

## Vita

### PETER R. MONGE

January 2016

**Position:** Professor of Communication  
Professor of Management and Organization  
Director, The Annenberg Doctoral Program  
Co-Director, Annenberg Networks Network  
Faculty Associate, USC Center for Effective Organizations

**University Address:** Annenberg School for Communication & Journalism, and  
Marshall School of Business  
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#### Education:

PhD, Michigan State University, 1972  
MA, California State University, San Jose, 1969  
BA, Pacific Union College, 1964

#### Professional Experience:

Chair, The Annenberg Doctoral Program	University of Southern California	2013-2016
Visiting Professor	University of Sao Paulo, Brazil	2011
Visiting Scholar	UCLA	2004
Professor of Communication Annenberg School for Communication, and	University of Southern California	1983-2016
Professor of Management and Organization, Marshall School of Business (Joint Appointment)	University of Southern California	1995-2016
Affiliated Faculty, Center for Effective Organizations, Marshall School of Business	University of Southern California	1995-2016
Chair, The Annenberg Doctoral Program	University of Southern California	1989-1992 1995-1998
Visiting Scholar	Stanford University	1982, 1997
Associate Professor	Michigan State University	1978-1983
Visiting Associate Professor	Michigan State University	1977-1978
Associate Professor	San Jose State University	1976-1977
Assistant Professor	San Jose State University	1972-1976
Research Assistant	Michigan State University	1969-1972
Instructor	San Jose State University	1969

#### Honors and Awards:

USC Provost's Mentoring Award, 2015

USC Mellon Award: Faculty Mentoring Graduate Students, 2014.

Distinguished Scholar, National Communication Association, 2012.

Steven H. Chaffee Career Achievement Award, International Communication Association, 2012

Career of Outstanding Contributions Award, Organizational Communication and Information System Division, The Academy of Management, 2012.

Dennis Gouran Research Award for the Best Published Article in Group Communication, National Communication Association, 2009

Distinguished Article Award in Communication and Social Cognition, National Communication Association, 2008.

Chair of the Fellows, International Communication Association, 2007-2008

B. Aubrey Fisher Mentorship Award, International Communication Association, 2006

Research Award, National Communication Association, Organizational Communication Division (Given for best research book of the year: Monge, P. R., & Contractor, N.S., 2003. *Theories of Communication Networks*. New York: Oxford University Press.)

Fellow, International Communication Association, elected 2002

Distinguished Scholar Award, Organizational Communication and Information Systems Division, Academy of Management, 2002

Award for Excellence in Distance Education for Best Credit-Granting Program (with Cynthia Stohl, Noshir Contractor, & Janet Fulk), Purdue University. 1999-2000.

Presidential Citation for Outstanding Service to the Communication Discipline, National Communication Association, 1998.

President, International Communication Association, 1997-1998.

Chair, Annenberg Faculty Council and member of the USC Faculty Senate, 1992-1993

Outstanding Member Award, International Communication Association, Organizational Communication Division, 1989

Distinguished Alumnus Award, School of Social Sciences, San Jose State University, 1983.

Top Three Paper Awards, International Communication Association, Organizational Communication Division, 1974, 1977, 1981, 1986, 1988, 2010, 2011; Information Systems Division, 1978.

Best Papers Awards, Academy of Management, Organizational Communication Division, 1985; Managerial & Organizational Cognition Division, 2005.

Top Three Paper Award, National Communication Association, Organizational Communication Division, 1988.

Top Three Paper Award, WebSci12 Conference. 2012 Oh, P., & Monge, P. (2012). The Functionality of Social Tagging as a Communication System.

Dissertation of the Year Advisor Award:

International Communication Association, Organizational Communication Division:  
Matthew Weber, 2011  
Seungyoon Lee, 2009  
J. Alison Bryant, 2004  
Dana Finet, 1990  
Katherine Miller, 1986  
Eric Eisenberg, 1983  
International Communication Association, Communication and Technology Division  
Cuihua Shen, 2011 (Finalist)  
Industry Studies Association  
Matthew Weber, 2010 (Finalist)  
National Communication Association, Group Communication Division:  
Connie Yuan, 2005

Participant, National Communication Association Doctoral Honors Seminar, University of Denver, 1972.

National Defense Education Act Graduate Fellowship, 1969.

**Funded Research:** (Agency, title, year(s), amount, responsibility)

Office of Naval Research. *Causal Models of Communication Structure in Bureaucratic Organizations*. 1973-1976, \$76,000, PI.

National Aeronautics and Space Administration. *A Cost-effective Analysis of Communication and Contract Monitoring Procedures*. 1975, \$12,000, PI.

National Aeronautics and Space Administration and the Smithsonian Institution. *Multivariate Analysis in Communication Research*. 1976, \$7,300, PI.

National Cancer Institute & Michigan Cancer Foundation. *Administrative and Communication Analysis of the Metropolitan Detroit Cancer Control Project*. 1980-1981, \$60,507, Co-PI.

National Science Foundation. *The Relationship of the Scanlon Participative Management Process to Organizational Innovation, Productivity, and Interorganizational Innovation Transfer*. 1983-85, \$315,248, PI.

Meeting Management Institute. *Informational Processes in Meetings in Corporate America*. 1988-89, \$76,060, PI.

City of Hawthorne. *Improving Communication at the Hawthorne Police Department*. 1992-1993, \$25,846, Co-PI.

National Science Foundation. *Collective Action in Communication and Information-Based Public Goods: Interorganizational Computer-Supported Collaborative Work*. 1995-1996, \$103,604, Co-PI.

Annenberg Center for Communication. *Interactive Communication and Computing for Global Virtual Work Communities*. 1995-96, \$99,970, Co-PI.

National Science Foundation. *Collective Action in Communication and Information-Based Public Goods: Interorganizational Computer-Supported Collaborative Work*. 1996-1998, \$301,302, Co-PI.

- City of Hawthorne. *History of the Hawthorne Police Department*. 1996, \$10,753. Co-PI.
- Annenberg Center for Communication. *Interactive Communication and Computing for Virtual Work Communities*. 1996-1997, \$70,000, Co-PI
- Steelcase, Inc. *Measuring the role of office setting on collaboration*. 1996-1997, \$96,608, Co-PI
- National Science Foundation. *Co-evolution of Knowledge Networks and 21<sup>st</sup> Century Forms: Computational Modeling and Empirical Testing*. 1999-2002, \$1,500,000, Co-PI.
- Department of Energy. *The Organizational and Managerial Factors that Contribute to the Stream of Value from the Basic Research of the Office of Science*. 2002-2005. \$901,240. Co-PI (with Susan Mohrman and Jay Galbraith, Marshall School of Business and Center for Effective Organizations, USC).
- Annenberg School for Communication. Annenberg Networks Network. 2006-2008, \$100,000. PI (with Manuel Castells)
- National Science Foundation. *Collaborative Research VOSS: Understanding and Enabling Network Dynamics in Virtual Organizations*. 2008-2011. \$399,269. Co-PI (with Noshir Contractor, Luis Amaral, and Brian Uzzi)
- Annenberg School for Communication. Annenberg Networks Network. 2010-2016. \$50,000/year. PI (with Manuel Castells and Janet Fulk).
- Annenberg Innovation Lab, *Improved Tools for Studying Internet Archive Communities*. 2011-2012. \$10,000. PI.
- National Science Foundation (2015). *Understanding online creative collaboration over multidimensional networks*. (joint with Northeastern University and Northwestern University. \$1,200,000. (Annenberg portion of the budget was \$300,000; with Janet Fulk and Lian Jian, PIs)

## **Publications:**

### **Theses**

- The study of human communication from three systems paradigms*. PhD Dissertation, Michigan State University (Vince Farace, Advisor).
- The effects of variation in the observable audience response ratios on attitude change, source credibility, and comprehension*. MA Thesis, San Jose State University (Cal Hylton, Advisor).

### **Books**

- Farace, R.V., Monge, P.R., & Russell, H.M. (1977). *Communicating and organizing*. Reading, MA: Addison-Wesley.
- Monge, P.R., & Cappella, J.N. (Eds.) (1980). *Multivariate techniques in human communication research*. New York: Academic Press.
- Patton, G., Monge, P.R., & Fulk, J. (2000). *Policing Hawthorne*. Hawthorne, CA: South Bay Press.

Williams, F., & Monge, P.R. (2001). *Reasoning with statistics: How to read quantitative research*. (5<sup>th</sup> ed.). New York: Harcourt.

Monge, P.R., & Contractor, N. (2003). *Theories of communication networks*. New York, Oxford University Press. (Chinese edition published in 2009).

### Journal Articles

Monge, P.R. (1973). Theory construction in the study of human communication: The system paradigm. *Journal of Communication*, 23, 5-16.

Monge, P.R., & Farace, R.V. (1975). Reinventing the wheel: Comments on "Structuring communication in Work Groups." *Journal of Communication*, 25, 195-200.

Cappella, J.N., & Monge, P.R. (1976). A cybernetic model of growth in a system of interpersonal communication. *Cybernetica*, 559-575.

Monge, P.R., & Day, P.D. (1976). Multivariate analysis in communication research. *Human Communication Research*, 2, 207-220.

