1999). The changes and challenges for organizational communication in the next century. In P. J. Salem (Ed.), *Organizational communication and change* (pp. 3-27). Cresskill, NJ: Hampton Press.

\*Salem, P. J. (1997). Information and change: Social morphogenesis. In L. Thayer & G. Barnett (Eds.). *Organization-communication: Emerging perspectives V* (pp. 105-119). Norwood, NJ: Ablex.

\*Salem, P. J., & Williams, M. L. (1997). Institutional factors influencing the success of drug abuse education and prevention programs. In *Theory into practice: Designing alcohol and other drug prevention programs in higher education* (pp. 207-292). Newton, MA: The Higher Education Center for Alcohol and Other Drug Prevention.

\*Salem. P. J. (1994). Learning to learn: The challenges in Russia. *Intercultural Communication Studies*, *4*(2), 17-41.

\*Gratz, R. D., & Salem, P. J. (1989). Communicating across the boundaries. In D. T. Seymore (Ed.), *Maximizing opportunities through external relationships* (pp. 93-111). San Francisco: Jossey-Bass.

Salem, P. J., & O'Bryan-Garland, S. (1989). Outcomes of the symposium: Summary and conclusions. In D. K. Ivy (Ed.), *Communication issues in educational settings* (44-50). San Marcos, TX: Department of Speech Communication, Southwest Texas State University.

\*Salem, P. J., & Gratz, R. D. (1989). Computer use and organizational effectiveness: The case of two intervening variables. *Management Communication Quarterly,* *2*(3), 409-423.

\*Salem, P. J., & Williams, M. L. (1984). Uncertainty and satisfaction: The importance of types of information in hospital communication. *The Journal of Applied Communication Research*, *12*(2), 75-89.

\*Salem, P. J., & Gratz, R. D. (1984, October). Matrix design: An alternative model for organizing the school or department. *Association for Communication Administration Bulletin,* 69-77.

\*Gratz, R. D., & Salem, P. J. (1984). Technology and the crisis of self. *Communication Quarterly*, *32(*2), 98-103.

\*Gratz, R. D., & Salem, P. J. (1984). Planning communication: The chairperson's neglected opportunity. *Issues in Higher Education*, *XIV,* 537-46.

\*Gratz, R. D., & Salem, P. J. (1984). Public education confronts the new technologies. *Texas Speech Communication Journal*, *XI,* 35-40.

\*Salem, P. J., & Moffitt, J. (GST) (October, 1980). Preachers and sermons: A view from the pew. *Religious Communication Today*, 33-35.

\*Salem, P. J., & Fulk, J. (GST) (1979). The stage manager's organizational communication role. *Theatre Southwest*, *5*(2), 28-31.

\*Salem, P. J. (1976). On the current conflict within the speech community. *Texas Speech Communication Journal*, *1*(1), 49-51.

#### Published Reports, Research Published in Proceedings, and ERIC Publications

\*Salem, P. J. (SA) & Barclay, F. (GST) (1999, May). *An ethnography of organizational change and organizational communication*. Paper presented at the annual meeting of the International Communication Association meeting, San Francisco, CA. (ERIC No. ED 428-421, 24p)

\*Salem, P. J., Barclay, F. (GST), Koval, R. (GST), & Bryant, L (GST). (1999, February). *Organizational change and organizational communication effectiveness in a government agency: Qualitative and quantitative analyses*. Paper presented at the annual meeting of the Western States Communication Association meeting, Vancouver, BC, Canada. (ERIC No. ED 428-420, 25p)

\*Salem, P. J. (1998, July). *Paradoxical impacts of electronic communication technology*. Paper presented to the National Research Center of the University of Siena, International Communication Association and National Communication Association Conference on Communication: Organizing for the Future, Rome Italy. (ERIC No. ED 420-891, 24p)

\*Salem, P. J., & Gratz, R. D. (1997, July). Social development and electronic communication technologies: A comparison and contrast of developed and developing countries. In N. Callaos, L Soo- Young, & C. Temponi (Eds.). *Proceedings of the World Multiconference on Systemics, Cybernetics, and Informatics: Vol. 3* (pp. 475-481). Caracas, Venezuela: International Institute of Informatics and Systemics.

\*Timmerman, E. (GST), & Salem, P. J. (1995, April). Effectiveness of diffusion methods: Richness, processing qualities, and information adequacy. In W. F. Morey (Ed.). *Proceedings of the 1995 Southwest Business Symposium* (pp. 414-422). Edmund, OK: College of Business Administration of the University of Central Oklahoma.

\*Salem, P. J. (1994, April). Learning how to change organizational communication. In C. Marshall (Ed.). *Proceedings of the 1994 Southwest Business Symposium* (pp. 470-479). Edmund, OK: College of Business Administration of the University of Central Oklahoma.

\*Gratz, R. D., & Salem, P. J. (1985, February). Overdocumentation and response: An information management case study. In W. A. Hamel (Ed.), *Proceedings of the Association of Human Resource Management and Organizational Behavior 1985 Combined National and Western Region Conference* (pp. 720-725). Virginia Beach, VA: Maximilian Press.

\*Salem, P. J., & Gratz, R. D. (1983, July). High technology and social devolution. In N. Callaos (Ed.), *The 1983 World Conference on Systems*. Caracas, Venezuela: The Foundation for the Investigation and Integration of Systems.

\*Salem, P. J., & Williams, M. L. (1982, May). *An analysis of uncertainty and satisfaction: A hospital case study*. Paper presented to the International Communication Association convention, Boston, MA. (Abstract available in Resources in Education, 1982, 17 (10), 52) (Full document is ERIC No. ED 216-408, 36 p.)

\*Salem, P. J., & Williams, M. L. (1981, May). *Student network factors and classroom performance*. Paper presented to the International Communication Association convention, Minneapolis, MN. (Abstract available in Resources in Education, 1982, 17 (1), 55) (Full document is ERIC No. ED 206-013, 31 p.).

\*Gratz, R. D., & Salem, P. J. (1981, November). *Research on organizational communication and higher education: "Don't ask me, I just work here."* Paper presented at the Speech Communication Association convention, Anaheim, CA. (Abstract available in Resources in Education, 1982, 17 (7), 93) (Full document is ERIC No. ED 213-313, 40 p.).

\*Salem, P. J., & Williams, M. L. (1981, November). *Research questions and some tentative answers about hospitals: Modeling the sociology of communication*. Paper presented to the Speech Communication Association convention, Anaheim, CA. (Abstract available in Resources in Education, 1982, *17*(11), 61) (Full document is ERIC No. ED 217-504, 30 p.)

