Curriculum Vita

**PETER MONGE**

July 2021

**Position:** Professor Emeritus of Communication

Professor Emeritus of Management and Organization

Co-Director, Annenberg Networks Network

Faculty Associate, USC Center for Effective Organizations

**University Address:** Annenberg School for Communication & Journalism, and

Marshall School of Business

University of Southern California

Los Angeles, California 90089-0281

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**Education:**

PhD, Michigan State University, 1972

MA, California State University, San Jose, 1969

BA, Pacific Union College, 1964

**Professional Experience:**

Emeritus Professor of

Communication, Annenberg

School for Communication and

Journalism University of Southern California 2019-

Professor of Communication

Annenberg School for

Communication University of Southern California 1983-2018

Emeritus Professor of

Management and Organization

Marshall School of Business University of Southern California 2019-

Professor of Management and

Organization, Marshall School

of Business (Joint Appointment) University of Southern California 1992-2018

Chair, The Annenberg

Doctoral Program University of Southern California 2013-2018 1995-1998 1989-1992

Co-Director, The Annenberg University of Southern California 2005-2020

Networks Network

Affiliated Faculty, Center for University of Southern California

Effective Organizations,

Marshall School of Business 1992-2018

Visiting Professor University of Sao Paulo, Brazil 2011

Visiting Scholar UCLA 2004

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:**

The 2021 Fellows Book Award, International Communication Association, for a book in the field of communication that has stood the test of time. For Monge, P.R., & Contractor, P.R. (2003). *Theories of communication networks,* New York, Oxford University Press.

Best Published Journal Article Award in 2018, Organizational Communication and Information Systems Division, Academy of Management (four awards given in 2019), for Bighash, L., Oh, P., Fulk, J., & Monge, P. (2018). The Creation of Information Goods in Online Knowledge-Sharing Communities, *Communication Theory*, *28*, 1-21. <https://doi.org/10.1111/comt.12123>

Top Four Best Papers Award published in *Management Communication Quarterly* in 2016 (Awarded in 2017)

USC Faculty Distinguished Affiliate, Phi Kappa Phi, Elected 2016

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 Assocation

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 21st 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. 2010-2018. $400,000 (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 (2015-2018). *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 as Co-PIs)

National Science Foundation, REU (Research Experience for Undergraduates) grant (2016-2018), $13,200, PI. This is a grant to engage undergraduates in research work associated with the grant *Understanding online creative collaboration over multidimensional networks.*

USC Faculty Early Retirement Program (2017 – 2018). *Understanding Online Creative Collaboration*. ($10,000; Peter Monge, PI). Funded in 2017.

**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*. (5th ed.). New York: Harcourt.

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

**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

Weber, M. , Fulk, J. & Monge, P. (2016). The emergence and evolution of social networking sites as an organizational form. *Management Communication Quarterly.* 30(3), 305-332. doi: 10.1177/0893318916629547.

Hilbert, M., Oh, P., & Monge, P. (2016). Evolution of what? A network approach for the detection of evolutionary forces. *Social Networks*, *47*, 38-46.

[*http://dx.doi.org/10.1016/j.socnet.2016.04.003*](http://dx.doi.org/10.1016/j.socnet.2016.04.003)

Weber, M., & Monge, P. (2017). Industries in Turmoil: Driving Transformations during periods of disruption*. Communication Research, 44(2),* 147-176. DOI: 10.1177/0093650213514601

Bighash, L., Oh, P., Fulk, J., & Monge, P. (2018). The Creation of Information Goods in Online Knowledge-Sharing Communities, *Communication Theory*, *28*, 1-21.

<https://doi.org/10.1111/comt.12123>.

O’Brien N.F., Pilny, A., Atouba, A.C., Shumate, M., Fulk, J. L., & Monge, P. R. (2019). How Does NGO Partnering Change Over Time? A Longitudinal Examination of Factors That Influence NGO Partner Selection*. Nonprofit and Voluntary Sector Quarterly*, *48*(*6*), 1229-1249.

Ang, P. H., Vreese, C. D., Flew, T., Gardner, P., Monge, P., Moy, P., & Sawyer, L. (2019). On inclusion, diversity, equity, and access: Statement from the Executive Committee of the International Communication Association (ICA). https://www.icahdq.org/blogpost/1523657/327317/On-Inclusion-Diversity-Equity-and-Access-Statement-from-the-Executive-Committee-of-the-International-Communication-Association-ICA.

