

Michelle Shumate
Curriculum Vitae
Northwestern University
2240 Campus Drive
Evanston, IL 60208
shumate@northwestern.edu

EDUCATION

PhD, University of Southern California (2003)

Dissertation Title: *The coevolution of a population with a community, organizations, and the environment: The emergence, evolution, and impact of HIV/AIDS NGOs*

PhD committee: Janet Fulk (chair), Peter Monge, Tom Valente

MA Communication, University of Southern California (2003)

B.A. Communication, Pepperdine University (1999)

PROFESSIONAL HISTORY

2017-present *Professor*, Communication Studies at Northwestern University

2016-present *Delaney Family Research Professorship*, Northwestern University

Fall 2018 *Visiting Professor*, Organization Studies at Tilburg University (Netherlands)

2015-2018 *Director of Graduate Studies*, Master of Science in Communication (MSC)

2014-2015 *Director of Graduate Studies*, Media, Technology & Society PhD Program, Northwestern University

2013-2017 *Associate Professor*, Institute for Policy Research at Northwestern University (by courtesy)

2012-2017 *Associate Professor*, Communication Studies at Northwestern University

2012-present *Founder and Director*, Network for Nonprofit and Social Impact.

2011-2012 *Associate Professor*, Communication at the University of Illinois at Urbana-Champaign

2006-2011 *Assistant Professor*, Communication at the University of Illinois at Urbana-Champaign

2003-2006 *Assistant Professor*, Communication Studies at North Dakota State University

PUBLICATIONS

Books

Shumate, M. & Cooper, K. R. (2022). *Networks for Social Impact*. Oxford University Press.

Select Media Coverage:

- FOX59: <https://fox59.com/news/indianapolis-organization-to-address-mental-health-of-veterans/>
- Nonprofit Quarterly: <https://nonprofitquarterly.org/the-road-to-social-impact-leveraging-community-power-and-institutional-influence/>
- Authority Magazine: <https://medium.com/authority-magazine/high-impact-philanthropy-michelle-shumate-of-northwestern-university-on-how-to-leave-a-lasting-a869567a85f6>
- International Policy Digest: <https://intpolicydigest.org/the-platform/5-ways-international-funders-can-support-networks-for-social-impact/>
- Nonprofit Vision Podcast (global rank is top 5%)
<https://podcasts.apple.com/us/podcast/episode-100-dr-michelle-shumate-how-nonprofits-businesses/id1446287570?i=1000545035784>
- Strategic Nonprofit Podcast: <https://www.amcnposolutions.com/npo-network-social-impact/>
- We are for good (Podcast) <https://www.weareforgood.com/episode/214>
- American City and County: <https://www.americancityandcounty.com/2022/02/28/what-networks-need-from-municipal-and-county-leaders/>

Peer Reviewed Articles and Conference Proceedings (denotes student author)*

1. Cooper, K. R., Wang, R., Harris, J. L., Miles, J. P. and Shumate, Michelle (in press). Leading resilient, purpose-oriented networks through change. *Management Communication Quarterly*. <https://doi.org/10.1177/08933189241241226>
2. Wang, R. & Shumate, M. (accepted). The Effect of Corporate-Nonprofit Partnerships on Intention to Donate and Volunteer: It's the Why Not the What. *Nonprofit Management and Leadership*. <https://doi.org/10.1002/nml.21604>
3. Miles, J., Boyer, A. M. & Shumate, M. (2024). Empowering practices in education-focused coalitions: An examination using fuzzy-set qualitative comparative analysis. *Community Development Journal*, 59, 180-199.
4. Shumate, M., Dougherty, S. M., Miles, J. P., Boyer, A. M., Wang, R., Gibson, Z. M., & Cooper, K. R. (2023). Network effectiveness in context. *Journal of Public Administration Research and Theory*, 33(4), 716-729.
5. Ihm, J. & Shumate, M. (2022). How volunteer commitment differs in online and offline environments. *Management Communication Quarterly*, 36, 583-611.
6. Gordon, E. J., Uriate, J., Anderson, N., Caicedo, J. C., & Shumate, M. (2022). Sustainment of a Complex Culturally Competent Care Intervention for Hispanic Living Donor Kidney Transplantation: A Longitudinal Analysis of Adaptations. *Journal of Clinical and Translational Science*. doi: 10.1017/cts.2022.378

7. Gordon, E., Uriate, J., Anderson, N., Romo, E., Caicedo, J. C. & Shumate, M. (2022). Implementation and modification of an organizational-level intervention: A prospective analysis. *Implementation Science Communications*, 3, Article 59.
8. Boyer, A.M., Cooper, K., Wang, R., Dougherty, S. M., & Shumate, M. (2022). Predicting community adoption of collective impact in the United States: A national scan. *Nonprofit and Voluntary Sector Quarterly*, 51(4), pp. 736-758.
<https://doi.org/10.1177/0899764020964583>
9. Fu, J. S., Cooper, K. R., & Shumate, M. (2021). Do U.S. faith-based social service organizations resist collaboration? Examining the role of religiosity and operational capacity in interorganizational partnerships. *Nonprofit and Voluntary Sector Quarterly*, 50(2), 241-261. <https://doi.org/10.1177/0899764020952167>.
10. Gordon, E. J., Romo, E. E., Amortegui, D. A., Rodas, A., Anderson, N., Uriarte, J., Caicedo, J. C., Shumate, M. (2020). Implementing culturally competent transplant care and implications for reducing health disparities: A prospective qualitative study. *Health Expectations*, 23, 1450-1465. <https://doi-org.turing.library.northwestern.edu/10.1111/hex.13124>
11. Fu, J. S., Shumate, M., Contractor, N. (2020). Organizational and individual innovation decisions in an interorganizational system: Social influence and decision-making authority. *Journal of Communication*, 70, 497-521.
<https://academic.oup.com/joc/article/doi/10.1093/joc/jqaa018/5857779>
12. Fu, J. S. & Shumate, M. (2020). Developing and validating a capacity instrument for Chinese and U.S. NGOs. *Nonprofit and Voluntary Sector Quarterly*, 49, 631-652.
<https://journals.sagepub.com/doi/full/10.1177/0899764019889179>
13. Atouba, Y. & Shumate, M. (2020). Meeting the challenge of effectiveness in nonprofit organizations: Examining the roles of partner selection, trust, and communication. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 31, 301-315..
<http://link.springer.com/article/10.1007/s11266-019-00143-2>
14. *Maktoufi, R., O'Connor, A. & Shumate, M. (2020). Does the CSR message matter? Untangling the relationships between corporate-nonprofit partnerships, created fit messages, and activist evaluations. *Management Communication Quarterly*, 34, 188-212.
<https://journals.sagepub.com/doi/full/10.1177/0893318919897059>
15. O'Brien, N. F., Pilny, A., Atouba, Y. 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, 1229–1249
16. Fu, J. S., Cooper, K. R. & Shumate, M. (2019). Use and affordances of ICTs in interorganizational collaboration: An exploratory study. *Management Communication Quarterly*, 33, 219-237.
17. Ihm, J. & Shumate, M. (2019). How does a board of directors influence within- and cross-sector nonprofit collaboration? *Nonprofit Management and Leadership*, 29, 473-490.
18. Gordon, E. J., Lee, J., Kang, R., Caicedo, J. C., Holl, J. L., Ladner, D. P. & Shumate, M. (2018). A complex culturally targeted intervention to reduce Hispanic disparities in living kidney donor transplantation: An effectiveness-implementation hybrid study protocol. *BMC Health Services Research*, 18, 368.