Edwards, J.A., & Monge, P.R. (1977). The validation of mathematical indices of communication structure. In B.D. Ruben (Ed.), *Communication Yearbook* (Vol. 1). New Brunswick, NJ: Transaction Books.

Monge, P.R. (1977). Alternative theoretical bases for the study of human communication. *Communication Quarterly*, 25, 19-29.

Monge, P.R., Edwards, J.A., & Kirste, K.K. (1978). The determinants of communication and communication structure in large organizations: A review of research. In B.D. Ruben (Ed.), *Communication Yearbook* (Vol. 2). New Brunswick, NJ: Transaction Books.

Monge, P.R., & Kirste, K.K. (1980). Measuring proximity in human organizations. *Social Psychology Quarterly*, 43, 110-115.

Monge, P.R. (1982). Systems theory and research in the study of organizational communication: The correspondence problem. *Human Communication Research*, 8, 245-261.

Monge, P.R., Bachman, S.G., Dillard, J.P., & Eisenberg, E.M. (1982). Communication competence in the workplace: Model testing and scale development. In M. Burgoon (Ed.), *Communication Yearbook 5* (pp. 505-528). New Brunswick, NJ: Transaction Books.

Eisenberg, E.M., Monge, P.R., & Miller, K.I. (1983). Involvement in communication networks as a predictor of organizational commitment. *Human Communication Research*, 10, 179-201.

Kirste, K.K., & Monge, P.R. (1983). Computing dynamic organizational proximity: the PROXTIME computer program. *Behavior Research Methods and Instrumentation*, 15, 89-90.

Monge, P.R., Edwards, J.A., & Kirste, K.K. (1983). Determinants of communication network involvement: Connectedness and integration. *Group & Organization Studies*, 8, 83-111.

- Monge, P.R., Wills, R.M., Day, P.D., & Boismier, J.M. (1983). The location of information processing organizations. *Systems Objectives Solutions*, 3, 73-88.
- Eisenberg, E.M., Monge, P.R., and Farace, R.V. (1984). Coorientation on communication rules in managerial dyads. *Human Communication Research*, 11, 261-271.
- Monge, P.R., Farace, R.V., Eisenberg, E.M., White, L., & Miller, K.I. (1984). The process of studying process in organizational communication. *Journal of Communication*, 34, 22-43.
- Eisenberg, E.M., Farace, R.V., Monge, P.R., Bettinghaus, E.P., Kurchner- Hawkins, R., White, L., & Miller, K.I. (1985). Communication linkages in interorganizational systems: Review and synthesis. In B. Dervin & M.J. Voigt (Eds.), *Progress in Communication Sciences*, 6, 231-261.
- Fink, E.L., & Monge, P.R. (1985). An exploration of confirmatory factor analysis. In B. Dervin & M.J. Voigt (Eds.), *Progress in Communication Sciences*, 6, 167-197.
- Monge, P.R., Rothman, L.W., Eisenberg, E.M., Miller, K.I., & Kirste, K.K. (1985). The dynamics of organizational proximity. *Management Science*, 31, 9, 1129-1141.
- Miller, K.I., and Monge, P.R. (1985). The influence of social information on employee anxiety about organizational change. *Human Communication Research*, 11, 365-386.
- Miller, K.I., & Monge, P.R. (1986). Participation, satisfaction, and productivity: A meta-analytic review. *Academy of Management Journal*, 29, 4, 727-753.
- Contractor, N.S., Fulk, J., Monge, P.R., & Singhal, A. (1986). Cultural assumptions that influence the implementation of communication technologies. *Vikalpa*, 11, 4, 287-299.
- Miller, K.I., & Monge, P.R. (1987). The development and test of a system of organizational participation and allocation. In M. L. McLaughlin (Ed.), *Communication Yearbook 10* (pp. 431-455). Beverly Hills, CA: Sage.
- Monge, P.R. (1990) Theoretical and analytical issues in studying organizational processes. *Organization Science*, 1, 406-430.
- Monge, P.R., Cozzens, M., & Contractor, N.S. (1992). Communication and motivational predictors of the dynamics of organizational innovation. *Organization Science*, 3, 250-274.
- Fulk, J., Flanagin, A., Kalman, M., Monge, P.R , & Ryan, T., (1996), Connective and communal public goods in interactive communication systems. *Communication Theory*, 6, 60-87.
- Monge, P.R., Fulk, J., Kalman, M., Flanagin, A., Parnassa, C., & Rumsey, S. (1998). Production of collective action in alliance-based interorganizational communication and information systems. *Organization Science*, 9, 411-433.
- Riley, P., & Monge, P.R. (1998). Introduction: Communication in the global community. *Communication Resesarch*, 25, 355-358.
- Monge, P.R. (1998). Communication structures and processes in globalization. *Journal of Communication*, 48, 142-153.

- DeSanctis, G.D., & Monge, P.R. (1999). Communication processes for virtual organizations. *Organization Science*, 10, 693-703. Also published in *Journal of Computer Mediated Communication*.
- Monge, P.R., Fulk, J., Parnassa, C., Flanagin, A., Rumsey, S., & Kalman, M. (1999). Cooperative interagency approaches to the illegal drug problem. *International Journal of Police Science & Management*, 2, 229-241.
- Flanagin, A., Monge, P.R., and Fulk, J. (2001). The value of formative investments in organizational federations. *Human Communication Research*, 27, 69-93.
- Kalman, M.K., Monge, P.R., Fulk, J., & Heino, R. (2002). Motivations to resolve communication dilemmas in database-mediated collaboration. *Communication Research*, 29, 125-154.
- Contractor, N., & Monge, P. R. (2002). Managing knowledge networks. *Management Communication Quarterly*, 16, 249-258.
- Matei, S., & Monge, P.R. (2003). Globalization, communication, and democracy between 1989-1999. *Sfera Politicii*, 11, 18-24.
- Monge, P. R., & Matei, S. (2004). The role of the global telecommunications network in bridging economic and political divides, 1989 to 1999. *Journal of Communication*, 54, 1-21.
- Fulk, J., Heino, R., Flanagin, A., Monge, P., & Bar, F. (2004). A test of the individual action model of organizational information commons. *Organization Science*, 15, 569-585.
- Yuan, Y., Fulk, J., Shumate, M., Monge, P., Bryant, J.A., & Matsaganis, M. (2005). Individual Participation in Organizational Information Commons: The Impact of Team Level Social Influence and Intranet Competency. *Human Communication Research*, 31, 212-240.
- Shumate, M., Fulk, J., & Monge, P. R. (2005). Predictors of the international HIV/AIDS NGO network over time. *Human Communication Research*, 31, 482-510.
- Shumate, M., Bryant, A. & Monge, P. R. (2005). Storytelling and globalization: The complex narratives of netwar. *Emergence: Complexity and Organization* 7, 42-52.
- Yuan, Y., Fulk, J., & Monge. (2007). Connective and communal transactive memories. *Communication Research*, 34(2), 131-155.
- Lee, S., Monge, P.R., Bar, F., Matei, S. (2007). The emergence of clusters in global telecommunications networks. *Journal of Communication*, 57, 415-434.
- Hoffman, B. R., Monge, P. R., Valente, T. W., & Chow, C.-P. (2007). The roles of perceived peer influence and peer selection on adolescent smoking. *Addictive Behaviors*, 32, 1546-1554.
- Bryant, J. A., & Monge, P. R. (2008) The evolution of the Children's Television Community, 1953-2003. *International Journal of Communication*, 2, 160-192.

- Monge, P. R., & Poole, M. S. (2008). The evolution of organizational communication. *Journal of Communication*, 58, 679-692.
- Monge, P.R., Heise, B.R., & Margolin, D. (2008). Communication network evolution in organizational communities. *Communication Theory*, 18, 449-477.
- Stephens, K., Fulk, J., & Monge, P. (2009). Constrained choices in alliance formations: Cupids and organizational marriages. *Human Relations*, 62(4), 501-536.
- Yuan, Y. C., Fulk, J., Monge, P., & Contractor, N. (2010). Expertise directory development, shared task-interdependence, and strength of communication network ties as multilevel predictors of expertise exchange in transactive memory work groups. *Communication Research*, 37(1), 27-40.
- Castells, M., Monge, P., & Contractor, N. (2011, Apr 8). Network theory| Prologue to the special section: Network multidimensionality in the digital age. *International Journal of Communication* [Online] 5:0. Available: <http://ijoc.org/ojs/index.php/ijoc/article/view/1103/554>
- Contractor, N., Monge, P., & Leonardi, P. (2011, Apr 8). Network theory | Multidimensional networks and the dynamics of sociomateriality: Bringing technology inside the network. *International Journal of Communication* [Online] 5:0. Available: <http://ijoc.org/ojs/index.php/ijoc/article/view/1131>
- Monge, P. R., Lee, S., Fulk, J., Frank, L., Margolin, D., Schultz, C., Shen, C., & Weber, M. (2011). Evolutionary and ecological models. In V. D. Miller, M. S. Poole, D. R. Seibold, and Associates, Advancing research in organizational communication through quantitative methodology, *Management Communication Quarterly*, 25(1), 4-58. DOI: 10.1177/0893318910390193.
- Monge, P. R., Lee, S., Fulk, J., Weber, M. Shen, C, Schultz, Margolin, D., Gould, J., & Frank, L. (2011). Research methods for studying evolutionary and ecological processes in organizational communication. *Management Communication Quarterly*, 25(2), 211-251. DOI: 10.1177/0893318911399447.
- Shen, C. & Monge, P. R. (June 2011). Who connects with whom? A social network analysis of an online open source software community. *First Monday* [Online], 16 (6).<http://firstmonday.org/htbin/cgiwrap/bin/ojs/index.php/fm/article/viewArticle/3551/2991>
- Lee, S. & Monge, P. (2011). The coevolution of multiplex networks in organizational communities. *Journal of Communication*, 61, 758-779.
- Weber, M. & Monge, P. R. (2011). The flow of digital news in a network of sources, authorities, and hubs. *Journal of Communication*, 61, 1062-1081.
- Monge, P., & Margolin, D. (2011, September). *Communication Networks*, Oxford Bibliographies Online.