Yan, B., Jian, L., Ren, R., Fulk, J., Sidnam-Mauch, E., & Monge, P. (2020). The Paradox of Interaction: Communication Network Centralization, shared Task Experience, and the Wisdom of Crowds in Online Crowdsourcing Communities. *Communication Research*, <https://doi.org10.1177/0093650220915033>.

Xu, Y., Fulk, J., & Monge, P. (in press). Ecological Influences on Network Tie Dissolution in the Evolution of Affiliation Networks in the International Communication Association, 2009-2015. Human Communication Research.

Young, L. E., Sidnam-Mauch, E., Twyman,, M., Wang, L., Xu, J. J., Sargent, M., Valente, T.W>, Fulk, J., & Monge, P. (2021, In press). Disrupting the COVID-19 misinfodemic with network interventions: Network solutions for network problems. *American Journal of Public Health.*

**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). Runsburgerweg, 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., Flanagin, 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 21st 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. Mariochi (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

Oh, P., & Monge, P. (2016). Communication Networks. In Robert Craig, Ed. *International Encyclopedia of Communication Theory and Philosophy*).

Monge, P., & Oh, P*.* (2016). Evolutionary Theories and Models. In Robert Craig, Ed. *International Encyclopedia of Communication Theory and Philosophy.*

**Journal Articles under Review**

Weber, M., & Monge, P. (revised and under second review).Online news and the rise of new organizational forms*. Communication Research.*

Sidnam-Mauch, E., & Monge, P. (submitted in 2019, it has received a revise and resubmit) Load theory of attention, social media usage, and smartphone distraction behaviors predict distracted walking consequences. *Communication Research*.

**Journal Articles under Revi****sion**

Sargent, M., Monge, P. & Fulk, J. (2019). The impacts of spanning implicit categories in online markets: A data mining and networks-based approach to mapping stylistic categories from keywords.

# Journal Articles in Preparation

Xu, L. Z., Sargent, M., Xu, Y., Sun, Y., Li, Y., Monge, P. R., Fulk, J. (2018). Simple tags, profound influences: Explicating social tagging as multilevel expertise in a crowdsourcing design community. Paper submitted to the 68th International Communication Association Annual Conference, Prague, Czech Republic, May 24-28. .

Xu, Y., Sun, Y., Xu, Z., Monge, P., Fulk, J. & Lomi, A. (2018). Networks within crowds: Investigating the formation of multidimensional and multilevel networks in online crowdsourcing.

**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,* 2005-2018

*Communication Monographs*,2013-2015.

*Communication Research*, 1998-2018.

*Communication Studies,* 2006-2014.

*Communication Theory,* 1999-2007, 2011-2018

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

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

*International Journal of Communication*, 2006-2018.

*Journal of Communication,* 1999-2015.

*Journal of Web Science*, 2013-2014

*Management Communication Quarterly*, 1986-1993, 1997-2000.

*Human Communication Research*, 1977-1989, 1997-2003. 2005-2018

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 Book Publishers

*Academy of Management Journal* Academic Press

*Administrative Science Quarterly* Addison-Wesley

*Communication* Allyn-Bacon

*Communication Measures and Methods* Holt

*Communication Monographs* Oxford University Press

*Communication Research* Sage

*Human Communication Research* Stanford University Press

*International Journal of Communication* St. Martins Press

*Human Relations* SUNY Press

*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 Journal of Speech-Communication*

**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-Manhatten 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**

Treasurer, International Communication Association, 2016-2020

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 25th 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.

ICAfrica Regional Conference, Publishing in Scholarly Journals. Entebbe, Uganda, July 2018.

ICA Postconference on External Funding. Keynote address: Key Elements in External Funding. Washington, DC, May 2019.

ICA Regional Conference Plenary Address, Multidimensional Networks for Studying Society 5.0. Bali, Indonesia, October 2019.

**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., Flanagin, 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., Flanagin, 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.

ICAfrica Regional Conference, Publishing in Scholarly Journals. Entebbe, Uganda, July 2018.

ICA Regional Conference, Multidimensional Communication Networks for Studying Society 5.0. Bali, Indonesia, October 2019.