19. O'Connor, M. & Shumate, M. (2018). A multidimensional network approach to strategic communication. *International Journal of Strategic Communication*, 12, 399-416.
20. Shumate, M., *Fu, J. S., & Cooper, K. R. (2018). Does cross-sector collaboration lead to higher nonprofit capacity? *Journal of Business Ethics*, 150, 385-399.
21. Shumate, M., Hsieh, Y. P., & O'Connor, A. (2018). How nonprofits report their partnerships with businesses: Extending the symbiotic sustainability model. *Business & Society*, 57, 1337-1373.
22. Shumate, M., Cooper, K. R., Pilny, A. & Pena-y-Lillo, M. (2017). The nonprofit capacities instrument. *Nonprofit Management & Leadership*, 28, 155-174. DOI: 10.1002/nml.21276. [**Top Paper in Nonprofit Management and Leadership for the Year**]
23. *Fu, J. S. & Shumate, M. (2017). Understanding the size and spread of Chinese NGO networks: Capacity and board affiliations. *Chinese Journal of Communication*, 10, 72-88.
24. *Fu, J. S. & Shumate, M. (2017). News media, social media, and hyperlink networks: An examination of integrated media effects. *The Information Society*, 33 (2), 53-63.
25. *Fu, J. S. & Shumate, M. (2016). Hyperlinks as institutionalized connective public goods for collective action online. *Journal of Computer Mediated Communication*, 21, 298-311.
26. Shumate, M., *Fu, J. S., Cooper, K. R. & *Ihm, J. (2016). *Interorganizational network portfolios of nonprofit organizations. Proceedings of the 2016 Academy of Management Meeting. Anaheim, CA. [Top Paper: Public and Nonprofit Organizations Division & Winner of Carlo Masini Award for Innovative Scholarship]*
27. Cooper, K. R. & Shumate, M. (2016). Policy brief: The case for using robust measures to evaluate nonprofit organizations. *Nonprofit Policy Forum*, 7, 39-47.
28. *Ihm, J., *Pena-y-Lillo, M., Cooper, K. R., Atouba, Y., Shumate, M., Bello-Bravo, J., Ba, N. M., Dabire-Binso, C. L., & Pittendrigh, B. R. (2015). The case for a two-step approach to agricultural campaign design. *Journal of Agricultural and Food Information* 16:3, 203-220.
29. *Ihm, J., Shumate, M., Bella-Bravo, J., Atouba, Y., Ba, N. M., Dabire-Binso, C., & Pittendrigh, B. R. (2015). How do service providers and clients perceive organizational field-nets? *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 25(5), 1769-1785.
30. *Fu, J. S. & Shumate, M. (2015) Social media activity and hyperlink network analysis: A holistic media ecology perspective. Proceedings of the Hawaii International Conference of System Sciences, January 5-8 [IEEE Computer Society Press].
31. Atouba, Y. & Shumate, M. (2015). International nonprofit collaboration: Examining the role of homophily. *Nonprofit and Voluntary Sector Quarterly*, 44, 587-608.
32. Shumate, M., Atouba, Y., Cooper, K. R., & Pilny, A. (2014). Two paths diverged: Examining the antecedents to social entrepreneurship. *Management Communication Quarterly*, 28, 404-421.
33. O'Connor, A., & Shumate, M. (2014). Corporate friendly NGOs: An analysis of NGO text and structure. *Business & Society*, 53, 105-133.

34. Shumate, M., *Pilny, A., *Atouba, Y. C., *Kim, J., *Pena-y-Lillo, M., *Cooper, K. R., & *Yang, Y. (2013). A taxonomy of communication networks. *Communication Yearbook* 37, 95-123.
35. *Cooper, K. & Shumate, M. (2012). Interorganizational collaboration explored through the bona fide network perspective. *Management Communication Quarterly*, 26, 623-654.
36. *Pilny, A. & Shumate, M. (2012). Hyperlinks as extensions of offline instrumental collective action. *Information, Communication, & Society*, 15(2), 260-286.
37. Shumate, M. (2012). The evolution of the HIV/AIDS NGO hyperlink network. *Journal of Computer Mediated Communication*, 17, 120-134.
38. Miller, V., Poole, MS, Seibold, D. R., Myers, K. K., Parke, H. S., Monge, P., Fulk, J., Margonlin, D. B., Schultz, C., Shen, C., Weber, M., Lee, S., & Shumate, M. (2011). Advancing research in organizational communication through quantitative methods. *Management Communication Quarterly*, 25, 4-58. [Sole contributor for Advances in Social Network Analysis section of this multi-contributor article].
39. Shumate, M., & Palazzolo, E. (2010). Exponential random graph (p*) models as a method for social network analysis in communication research. *Communication Methods and Measures*, 4, 341-371. [**Article of the Year**- Communication Theory and Methodology Division- AEJMC]
40. Shumate, M., Ibrahim, R., & Levitt, R. (2010). Information retrieval and allocation in project teams with discontinuous membership. *European Journal of Information Management*, 4, 556-575.
41. O'Connor, A., & Shumate, M. (2010). An economic industry and institutional level of analysis of corporate social responsibility communication. *Management Communication Quarterly*, 24, 529-551.
42. Shumate, M., & O'Connor, A. (2010). The symbiotic sustainability model: Conceptualizing NGO-corporate alliance communication. *Journal of Communication*, 63, 577-609.
43. *Atouba, Y., & Shumate, M. (2010). Interorganizational networking patterns among development organizations. *Journal of Communication*, 60, 293-317.
44. Shumate, M., & O'Connor, A. (2010). Corporate reporting of cross-sector alliances: The portfolio of NGO partners communicated on corporate websites. *Communication Monographs*, 77, 238-261.
45. Shumate, M. & *Lipp, J. (2008). Connective collective action online: An examination of the hyperlink network structure of an NGO issue network. *Journal of Computer Mediated Communication*, 14, 178-201.
46. O'Connor, A., Shumate, M. & Meister, M. (2008). Walking the line: External stakeholders define corporate social responsibility. *Public Relations Review*, 34, 343-350.
47. Shumate, M. & *Dewitt, L. (2008). The north/south divide in NGO hyperlink networks. *Journal of Computer Mediated Communication*, 13, 405-428.

