

January 2005

**Abbreviated Web Vita
JANET FULK**

Annenberg School for Communication, and
Marshall School of Business
University of Southern California
3502 Watt Way
Los Angeles, CA 90089-0281
(213) 740-0941; FAX (213) 740-0014
fulk@usc.edu; <http://www-rcf.usc.edu/~fulk/>

EDUCATION

Ph.D., The Ohio State University, Administrative Sciences, 1978
M.B.A., The Ohio State University, 1977
B.A., Michigan State University, 1970

ACADEMIC POSITIONS

1979-present	Assistant, Associate, and Professor of Communication Annenberg School for Communication University of Southern California
1998-present	Professor of Management and Organization Marshall School of Business University of Southern California
2003-2005	Director of Strategic Initiatives Annenberg School for Communication
1995-1997	Associate Director School of Communication Annenberg School for Communication
1978-1979	Research Associate, Center for Effective Organizations, and Lecturer, Management and Organization Department Marshall School of Business
1978	Visiting Lecturer in Organizational Sociology and Psychology University of Aston Management Centre, Birmingham, England
1976-1978	Assistant Professor of Administrative Sciences, and Assistant Professor of Public Administration Graduate School of Business Administration Kent State University

AWARDS AND HONORS

Distinguished Scholar and Keynote Speaker in OCIS, Academy of Management, 2002
Award for Excellence in Distance Education, Purdue University, 2000

Fellow, Academy of Management, 1997-present
Best Research Article of 1993, Organizational Communication and Information Systems Division,
Academy of Management
ICA Top Paper Awards, 1998, 1993, 1991, 1990, 1985
SCA Best Book Award, 1990
Ascendant Scholar Award, Western Academy of Management, 1986

OFFICES

Deputy Dean, The Fellows Group, Academy of Management, 1999-2002
Board of Governors, Academy of Management, 1990-1993
Representative-at-Large, Organizational Behavior Division, Academy of Management,
1988-1990
Division Chair/Chair-Elect, Public Sector Division, Academy of Management, 1981-1983
Program Chair, Public Sector Division, Academy of Management, 1980-81

PANELS AND EDITORIAL BOARDS

Management and Organization Research, 2005-current
Human Relations, 1999-2004
Human Communication Research, 1998-2000
Decision, Risk and Management Science Panel, National Science Foundation, 1997-1999
Journal of Computer-Mediated Communication, 1994-2002
Management Communication Quarterly, 1987-1994; 1997-1999
Academy of Management Journal, 1993-1996
Leadership Quarterly, 1990-1994
Technological Innovation and Human Resources book series, 1988-1993
Communication Monographs, 1986-1989
Academy of Management Review, 1981-1987
The Biennial Leadership Symposium, 1985
Journal of Management, 1979-1982

CONTRACTS AND GRANTS

\$250,000 grant from Annenberg School for Communication to study globalization processes (with
Manuel Castells, Michael Parks, Tom Hollihan, Peter Monge, Patti Riley, Marita Sturken),
2003-2004
\$1,500,000 grant from National Science Foundation to study knowledge and distributed
intelligence, jointly with three other universities (Stanford, Carnegie-Mellon, Illinois); USC
portion (with Peter Monge) \$405,686, 1999-2003

\$20,000 grant from Annenberg School for Communication to study networks among film studios in the co-financing of feature films (with Ed Cray), 2001-2003

\$301,302 renewal grant from the National Science Foundation to study collaborative work systems (with Peter Monge), 1996-1999

\$70,000 renewal grant from Annenberg Center for Communication to study interactive communication and computing for global work communities (with Stephen Lu, Peter Monge, and Noshir Contractor), 1996

\$96,608 contract with Steelcase, Inc. to study the role of office setting on collaboration (with Arthur Baskin and Peter Monge), 1996

\$9,753 contract with Hawthorne Police Department to research and compile an organizational history (with Peter Monge), 1996