- Margolin, D., Shen, C., Lee, S., Weber, M.S., Monge, P., and Fulk, J. (2012). Impact of structure, age, and codification: Evolution of the child rights NGO network, 1977-2004. *Communication Research*. Thousand Oaks, CA: Sage. Published on August 3, 2012 in OnlineFirst. doi:10.1177/0093650212455197.
- Oh, P., & Monge, P. (2013). The functionality of social tagging as a communication system. *International Journal of Communication*.
- Ognyanova, K., & Monge, P. (2013). A Multilevel, Multidimensional Network Model of the Media System: Production, Content, and Audiences. *Communication Yearbook 37* (pp. 66-93). New York, NY: Routledge.
- Shen, C., Monge, P., & Williams, D. (2013). The evolution of online social networks: A longitudinal Study in a Massively Multiplayer Online Game. *Journal of the American Society for Information Science and Technology*.
- Weber, M., & Monge, P. (2014). Industries in turmoil: Driving transformation during periods of disruption. *Communication Research*. 41(1 ), 1-30. DOI: 10.1177/0093650213514601
- Shen, C., Monge, P., & Williams, D. (2014). Virtual brokerage and closure: Network structure and social capital in a massively multiplayer online game. *Communication Research*, 41(4), 459-480. doi:10.1177/0093650212455197.
- Margolin, D., Lee, S., Shen, C., Weber, M., Monge, P. & Fulk, J. (2015). Normative influences on network structure in the evolution of the Children's Rights NGO network, 1977-2004. *Communication Research*. doi:10.1177/0093650212463731 (online before print, November, 2012)
- Weber, M. , Fulk, J. & Monge, P. (in press). The emergence and evolution of social networking sites as an organizational form. *Management Communication Quarterly*.
- Oh, P., & Monge, P. (in press). Communication Networks. In Robert Craig, Ed. *International Encyclopedia of Communication Theory and Philosophy* (6000 words, scheduled for publication in 2016)
- Monge, P., & Oh, P. (in press). Evolutionary Theories and Models. In Robert Craig, Ed. *International Encyclopedia of Communication Theory and Philosophy* (6000 words, scheduled for publication in 2016).

### **Book Chapters**

- Monge, P.R. (1980). Organizational communication: Issues and priorities for the 1980's. In G.M. Goldhaber & O. A. Wiio (Eds.), *Proceedings of organizational communication conference*. Department of Communication, State University of New York at Buffalo.

- Monge, P.R. (1980). Multivariate Multiple Regression. In P.R. Monge & J.N. Cappella (Eds.), *Multivariate techniques in human communication research*. New York: Academic Press.
- Monge, P.R., and Miller, G.R. (1985). Communication networks. In A. Kuper and J. Kuper (Eds.), *The Social Science Encyclopaedia* (pp. 130-132). Runsbürgerweg, The Netherlands: Routledge and Kegan Paul.
- Monge, P.R. & Cozzens, M.D. (1986). Innovation through participatory management: The case for the Scanlon process. In D. Gray, T. Solomon & W.H. Hetzner (Eds.), *Strategies and Practices for Technological Innovation* (pp. 319-329). Amsterdam, The Netherlands: Elsevier.
- Monge, P.R. (1987). Communication at the network level. In C.R. Berger and S. Chaffee (Eds.), *Handbook of communication science* (pp. 239-270). Newbury Park, CA: Sage.
- Monge, P.R., & Eisenberg, E.M. (1987). Emergent communication networks. In F.M. Jablin, L.L. Putnam, K.H. Roberts, and L.W. Porter, (Eds.), *Handbook of organizational communication* (pp. 304-342). Newbury Park, CA: Sage.
- Monge, P.R., & Contractor, N. (1988). Communication networks: Measurement techniques. In C.H. Tardy (Ed.), *A handbook for the study of human communication* (pp. 107-138). Norwood, NJ: Ablex.
- Monge, P.R., & Miller, K.I. (1988). Communication processes in participative systems. In G.M. Goldhaber (Ed.), *Handbook of organizational communication* (pp. 213-230). New York, NY: Ablex.
- Monge, P.R. (1993). (Re)Designing dynamic organizations. In G.P. Huber & Glick W.H. (Eds.), *Mastering organizational change* (pp. 323-345). Oxford, England: Oxford University Press.
- Monge, P.R. (1995). Global network organizations. In R. Cesaria & P.S. Shockley-Zalabak (Eds.), *Organization means communication*. (Pp. 135-151). Rome, Italy: SIPI
- Monge, P.R. & Contractor, N.S. (1995). Communication networks. In A. Kuper & J. Kuper (Eds.), *Social Science Encyclopedia* (2nd Ed., pp 108-109). London, England: Routledge.
- Monge, P.R., & Kalman, M. (1996). Sequentiality, simultaneity, and synchronicity in human communication. In J. Watt and A. Van Lear (Eds.), *Cycles and dynamic patterns in communication processes* (Pp. 71-92). New York, NY: Ablex.
- Monge, P.R., Fulk, J., Parnassa, C., Flanagan, A., Rumsey, S., & Kalman, M. (1996). Cooperative interagency approaches to the illegal drug problem. In M. Pagon (Ed.), *Policing in Central and Eastern Europe: Comparing firsthand knowledge with experience from the West*. (Pp. 279-298). Ljubljana, Slovenia: College of Police and Security Studies.
- Monge, P.R. (1998). Communication Theory in a Globalizing World. In J. S. Trent (Ed.), *Communication: Views from the helm for the 21<sup>st</sup> century*. (pp. 3-7). Boston, MA: Allyn and Bacon.

- Monge, P.R. & Fulk, J. (1999). Communication technology for global network organizations. In G. DeSanctis & J. Fulk (Eds.), *Communication technology and organizational forms*. (pp. 71-100). Thousand Oaks, CA: Sage.
- Monge, P.R., & Contractor, N.S. (2001). Emergence of communication networks. In F.M. Jablin and L.L. Putnam (Eds.), *New handbook of organizational communication* (Pp. 440-502). Newbury Park, CA: Sage.
- Hollingshead, A. B., Fulk, J., and Monge, P. (2002). Fostering intranet knowledge-sharing: An integration of transactive memory and public goods approaches. In S. Keisler & P. Hines (Eds.), *Distributed Work: New Research on Working across Distance using Technology* (Pp. 235-255). Cambridge, MA: MIT Press.
- Contractor, N.S., & Monge, P.R. (2003). Adversarial networks. In R. Brieger and K. Carley (Eds.), *Dynamic Social Network Modeling and Analysis* (Pp. 324-344). Washington, DC: National Academy of Sciences Press.
- Fulk, J., Monge, P.R., & Hollingshead, A. B. (2005). Knowledge resource sharing in dispersed multinational teams: Three Theoretical Lens. In Shapiro, D., von Glinow, M. A., and Schoonhoven, C. B.. (Eds.), *Managing Multinational Teams: Cultural, Organizational, and National-Influences* (Pp. 155-188). Amsterdam, NL: Elsevier.
- Yuan, Y., Monge, P. R., & Fulk, J. (2005). Social capital and transactive memory systems in work groups: A multilevel approach. In K. Mark Weaver (Ed.), Best Paper Proceedings of the Sixty-Fifth Annual Meeting of the Academy of Management (CD), ISSN 1543-8643.
- Mohrman, S. A., Galbraith, J. R., & Monge, P. R. (2006). Network attributes impacting the generation and flow of knowledge with and from the basic science community. In J. Hage and M. Meeus (Ed.), *New Directions in Research on Innovation, Learning, and Institutional Change* (Pp.196-216). Oxford University Press.
- Monge, P. R., & Margolin, D. (2008) Communication Networks. In W. Donsbach (Ed.), *International Encyclopedia of Communication* (Vol. 2, pp 790-796). Malden, MA: Blackwell.
- Weber, M., & Monge, P. (2011). The Evolution of Social Networks. In G. Barnett (Ed.). *Encyclopedia of Social Networks*, Thousand Oaks, CA: Sage.
- Monge, P. R. (2012). The ecology of organizational communities: Social Networking Sites, 1996-2011. In M. Mاريوchi (Ed.), *Social Networks, Communication, and Organizations* (pp. 27-47). Sao Paulo, Brazil: Difusao.
- Saraf, N., Seary, A., Chandrasekaran, D., & Monge, P. (2012). Evolution of an open source community network. In E. Kranakis (Ed.), *Advances in Network Analysis and its Applications*, Mathematics in Industry, Vol. 18 (pp. 339-379). Berlin, Germany: Springer. DOI: 10.1007/978-3-642-30904-5.
- Margolin, D., & Monge, P. (2013). Conceptual retention in epistemic communities: The role of structure. In P. Moy (Ed.), *Communication and Community* (pp. - ). Hampton

### **Journal Articles under Review**

Weber, M., & Monge, P. (revised and under second review). *Online News and the Rise of New Organizational Forms*. *Journal of Communication*.