48. *Gold, A., Cohen, E. L., & Shumate, M. (2008). Visual argument and evidence in smoking in anti-smoking advertising. *Health Communication, 23*, 259-269.
49. Cohen, E., Shumate, M. & *Gold, A. (2007). Anti-smoking media campaign messages: Theory and practice. *Health Communication, 22*, 91-102.
50. *Child, J. T. & Shumate, M. (2007). Perceptions of organizational effectiveness through knowledge management: The impact of intranet databases and understanding knowledge expertise. *Management Communication Quarterly, 21*, 29-54.
51. Shumate, M. & *Pike, J. (2006). The decline of a new social movement: Latency, identity, and emotional involvement. *Journal of Computer Mediated Communication, 11*, 802-824.
52. *Barrett, M. S., *Novak, J. M., *Venette, S. J. & Shumate, M. (2006). Validating the HRO perception scale. *Communication Research Reports, 23*, 111-118.
53. Yuan, Y., Fulk, J. Shumate, M., Monge, P. R., Matsaganis, M., & Bryant, J. A. (2005). Individual participation in organizational information commons: The impact of team level social influence and intranet competency. *Human Communication Research, 31*, 212-240.
54. Shumate, M., Fulk, J. & Monge, P. R. (2005). Predictors of the international HIV/AIDS NGO network over time. *Human Communication Research, 31*, 482-510.
55. Shumate, M., Bryant, J. A. & Monge, P. R. (2005). Storytelling and globalization: The complex narratives of netwar. *E:CO, 7* (3-4), 74-84.
56. Shumate, M. & Fulk, J. (2004). Boundaries and role conflict when work and family are collocated: A communication network and symbolic interaction approach. *Human Relations, 57*, 55-74.

Invited Chapters

1. Shumate, M., & *Gibson, Z. (2021). Interorganizational network change. In S. M. Poole and A. H. Van de Ven (Eds.) *Handbook of Organizational Change and Innovation* (2nd ed., pp. 671-699). Oxford University Press.
2. Shumate, M., Atouba, Y., Cooper, R., & Pilny, A. (2017). Interorganizational communication. In Craig Scott & Laurie Lewis (Eds.). *The encyclopedia of organizational communication*. Chichester: Wiley Blackwell. [~10,000 WORD ENTRY].
3. Shumate, M. (2016). The Symbiotic Sustainability Model. In Craig E. Carroll (Eds.). *The SAGE encyclopedia of corporate reputation*. Thousand Oaks, CA: SAGE.
4. Shumate, M. & Weber, M. (2015). The art of web crawling for social science research. In Hargittai, E. & Sandvig, C. (Eds.). *Digital research confidential: The secrets of studying behavior online*. (pp. 201-222). Cambridge, MA: MIT Press.
5. Shumate, M. & Contractor, N. (2013). The emergence of multidimensional social networks. In L. L. Putnam & D. K. Mumby (Eds.). *The SAGE handbook of organizational communication*, 3rd edition (pp. 449-474). Thousand Oaks, CA, Sage.

6. Shumate, M. (2010). Interorganizational networks and interlocking directorates. In G. Barnett (Ed.), *The encyclopedia of social networking*. Thousand Oaks, Sage Publishers.
7. Shumate, M. (2010). Knowledge management systems and work teams. In H. Canary & R. McPhee (Eds.), *Communication and organizational knowledge: Contemporary issues for theory and practice* (pp.191-208). New York: Routledge.

Popular Press or Trade Publications

1. Shumate, M. & Cooper, R. (2022). How to build more resilient networks. *Stanford Social Innovation Review, Fall*, 38-45.
2. Carboni, J., Annis, C., Barrios, M. E., Gibson, Z., Miles, J., Armstrong, N., Cantor, G., Smilowitz, K., & Shumate, M. (2022). Collaborative networks: The next frontier in data-driven management. *IBM Center for the Business of Government*.
3. Shumate, M. (2021). Mapping the navigation systems of Pennsylvania: Opportunities for the future. *The Heinz Endowments*.
4. Wang, R., Cooper, K., & Shumate, M. (2020). The community systems solution framework. *Stanford Social Innovation Review, Winter*, 34-39. (Simplified Chinese translation for China edition: <https://mp.weixin.qq.com/s/eNWTiOBXU32e5CLm1obekg>).
5. Shumate, M (2018). Nonprofit, you can get much more utility from your data. *Youth Today*, <https://youthtoday.org/2018/11/nonprofit-you-can-get-much-more-utility-from-your-data/>
6. Shumate, M., Fu, J. S., & Cooper, K. R (2018). Does cross-sector collaboration lead to higher nonprofit capacity. *The Intersector Project*. <http://intersector.com/researcher-insights-does-cross-sector-collaboration-lead-to-higher-non-profit-capacity/>
7. Milward, B., Cooper, K. R., & Shumate, M. (2016, Summer). Who says a common agenda is necessary for collective impact? *Nonprofit Quarterly*, available at: <https://nonprofitquarterly.org/2016/06/21/who-says-a-common-agenda-is-necessary-for-collective-impact/>
8. Shumate, M. & Cooper, K. R. (2015, November). Sharing data in collective impact efforts. *Stanford Social Innovation Review*, available at: http://ssir.org/articles/entry/sharing_data_in_collective_impact_efforts
9. O'Connor, A. & Shumate, M. (2012, April). The communication patterns of corporate social responsibility within and across industries. *Director's Notes*. New York, NY: The Conference Board. Available at: <https://www.conference-board.org/retrievefile.cfm?filename=TCB-DN-V4N7-12.pdf&type=subsite>
10. Shumate, M. & O'Connor, A. (2010, June). Doing good by communicating well. *Communication Currents*. Available at: <http://communicationcurrents.com/index.asp?bid=15&issue=59&issuepage=225>