\*Salem, P. J. (1980, May). *The development of the semantic system*. Paper presented to the International Communication Association convention, Acapulco, Mexico. (Abstract available in Resources in Education, 1983, *18*(2), 51) (Full document is ERIC No. ED 220-886, 27 p.)

\*Salem, P. J. (1979, October). *Teaching organizational communication: Course and program considerations*. Paper presented to the Texas Speech Communication Association convention, Corpus Christi, TX. (Abstract available in Resources in Education, 1982, *17*(2), 52) (Full document is ERIC No. ED 207-108, 20 p.)

\*Salem, P. J. (1977, December). *For the primacy of speech communication in organizational communication*. Paper presented to the Speech Communication Association convention, Washington, DC. (Abstract available in Resources in Education, 1982, *17*(2), 51) (Full document is ERIC No. ED 207-104, 34 p.).

#### Book Reviews

\*Salem, P. J. (2001). Sematech: Saving the U.S. semiconductor industry [a review of *Sematech: Saving the U.S. semiconductor industry*]. *Communication Theory*, *11*, 373-380.

\*Salem, P. J. (1991). Communication and the culture of technology [a review of *Communication and the culture of technology*]. *Southern Communication Journal*, *56*, 315-316.

#### Abstracts

\*Salem, P. J. (1975). The development of higher mental processes in the generation of meaning. *Dissertation Abstracts International: Section A. The Humanities and Social Sciences*, *35*(07), 4731.

Note: Education Resources Information Center also published the abstracts for the following reports cited above: Salem & Williams (1982), Salem & Williams (1981, May), Gratz & Salem (1981), Salem & Williams (1981, November), Salem (1980), Salem (1979), and Salem (1977)

### C. Works not in Print

#### Papers Presented at Professional Meetings

I have presented 76 papers. 15 papers were noted above as published in proceedings or in ERIC. The list below includes the remaining 61 papers. Twelve of the TSCA or local papers below were invited, and eight national/international papers were invited or part of competitively selected panels. All of the remaining papers were competitively selected.

##### International Papers

Salem, P. J., & Timmerman, E. (2016, February). *Forty years of organizational communication*. Paper presented at the Organizational Communication Traditions, Transitions, and Transformations conference, Austin, Texas.

\*Salem, P. J. (2011, February). *Social resources and correlates to communication technology networks*. Paper presented at the annual convention of the International Network for Social Network Analysis, St. Petersburg, FL.

Salem, P. J. (2010, July). *Finding the sweet spot in human communication*. Paper presented as part of a one hour keynote address for annual meeting of The Society for Chaos Theory in Psychology and Life Sciences, San Marcos, TX.

\*Salem, P. J., Achurra, A. (GST), Kline, K. (GST), & Pridgen, S. (GST) (2010, July). *Innovativeness and correlates to communication technology networks*. Paper presented at the annual convention of the International Network for Social Network Analysis, Riva del Garda, Italy.

\*Salem, P. J. (2008). *Preliminary observations on the notion of passive constraint*. Paper presented at the annual convention of the Russian Communication, Moscow, Russia.

\*Salem, P. J. (2006, June). *Making sense of knowledge management.* Paper presented at the annual convention of the Russian Communication Association, St. Petersburg, Russia.

Salem, P. J. (2005, May). *The conversations of organizational change.* Paper presented at the annual convention of the International Communication Association, New York, NY.

Salem, P. J. (2004, May). *A longitudinal study of organizational communication climate.* Paper presented at the annual convention of the International Communication Association, New Orleans, LA.

\*Salem, P. J. (SA), Barclay, F. (GST), & Hoffman, M. (2003, May). *Organizational culture at the edge: A case study of organizational change*. Paper presented at the annual convention of the International Communication Association, San Diego, CA.

Salem, P. J. (2001, September). *Informing the complexity of organizing*. One of four invited papers presented to The Thermodynamics of Social and Economic Networks: The Third Conference and Workshop on Complexity and Organization, The European Institute for Advanced Study in Management, Brussels, Belgium.

\*Cesaria, R., Hackman, M., Shockley-Zalabak, P., & Salem, P., J. (2001, May). *Developing a collaborative information technology/organizational communication program*. Paper presented at the annual convention of the International Communication Association, Washington, DC.

Salem, P. J. (1998, May). *Methodological challenges of investigating communication technology: A personal research history*. Paper presented at the annual convention of the International Network on Personal Relationships, Norman, OK.

\*Salem, P. J. (1997, August). *Self organization and social morphogenesis*. Paper presented to the University of Utah Conference on Self Organizing Systems, Alta, UT.

\*Harward, H. L. (GST), & Salem, P. J. (SA) (1997, May). *Gender and conflict avoidance: A study of relational development and the First Big Fight*. Paper presented at the annual convention of the International Communication Association convention, Montreal, Canada.

\*Harward, H. L. (GST), & Salem, P. J. (SA) (1996, July). *A model of gender and conflict avoidance*. Poster session presented to at the annual convention of the International Network on Personal Relationships, Seattle, WA.

Salem, P. J. (1996, February). *The changes and challenges for organizational communication in the next century*. Paper presented to the Organizational Communication and Change conference, Austin, TX.

\*Salem, P. J. (1994, July). *Locating social cues: A research agenda*. Paper presented at the annual convention of the International Communication Association, Sydney, Australia.

Salem, P. J. (1994, March). *Learning to learn: Culture, organizations and communication*. Presented at The International Center for Human Values, Moscow, Russia.

\*Meyer, C. (GST), & Salem, P. J. (SA) (1993, May). *Intercultural friendship communication patterns: The influences of cultural context and stage of friendship on reciprocal self-disclosure*. Paper presented at the annual convention of the International Communication Association, Washington, D. C.

\*Salem, P. J., & Williams, M. L. (1992, May). *Communication factors influencing the success of new health units: Applying a theory of organizational change*. Paper presented at the annual convention of the International Communication, Miami, FL.

\*Salem, P. J. (1991, May). *The information factors of middle managers*. Paper presented at the annual convention of the International Communication Association, Chicago, ILL.

\*Salem, P. J. (1990, May). *Information Inventory*. Paper presented at the annual convention of the International Communication Association, Dublin, Ireland.

\*Salem, P. J. (SA), & Berrios, N. (GST) (1988, May). *The communication differences of effective and ineffective international negotiators: An analysis of US and Latin American perceptions.* Presented at the annual convention of the International Communication Association, New Orleans, LA.