### **Journal Articles under Revision.**

### **Journal Articles in Preparation**

Bighash, L., Oh, P., Fulk, J., & Monge, P. (Accepted for presentation). The Creation of Information Goods in Online Knowledge-Sharing Communities, *International Communication Association*, San Juan, Puerto Rico, June 2015.

### **Editorial Activities:**

Editor, *Communication Research*, 1987-1993

Guest Co-Editor:

Special Joint Issue of *Journal of Computer Mediated Communication* (summer 1998) and *Organization Science* (November-December, 1999), *Communication in Virtual Organizations*, with Geradine DeSanctis.

Special Issue of *Communication Research*, *Communication in the Global Community*, August 1998, with Patricia Riley.

Special Section of *International Journal of Communication*, *Network Theory*, April 2011, with Manuel Castells and Noshir Contractor.

Series Editor, *Human Communication Research Series*, Academic Press, 1978- 1987

Monge and Cappella: *Multivariate techniques in human communication research*, 1980.

Cushman and McPhee: *Message-attitude-behavior relationship*, 1980.

Woelfel and Fink: *Measurement of communication processes*, 1980.

Kerr and Hiltz: *Computer-mediated communication systems: Status and evaluation*, 1982.

Hart: *Verbal style and the presidency: A computer-based analysis*, 1984.

Hunter, Danes, and Cohen: *Mathematical models of attitude change, Volume 1: Change in single attitudes and cognitive structure*, 1984.

Kincaid, D.L. (Ed). *Communication theory: Eastern and western perspectives*, 1987.

Editorial Board Member:

*Academy of Management Journal*, 1984-1990.

*Communication Concepts Series*, 1989-2000.

*Communication Methods and Measures*, 2005-2014

*Communication Monographs*, 2013-2014.

*Communication Research*, 1998-2014.

*Communication Studies*, 2006-2014.

*Communication Theory*, 1999-2007, 2011-2014

*Communication Yearbook 10 – 11 & 30*, 1984-1986, 2005-2007.

*Guilford Series in Human Communication*, 1989-1998.

*International Journal of Communication*, 2006-2014.

*Journal of Communication*, 1999-2014.  
*Journal of Web Science*, 2013-2014  
*Management Communication Quarterly*, 1986-1993, 1997-2000.  
*Human Communication Research*, 1977-1989, 1997-2003.

Editor, *Systemsletter*, publication of the Information Systems Division of the International Communication Association, 1973-1975.

Guest Associate Editor, *Information Systems Research*, Special Issue on Collaboration and Value Creation in Online Communities, 2015.  
Special Issue

Manuscript reviewer and referee

Journals

*Academy of Management Journal*  
*Administrative Science Quarterly*  
*Communication*  
*Communication Monographs*  
*Communication Research*  
*Human Communication Research*  
*Human Relations*  
*Journal of Communication*  
*Journal of Occupational Behaviour*  
*Management Communication Quarterly*  
*Management Science*  
*Proceedings of the National Academy of Sciences*  
*Organization Science*  
*Science*  
*Social Networks*  
*Western Speech-Communication*

Book Publishers

Academic Press  
Addison-Wesley  
Allyn-Bacon  
Holt  
Oxford University Press  
Sage  
St. Martins Press  
SUNY Press

**Public Service Activities:**

**Public Sector Consulting**

Army Research Project on Organizational Design, 1987-1991  
Michigan Department of Education, 1978-1982  
Michigan Environmental Review Board, 1980  
National Aeronautics and Space Administration, 1974-1980  
National Cancer Institute, 1978-1982  
New Jersey Department of Education, 1977  
San Francisco Public Libraries, 1976  
Southern California Edison, 1993  
UCLA, External Program Reviewer, Communication Studies Program, 1992  
Hong Kong Baptist University, External Reviewer, School of Communication, 2005  
SUNY, Buffalo, External Reviewer, Department of Communication Science, 2008

**Private Sector Consulting**

Bank of America, 1973-1977  
Chase-Manhattan Bank, 1972-1974  
Community Federal Savings and Loan, 1983-1986

Control Data Corporation, 1983-1986  
Ford Motor Company, 1982  
Foster Farms, 1982  
General Motors Corporation, 1979  
Harvest Publications, 1977-1982  
Hay Associates, 1983-1987  
Insurance Company of North America, 1982  
IU International, 1979-1980

## **Professional Activities**

### **Elected Offices in Professional Associations**

Chair, Fellows, International Communication Association, 2007-2008.

President, International Communication Association, 1997-1998 (Vice President, 1995-1997).

Member, Board of Directors, International Communication Association, 1979-1981, 1997-2001

Chair, Finance Committee, International Communication Association, 2001 (Member, 1998-2001)

Chair, Executive Director Search Committee, International Communication Association (2000)

Member, Board of Directors, Council of Communication Associations, 1996-1998.

Chair, Information Systems Division, International Communication Association, 1979-1981 (Vice-Chair, 1976-1978).

### **Outside Peer Reviewer**

National Cancer Institute, Division of Cancer Control, 1979, 1982.

National Science Foundation:

- Division of Information Science and Technology, 1983-1986.
- Division of Sociology and Decision Sciences, 1988-1989.
- Division of Information, Robotics, and Intelligent Systems, 1991.
- Division of Economic, Social, and Behavioral Sciences, 1996, 1997, 2005, 2007, 2008

Office of Naval Research, Organizational Effectiveness Research Programs, 1978.

### **Membership in Professional Associations**

Academy of Management  
American Association for the Advancement of Science  
International Communication Association  
International Network for Social Network Analysis  
National Communication Association

### **Colloquia and Guest Lectures:**

- United States Agency for International Development Communication Seminars. Michigan State University, May 1972 and May 1978.
- University of Wisconsin, Department of Communication Arts Proseminar: *Causal antecedents of structure in large-scale communication networks*. April 1975.
- University of Southern California Symposium on Organizational Communication: *Strategies for studying the organization's communication*. July 1975.
- Stanford University Institute for Communication Research: *Conference on Network Analysis*. March 1976.
- Temple University Department of Speech Colloquia: *Communication in large organizations*. April 1977.
- Michigan State University Department of Communication Colloquium: *Systems theory in the study of organizational communication*. February 1978.
- University of Michigan Graduate School of Business Management Seminars: *Communication in organizations*. September 1979.
- Ohio University College of Communication, Communication Week: *Research in organizational communication*. May 1980.
- University of Washington, Seattle, Department of Communication Colloquium: *Communication coorientation between supervisors and subordinates*. February 1981.
- Stanford University, Institute for Communication Research Colloquium: *The process of studying process in communication research*. May 1982.
- University of Southern California Colloquium: *Important Issues in Studying Communication Processes*. February 1983.
- University of Kansas, Department of Communication Studies Colloquia: *History and Philosophy of Process Methodologies*. February 1984.
- University of Kansas, Department of Communication Studies Colloquia: *Systems Theory in the Study of Human/Organizational Communication*. February, 1984.
- University of Southern California, Annenberg School of Communications Symposium: *Organizational Relations: The Dynamics of Communication Networks*. March 6, 1984.
- Korea University, Seoul. Social Impacts of New Communication Technology. Monge, P.R. *Time Series: Definition of Communication Process and its Methodology*. May 1985.
- Pepperdine University. Monge, P.R. *Communication Theories*. November 1985.
- University of Kentucky. Monge, P.R. *Obtaining Federal Grants for Communication Research and The Scanlon Philosophy of Participative Processes in Organizations*. April 1986.
- Indian Institute of Management, Ahmedabad. Contractor, N.S., Fulk, J., Monge, P.R., & Singhal, A. *Cultural Assumptions that Influence the Implementation of Communication Technologies*. August 1986.
- University of California, Santa Barbara. Monge, P. R. *Theoretical and Analytic Issues in Communication Research*. November 1990.