Teaching Cases and Simulations

1. Cooper, K. R., Milward, B. & Shumate, M. (2019). Teaching simulation: The Toxic Node. [WINNER OF THE 2019 E-PARCC ANNUAL TEACHING SIMULATION]
2. Howard, L.L., Shumate, M., & Waikar, S. (2018). Making the most of the Chicago Benchmarking Collaborative. KEL- 5-417-751. Evanston, IL: Kellogg School of Management. Available at: <https://hbsp.harvard.edu/product/KE1066-PDF-ENG>
3. Shumate, M., Howard, L. L. & Waikar, S. (2014). Driving strategic change at the Junior League (A). KEL816-PDF-ENG. Evanston, IL: Kellogg School of Management. Available at: <https://cb.hbsp.harvard.edu/cbmp/product/KEL816-PDF-ENG>
4. Shumate, M., Howard, L. L. & Waikar, S. (2014). Driving strategic change at the Junior League (B). KEL817-PDF-ENG. Evanston, IL: Kellogg School of Management. Available at: <https://cb.hbsp.harvard.edu/cbmp/product/KEL817-PDF-ENG>

Book Reviews

1. Shumate, M. (2015). Social networks and popular understanding of science and health: Sharing disparities, by Southwell, Brian. *Health Communication*, 30, 315-316. doi: 10.1080/10410236.2014.885375
2. Shumate, M (2010). Communication power, by Manuel Castells. *Journal of Communication*, 60, E1-E5.

GRANTS & AWARDS (TOTAL EXTERNAL FUNDING: \$8,995,886; PI funding: \$2,100,542)

- | | |
|------------|---|
| 2022-2024 | “Examining the outcomes of repeated client referrals based on the trajectories of care.” Army Research Office. In the amount of \$362,637, PI. |
| 2020-2022. | “Improving veterans referrals by optimizing network design” Army Research Office. In the amount of \$184,566, PI. |
| 2017-2018 | Dissertation Improvement Grant – Sophia Fu – National Science Foundation-DRMS (not counted in total). |
| 2016-2020 | “Collective impact and common goals: Planned vs. emergent networks as tools for leveraging community outcomes” Army Research Office. In the amount of \$704,293, PI. |
| 2016-2021 | “A culturally targeted transplant program to increase live donation in Hispanics.” National Institutes of Health- NIDDK. In the amount of \$4,326,805, Co-I. |
| 2014-2017 | “Collaborative research: Mind mapping consumers and activists’ response to NGO-corporate partnerships.” National Science Foundation. In the amount of \$296,406 (NU-232,214), PI. |
| 2013-2014 | “Planning knowledge networks for scaling up impact.” Bill and Melinda Gates Foundation. In the amount of \$997,539, Expert Advisor. |
| 2012-2016 | “Research Careers for Hispanic students: Testing the multiple worlds model.” National Institute for Health. In the amount of \$1,570,000, Co-I. |

- 2010-2015 “CAREER: The impact of interorganizational network evolution on outcomes for nongovernmental organizations (NGOs)” National Science Foundation (NSF), Social and Economic Sciences, Innovation and Organization Science. In the amount of \$522,640, PI.
- 2010-2012 “El desarrollo de sistemas eficaces de la Web 2.0 para líderes de la sociedad civil latinoamericana.” Award from Consejo Nacional para Investigaciones Científicas y Tecnológicas de Costa Rica. In the amount of 173,977,690 colones (approximately \$31,000 USD), Co-PI with funding match from University of Illinois, Urbana-Champaign, Campus Research Board, 2011. In the amount of \$13,370.
- 2009-2010 “Sustainable development organizations and collaboration in Costa Rica” Research Award, University of Illinois, Urbana-Champaign, Campus Research Board, 2009-2010. In the amount of \$2,325, PI.
- 2008-2009 “The evolution of the NGO interorganizational network,” Arnold O. Beckman Research Award. University of Illinois, Urbana-Champaign, Campus Research Board. In the amount of \$9,250, PI.
- 2007-2008 “From whence do civic and social organizations come? Antecedents to social entrepreneurship,” Scholars in Creativity, Innovation and Research Fund Award, Academy for Entrepreneurial Leadership, University of Illinois at Urbana-Champaign. In the amount of \$14,790, PI.
- 2007-2008 *Beckman Fellow*. University of Illinois, Urbana-Champaign, Center for Advanced Study.

INVITED TALKS

- December 2022 CSR 3.0. China Summit: Leping Foundation.
- November 2022 Networks for Social Impact. MSC Alumni Association, Chicago IL
- July 2022 Social Determinants of Health. VA Community Partner Convening, Pittsburgh, PA
- February 2021 Networks for Social Impact: Identifying the Theory of Change. EASDE/Tilburg Network Webinar.
- October 2020 The effectiveness of social impact networks. Lilly Family School of Philanthropy, IUPUI.
- May 2020 Building Community in a Time of Crisis. Osher Lifelong Learning Institute at Northwestern University and Leadership Greater Chicago.
- April 2020 Crisis Communication During COVID-19. MSC Alumni Panel, Northwestern University.
- January 2020 Data Collaboration in Practice: How to Create a Data-Driven Culture. Alliance for Children and Families Webinar.
- May 2019 Using data in Coalitions: Moving from reporting to learning. Collective Impact Forum Convening, Chicago, IL.

- April 2019 Social Network Analysis for Communication Research, Hong Kong Baptist University
- March 2019 Networks, Philanthropy, & Social Impact. The USC Center on Philanthropy and Public Policy's Symposium
- October 2018 Networks for Social Impact: Organizational, Network, and Community Outcomes. Department of Sociology, University of Groningen, Netherlands.
- September 2018 Networks for Social Impact: Organizational, Network, and Community Outcomes. Department of Organization Studies, Tilburg University, Netherlands.
- February 2016 "Debunking the assumed relationship between nonprofit networking and capacity." Northwestern University Institute for Policy Research. Evanston, IL.
- April 2015 "Debunking the taken-for-granted relationship between nonprofit networking and capacity" University of Southern California, ANN and Department of Communication Speaker Series.
- April 2014 "The nonprofit-business representational communication network" ANN/SONIC Network Theory Workshop: Social Networks in Governmental and Nongovernmental Sectors. Los Angeles, CA.
- April 2014 "The nonprofit-business representational communication network" Northwestern Institute on Complex Systems. Evanston, IL.
- March 2014 "The nonprofit-business representational communication network" Department of Communication, University of Utah.
- February 2103 "How social issues might matter to social science research" Purdue University Communication Graduate Student Annual Conference.
- December 2007 "Introduction to social network analysis." Department of Design and Architecture, Universiti of Putra, Malaysia. Funded by Grant Number 05/01/07/0201RU from the Malaysian government.
- December 2007 "Advanced social network analysis." Department of Design and Architecture, Universiti of Putra, Malaysia. Funded by Grant Number 05/01/07/0201RU from the Malaysia government.