\$99,970 grant from Annenberg Center for Communication to study interactive communication and computing for global virtual work communities (with Stephen Lu, Peter Monge and Noshir Contractor), 1995

\$103,604 grant from the National Science Foundation to study collaborative work systems (with Peter Monge), 1994-1996

\$27,809 contract with City of Hawthorne to study communications and information processing in police organizations (with Peter Monge), 1992

\$28,660 grant from 3M Meeting Management Institute to prepare research review and electronic data base on mediated meetings, 1992

\$19,325 grant from Center for Innovation Management Studies to study communication via electronic mail in R & D organizations, 1987

\$30,000 grant from National Science Foundation to study the impact of teleconferencing on decision-making in organizations. (with William Dutton and Herbert Dordick), 1981

\$800 paper development stipend from \$10,000 National Endowment for the Humanities grant to Center for the Humanities at the University of Southern California for the study of professions in society, 1980

\$10,000 grant from a telecommunications firm to study the management of professional engineers and superior-subordinate communication. (with Chester Schriesheim), 1979

\$3,500 grant from the College of Administrative Sciences Research Board, Ohio State University, to study issues in the management of professionals in organizations. (with John Jermier and Mary Ann Von Glinow), 1978

\$1,500 grant from the College of Administrative Sciences Research Board, Ohio State University, to study occupational and organizational socialization into professionalism, 1977

\$30,000 grant from a large corporation to study superior-subordinate communication and group processes. (With Joseph Yaney and Chester Schriesheim), 1976

BOOKS AND JOURNAL SPECIAL ISSUES

Patton, G., Monge, P. & Fulk, J. (2000). Policing Hawthorne. South Pasadena, CA: Keystone Communications.

DeSanctis, G. & Fulk, J. (Eds.). (1999), Shaping organizational form: Communication, connection, and community. Thousand Oaks, CA: Sage.

Fulk, J. & DeSanctis, G. (Eds.) (1995). Electronic communication and changing organizational forms. Special issue of Organization Science.

¹Fulk, J., & Steinfield, C. (Eds.) (1990). Organizations and communication technology. Thousand Oaks, CA: Sage.

Steinfeld, C., & Fulk, J. (1987, October). Theories of organizations and information technology. Special issue of Communication Research

PUBLICATIONS

Fulk, J. (in press). Competitive advantage through co-evolution of technology and organization. In C. Storz & A. Moerke (Eds.), Institutions and learning in new industries. Oxon, United Kingdom: RoutledgeCurzon.

Fulk, J., Monge, P. & Hollingshead, A. (in press). Knowledge resource sharing in dispersed multinational teams: Three theoretical lenses. In D. Shapiro, M.A. Von Glinow & J. Cheng (Eds.), Managing multinational teams: Perspectives from global scholars. Amsterdam: Elsevier.

Yuan, Y., Fulk, J. & Monge, P. (in press). Individual participation in organizational information commons: The impact of team level social influence and technology-specific competence. Human Communication Research.

Fulk, J. & McGrath, J. (2005). Touchstones. In M.S. Poole & A.B. Hollingshead. (Eds.), Theories of small groups: An interdisciplinary perspective. Thousand Oaks, CA: Sage Publications.

Fulk, J., Heino, R., Flanagan, A., Monge, P. & Bar, F. (2004). A test of the individual action model for organizational information commons. Organization Science, *15* (5), 569-586.

¹SCA Organizational Communication Best Book Award for 1990.