- The Louis Guttman Institute, Jerusalem, Israel. Monge, P.R. *Theoretical and Analytic Issues in Longitudinal Research*. August 1991.
- Pepperdine University. Monge, P.R. *Being Connected: Communication Networks in the Information Age*. October 1991.
- University of California, Riverside. Monge, P.R. *Communication and motivational predictors of the dynamics of organizational innovation*. May 1993.
- Korean Communication Association, Seoul, South Korea. Monge, P.R. *Communication theory in a globalizing world*. March 1997.
- Stanford University, Department of Communication. Monge, P.R., & Contractor, N.S. *Theoretical issues for dynamic networks*. November 1997.
- Stanford University. National Science Foundation Workshop on Computational Organizational Science, Monge, P.R., & Fulk, J. *Computational Organizational Models for Connective and Communal Public Goods*. February 1998.
- University of Southern California, Marshall School of Business, Distinguished Speaker Series. Fulk, J., & Monge, P.R. *Interorganizational Alliances as Collective Action*. March 1998.
- University of Southern California, Marshall School of Business, Center for Effective Organizations, Fulk, J., & Monge, P.R. *Knowledge Networks and Intellectual Capital*, January 1999.
- University of Southern California, Conference on New Technologies in Education. P. Monge, *Collaborative Learning in Graduate Education*, May 1999.
- University of Southern California, Annenberg School for Communication, Conference on Distance Learning in Higher Education, *Collaborative Learning in Graduate Education*, November 1999.
- London School of Economics, Media Studies Program, Conference on Globalization and Communication, P. Monge & S. Matei *Communication and Economic Flows in an Era of Global Democracy*. December 2000
- University of Illinois. Department of Speech Communication. N. Contractor, J. Fulk, & P. Monge. *Theories of Communication Networks*. July 2001.
- Massachusetts Institute of Technology, Sloan School of Management. Monge, P. *Multitheoretical Multilevel Models for Communication Networks*. October 2001.
- London School of Economics and University of Southern California Joint Conference on Critical Reflections on Globalization. Monge, P.R., & Matei, S. *The Impact of Globalization on the Global Telecommunications Network*. Los Angeles, November 2001.
- London School of Economics and University of Southern California Joint Conference on Globalization. Monge, P. R. *Evolutionary perspectives on globalization*. Los Angeles, November, 2003.
- University of California at Los Angeles, Department of Communication Studies Winter Forum, Monge, P. R. *Theories of Communication Networks*. April 2004.



- Santa Fe Institute. Santa Fe, New Mexico. Annual Trustees Conference. Monge, P. R. *Social Theories of Human Communication Networks*. November 2004.
- University of Southern California. Annenberg Networks Network Theory Seminar. Monge, P.R. "Developing Network Theory. Multilevel or Unified? If Unified, Evolutionary? If not, What?" November 2005.
- University of Southern California. *Is social network theory evolutionary?* Presented at the Network Theory Workshop. Annenberg Center for Communication, September 2006.
- Harvard University. Kennedy School of Governemnt. *Is social network theory evolutionary?* October 2006.
- University of California, Santa Barbara. Department of Communication. *The ecology of communication networks in organizational communities*. February 2008.
- University of Southern California. Department of Management and Organization Faculty Research Seminar. *Communication and Organizational Networks*. February 2009.
- University of California, Santa Barbara, Department of Communication. Presentation in celebration of the 25<sup>th</sup> Anniversary of the Department. *I C U ICA, We All C U*. October 2009.
- Beijing University of Posts and Telecommunications, Beijing, China. *Theories of Communication Networks*. September 2010.
- Renmin University of China, School of Labor and Human Resources, Beijing, China. *The Future of Ecological Studies of Networked Organizational Communities*. September 2010.
- Fudan University, School of Management, *Ecological Management Studies of Networked Organizational Communities*. September 2010.
- Fudan University, School of Journalism, Shanghai, China. The Wellem Sham Lecture: *Theories of Communication Networks*, September 2010.
- Stanford University, Program on Bridging Discipline and Agility. *Managing Globally Distributed Agile Teams*. September 2013.

### **Conference Participation:**

- Speech Communication Association Doctoral Honors Seminar. "Systems Theory in Human Communication." University of Denver, March 1972.
- Office of Naval Research Organizational Effectiveness Conference. Monterey, California, July 1973.
- Stanford University & San Jose State University. "Communication and Organizational Change: A Conference for Librarians." Stanford, California, 1974.
- Industrial Communication Council. Monge, P.R. *Using communication networks in large organizations*. San Francisco, California, September 1974.
- Purdue University/Speech Communication Association Seminar: "General Systems Approaches to the Study of Human Communication." Purdue University, May 1975.

- Office of Naval Research Organizational Effectiveness Seminar. University of Washington, Seattle, September 1975.
- World Educators Conference. Taylor, J.A., Farace, R.V., & Monge, P.R. *Communication and the development of change among education practitioners*. Honolulu, Hawaii, July 1976.
- International Communication Association Conference on Multivariate Techniques in Communication Research. Monge, P.R. *Multivariate multiple regression in communication research*. Asilomar, California, April 1977.
- Office of Naval Research Conference on Organizational Communication. San Diego, California, February 1978.
- East-West Center, University of Hawaii, Seminar on Communication Network Analysis. Monge, P.R., and Farace, R.V. *A structural equation model of dynamic, time-varying communication networks in large organizations*. January 1979.
- State University of New York, Conference on Organizational Communication. Monge, P.R. *Organizational communication: Issues and priorities for the 1980's*. Buffalo, New York, December 1979.
- East-West Communication Institute, Seminar on Eastern and Western Perspectives on Communication Theory. East-West Center, University of Hawaii, Honolulu, December 1980.
- University of South Florida. Monge, P.R., & Miller, K.I. *Alternative conceptualizations and analytic techniques for the study of communication processes*. April 1983.
- Pan-Pacific Conference II: A Business, Economic and Technological Exchange. Fulk, J., Monge, P.R., & Jun, S.H. *The Transference of Participatory Management Systems and New Information Technology*. Seoul, Korea, May 1985.
- National Science Foundation Conference on Longitudinal Research Design. *Theoretical and Analytical Issues in Longitudinal Research*. Austin, TX, September 1988.
- Arizona State University. *Conference on Organizational Communication in the 1990s*. Tempe, AZ, April 1990.
- Western Museum Conference. *The Burdens and Benefits of Being a Bridge*. Las Vegas, NV, September 1991.
- International Conference on Organizational Communication. *Global Network Organizations*. Rome, Italy, June 1994.
- International Conference on Policing in Central and Eastern Europe. Monge, P.R., Fulk, J., Parnassa, C., Flanagan, A., Rumsey, S., & Kalman, M. *Cooperative Interagency Approaches to the Illegal Drug Problem*. Ljubljana, Slovenia, November 1996.
- INSEAD - Organization Science Conference on Partnerships and Strategic Alliances. Monge, P.R., Fulk, J., Kalman, M., Flanagan, A., Parnassa, C., & Rumsey, S. *Organizational Communication and Information Systems as Public Goods: Propositions on Communication and Collaboration*. INSEAD, Fountainbleu, France, June 1997.
- ICA/NCA Joint Conference on Organizational Communication. Monge, P.R., & Fulk, J. *Communication technology for global network organizations*. Rome, Italy, June 1998.

- National Science Foundation Conference on Distributed Work. Hollingshead, A. B., Fulk, J., and Monge, P. *Fostering Intranet Knowledge-Sharing: An Integration of Transactive Memory and Public Goods Approaches*. Monterey, California, May 2000.
- IAMCR/ICA Conference on the Digital Divide. Monge, P.R., & Matei, S. *The Impact of globalization on the Digital Divide*. Austin, TX, November 2001.
- National Academy of Sciences and National Research Council. Contractor, N.S., & Monge, P.R. *Adversarial networks*. Paper presented at the conference on Dynamic Social Network Modeling and Analysis. Washington, DC, November 2002.
- Florida International University. Fulk, J., & Monge, P. *Multi-Instructor, Multi-Environment Distance Learning: Global Academic Networks*. Cyber conference on International Business, Learning, and Technology, Miami, Florida, May 2003.
- Annenberg School for Communication, USC and Media Studies Program, London School of Economics. Monge, P.R. *Evolutionary approaches to globalization*. Los Angeles, CA, December 2003
- University of Maryland, Conference on Multinational Teams, Fulk, J., Monge, P., & Hollingshead, A. *Knowledge resource sharing in multinational virtual teams: Three (blended) theoretical lenses*. College Park, Maryland, May 2004.
- Duke University. Conference in Honor of Geradine DeSanctis. Monge, P. *Communication and Virtual Organizations*. Durham, North Carolina, March 2006.
- National Chengchi University, Taiwan. Crossing Boundaries Conference. *Network Evolution in Organizational Communities*. July 2006.
- Cornell University. School of Social Science Symposium on Self-organizing Online Communities. Monge, P. *The Evolution of Online Communities*. March 2007.
- The Alta Organizational Communication Conference. Monge, P. *A Community Ecology of Organizational Communication*. Alta, Utah. August 2008
- Institute of Public Administration. International Conference on Administrative Development: Toward Excellence in Public Sector Performance. *Transactive Memory Systems in Work Teams: A Multilevel Investigation of the Impact of Expertise Directory Development on Expertise Exchange*. Riyadh, Saudi Arabia, November 2009.
- Oxford Internet Institute, Oxford University. Shen, C., Monge, P., & Williams, D. *The Evolving Virtual Relationships: A Longitudinal Analysis of Player Social Networks in a Large MMOG*. Paper presented at the iCS Symposium: A Decade in Internet Time. Oxford, UK, September 2011.
- Stanford University, Program on Bridging Discipline and Agility. *Managing Globally Distributed Agile Teams*. September 2013.
- Harvard University, Internet Archive Workshop 2014. *Evolutionary Forces Imprinted on the Network Structure of the Internet (with Poong Oh)*. Cambridge, MA June 2014.