\*Salem, P. J., & Gratz, R. D. (1985, May). *Communication-related psychological correlates and message choices associated with the use of technology*. Paper presented at the annual convention of the International Communication Association, Honolulu, HA.

\*Salem, P. J. (1983, May). *Social morphogenesis*. Paper presented at the annual convention of the International Communication Association, Dallas, TX.

\*Salem, P. J. *et al* (1979, February). *Confirmation and disconfirmation: A panel review*. Paper presented at the International Communication Association/Speech Communication Association Conference Honoring Gregory Bateson, Asilomar, CA.

##### National Papers

Salem, P. J. (2016, November). Reflections and projections on organizational communication. Paper presented at Presented at the annual convention of the National Communication Association, Philadelphia, PA.

\*Barwind, J. A., Gratz, R. D, & Salem, P. J. (2012, June). *A bigger screen for a narrower view*. Paper presented at the annual convention of the Media Ecology Association, New York, NY.

\*Barwind, J. A., Salem, P. J., & Gratz, R. D. (2011, April). *All the news that’s fit to invent*. Paper presented at the joint convention of the National Popular Culture Association, American Culture Association, and the Southwest/Texas Popular and American Culture Association, San Antonio, TX.

\*Salem, P. J., & Williams, M. L. (1993, August). *Stages of incorporation: A theory of organizational change*. Poster session presented at the Academy of Management convention, Atlanta, GA.

\*Salem, P. J., & Gratz, R. D. (1985, November). *The social channel: Information and interaction.* Presented at the annual convention of the Speech Communication Association, Denver, CO.

\*Salem, P. J., & Gratz, R. D. (1985, November). *Sociological and psychological predictors of supportive, rejecting, and ambiguous messages*. Presented at the annual convention of the Speech Communication Association, Denver, CO.

\*Gratz, R. D., & Salem, P. J. (1984, January). *Planning communication*. Presented at the 1984 Academic Chairperson's Conference, Orlando, FL.

\*Salem, P. J., & Gratz, R. D. (1983, November). *Terminal loss.* Presented at the annual convention of the Speech Communication Association, Washington, DC.

\*Salem, P. J., & Gratz, R. D. (1983, November). *Matrix designs*. Presented at the annual convention of Speech Communication Association, Washington, DC.

\*Salem, P. J. (1978, May). *Organizational communication functions and network structure: Observations on network analysis.* Paper presented at the annual convention of the International Communication Association, Chicago, IL.

Salem, P. J. (1976, February). *Organizational communication as a discipline*. Paper presented at the Speech Communication Association/Southwest Texas State University Conference and Post Doctoral Program on Organizational Communication, San Marcos, TX.

\*Salem, P. J. (1975, December). *Problems in explaining speech and thought in meaning*. Paper presented to the annual convention of the Speech Communication Association, New York, NY.

##### Regional Papers

\*Salem, P. J. (2012, February). *Personal and interpersonal adaptations to technology deprivation*. Paper presented the annual convention of the Western States Communication Association, Albuquerque, NM.

\*Salem, P. J. (1995, April). *Teaching the undergraduate organizational communication course*. Paper presented at the annual convention of the Eastern Communication Association, Pittsburgh, PA.

\*Salem, P. J. (1994, February). *The social aspects of socio-emotional content*. Paper presented the annual convention of the Western States Communication Association, San Jose, CA.

\*Meyer, C. (GST) & Salem, P. J. (SA) (1992, April). *Reciprocal self disclosure in intercultural friendships*. Paper presented at the annual convention of the Southern States Communication Association, San Antonio, TX.

\*Salem, P. J. (1991, February). *Observations on feedback*. Paper presented at the annual convention of the Western States Communication Association, Phoenix, AZ.

\*Salem, P. J. (1990, February). *Innovations in teaching organizational communication: Using simulations to demonstrate data based consultant interventions*. Paper presented at the annual convention of the Western States Communication Association, Sacramento, CA.

\*Salem, P. J., & Gratz, R. D. (1987, May). *Computer use and organizational effectiveness: The case of two intervening variables*. Presented at the annual convention of the Eastern Communication Association, Syracuse, NY.

\*Salem, P. J., & Gratz, R. D. (1985, February). *Computer use, computer literacy, communication competence and organizational effectiveness*. Presented the annual convention of the Western Speech Communication Association, Fresno, CA.

\*Salem, P. J., & Gratz, R. D. (1984, April). *The relational imperative: Transferable skills for emerging careers*. Paper presented at the annual convention of the Southern Speech Communication Association, Baton Rouge, LA.

\*Gratz, R. D., & Salem, P. J. (1983, April). *Computers, Pac-man and the new identity crisis: Communication relationships in a new era*. Paper presented at the annual convention of the Southern Speech Communication Association, Orlando, FL.

##### State Papers

Salem, P. J., & Gratz, R. D. (1984, October). *Student communication activities: Curriculum implications*. Presented at the Texas Speech Communication Association convention, Austin, TX.

Salem, P. J., & Gratz, R. D. (1983, September). *Public education confronts the new technologies*. Presented at the Texas Speech Communication Association convention, Dallas, TX.

Gratz, R. D., & Salem, P. J. (1983, September). *Retrieving self*. Presented at the Texas Speech Communication Association convention, Dallas, TX.

Salem, P. J. (1980, October). *A systems critique of Dance's model of human communication*. Paper presented at Texas Speech Communication Association convention, San Antonio, TX.

Heiling, R. (GST), & Salem, P. J. (1979, October). *Communication rules in marriage*. Presented at the Texas Speech Communication Association convention, Corpus Christi, TX.

Slack, P. (GST), & Salem, P. J. (1978, October). *Situational contingencies and leadership compatibility in academic committees*. Paper presented at the Texas Speech Communication Association convention, Arlington, TX.

Salem, P. J. (1976, October). *Naturalism in organizational communication research.* Paper presented at the Texas Speech Communication Association convention, El Paso, TX.

Salem, P. J. (1976, October). *Scene analysis*. Paper presented at the Texas Speech Communication Association, Austin, TX.

Salem, P. J. (1976, October). *What is theory.* Paper presented at the Texas Speech Communication Association, Austin, Texas.

Salem, P. J. (1975, October). *Organizational communication curriculum guidelines*. Paper presented at the Texas Speech Communication Association convention, Corpus Christi, TX.