CONFERENCE PAPERS AND PRESENTATIONS

1. Miles, J-P, Tahboub, M., Gibson, Z. & Shumate, M. (2023). Maintaining systems of care in the midst of shock. Association for Research on Nonprofit Organizations and Voluntary Associations. Orlando, Florida.
2. Cooper, K. R., Wang, R., Harris, J. Miles, J-P, & Shumate, M. (2023). Leading resilient, purpose-oriented networks through change. National Communication Association, National Harbor, MD. [TOP PAPER ORGANIZATIONAL COMMUNICATON DIVISION]
3. Miles, J.-P., Tahboub, M., Gibson, Z., & Shumate, M. (2022). Maintaining systems of care in the midst of shock: Network resilience in human service referral networks. 8th

- Cross-Sector Social Interactions Symposium, Wageningen University and Research, Netherlands.
4. Fu, J. S. & Shumate, M. (2019). Developing and validating a capacity instrument for Chinese and U.S. NGOs. Association for Research on Nonprofit Organizations and Voluntary Associations, San Diego, CA.
 5. Cooper, K. R., Wang, R., Boyer, A. M., Harris, J., Miles, J. P. & Shumate, M. (2019). The role of conveners in cross-sector collaborative governance. Association for Research on Nonprofit Organizations and Voluntary Associations, San Diego, CA.
 6. Miles, J. P., Boyer, A. M. & Shumate, M. (2019). The equity imperative: Examining community engagement strategies of planned and emergent network. Association for Research on Nonprofit Organizations and Voluntary Associations, San Diego, CA.
 7. Fu, J. S., Cooper, K. & Shumate, M. (2019). The roles of religiosity and homophily in idealized and actualized faith-based partnerships. Association for Research on Nonprofit Organizations and Voluntary Associations, San Diego, CA.
 8. Boyer, A. M. & Shumate, M. (2019). Understanding the role of the United Way Leadership in Cross-Sector Collaborations: Implications for Philanthropy and Network Leadership. Association for Research on Nonprofit Organizations and Voluntary Associations, San Diego, CA.
 9. Childs, K., Shumate, M., & O'Connor, A. (2019). Measuring Elaboration Using Associative Network Change. National Communication Association, Baltimore, MD.
 10. Atouba, A. & Shumate, M. (2019) Meeting the challenge of effectiveness in nonprofit partnerships: Examining the roles of partner selection, trust, and communication. National Communication Association, Baltimore, MD.
 11. Wang, R., Cooper, K. & Shumate, M. (2019). Institutionalized practices in under-organized domains: Corporate social responsibility in an era of the global refugee crisis. Presented at the International Communication Association, Washington DC.
 12. Maktoufi, R., O'Connor, A., & Shumate, M. (2019). Does the CSR message matter? Untangling the relationship between corporate-nonprofit partnerships, created fit messages, and activist evaluations. Presented at the International Communication Association, Washington DC.
 13. Pilny, A., Shumate, M., Atouba, Y., & Cooper, K. (2018). Why network type matters: A modified framework for theories of communication networks. Presented at the National Communication Association, Salt Lake City, Utah.
 14. Wang, R., O'Connor, A., & Shumate, M. (2018). Stakeholder capital mobilization and corporate social responsibility. Presented at the Academy of Management Conference, Chicago, IL.
 15. Boyer, A.M., Cooper, K., Wang, R., Dougherty, S. M., & Shumate, M. (2018). Predicting community adoption of collective impact in the United States: A national scan. Presented at the Biennial International Symposium on Cross-Sector Interaction, Copenhagen, Denmark.
 16. Wang, R., Cooper, K., & Shumate, M. (2018). Planned versus emergent networks as strategies for collective action. Sunbelt, Utrecht, Netherlands.
 17. Boyer, A.M., Cooper, K., Wang, R. & Shumate, M. (2018). The influence of network structure on nonprofit use of outcome data. Presented at ARNOVA, Austin, TX.

18. Wang, R., Cooper, K., Boyer, A.M., Dougherty, S., & Shumate, M. (2018). Is collective impact the destination? A typology of interorganizational collaboration. Presented at ARNOVA, Austin, TX.
19. Fu, J.S., Cooper, K. & Shumate, M. (2017). Beyond funding: The role of capacity and religiosity in faith-based partnerships. Presented at the Association Research Nonprofit Organizations and Voluntary Associations, Grand Rapids, MI.
20. Fu, J. S. & Shumate, M. (2017). In technology we unite? Examining the impact of ICTs and organizational capacity on collaboration effectiveness" Presented at the National Communication Association Conference, Dallas, TX.
21. Fu, J.S., Shumate, M., & Contractor, N. (2017). *Collective innovation adoption across interorganizational systems: Organizational boundary, social networks, and decision-making status*. Presented at the International Communication Association, San Diego, CA, May 25-29.
22. Fu, J.S., Cooper, K.R., & Shumate, M. (2017). Use of information and communication technologies (ICTs) in nonprofit collaboration: An exploratory study. Presented at the International Communication Association, San Diego, CA. **Top paper award.**
23. Atouba, Y. & Shumate, M. (2016). The impact of partner selection on the effectiveness of voluntary nonprofit partnerships. Association Research Nonprofit Organizations and Voluntary Associations, Washington DC.
24. O'Connor, A. & Shumate, M. (2016). A comparison of consumer and activists' evaluations of corporate-nonprofit partnerships. National Communication Association, Philadelphia, PA.
25. Cooper, K. & Shumate, M. (2016). Stakeholder collaboration and participation in response to a wicked problem: An extension of the bonafide network perspective. National Communication Association. Philadelphia, PA.
26. Ihm, J. & Shumate, M. (2016). How does a board of directors influence within and cross-sector collaboration. Academy of Management, Anaheim, CA.
27. Shumate, M., Fu, S., Cooper, K. & Ihm, J. (2016). Rethinking partnership goals: Debunking the assumed relationship between nonprofit networking and capacity. International Symposium on Cross-Sector Social Interactions. Toronto, Canada.
28. Ihm, M., Shumate, M. (2016). How does a board of directors influence within and cross-sector nonprofit collaboration? International Symposium on Cross-Sector Social Interactions. Toronto, Canada.
29. Shumate, M. & O'Connor (2016). How consumers and activists amend their semantic networks. Sunbelt: The Annual Conference of the International Network for Social Network Analysis. Newport Beach, CA.
30. Fu, J. & Shumate, M. (2016). Understanding the size and spread of Chinese NGO networks: Capacity and board affiliations. Sunbelt: The Annual Conference of the International Network for Social Network Analysis. Newport Beach, CA.
31. Fu, J., Shumate, M., & Contractor, N. (2015). Organizational boundary matters: Examining government officials' intentions to adopt health innovations in India. Paper presented at the Global Health Interdisciplinary Symposium, Chicago, IL.