#### **Convention Presentations:**

##### **European Group for Organizational Studies**

- 2012: Heiss, B. M., Monge, P., & Fulk, J. (2012, July). *Wolves in sheep's clothing: Predatory mimicry as an evolutionary strategy for organizational populations*. Helsinki, Finland.

### **International Communication Association**

- 1972: Monge, P.R., & Farace, R.V. *Transformations and message linkages for a theory of communication coorientation*. Atlanta, Georgia.
- 1973: Richards, W.D., & Monge, P.R. *A computer simulation of human communication*. Montreal, Canada.
- 1974: Monge, P.R., Kirste, K.K., & Edwards, J.A. *A preliminary causal model of the formation of communication structure in large organizations*. New Orleans, Louisiana.
- Monge, P.R., & Lindsey, G.N. *The study of communication networks and communication structure in large organizations*. New Orleans, Louisiana.
- 1975: Edwards, J.A., & Monge, P.R. *Descriptive communication structure metrics: A preliminary logical and empirical analysis*. Chicago, Illinois.
- 1976: Monge, P.R., Boismier, J.M., Cook, A.L., Day, P.D., Edwards, J.A., & Kirste, K.K. *Determinants of communication structure in large organizations*. Portland, Oregon.
- 1977: Edwards, J.A., & Monge, P.R. *The validation of mathematical indices of communication structure*. Berlin, West Germany.
- Monge, P.R., Wills, R.M., Day, P.D., & Boismier, J.M. *The location of information processing organizations*. Berlin, West Germany.
- 1978: Monge, P.R. Edwards, J.A., & Kirste, K.K. *The determinants of communication and communication structure in large organizations: A review of research*. Chicago, Illinois.
- 1981: Monge, P.R., Bachman, S.G., Dillard, J.P., & Eisenberg, E.M. *Communicator competence in the workplace: Model testing and scale development*. Minneapolis, Minnesota.
- 1982: Eisenberg, E.M., Farace, R.V., Monge, P.R., Bettinghaus, E.P., Kurchner-Hawkins, R., White, L., & Williams, K.I. *Communication linkages in interorganizational systems: Review and synthesis*. Boston, Massachusetts.
- Monge, P.R. *"After Kuhn delight": A lingering or languishing love affair with communication science?* Boston, Massachusetts.
- Monge, P.R., Farace, R.V., Eisenberg, E.M., White, L., & Williams, K.I. *The process of studying process in organizational communication*. Boston, Massachusetts.
- 1983: Eisenberg, E.M., Monge, P.R., & Miller, K.I. *Involvement in communication networks as a predictor of organizational commitment*.
- Monge, P.R., Farace, R.V., Miller, K.I., & Eisenberg, E.M. *Life cycle changes in interorganizational information networks*.

- 1984: Miller, K.I. & Monge, P.R. *The influence of social information on employee anxiety about organizational change.*
- 1985: Miller, K.I. & Monge, P.R. *Participation, satisfaction, and productivity: A meta-analysis review.* Honolulu, Hawaii.
- 1986: Miller, K.I. & Monge, P.R. *Participation, satisfaction, and Productivity: A meta-analysis Review.*
- Miller, K.I. & Monge, P.R. *The development and test of a system of organizational participation and allocation.*
- 1988: Contractor, N.S., Eisenberg, E.M., & Monge, P.R. *Semantic Networks in an organization.* New Orleans, Louisiana.
- 1989: Monge, P.R., Sweet, P.L., & Grand, S.L. *Social action, and emergent structures in a political simulation: A macro-micro analysis.* San Francisco, California.
- 1991: Monge, P. R. *Theoretical and analytical issues in studying organizational processes.* Chicago, Illinois.
- 1994: Contractor, N.S., Eisenberg, E.M., & Monge, P.R. *Antecedents and outcomes of interpretive diversity in organizations.* Sydney, Australia.
- Fulk, J., Flanagan, A., Kalman, M., Ryan, T., & Monge, P.R. *Communication and information systems as public goods.* Sydney, Australia.
- Monge, P.R., & Kalman, M. *Simultaneity and sequentiality in communication processes.* Sydney, Australia.
- 1995: Monge, P.R. & Fulk, J. *Communication technology for global network organizations.* Albuquerque, New Mexico.
- 1996: Monge, P. R., Fulk, J. M., Kalman, M., Flanagan, A., Parnassa, C., & Rumsey, S. *Organizational communication and information systems as public goods: Propositions on communication and collaboration.* Chicago, Illinois.
- 1997: Flanagan, A., Monge, P. R., & Fulk, J. *The effects of formative interorganizational relationships on subsequent interaction.* Montreal, Canada.
- 1998: Monge, P. R. *Communication structures and processes in globalization.* (The ICA Presidential Address). Jerusalem, Israel.
- Monge, P.R., Fulk, J., Kalman, M., Flanagan, A., Parnassa, C., & Rumsey, S. *Production of collective action in alliance-based interorganizational communication and information systems.* Jerusalem, Israel.
- 2000: Matei, S., & Monge, P. R. *Economic and Communication Flows in an Era of Global Democracy: Does Globalization Befoul its Nest?* Acapulco, Mexico.
- Contractor, N., Stohl, C., & Monge, P. R. *E-Quad: Experiences with advanced collaboration tools to support graduate education.* Acapulco, Mexico.
- Kalman, M.E., Monge, P., Fulk, J., & Heino, R. *Resolving Communication Dilemmas in Database-Mediated Collaboration.* Acapulco, Mexico.

- Fulk, J., Heino, R., Flanagan, A. J., Monge, P.R., Kim, K., & Lin, W-Y. *Intranet Functionality as Collective Action*. Acapulco, Mexico
- 2001: Hollingshead, A. H., Fulk, J., & Monge, P. *Fostering Intranet Knowledge-Sharing: An Integration of Transactive Memory and Public Goods Approaches*. Washington, D.C.
- Bar, F., Contractor, N., Fulk, J., & Monge, P. *Assessing Convergence: A Statistical Analysis of Alliance Networks in the Information Industries*. Washington, D.C.
- 2002: Shumate, M., Bryant, A., & Monge, P.R. *Understanding Legitimate, Illegitimate, and legal organizations and coevolving systems*. Seoul, South Korea, August.
- Monge, P.R. *Understanding terrorist networks as coevolving systems*. Panel presentation. Seoul, South Korea, August.
- Monge, P.R. *Towards a Global Dialog on Knowledge and Distributed Intelligence*. Panel Discussant. Seoul, South Korea, August.
- 2003: Monge, P.R., & Contractor, N.S. *Theories of Communication Networks: An Overview of the Book*. San Diego, CA
- Monge, P. R. *Networks of Coevolving Groups, Organizations, Populations and Communities: Analysis and Challenges*. Panel Participant and Respondent. San Diego, CA, May
- Monge, P.R. *Integrating the Theoretical and the Practical: The KDI Story*. Panel Participant. San Diego, CA, May.
- 2004: Monge, P. R. *History and Emergence of Communication Networks*. A presentation at the Networkshop
- Sinnreich, A. A., & Monge, P. R. *The Role of Enforced Structural Holes in Independent Radio Promotion*.
- Yuan, Y., Fulk, J., Shumate, M. D., Monge, P. R., Bryant, A., Matsaganis, M. *Individual Contribution and Retrieval of Information From the Organizational Information Commons: The Impact of Social Influence and Intranet Competency*
- 2005: Yuan, Y., Fulk, J., & Monge, P. *A Review and Critique of the Transactive Memory Theory of Group Information Sharing*. New York, May 2005,
- 2006: Lee, S., Monge, P.R., Bar, F., Matei, S. *The Emergence of Clusters in Global Telecommunications Networks*.
- Monge, P. R. *The Evolution of Communicating and Organizing*.
- Yuan, C, Fulk, J., & Monge, P. R. *Expanding the Individual Level Components of Group Transactive Memory Systems*.