Salem, P. J. (1975, October). *An interdisciplinary course in organizational communication: Problems and solutions*. Paper presented at the Texas Speech Communication Association convention, Corpus Christi, TX.

Salem, P. J. (1974, October). *General semantics and conflict resolution*. Paper presented at the Texas Speech Communication Association convention, Houston, TX.

#### Invited Talks, Lectures, Presentations

Salem, P. J. (2010, July). *Finding the sweet spot in human communication*. A one-hour keynote address for the annual meeting of The Society for Chaos Theory in Psychology and Life Sciences, San Marcos, TX. (50 audience members).

Salem, P. J. (2009, March). *Human communication time after time*. Dean’s Seminar, College of Fine Arts and Communication, Texas State University. (75 audience members).

Salem, P. J. (2008, June). *The complexity of human communication: A preview*. A ninety-minute presentation for administrators, faculty, and students from Russian State University for the Humanities, Moscow, Russia. (50 audience members).

Salem, P. J. (2008, June). *Teaching communication*. A ninety-minute presentation for administrators, faculty, and students The Institute for Management, Business, and the Law, Rostov-on-the Don, Russia. (50 audience members).

Salem, P. J. (2008, October). *Assessment, toxic relationships, and complexity*. A presentation about organizational communication development practices, presented as part of the national convention of the Organizational Development Network, Austin, TX. (30 audience members).

Salem, P. J. (2004, June). *The process of communication*. A presentation to students and faculty from the University of Vienna and The University of Colorado at Colorado Springs in Vienna, Austria. (50 audience members).

Salem, P. J. (2004, February). *Using mixed methods*. A presentation before the Department of Communication Studies faculty and students of Texas State University as part of a research symposium in San Marcos, TX. (50 audience members).

Salem, P. J. (2003, October). *Improvising organizational communication*. A lecture to students and faculty at the University of Oklahoma in Norman, OK. (30 audience members).

Salem, P. J. (2003, October). *Complexity and communication research*. A lecture to students and faculty at the University of Maryland, College Park, MD. (30 audience members).

Salem, P. J. (2003, May). *A history of communication research*. A lecture to students and faculty from the University of Siena, the University of Vienna, The University of Colorado at Colorado Springs, and Southwest Texas State University, San Marcos, TX. (50 audience members).

Salem, P. J., & Williams, M. L. (2002, May). *Improvising and planning organizational communication*. Presented to the students and faculty participating in the US/EU Joint Consortia for Cooperation in Higher Education, University of Vienna, Vienna, Austria. (50 audience members).

Salem, P. J. (2002, March). *The complexity of urban communication*. Guest lecture, the Department of Media and Communication Studies, the University of Vienna, Vienna, Austria. (50 audience members).

Salem, P. J. (2002, March). *The development of American communication theory in the twentieth century*. Guest lecture, the Department of Media and Communication Studies, the University of Vienna, Vienna, Austria. (30 audience members).

Salem, P. J. (2001, September). *Making sense of communication research*. A two-hour presentation presented to the faculty and students, Department of Communication, University of Twente, Eschele, the Netherlands. (30 audience members).

Salem, P. J. (1998, July). *The future of organizational communication in the next century*. Presented before the Institute for Research in International Management, the Institute for Research and Interventions in Organizational Systems, International Communication Association, and National Communication Association Conference on Communication, Technology, and Organizations, Rome, Italy. (50 audience members).

Salem, P. J. (1996, November). *The changes in organizational communication and the changes in organizational communication studies*. A presentation at Radford University, Radford, VA. (30 audience members).

Salem, P. J. (1993, February). *Organizational change in higher education*. A one-hour presentation to the faculty and students of the Department of Communication, University of Texas at El Paso, El Paso, TX. (20 audience members).

Salem, P. J. & Williams, M. L. (1991, September). *How do institutional factors influence program success*? A program presented to the FIPSE Drug Prevention Grantee Meeting, Washington, D. C. (30 audience members).

Salem, P. J. (1989). *Contemporary speech communication*. Four guest lectures on communication theory, interpersonal communication, organizational communication, and communication and technology. Syracuse University, Syracuse, NY. (30 audience members).

Salem, P. J., & Gratz, R. D. (1988, April). *Communication and technology: Why Hawkeye and Big Blue don't compute*. Presented as a guest lecture at Syracuse University, Syracuse, NY. (30 audience members).

Salem, P. J. & Gratz, R. D. (1985, March). *The arts and technology*. Presented to the Annual Meeting at the Texas Association of the Deans of Fine Arts in San Antonio, Texas. (30 audience members).

Salem, P. J. (1984, July). *The reliability and validity of testing and observation: Techniques for evaluating evaluation*. Presented as part of the Texas Education Theatre Association Evaluation Workshop in San Marcos, Texas. (20 audience members).

Salem, P. J. (1980, Fall). *Student associations and universities: Communication paradoxes*. Presented to the Texas Student Association in San Marcos, Texas. (30 audience members).

See also “Addresses, Training and Workshops” under Service.

#### Consultancies

I was the evaluation consultant for the Criminal Justice Institute LEAA training grant, the largest grant of its kind. I was responsible for editing the evaluation section, and I wrote two evaluation reports, presented to LEAA, in 1979. My reports were read by members of a US Senate sub-committee investigating LEAA grant funding. In Spring 1980, I was interviewed by two representatives of that committee and commended for my work.

No other scholarship related consultant activities

### D. Grants and Contracts

#### Funded External Grants and Contracts

Salem, P. J. (2007-2012). *Fulbright Senior Specialist*. Provides stipends and travel expenses for two to six week trips to foreign countries to do research and curricular development. The proposal was accepted in July 2007. I visited Rostov-on-Don, Russia.

Salem, P. J. (2004). *Communication research methods*. A €4000.00 personal teaching contract with the University of Vienna to design and deliver two levels of courses.

Shockley-Zalabak, P. (2000-2002). *United States of America and European Community joint consortia for cooperation in higher education and vocational education*, a grant proposal submitted to and funded by the Fund for the Improvement of Postsecondary Education, U. S. Department of Education. The educational grant included $64,000 for Southwest Texas State University, and I was a principal contributor to the project and director of the Southwest Texas State University portion.

Salem, P. J., (PI) & Williams, M. L. (CO-PI) (1990). *Innovation effectiveness and decision-making: Organizational factors associated with the success of drug and alcohol abuse education programs*. A grant proposal submitted to and funded by the Fund for the Improvement of Postsecondary Education, U. S. Department of Education. The project was funded for $15,000 for the 1991 funding year.