32. Fu, J. & Shumate, M. (2015). NGOs' hyperlink networks in China: The dynamics of different organizational types. Presented at the annual meeting of the National Communication Association, Las Vegas, NV.
33. Atouba, Y., Shumate, M., Cooper, K. C., & Pilny, A. (2015). Products of their environments? Examining the differences in capacities between Latin American and US NGOs. Presented at the annual meeting of the Association for Research on Nonprofits and Voluntary Associations, Chicago, IL.
34. Shumate, M., Cooper, M., Pilny, A. & Peña y Lillo, M. (2015). The nonprofit capacities instrument. Presented at the annual meeting of the Academy of Management, Vancouver, BC.
35. Fu, J. & Shumate, M. (2015). The influence of sociopolitical and sociocultural context on hyperlinks. Presented at the annual meeting of the International Communication Association, San Juan, PR.
36. O'Brien, N. F., Pilny, A., Atouba, Y., & Shumate, M. (2015). Interorganizational social capital: Examining structural holes, closure, and constrained choice models of civil society networks. Presented at the annual meeting of the International Communication Association, San Juan, PR.
37. Fu, J. & Shumate, M. (2014). NGOs' hyperlink networks in China: The dynamics of different organizational types. Presented at the annual meeting of the National Communication Association, Chicago, IL.
38. Shumate, M., Hsieh, Y. & O'Connor, A. (2014). Top NGO Partnerships with Corporations: A test of the Symbiotic Sustainability Model. Presented at the annual meeting of the International Communication Association, Seattle, WA.
39. Pilny, A., Shumate, M., Peña y Lillo, M., Atouba, Y. & Cooper, K. (2014). The structures of interorganizational communication networks. Presented at the annual meeting of the International Communication Association, Seattle, WA. [TOP PAPER- Organizational Communication].
40. Ihm, J., Peña y Lillo, M., Cooper, K., Shumate, M. Bello-Bravo, J. Ba, N. Dabire-Binso, C. Pittendrigh, B. (2013). Digital divide in Burkina Faso: exploring differences between farmers and extension agents in access to technology and use. Presented at the annual meeting of the National Communication Association, Washington, DC.
41. Ihm, J., Shumate, M., Bello-Bravo, J., Ba, N. Dabire-Bin, C. Pittendrigh, B. (2013). Variance of Cognitive Social Structures between Farmers and Extension Agents in Burkina Faso. Presented at the annual meeting of the National Communication Association, Washington, DC.
42. Ihm, J., Shumate, M., McDonald, M., Castillo, E. (2013). Field configuring events as catalysts for the transformation of nonprofit networks. Presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Hartford, CT.
43. Sahagun, A. L. & Shumate, M. (2012, November). "We are small, but united we can go far": Online collaboration among Costa Rican sustainable development civil society

- organizations. Presented at the annual meeting of the National Communication Association, Orlando, FL.
44. Shumate, M., Atouba, Y., Cooper, K. R., Pilny, A. (2012, November). Bridging the “third space”: Antecedents to social entrepreneurship. Presented at the annual meeting of the National Communication Association, Orlando, FL.
 45. Shumate, M., Cooper, K. R., Pilny, A., & Peña y Lillo, M. (2012, November). The nonprofit capacity instrument: A validation. Presented at the Annual Meeting of ARNOVA, Indianapolis, IN.
 46. Shumate, M. & Atouba, Y. (2012, May). The evolution of population networks: Multilevel mechanisms that influence selection and a research agenda. Presented at the Annual Meeting of the International Communication Association, Phoenix, AZ. [**TOP PAPER** Organizational Communication]
 47. Kim, J. & Shumate, M. (2012, March). Factors affecting coauthorship decisions of communication scholars. Paper presented at the meeting of the International Network of Social Network Analysis, Redondo Beach, CA.
 48. Atouba, Y. & Shumate, M. (2012, March). Interorganizational networks evolving: Examining the evolution of collaborative networks among sustainable development organizations. Paper presented at the meeting of the International Network of Social Network Analysis, Redondo Beach, CA.
 49. Shumate, M. & Atouba, Y. (2012, March). Examining the evolution of the HIV/AIDS INGO population: An actor-oriented modeling approach to understand mechanisms that influence selection. Paper presented at the meeting of the International Network of Social Network Analysis, Redondo Beach, CA.
 50. Atouba, Y. & Shumate, M. (2011, November). All similarities breed connections? Examining the role of multiple source of homophily in explaining interorganizational collaboration patterns among infectious disease NGOs. Paper presented at the meeting of the National Communication Associations, New Orleans, LA.
 51. Pilny, A. & Shumate, M. (2010, November). Do offline characteristics influence hyperlinks between INGOs? Paper presented at the meeting of the National Communication Association, San Francisco.
 52. Atouba, Y., & Shumate, M. (2010, June). *The role of homophily in explaining interorganizational collaboration among infectious disease INGOs*. Paper presented at the Sunbelt conference of the International Network of Social Network Analysis, Riva de Garda, Italy.
 53. Shumate, M., & Atouba, Y. (2010, June). *The coevolution of an INGO collaboration network with external relations*. Paper presented at the Sunbelt conference of the International Network of Social Network Analysis, Riva de Garda, Italy.
 54. De Bakker, F. G. A., & Shumate, M. (2010, June). *Tracing back network tactics: How tactics influence social movement organizations*. Paper presented at the 26th European Group for Organizational Studies in Lisbon, Portugal.