- 2007: Heiss, B., & Monge, P. R. *Organizational network implications of relating as communicating: Recommendations for prudent use of the Multitheretical Multilevel freamework*. San Francisco, May 2007.
- Monge, P. R., Heiss,B., & Margolin, D. *Network evolution in organizational communities*. San Francisco, May 2007.
- 2008: Frank, L., Murphy, S., & Monge, P. R. *Trust in Media in Determining Health Beliefs and Behaviors*. Montreal, Canada.
- Monge, P. *The Evolution of Online Community Networks*. International Communication Association Conference, Montreal, Canada, May.
- Shen, C., & Monge, P. R. *Power asymmetry and network structure in the open source software community*. Montreal, Canada.
- Weber, M., & Monge, P. R. *The Flow of Digital News in a Network of Authorities, Hubs and Providers*. Montreal, Canada.
- Yuan, Y., Fulk, J., Monge, P. R., & Contractor, N. *Motivation to Cooperate in Transactive Memory Systems: The Role of Communication Ties and Task Interdependence*. Montreal, Canada.
- 2009: Lee, S., & Monge, P.R. *The Coevolution of Multiplex Networks in Organizational Communities*.
- 2010: Margolin, D., Shen, C., Lee, S., Weber, M.S., Monge, P., and Fulk, J. *The Multilevel Impact of Aging: Age, Evolution, and Phase Change in the Child Rights NGO Network*. Singapore.
- 2011: Weber, M., & Monge, P. R. *Industries in Turmoil: Driving Transformation during Periods of Disruption*. Boston, May.
- Beacom, A., Kim, Y.J., Selby, J., Weber, M., & Monge, P. R. *Identifying Perceived Experts in an Online Community of Practice*. Boston, May.
- 2012: Margolin, D., & Monge, P. *Conceptual Legitimation in Organizational Communities*. Phoenix, May.
- Heiss, B. M., Monge, P., & Fulk, J. *Predatory Mimicry in the Crisis Pregnancy Center Movement: Ambiguous Form Communication as an Evolutionary Strategy*. Phoenix, May.
- Oh, P., & Monge, P. *The Functionality of Social Tagging as a Communication System*. Phoenix, May.

### **World Congress on Cybernetics**

- 1973: Monge, P.R., & Cappella, J.N. *A cybernetic model of growth in a system of interpersonal communication*. Namur, Belgium.

### **National Communication Association**

- 1972: Monge, P.R. *Theory construction in the study of communication: The system paradigm*. Chicago, Illinois.
- 1974: Cappella, J.N., & Monge, P.R. *A general method for constructing communication models based on cybernetic systems analysis*. Chicago, Illinois.
- 1975: Monge, P.R. *Alternative theoretical bases for the study of human communication: The systems perspective*. Houston, Texas.
- 1979: Monge, P.R. *The problem of correspondence between systems theory and systems research in the study of organizational communication*. San Antonio, Texas.
- 1984: Monge, P.R. *Comparative approaches to organizational communication research: Communication systems*. Chicago, Illinois.
- 1988: Monge, P.R., Cozzens, M. & Contractor, N.S. *The dynamics of organization innovation*. New Orleans, Louisiana.
- 1996: Monge, P.R., *Communication Theory in a Globalizing World*. San Diego, California.
- 1998: Rumsey, S., Fulk, J., & Monge, P.R. *Communication network models for the development and management of interorganizational alliance processes*. New York City, New York.
- 2000: Contractor, N.S., Monge, P.R., Stohl, C., & Yammine, P. *Collaborative Learning in Graduate Education*. Chicago, IL
- 2002: Monge, P.R. Invited participant: A TRIBUTE TO ORGANIZATIONAL COMMUNICATION: A Celebration of the Golden (50th) Anniversary of the Field of Organizational Communication.
- 2004: Shumate, M., Bryant, J. A., Fulk, J., Matsaganis, M., Monge, P., & Yuan, Y. Task assignment in transactive memory.
- 2008: Monge, P. Key Elements in the Research Funding Process. Presented at the *Getting Communication Research Funded: A Pre-conference Workshop* organized by Noshir Contractor, Peter Monge, and Scott Poole.
- 2009: Lee, S., & Monge, P. *Interorganizational Networks and Knowledge Sharing: Towards Sustainable Development Projects*
- Weber, M., Fulk, J., & Monge, P. *Emergence of Social Networking Sites as a Legitimate Organizational Form*"

### **Academy of Management**

- 1978: Monge, P.R. *Integrating theory, measurement, and testing: comments on three papers and the efficacy of structural equation modeling*. San Francisco, California.



- 1981: Dillard, J.P., Monge, P.R., Eisenberg, E.M., & Bachman, S.G. *Predisposition to communicate, tenure, education, and organizational level as antecedents of work satisfaction: A two-stage model and test of the fit hypothesis*. San Diego, California.
- 1986: Monge, P.R. *Emergent organizational communication networks*. Chicago, Illinois.
- Monge, P.R. *Methodological issues in organizational communication*. Chicago, Illinois.
- 1987: Contractor, N.S., Monge, P.R., & Eisenberg, E. *Formal and emergent structures as predictors of agreement on organization climate*. New Orleans, Louisiana.
- 1988: Contractor, N.S., & Monge, P.R. *A dynamic reformulation and extension of equity theory*. Anaheim, California.
- 1991: Monge, P.R. *The dynamics of communication theory*. Miami, Florida.
- 1999: Monge, P.R. *Towards emergence of hierarchies*. Chicago, IL.
- 2001: Hollingshead, A.H., Fulk, J., & Monge, P.R. *Fostering Intranet Knowledge-Sharing: An Integration of Transactive Memory and Public Goods Approaches*. Washington, DC.
- Monge, P.R. *Conducting International Management Research: The Need for Global Data*. International Management Division. Washington, D.C.
- 2002: Fulk, J., & Monge, P.R. OCIS Keynote Address 2002: New Theories and Models for Studying Organizational Networks. Keynote address given to the Organizational Communication and Information Systems Division, The Academy of Management.
- 2003: Monge, P.R., Fulk, J., & Contractor, N. *Knowledge networks and distributed intelligence*. Organizational and Information Systems Division, Seattle, WA.
- 2005: Yuan, Y., Monge, P., & Fulk, J. *Social capital and transactive memory systems in work groups: A multilevel approach*. Best paper of Managerial and Organizational Cognition Division, Honolulu, HI: August.
- 2011: Weber, M., & Monge, P. *Industries in Turmoil: The Emergence of New Organizational Forms*. Academy of Management. New Orleans, LA.

### **Western Speech Communication Association**

- 1974: Kirste, K.K., & Monge, P.R. *Proximity: Location, time and opportunity to communicate*. Newport Beach, California.
- 1976: Monge, P.R. *Analyzing networks and information flow as a field project for organizational communication classes*. San Francisco, California.
- 1988: Monge, P.R. *The Role of dynamic processes in the formation of knowledge*. San Diego, California.

### **American Institute for Decision Sciences**

- 1984: Monge, P.R. *Empirical and analytical methods for studying organizational processes*. Toronto, Ontario, Canada.

### **International Association for Mass Communication Research**

- 1986: Monge, P.R., Fulk, J., Contractor, N., & Singhal, A. *Lessons learnt from research on the implementation of innovations in organizations: A western view*. New Delhi, India.
- 1988: Monge P.R., Rogers, E.M., Contractor, N.S., & Cozzens, M. *Investigating process in communication research*. Barcelona, Spain.

### **The Institute for Management Science**

- 1986: Monge, P.R. *The Scanlon philosophy of participative processes in manufacturing*. Los Angeles, California.

### **International Network for Social Network Analysis**

- 1988: Contractor, N.S., Iacobucci, D., Eisenberg, E.M., & Monge, P.R. *Predictors of semantic agreement in organizations*. San Diego, California.
- 1997: Contractor, N.S., Monge, P.R., Rumsey, S., Fulk, J., Gibbs, J., Heino, R. *Network evolution of a virtual organization*. San Diego, California.
- 2002: Monge, P. R. & Matei, S. *The Role of the Global Telecommunications Network in Bridging Economic and Political Divides, 1989 to 1999*, New Orleans, LA.
- 2003: Monge, P.R., & Contractor, N.S. *Coevolutionary Theory and Social Networks*. Cancun, Mexico.
- 2006: Heiss, B., & Monge, P. R. *Watched by Many: How Legitimacy Concerns Drive HIV/AIDS Activist NGO's Linkage Decisions*. Vancouver, BC.
- Stevens, K., Fulk, J., & Monge, P. R. *Cupid alliances: Exploring behavior dynamics during alliance formation between un-embedded firms*. Vancouver, BC
- 2007: Monge, P. R., Fulk J., Chatterjee, J., & Heiss, B. *The structural evolution of organizational communities: How variation, selection, and retention processes operate in NGO communities*. Corfu, Greece
- Shen, C., & Monge, P. R. *The networks structure of the open source software community*. Corfu, Greece.
- Weber, M., & Monge, P. *Brokerage in online news networks*. Corfu. Greece
- 2009: Frank, L., Monge, P., Durham, A., & Chatterjee, J. *Lending practices among rural Equadorian women*. St. Petersburg, Florida.
- Lee, S., & Monge P. *Interorganizational network evolution in the ICT for development community*. St. Petersburg, Florida.
- 2010:

Weber, M.S. and Monge, P. (2010) Examining Online Organizational Development through the Extraction and Analysis of Longitudinal Network Data from the World Wide Web. Trento, Italy.

Nina F. O'Brien, Lauren B. Frank, Jessica J. Gould, Courtney M. Shultz, Matthew S. Weber, & Peter R. Monge. Collective Action in Virtual Organizations: Networks of Collaboration in an Online Scientific Community. Trento, Italy.

2011:

Shen, C., Monge, P. & Williams, D. Virtual Brokerage and Closure: Assessing Player Social Capital in a Massively Multiplayer Online Game. Paper presented at the Annual Sunbelt Conference of the International Network for Social Network Analysis (XXXI), St. Petersburg, Florida, February 2011.