Gratz, R. G., (PI) & Salem, P. J. (CO-PI) (1980). *Organizational communication in higher education*. One of ten proposals competitively selected and commissioned by the American Association for Higher Education for the monograph series for the coming year. The grant was for $10,000.

#### Submitted, but not Funded, External Grants and Contracts

Warshauer, M. (2010). *Mathworks Algebra Project: An innovation that supports college access and success*. A $4,990,000 proposal submitted to the US Department of Education’s Investing in Innovation Fund. I wrote a brief potion of the proposal and was a researcher and assessment specialist on the project. The proposal was not funded.

Salem, P. J. (2006). *The complexity of communicating transformational change: The efforts to change a state healthcare agency.* A $20,000 proposal submitted to the International Business Machines Center for the Business of Government. The proposal was not funded.

Salem, P. J. (2003). *How much can a government agency change*? A $20,000 proposal submitted to the International Business Machines Center for the Business of Government. The proposal was not funded.

Salem, P. J. (2002). *Organizational change: Culture, climate and evolving communication*. A $116,000 proposal submitted to the Innovation and Organizational Change section of the National Science Foundation. The proposal was not funded.

Salem, P. J. (2001). *Organizational communication, culture, and climate: Completing a mixed methods study*. A $64,000 proposal submitted to the Decision, Risk, and Management Science section of the National Science Foundation. The proposal was not funded.

Barwind, J. (2000). *A comprehensive study of African-American baseball history*, *1860-1960*, A $250,000 proposal for the National Baseball Hall of Fame. I was a principal contributor to the project. The proposal was not funded.

Salem, P. J. (1993-4). *Campus mediation center*. A pre-proposal application for a grant from the Fund for the Improvement of Postsecondary Education, U. S. Department of Education.

Salem, P. J. (1987). *Hospital organizational communication*. A $250,000 proposal submitted to the National Institutes of Health to conduct organizational communication audits in hospitals. The proposal was not funded.

#### Funded Internal Grants and Contracts

Salem, P. J. (2012, Summer). *The complexity of communication networks*, a Texas State Faculty Research Enhancement Grant of $5,840.00.

Salem, P. J. (2014, Fall; 2009, Fall; 2003, Fall; 1996, Fall; 1989, Spring). *Developmental Leave*, one semester each funded by the Provost or Vice president for Academic Affairs, Texas State University.

Salem, P. J. (2002, August). *International interactivity*. A $1000.00 stipend awarded by Southwest Texas State to enroll in a workshop and develop an online teaching unit.

Salem, P. J. (1995, Summer). *Organizational communication and change*, a Texas State Faculty Research Enhancement Grant of $1,000.00.

Salem, P. J. (1993-4). *Campus mediation center proposal*. A course reduction granted by the Texas State College of Fine Arts and Communication Research Committee to pursue a FIPSE grant.

Salem, P. J. (1976). *The ICA Audit and naturalistic research: A comparison of data gathering techniques*. A proposal submitted to and funded by the Southwest Texas State University Organized Research Grant. The grant was for $1,200.00, for the 1976-77 academic year.

Salem, P. J. (1975). *Organizational speech communication: Theory, research and application*. A proposal submitted to and funded by the Southwest Texas State University Organized Research Grant. The grant was for $4,850 for the 1975-76 academic year.

#### Submitted, but not Funded, Internal Grants and Contracts

Salem, P. J. (2013-2014). *Effective organizational communication in higher education*. A proposal for a Texas State University Research Enhancement Grant of $8,000.00. The proposal was not funded.

Salem, P. J. (2002-2003). *Communication morphologies*. A proposal for a Southwest Texas State University Research Enhancement Grant of $8,000.00. The proposal was not funded.

#### Other

I am a reviewer for proposals to the Fulbright Program, 2012 to the present.

## IV. SERVICE

### A. Service Honors and Awards:

Some awards I listed earlier are for service as well as teaching or scholarship.

|  |  |
| --- | --- |
| 2016, February | Co-Director of “Organizational Communication Traditions, Transitions, and Transformations,” a conference and post-doctoral program. Conference co-sponsors include the Speech Communication Association, the International Communication Association, and the Academy of Management. This was a fortieth anniversary conference. |

|  |  |
| --- | --- |
| 2014, March | *A Legacy of Excellence by Dr. Philip Salem: 40 years in the Department of Communication Studies*, Special Communication Week Program, San Marcos, TX. |
| 2013, November | Featured editorial board member, *Management Communication Quarterly Newsletter* |
| 2008 | One of seven finalist to the Texas State President for the *Muir Excellence in Mentorship Award* |
| 2005 | One of seven finalist to the Texas State President for the *Muir Excellence in Mentorship Award* |
| 2004,  | One of seven finalist to the Texas State President for the *Muir Excellence in Mentorship Award* |
| 2002 | One of nine scholars invited to be part of the panel *A Tribute to organizational communication: A celebration of the golden (50th) anniversary of the field of organizational communication*, presented at the National Communication Association Conference, meeting in New Orleans. |
| 1996  | Director of “Organizational Communication and Change: Challenges in the Next Century,” a conference and post-doctoral program. Conference co-sponsors include the Speech Communication Association and the International Communication Association. This was a twentieth anniversary conference. |
| 1986 | *Outstanding Member Award for Contributions to the Discipline and the Association*, from the Organizational Communication Division of the International Communication Association: Awarded for only the third time. |
| 1976 | Director of the San Marcos Organizational Communication Conference and Post-doctoral Program; the first conference approved by the Speech Communication Association Research Board; the first organizational communication conference co-sponsored by a national association in this country. |

### A. University Service

#### Assessment

I directed the review of the results of the 2005 TXS faculty survey for the TXS Director of Institutional Effectiveness.

I have served on teams conducting Academic Program Reviews for two departments at TXS.

I directed the Institutional Effectiveness portion of the 1997-1998 Southwest Texas State University self-study for the Southern Association of Colleges and Schools (SACS).

I directed the self-study for the Department of Athletics at Southwest Texas State University and for the Graduate College at Southwest Texas State University in 1987-1988.

#### Governance

##### University Level

University Curriculum Committee (2010 to 2012)

UCLA Faculty Evaluation Committee (2005-2006). (chair).

Academic Program Review of the Texas State University Department of Marketing (2004). I was one of three review committee members.

Academic Program Review of the Texas State University Psychology Department (2002). I was one of three review committee members.