55. O'Connor, A., & Shumate, M. (2009, November). *The dilemma of NGO-corporate alliances in the global commons*. Paper presented at the meeting of the National Communication Associations, Chicago, IL.
56. Shumate, M., (2009, August). *Antecedents to social entrepreneurship: Two paths*. Paper presented at the meeting of the Academy of Management, Chicago, IL.
57. Shumate, M., (2009, May). *Understanding contributions to the next generation of knowledge management systems*. Paper presented at the meeting of the International Communication Association, Chicago, IL.
58. O'Connor, A., & Shumate, M. (2009, May). *We believe: How corporations communicate social responsibility*. Paper presented at the meeting of the International Communication Association, Chicago, IL.
59. Shumate, M. & Atouba, Y. (2009, March). The evolutionary structuring of an INGO community network. Paper presented at the Sunbelt conference of the International Network for Social Network Analysis, San Diego.
60. Atouba, Y. & Shumate, M. (2008, November). Interorganizational networking patterns among development organizations. Paper presented at the meeting of the National Communication Association, San Diego.
61. Shumate, M. (2008, May). The co-evolution of the HIV/AIDS hyperlink network. Presented at the meeting of the International Communication Association, Montreal.
62. Shumate, M. & O'Connor, A. (2008, May). NGO-Corporate alliances: Testing the symbiotic sustainability model. Presented at the meeting of the International Communication Association, Montreal.
63. Shumate, M. & O'Connor, A. (2007, November). The symbiotic sustainability model: Conceptualizing NGO-corporate alliances. Paper presented at the meeting of the National Communication Association, Chicago.
64. Shumate, M. (2008, January). The evolution of the HIV/AIDS hyperlink network. Paper presented at the meeting of the International Network of Social Network Analysis, St. Pete Beach, FL.
65. O'Connor, A., Shumate, M. & Meister, M. (2007, November). Walk the line: External stakeholders define corporate social responsibility. Paper presented at the meeting of the National Communication Association, Chicago.
66. Shumate, M. & Lipp, J. (2007, May). Connective collective action online: An examination of the hyperlink network structure of an NGO issue network. Paper presented at the meeting of the International Communication Association, San Francisco.
67. Shumate, M., O'Connor, A., Meister, M. & Pike, J. (2006, November). It's not just business, we're making the world a better place: An analysis of the pattern of interorganizational symbiotic relationships between economic and issue industries. Presented at the National Communication Association, San Antonio.
68. Lipp, J. & Shumate, M. (2006, November). Self-organizing complex systems and Katrina: A better form of complex disaster management? Presented at the National Communication Association, San Antonio.

69. Shumate, M. & Dewitt, L. (2006, June). A multilevel, multi-theoretical analysis of the HIV/AIDS INGO hyperlink network. Presented at the International Communication Association, Dresden, Germany.
70. Shumate, M., Liu, M. & Miller, L. (2006, June). Do I have to say it? An analysis of the mediating role communication between intention and condom use behavior among women. Presented at the International Communication Association, Dresden, Germany.
71. Child, J. T. & Shumate, M. (2005, November). Perceptions of organizational effectiveness through knowledge management: The impact of intranet databases and understanding knowledge expertise. Presented at National Communication Association, Boston.
72. Shumate, M., Dandamudi, V. J., & Lipp, J. (2005, May). Regional INGO HIV/AIDS networks and the internet: Evidence of globalization?. Presented at International Communication Association, New York.
73. Shumate, M. & Pike, J. (2005, May). Trouble in a geographically distributed virtual network organization: Organizing tensions in Continental Direct Action Network. Presented at the International Communication Association, New York.
74. Shumate, M., Bryant, J. A., Matsaganis, M., Monge, P.R., Yuan, Y., & Fulk, J. (2004, May). Exploring transactive memory networks: People, tasks and knowledge. Presented at National Communication Association, Chicago.
75. Burnett, A., Shumate, M., & Ocaña, A. (2004, November). Jury argument patterns. Presented at National Communication Association, Chicago.
76. Shumate, M., Miller, L., Albright, J. & Appleby, P. R. (2004, November). Which change begets change? Modeling risky behavior change as a result of HIV prevention intervention. Presented at the International Communication Association, New Orleans.
77. Yuan, Y., Fulk, J. Shumate, Monge, P. R., Matsaganis, M., & Bryant, J. A. (2004, May). Individual participation in organizational information commons: The impact of team level social influence and intranet competency. Presented at the International Communication Association, New Orleans.
78. Shumate, M. (2004, May). A coevolutionary MTML examination of the birth and death rate of HIV/AIDS NGO. Presented at the International Communication Association, New Orleans.
79. Shumate, M. (2003, May). HIV/AIDS NGOs within an organizational network: Predictors of cooperative ties. International Communication Association, San Diego.
80. Shumate, M. & Fulk, J. (2002, November). Boundaries and role conflict when work and family are co-located: A communication network and symbolic interaction approach. National Communication Association, New Orleans.
81. Cohen, E. & Shumate, M. (2002, November). Anti-smoking media campaign messages: Content analysis and critical evaluation. National Communication Association, New Orleans.
82. Shumate, M. (2002, July). The coevolution of social protest groups. International Communication Association Annual Conference, Seoul, Korea.

83. Shumate, M. (2002, July). Helping students cope through investigation: Lessons learned guiding internship student projects post-September 11th. International Communication Association Annual Conference, Seoul, Korea.
84. Bryant, J. A., Shumate, M. & Monge, P. (2002, July). Globalization and coevolving communities: The licit, the illicit, and the legal. International Communication Association Annual Conference, Seoul, Korea.
85. Shumate, M. (2001, April). The evolving narrative of Direct Action Network from Seattle to Quebec: Critical reflections on globalization. Joint Conference of London School of Economics and University of Southern California, Los Angeles, CA.
86. Shumate, M. (2001, November). Conceptualizing teleworker's boundary permeability in the home: Allowing for agency through everyday practices and communication. National Communication Association Doctoral Honors Seminar, Austin, TX.
87. Bryant, J. A & Shumate, M. (2001, June). Corporations and cartels in conflict. National Communication Association Doctoral Honors Seminar, Austin, TX.
88. Rico, R., Greenblatt, E. & Shumate, M. (2003, February). Boundary and personal resource management: Enhancing performance and work/life balance in virtual organizations. Paper presented at European Association of Work and Organizational Psychologists, Lisboa, Portugal.
89. Shumate, M., & Packman, H. (1999, November). Communication assessment application in organization communication: From the classroom to the workplace. National Communication Association, Chicago, IL.

CLASSES TAUGHT

Northwestern

The Practice of Scholarship (PhD)
 Strategic Communication Research (PhD)
 Foundations of Strategic Communication (MS)
 Foundations of Strategic Communication (Undergraduate)
 Nonprofit Leadership (MS)
 Nonprofit Arts Management (MS)
 Nonprofit Communication Management (Undergraduate)
 Nonprofit Organizations and Campaigns (PhD)
 Interorganizational Communication Networks (PhD)

UIUC

Introduction to Communication and Globalization (Undergrad/Masters).
 Introduction to Communication Research (Undergrad/Masters/PhD).
 Nonprofit Management Communication (Undergrad/Masters).

Workplace Communication Technology (Undergrad/Masters).
Seminar in Globalization and Communication (Masters/PhD).

NDSU

Global Organizational Communication (Undergrad/Masters).
Advanced Communication Theory (PhD).
Communication Analysis (Undergrad).
Social Network Analysis (PhD).
Advanced Quantitative Methods (PhD).
Organizational Communication (Undergrad).