2014:

Oh, P. & Monge, P. (2014). The Evolution of Networks with Two Conflicting Forces: A Network Moran Process. Paper presented at the annual conference of the in International Network for Social Network Analysis, St. Pete Beach, FL., February 2014

## Teaching:

Annenberg School for Communication, University of Southern California

ANSC 140	Nature and Impacts of Human Communication
COMM 385	Survey of Organizational Communication
COMM 400	Communication Networks
COMM 487	Communication and Global Organizations
COMM 495	Honors Seminar: Global Communication
COMM 505	Communication in Work Settings
ANSC 599	Information Management
ANSC 599	Communication in Global Organizations
ANSC 606	Communication Theory
ANSC 610	History and Philosophy of Communication
COMM 638	Communication in Global Organizations
COMM 640	Seminar in Organizational Communication
COMM 645	Communication Networks
ANSC 700A	Research Methods I (Now, COMM 550)
ANSC 700B	Research Methods II
ANSC 710	Simultaneous Equation Models (Now, COMM 556)

Michigan State University

COM 101	Introduction to Human Communication II
COM 205	Persuasion
COM 315	Organizational Communication
COM 405	Quantitative Research Strategies in Communication
COM 806	Seminar in Theory Construction
COM 815	Seminar in Organizational Communication
COM 890	Seminar in Communication Systems
COM 905a	Communication Research Design: Design and Measurement
COM 905b	Communication Research Design: Univariate Statistics
COM 905c	Communication Research Design: Multivariate Statistics

COM 905d      Communication Research Design: Structural Equation Modeling  
COM 940      Seminar in Communication Network Analysis

San Jose State University

SPCOM 55      Introduction to Communication Process  
SPCOM 142     Persuasion  
SPCOM 144     Organizational Communication  
SPCOM 181     Experimental Studies in communication  
SPCOM 200     Introduction to Graduate Studies  
CYB 212        Seminar in Systems Design  
PSY 235        Multivariate Analysis for Social Scientists  
SPCOM 244     Seminar in Organizational Communication  
BUS 244        Seminar in Organizational Communication

**Service on Graduate Committees:**

University of Southern California

Doctoral: 35 (Chair of 16 committees):

Alison Bryant, Noshir Contractor, Michael Cozzens, Dayna Finet, Andrew Flanagin,  
Bettina Heiss, Michael Kalman,, Seungyoon Lee, Drew Margolin, Katherine Miller,  
Nina O'Brien, Poong Oh, Cuihua Shen, Mathew Weber, Yu Yuan

Michigan State University

Doctoral: 8 (Chair of 2 committees): Eric Eisenberg, Katherine Miller  
Masters: 10 (Chair of 5 committees)

San Jose State University

Masters: 14 (Chair of 6 committees)

**University Service:**

**University of Southern California**

2010-2011

On sabbatical leave

2009-2010

Director, Annenberg Networks Network  
Chair, Annenberg Research Seminars  
Member, University Committee on Curriculum (UCOC, Social Sciences)  
Member, University Committee on Academic Policies and Procedures (CAPP)  
Member, Provost's Committee of Chairs of School Committees on Faculty  
Recognition  
Chair, School of Communication Search Committee: Asia (China)  
Member, School of Communication and Journalism Faculty Council  
Member, School of Communication Doctoral Admissions Committee  
Member, PennUSC George Gerbner Postdoctoral Fellow Selection Committee

2008-2009

Director, Annenberg Networks Network  
Chair, Annenberg Research Seminars  
Member, University Committee on Curriculum (UCOC, Social Sciences)  
Member, University Committee on Academic Policies and Procedures (CAPP)  
Member, Provost's Committee of Chairs of School Committees on Faculty  
Recognition  
Chair, School of Communication Search Committee: Asia (China)  
Chair, School of Communication Committee on Faculty Recognition  
Member, School of Communication Doctoral Admissions Committee

2007-2008

Director, Annenberg Networks Network  
Chair, Annenberg Research Seminars  
Member, University Committee on Curriculum (UCOC, Social Sciences)  
Chair, School of Communication Merit Review Committee  
Chair, School of Communication Search Committees: (1) Asia (China), and (2)  
Public Opinion  
Member, School of Communication Doctoral Admissions Committee  
Member, School of Communication Committee on Faculty Awards

2006-2007

Director, Annenberg Networks Network  
Chair, Annenberg Research Seminars  
Member, Annenberg School for Communication Strategic Planning Committee  
Member, School of Communication Graduate Curriculum Committee  
Member, School of Communication Doctoral Admissions Committee  
Chair, School of Communication Search Committees: (1) Communication and  
Cultural Studies, and (2) Race and Ethnicity  
Chair, Tenure and Promotion Committee, Hernan Galperin  
Member, Promotion Committee, Andrea Hollingshead  
Member, Mentoring Committee (for Communication), Craig Carroll

2005-2006

Director, Annenberg Networks Network  
Member, Annenberg School Strategic Planning Committee  
Member, School of Communication Graduate Curriculum Committee  
Chair, Annenberg Colloquia and Research Seminar Series  
Chair, Search Committees: (1) Cultural Studies, and (2) Race and Ethnicity  
Chair, Hernan Galperin Promotion and Tenure Committee

2004-2005

Member, University Graduate and Professional Studies Committee  
Member, School of Communication Graduate Curriculum Committee  
Chair, Annenberg Colloquia

2003-2004

On Sabbatical Leave, Spring Semester 2004  
Member, University Graduate and Professional Studies Committee  
Member, School of Communication Mentor Committee

2002-2003

Member, University CAR Internal Review Committee for the Cinema-Television School  
Member, University Business Affairs Committee  
Chair, Communication Technology Search Committee  
Member, School of Communication Director Search Committee

2001-2002

Member, University Internal Review Committee, School of Cinema-TV  
Chair, School of Communication NRC Committee  
Member, School of Communication Designated IRB Committee  
Member, Doctoral Admissions Committee  
Coordinator, Annenberg Colloquia

2000-2001

Member, University Business Affairs Committee  
Member, School of Communication Tenure Committee  
Member, School of Journalism Faculty Search Committee  
Member, School of Communication Doctoral Curriculum Committee  
Coordinator, Annenberg Colloquia

1999-2000

Chair, School of Communication On-line Applications Committee  
Chair, Faculty Search Committee, International position  
Member, School of Communication Doctoral Curriculum Committee  
Member, School of Communication External Review Committee

1998-1999

Director, School of Communication Doctoral Program  
Chair, Doctoral Admissions Committee  
Member, School of Communication Curriculum Committee

1997-1998

On Sabbatical leave  
Member, Annenberg School Strategic Planning Committee

1996-1997

Director, School of Communication Doctoral Program  
Chair, Doctoral Admissions Committee  
Chair, Annenberg Schools Joint Ventures Committee  
Member, Annenberg Architectural Committee

1995-1996

Co-Director, School of Communication Doctoral Program  
Chair, Doctoral Admissions Committee

1994-1995

Chair, School of Communication Office Committee  
Co-Chair, Doctoral Admissions Committee

1993-94

Chair, Annenberg Faculty Council (Fall Semester)  
Member, Academic Senate (Fall Semester)  
Member, Academic Senate Committee on Faculty Participation  
Member, University General Education Subcommittee: Empirical Approaches

1992-93

Chair, Annenberg Faculty Council  
Member, University Council  
Member, Doctoral Admissions Committee

1991-92

Chair, Annenberg Doctoral Program  
Member, Faculty Search Committee  
Member, Tenure and Promotion Committee (Waterman)  
Member, Personnel Committee

1990-91

Chair, Annenberg Doctoral Program  
Member, Faculty Search Committee  
Chair, Tenure & Promotions Committee (Westen)  
Member, Tenure & Promotions Committee (Waterman)

1989-90

Chair, Annenberg Doctoral Program  
Member, Faculty Search Committee

1988-89

Chair, Doctoral Program Revision Committee  
Chair, Facilities & Equipment Committee  
Chair, Faculty Merit Review Committee  
Chair, Tenure & Promotions Committee (Dutton)  
Chair, Faculty Advisory Committee  
Member, Faculty Search Committee

1987-88

Chair, Facilities & Equipment Committee  
Chair Faculty Merit Review Committee

1986-87

Chair, Facilities & Equipment Committee  
Chair, Faculty Merit Review Committee  
Member, Doctoral Program Revision Committee

1985-86

Chair, Facilities and Equipment Committee  
Chair, Faculty Merit Review Committee  
Member, Academic Integrity Committee

1984-85

Member, Faculty Merit Review Committee

### **Michigan State University**

1982-83

Director of Research Methods  
Member, College Committee on Computing

1981-82

Director of Research Methods  
Member, College Committee on Computing

1980-81

Director of Research Methods  
Member, Advisory Committee  
Member, Graduate Admissions Committee  
Member, College Ad Hoc Committee on Word Processing

1979-80

Director of Research Methods  
Member, Graduate Student Recruitment Committee

1978-79

Director of Research Methods  
Chair, Ad Hoc Methodology Revision Committee  
Member, Undergraduate Affairs Committee  
Coordinator, Departmental Colloquium Series  
Research Coordinator, Native American Information Project

1977-78

Departmental Advisory Committee