Institutional Purpose and Institutional Effectiveness Committee of the Southwest Texas State University self-study for the Southern Association of Colleges and Schools (SACS) (1997- 1998) (chair)

Mediation Services Committee (1995-1996).

Subcommittee of the Mediation Committee, recommended the nature of, the vendors for and the participants in faculty and staff training (1993) (chair).

Mediation Committee, called by Executive VP to consider Southwest Texas State University mediation efforts (1993).

Telephone Registration Committee (1990-1992)

Search Committee for the Athletic Academic Advisor (1988)

University Task Force on Athletic Excellence (1988-89) (chair)

Athletics Self Study Committee (1987-88) (chair)

Graduate College Self Study Committee (1987-88)

Search Committee for The Director of Sponsored Projects (1987) (chair)

Search Committee for the Southwest Texas State University Men’s Basketball Coach (1986)

Patent and Copyright Committee (1985–1990)

Athletic Advisory Committee (1985-1995)

Committee to Assist in the Organization and Operation of the Graduate Council (1984-85)

Graduate Recruitment Committee (1984-85) (chair)

Interdisciplinary Graduate Degrees Committee (1981-82) (chair)

Insurance Committee (1978-79)

University Group for Public Service and Continuing Education (1977-82)

Grants and Contracts Committee (1977-81)

Goals Committee (1977-78)

Graduate Council (1976-1990, 2008 to 2014)

Library Committee (1975-77)

##### College Level

College Academic Appeals Committee (2011 to 2014)

Communication College Committee (2010)

Graduate Scholarship Committee (2008 to 2014)

Outstanding Graduate Student (2008 to 2014)

Thesis Award Committee (2008-2010)

College Budget Committee (2004 to 2012)

College Grants Committee (1992 to 1996)

College Research Enhancement Grants Committee (1991 to 1998, 2002, 2004, 2007, 2012)

Presidential Teaching, Scholarship, Service, and Mentoring Awards Committees (I have served on one of these committees from 1986 to 2014)

Goals Committee (1977-78)

College Group for Public Service and Continuing Education (1977-82)

Grants and Contracts Committee (1977-81)

College Review Committee (1974 to the present). I have served thirteen times on the committee to review for tenure and promotion. The most recent was 2003, 2007-2012.

#### Other

I have been a judge and evaluator in the (Southwest) Texas State University Simulated Hostage Negotiations Exercise (1990-2002, 2004, 2006).

From 1977-1979, I was the sponsor for Knights of the Hill, the university chess club.

### B. Departmental

#### Administrative

Acting Chair, Department of Speech Communication and Theatre Arts, Southwest Texas State University, 1985-86.

Director of Speech Communication, Southwest Texas State University, 1977-78.

Graduate Advisor (Director of Graduate Studies), 1977 - 85, 1986 to 1990, 2008 - 2014

#### Governance

Communication College Committee (2010)

Graduate Admissions Committee (2008-2014)

Doctoral Proposal Committee (2005-2007)

Doctoral Committee (2003-2004) (chair)

Recruitment Committee (1998 – 2004) (chair)

Communication Week Committee (1991, 1994)

Technology Committee (1990-2006) (chair)

Communication Research Center Committee (1988-1992)

Communication in Educational Settings Symposium Committee (1987-88)

Goals Committee (1977-78)

Curriculum Review Committees (four of them) (1981-83)

Personnel/Advisory Committee (1979 to present)

Organizational Communication Internship Committee (1978-87)

Department Group for Public Service and Continuing Education (1977-82)

Grants and Contracts Committee (1977-81)

Textbook Committee (1978-80)

Teacher Evaluation Committee (1977-78)

Task Force on Evaluation (1977-78)

Basic Course Workshop Committee (1977-78)

Graduate Committee (1975-87)

Search Committees, 1974 to present, the chair of organizational communication search (1999-2000, 2000-2001, 2004-2005, 2007-2008, 2011-2012) and chair of the interpersonal communication search (1994-5) and a member of the organizational communication search (1994-95, 2013-2014) and a member of lecturer search (1998).

#### Other

I hosted students and faculty from the University of Siena, the University of Vienna, and The University of Colorado at Colorado Springs for one week in May 2003.

I was the co-host for the meeting of the Administrative Committee of the Speech Communication Association (now the National Communication Association) on this campus in September 1985.

From, 1982-1986, I was the sponsor for the Communication Club.

### C. Community

See activities listed under professional activities. I prefer to exclude any charitable or nonprofessional work from this document.

### D. Professional

#### Reviewer

##### Publishers

|  |  |
| --- | --- |
| Ablex Wm. C. BrownGorsuchHamptonHarper & RowIGI GlobalIrwinLongmanMcGraw Hill | OxfordPearson Allyn & BaconPeter LangPrentice HallRoutledgeSageSt. Martin’sWadsworth |

##### b. Journals

Central Business Review (1995-2011)

Communication Studies (2002-2010)

Communication Research Reports (2004-2010)

Corporate Communication: An International Journal (2009 – present)

Human Communication Research

Journal of Applied Communication Research (Associate Editor from 1990-92, 2002-2005, Editorial Board 2009 to present)

Management Communication Quarterly (1993 to 2004, 2006 to present)

Review of Communication Research (2004 to present)

Social Science Journal

Southern Speech Communication Journal

Texas Speech Communication Association Journal

Western States Communication Association Journal

##### c. Associations

Academy of Management: Organizational Communication Division

International Network for Social Network Analysis

International Communication Association: Information Systems Division, Interpersonal Communication Division, Organizational Communication Division, Human Communication and Technology Division

National Communication Association: Applied Communication Division, Interpersonal Communication Division, Organizational Communication Division

Organizational Development Network

Western States Communication Association: Organizational Communication Division, Language Division

##### d. Grants

I reviewed applicants for the Fulbright Program in Russia during the summers of 2013 and 2010. These were Russian professors applying for trips to the United States to study communication.

I reviewed applicants for the Fulbright Program in Russia during the summer of 2009. These were Russian students applying for trips to the United States to study communication.

#### Academic Assessment

I have been the outside evaluator on eighteen renewal, tenure and promotion decisions for other universities.

I have reviewed strategic plans or been involved in academic assessment for four other universities.

#### Addresses, Training, and Workshops

Salem, P. J. (2017, August). The most difficult communication situation. A forty-five-minute workshop for the Dean of Students Staff Retreat, Texas State University, San Marcos, TX. (40 audience members).