USC

Global Organizational Communication (Undergrad/Masters).
Organizational Communication (Undergrad).
Summer Communication Practicum (Undergrad).
Human Communication Principles and Practices (Undergrad).

GRADUATE STUDENT SUPERVISION

Doctoral Students Supervised

Joshua Miles, 3rd year doctoral student

Kaitlyn Childs, 5th year doctoral student

Anne-Marie Singh, 5th year doctoral student

Zachary Gibson, 5th year doctoral student

Reyhaneh Matkoufi, 2020, “Dialogue and Curiosity: A Science Communicator’s Toolkit for Engaging Science Communication”

Jaiwei Sophia Fu, 2018, “Where does innovation come from? Examining the dynamics processes of organizing and managing social entrepreneurship and innovation.”, Now an assistant professor at Rutgers University, winner of both ICA Redding Dissertation Award and NCA Miller Dissertation Award.

Jennifer Ihm, 2016, “More than a Moral Person: How Do Communication and Volunteer Identity Influence Online and Offline Engagement?”, now an assistant professor at Kwangwoon University.

Andrew Pilny, 2015 “Social movements as networks of communication episodes”, now an assistant professor at the University of Kentucky.

Katherine Cooper, 2014, “Exploring stakeholder participation in nonprofit collaboration”, now an assistant professor at DePaul University.

Yannick Atouba, 2013, “How does interorganizational collaboration work? Examining interorganizational collaboration among human services nonprofits”, now an assistant professor at University of Texas at El Paso.

John Pike, PhD, 2007, “In search of the virtually unknown: An audience analysis of the Independent Media Center movement”, now works for Amazon.

Min Liu, PhD, 2006, “Speaking the unspeakable: Chinese women’s condom use communication”, now an associate professor at Southern Illinois University Edwardsville.

Master’s Students Supervised

Ari Sahagun, 2012, now a social entrepreneur in the Mexico City.

Jinseok Kim, 2012, became a PhD student in Information Science at UIUC.

Laura Burns, 2012, now a communication manager at the American Academy of Emergency Medicine.

Allison Stryker, MA, 2011, now Communications Coordinator at Lions Club International Foundation

Andrew Pilny, M. A., 2010, became a PhD student at UIUC.

Katherine Cooper, M. A., 2010, became a PhD student at UIUC

Margaret MaCarron, M. A., 2008, now a registrar at Rasmussen College.

Justin Lipp, M. A., 2006, now Director of the Faculty Center, Sonoma State University.

Outside Member

Ali Ghaffarian Hoseini, MS 2008, Universiti Putra Malaysia.

Jie Qin, PhD 2014, “Emergence, evolution, and effectiveness of interorganizational computer-mediated communication networks: A study of the hyperlink networks among environmental NGOs in the U.S. and China” City University, Hong Kong, now assistant professor at Savannah College of Arts and Design, Hong Kong.

SERVICE

Interim DGS, Spring 2021

Editorial Board, Business & Society 2020-present

Chair, Department of Communication Studies Task Force on Inclusion

Executive Committee, Department of Communication Studies

Editorial Board, Journal of Communication (2019-present)

Organizing Committee, NSF SUSPIRE (Sustainable Urban Systems: Predicting Interconnected, Resilient and Evolving) Workshop, July 2019.

Chair, Post conference – 2019 ICA Organizational Communication Division Post conference on External Funding.

Editorial board, *Communication Monographs* (2018-present)

Member, Provost's Council on Women Faculty (2016)

Finance Committee, Department of Communication Studies, Northwestern University (2015)

Top Paper Reviewer, Academy of Management Public and Nonprofit Division (2015)

Membership Committee, Academy of Management Public and Nonprofit Division (Elected – 2015)

Member, Advisory Board for Office of Change Management, Northwestern University (2014-present)

Member, Limited Submissions Award Committee, Northwestern University (2013)

Faculty Advisory Board for Master of Science in Communication, Northwestern University (2012-2015)

Editorial Board, *Management Communication Quarterly* (2011-current).

National Communication Association, Doctoral Honors Seminar, Faculty Leader, 2011.

National Communication Association, Organizational Communication Division, Nomination committee for best article and best book of the year, 2010

Editorial Board, *Journal of International and Intercultural Communication* (2010-2013).

Editorial board- *Journal of Communication* (2009-2012).

Editorial board- *Journal of Applied Communication Research* (2005-2008).

Occasional reviewer: *Health Services Research Journal* (2023), *Environmental Communication* (2011), *Business & Society* (2010, 2016, 2019), *Social Networks* (2009, 2018), *Management Communication Quarterly* (2004, 2008, 2010), *Human Communication Research* (2005, 2011), *Social Science & Medicine* (2006, 2007), *Communication Theory* (2006, 2007, 2018), *Journal of Computer Mediated Communication* (2008, 2011, 2014, 2015, 2016, 2017), *Communication Yearbook* (2004, 2012), *Communication Research* (2009), *Organization Studies* (2012), *Implementation Science* (2012), *Communication Monographs* (2012, 2014), *Information Society* (2012), ICA Organizational Communication (2003-2007), NCA Organizational Communication (2004-2006), Academy of Management Organizational Communication and Information Systems (2010, 2014), Academy of Management Public and Nonprofit (2014, 2015, 2016, 2017, 2018), *Nonprofit and Voluntary Sector Quarterly* (2014, 2015, 2016, 2017, 2018, 2023), *Communication Methods and Measures* (2014), *Human Relations* (2013), National Science

Foundation (2014, 2015), Voluntas (2016), SSHRC (Canada) (2016), Nonprofit Management and Leaders (2018), NWO (Netherlands) (2017), New Media and Society (2019).

Top student conference paper review, International Network of Social Network Analysis, 2010.

Member, Committee on Alleged Capricious Grading, Communication Department, UIUC, 2009-10.

Member, Ad hoc Undergraduate Curriculum Committee, Speech Communication Department, UIUC, 2007-08.

Member, Committee of Alleged Capricious Grading, Speech Communication Department, UIUC, 2007-08.

Member, Awards Committee, Speech Communication Department, UIUC, 2007-08.

Member, Curriculum Committee, College Arts, Humanities, & Social Sciences, NDSU AHSS-Curriculum Committee, 2005-06.

Member, Graduate Committee, Communication Department, NDSU, 2004-05.

Member, Undergraduate Curriculum Committee, NDSU, 2004-05.

PROFESSIONAL ASSOCIATIONS

National Communication Association (NCA).

International Communication Association (ICA).

International Social Networks Association (INSNA).

Academy of Management (AoM).

Association for Research on Nonprofit Organization and Voluntary Associations (ARNOVA).