Salem, P. J. (2017, May). *Communication and intercultural conflict: Encouraging integrative techniques*. A ninety-minute workshop sponsored by the Center for Multicultural Studies, Texas State University, San Marcos, TX. (40 audience members).

Salem, P. J. (2016, October). Internet addiction. An hour-long address to the Association of Legal Administrators, Austin, TX (25 audience members).

Salem, P. J. (2016, May). *Communication and intercultural conflict: Encouraging integrative techniques*. A ninety-minute workshop sponsored by the Center for Multicultural Studies, Texas State University, San Marcos, TX. (60 audience members).

Salem, P. J. (2016, February). Provider-patient communication. A three-hour workshop that was part of the Organizational Communication Traditions, Transitions, and Transformations conference in Austin, TX. (20 audience members).

Salem, P. J. (2015, September). *How to manage conflict in tutorial sessions*. Presented before the Student Academic Support Providers, Texas State University, meeting for workshops, San Marcos, TX. (40 audience members).

Salem, P. J. (2014, September). *How to manage conflict in tutorial sessions*. Presented before the Student Academic Support Providers, Texas State University, meeting for workshops, San Marcos, TX. (40 audience members).

Salem, P. J. (2014, May). *Communication and intercultural conflict: Encouraging integrative techniques*. A ninety-minute workshop sponsored by the Center for Multicultural Studies, Texas State University, San Marcos, TX. (60 audience members).

Salem, P. J. (2014, March). *Research document design*. A sixty-minute presentation sponsored by the Graduate College, Texas State University, San Marcos, TX. (20 audience members).

Salem, P. J. (2013, September). *How to manage conflict in tutorial sessions*. Presented before the Student Academic Support Providers, Texas State University, meeting for workshops, San Marcos, TX. (40 audience members).

Salem, P. J. (2012, September). *How to manage conflict in tutorial sessions*. Presented before the Student Academic Support Providers, Texas State University, meeting for workshops, San Marcos, TX. (40 audience members).

Salem, P. J. (2012, May). *Communication and intercultural conflict: Encouraging integrative techniques*. A ninety-minute workshop sponsored by the Center for Multicultural Studies, Texas State University, San Marcos, TX. (40 audience members).

Salem, P. J. (2012, February). *Storytelling, communication, and technology*. Presented as part of Communication Week, Department of Communication Studies, Texas State University, San Marcos, TX. (20 audience members).

Salem, P. J. (2011, December). *Communicating difference*. Presented before the members of Lambda Pi Eta, the communication studies honor society, Texas State University, San Marcos, TX. (40 audience members).

Salem, P. J. (2011, September). *How to manage conflict in tutorial sessions*. Presented before the Student Academic Support Providers, Texas State University, meeting for workshops, San Marcos, TX. (40 audience members).

Salem, P. J. (2011, May). *Communication and intercultural conflict: Encouraging integrative techniques*. A two-hour workshop sponsored by the Center for Multicultural Studies, Texas State University, San Marcos, TX. (40 audience members).

Salem, P. J. (2010, September). *How to manage conflict in tutorial sessions*. Presented before the Student Academic Support Providers, Texas State University, meeting for workshops, San Marcos, TX. (40 audience members).

Salem, P. J. (2010, April). *Innovativeness and communication technology networks*. Presented before the meeting of the Lambda Pi Eta honor society, San Marcos, TX. (40 audience members).

Salem, P. J. (2009, November). *The seven communication reasons organizations don’t change*. A one-hour presentation to the San Antonio chapter of the American Society for Training and Development, San Antonio, TX. (60 audience members).

Salem, P. J. (2009, April). *Communication technology survival guide*. Guest presentation as part of the Texas State University Residential Life student development program in San Marcos, Texas. (40 audience members).

Salem, P. J. (2008, October). *Complexity, sensemaking, and improvisation*. Facilitated a one-hour discussion about communication and organizational change, presented as part of the national convention of the Organizational Development Network meeting in Austin, TX. (50 audience members).

Salem, P. J. (2008, June). *Evaluating evaluation*. A three-hour workshop about giving and receiving performance feedback for human resource management professionals from Rostov-on-the Don, The Institute for Management, Business, and the Law, Rostov-on-the Don, Russia. (50 audience members).

Salem, P. J. (2008, June). *The challenges to organizational change*. Facilitated a three-hour discussion about the unique challenges for a private institute in the southern region of Russia for the executive committee, The Institute for Management, Business, and the Law, Rostov-on-the Don, Russia. (20 audience members).

Salem, P. J. (2008, June). *Teaching and researching communication*. Made presentations and facilitated a four-hour session for students and faculty, Department of Philology, The Institute for Management, Business, and the Law, Rostov-on-the Don, Russia. (20 audience members).

Salem, P. J. (2008, June). *Teaching and researching communication*. Made presentations and facilitated a four-hour session for students and faculty, Department of Psychology, The Institute for Management, Business, and the Law, Rostov-on-the Don, Russia. (50 audience members).

Salem, P. J. (2008, June). *The nature of business communication: Teaching challenges*. Made presentations and facilitated a four-hour session for business communication tutors at The Institute for Management, Business, and the Law, Rostov-on-the Don, Russia. (20 audience members).

Salem, P. J. (2008, March). *Why they are so hard to understand and why they don't listen: The two most important communication skills*. A three-hour workshop for faculty and staff as part of the Office of Professional Development of Texas State University, San Marcos, TX. (60 audience members).

Salem, P. J. (2007, July). *Communication and organizational culture of Travis County Health and Human Services and Veteran’s Services*. A sixty-minute workshop presentation for Travis County Health and Human Services and Veteran’s Services, Austin, TX. (20 audience members).

Salem, P. J. (2007, February). *The ten most important things you need to know about communication*. A sixty-minute presentation for the Office of Employee Services, University of Texas System, Austin, TX. (30 audience members).

Salem, P. J. (2006, October). *Making sense of conflict management*. A ninety-minute presentation for employees of the Office of the Inspector General, State of Texas, Austin TX. (20 audience members).

Salem, P. J. (2006, May). *Communication and intercultural conflict: Encouraging integrative techniques*. A three-hour workshop sponsored by the Center for Multicultural Studies, Texas State University, San Marcos, TX. (40 audience members).

Salem, P. J., & Huard, J. (2005, August). *Organizational assessment*. A three-hour workshop for participants in the “Facilitating & Managing Complex Systems Change” workshop, National Training Laboratories, Bethel, Maine. (60 audience members).

Salem, P. J. (2004, November). *Communicating with emotional clients*. A workshop for the academic advisors at Texas State University, San Marcos, TX. (40 audience members).

Salem, P. J. (2001, November). *Interactive listening*. A two and one half-hour workshop presented as part of the Quality Development Program, Southwest Texas State University, San Marcos, TX. (60 audience members).

Salem, P. J. (2000, October). *Saying what you mean: The basics*. A 90-minute workshop presented as part of the residential long term care certification program, the College of Health Professions, Southwest Texas State University, San Marcos, TX. (40 audience members).

Salem, P. J. (1999, July). *Administrative concerns managing change and the new technology*. A presentation made at the National Communication Association Summer Conference on Communication and Technology in Washington, DC. (20 audience members).

Salem, P. J. & Gomez, M. R. (1999, May). *Designing conflict management programs*. A half-day workshop presented at the annual meeting of the International Communication Association meeting in San Francisco, CA. (20 audience members).

Salem, P. J. (1996, October). *Organizational communication graduate curricula*. A series of presentations and memos composed as a guest of Hong Kong Baptist University, Hong Kong. (40 audience members total).

Salem, P. J., Gomez, M. R., & Stefanic, D. (1995, July). *Strategic training*. A six-hour workshop presented at the convention of the National Association for Mediation in Education, Seattle, WA. (40 audience members).

Salem, P. J. (1994, May). *Communication skills and perceptions*. A three-hour workshop presented to the Student Health Center Staff, Southwest Texas State University, San Marcos, TX. (20 audience members).

Salem, P. J. (1994, March). *Saying what you mean*. A three-hour workshop presented as part of the Employee Development Program, Southwest Texas State University, San Marcos, TX. (40 audience members).

Salem, P. J. (1994, March). *Key interpersonal communication skills*. A ninety-minute workshop as part of the Freshman Leadership Conference Program, Southwest Texas State University, San Marcos, TX. (40 audience members).

Salem, P. J. (1993, December). *Other oriented communication*. A two-hour workshop part of the Hostage Negotiation Training offered to Costa Rican law enforcement personnel through the Southwest Texas State University Criminal Justice Department. (40 audience members).

Salem, P. J. (1993, February-November). *Information micromanagement 101: Getting the information you need*. A three-hour workshop presented five times for the Business College as part of its Management Development workshops, Southwest Texas State University, San Marcos, TX. (150 total audience members).

Salem, P. J. (1987, December). *Success in an information society*, An address at the Southwest Texas State University Graduate College Commencement, San Marcos, Texas. (400 audience members).

Salem, P. J. (1987, August). *Interpersonal distortion*. Presented at a training retreat for the Southwest Texas State University Student Center, San Marcos, Texas. (40 audience members).

Salem, P. J. (1987, March). *Conflict management in health care*. Presented to the Health Leaders Network meeting in San Marcos, Texas. (40 audience members).

Salem, P. J. (1985, August). *Team building*. Presented as part of the Southwest Texas State University Residential Assistants training week in San Marcos, Texas. (30 audience members).

Salem, P. J. & Gratz, R. D. (1985, March). The arts and technology. Presented to the Annual Meeting at the Texas Association of the Deans of Fine Arts in San Antonio, Texas. (30 audience members).

Salem, P. J. (1984, August). *Interactive listening*. Presented as part of the Southwest Texas State University Residential Assistants training week, San Marcos, Texas. (30 audience members).

Salem, P. J. (1984, May). *Burnout*. Presented to Southwest Texas State University Residential Living personnel in San Marcos, Texas. (30 audience members).

Salem, P. J. (1983, November). *Interactive listening*. Presented to Southwest Texas State University Residential Living personnel in San Marcos, Texas. (40 audience members).

Salem, P. J. & Gratz, R. D. (1983, March). *Retrieving self in an era of high tech*. Presented to the Basic Skills Workshop, Southwest Texas State University, San Marcos, Texas. (50 audience members).

Salem, P. J. (1981, February). *Do you understand*? Presented to the National Association of Accountants meeting in San Angelo, Texas. (40 audience members).

Salem, P. J. (1980, Spring). *Organizational communication for executive secretaries*. Taught as part of Public Service and Continuing Education, Southwest Texas State University, San Marcos, Texas. (60 audience members).

Salem, P. J. (1976, November). *Research techniques and organization*. Part of a two and one half day short course on public speaking, sponsored by the Texas Criminal Justice Institute, Southwest Texas State University, San Marcos, Texas. (40 audience members).

Salem, P. J. (1975, December). *The functions of speech communication*. An eight-hour presentation for the Center for Special and Advanced Programs of the University of Northern Colorado, presented at Kelley Air Force Base, San Antonio, Texas. (60 total audience members).

Salem, P. J. (1975, Spring). *Speech, language, and thought*. A three-hour workshop, presented in Austin, Dallas, Corpus Christi and Lubbock, Texas, for the Texas Department of Health, Nursing Home Division. (200 total audience members).

Salem, P. J. (1973, October). *Speech communication in the organization*. A presentation for the Four Corners Council of International Toastmistresses meeting in Denver, Colorado. (40 audience members).

Salem, P. J. (July, 1973). *Psycholinguistics and meta-theories in the classroom*. Two sessions for the First Speech Communication Association Summer High School Institute, in Denver, Colorado. (80 total audience members).

#### Service Publications

Salem, P. J. (1997, February). Obtaining grants for communication research. *Spectra*, *33* (2), 7, 15.

#### Other

I have been an organizational communication development consultant for over forty years. I assist clients in assessing, planning, and changing communication. I have had approximately 175 such contracts over my career. I have had as many as twelve contracts in one year.

### E. Organizations

##### Positions

ICA/NCA Communication Consultant Committee, 2005-2006

ICA/NCA Assessment Task Force, 2004-2005.

Co-host, 1985 SCA Administrative Committee Meeting, September, 1985.

Co-Editor, Organizational Communication Division Newsletter, International Communication Association, 1981-83.

Secretary, Information Systems Division, International Communication Association, 1977-80.

Chairperson, Interpersonal and Small Group Communication Division, Texas Speech Communication Association, 1977-78.

International Communication Association Audit Team, 1974-79.

##### Current Memberships

Academy of Management: Organizational Communication Division

International Communication Association: Information Systems Division, Interpersonal Communication, Organizational Communication Division, Human Communication Technology Division

International Network for Social Network Analysis

National Communication Association: Applied Communication Division, Interpersonal Communication Division, Organizational Communication Division

Organizational Development Network

Western States Communication Association: Organizational Communication Division