- Shumate, M. & Fulk, J. (2004). Boundaries and role conflict when work and family are colocated: A communication network and symbolic interaction approach. Human Relations, 57 (1), 55-74.
- Hollingshead, A., Fulk, J. & Monge, P. (2002). Applying the theories of transactive memory and public goods to intranets and knowledge management in organizations. In P. Hinds & S. Kiesler (Eds.), Distributed work: New research on working across distance using technology (pp. 335-355). Cambridge, MA: MIT press.
- Kalman, M., Monge, P. Fulk, J. & Heino, R. (2002). Motivations to resolve communication dilemmas in database-mediated collaboration. Communication Research, 2, 125-154.
- Flanagin, A., Monge, P. & Fulk, J. (2001). The value of formative investment in organizational federations. Human Communication Research, 27, 69-93.
- Fulk, J. (2001). Global organizational networks: Emergence and future prospects. Human Relations, 54 (1), 91-99.
- Fulk, J. & Collins-Jarvis, L. (2000). Wired meetings: Technological mediation of organizational gatherings. In F. Jablin & L. Putnam (Eds.), New handbook of organizational communication (pp. 624-663). Newbury Park: Sage.
- Monge, P., Fulk, J., Parnassa, C., Flanagin, A., Rumsey, S., & Kalman, M. (2000) Cooperative interagency approaches to the illegal drug problem. International Journal of Police Science and Management, 2 (3), 229-241.
- Fulk, J. & DeSanctis, G. (1999). Articulation of communication technology and organizational form. In DeSanctis, G. & Fulk, J., Shaping organizational form: Communication, connection, and community (pp. 5-31). Newbury Park, CA: Sage.
- Monge, P. & Fulk, J. (1999). Communication technology for global network organizations. In DeSanctis, G. & Fulk, J., Shaping organizational form: Communication, connection, and community (pp.71-100). Newbury Park, CA: Sage.
- Fulk, J. & DeSanctis, G. (1998). Communication systems and emerging organizational forms. In, Open and informed organizations: Proceedings of the Opening Conference of the Amsterdam School of Communications Research. Amsterdam: ASCOR.
- Monge, P., 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.
- Monge, P., 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. Ljubljana, Slovenia: College of Police and Security Studies.

- Fulk, J., Flanagin, A., Kalman, M., Monge, P. & Ryan, T. (1996). Connective and communal public goods in interactive communication systems. Communication Theory, 6, 60-87.
- Boyd, B. & Fulk, J. (1996). Environmental scanning and perceived uncertainty: A multidimensional model. Journal of Management, 22, 1-21.
- Fulk, J., & DeSanctis, G. (1995). Electronic communication and changing organizational forms. Organization Science, 6, 337-349.
- Fulk, J., Schmitz, J., & Ryu, D. (1995). Cognitive elements in the social construction of communication technology. Management Communication Quarterly, 8, 259-288.
- Horvath, A. & Fulk, J. (1994). Information technology and the prospects for organizational transformation. In B. Kovacic (Ed.), Organizational communication: New perspectives. Albany, NY: SUNY Press.
- ²Fulk, J. (1993). Social construction of communication technology. Academy of Management Journal, 36, 5, 921-950.
- Fulk, J., Schmitz, J., & Schwarz, D. (1992). The dynamics of context-behavior interactions in computer-mediated communication. In M. Lea (Ed.), Contexts of computer-mediated communication (pp. 7-29). London: Harvester-Wheatsheaf.
- Fulk, J., & Boyd, B. (1991). Emerging theories of communication in organizations. Yearly Review of the Journal of Management, 17, 407-446.
- Schmitz, J., & Fulk, J. (1991). Organizational colleagues, information richness, and electronic mail: A test of the social Influence model of technology use. Communication Research, 18, 487-523.
- Fulk, J., Steinfield, C.W. & Schmitz, J., (1990). A social influence model of technology use. In J. Fulk & C. Steinfield (Eds), Organizations and communication technology (pp. 117-140). Sage: Newbury Park.
- Steinfeld, C.W., & Fulk, J. (1990). The theory imperative. In J. Fulk and C. Steinfield (Eds.), Organizations and communication technology (pp. 13-25). Sage: Newbury Park.
- Fulk, J., Von Glinow, M.A., & Rogers, E.M. (1988). Managing change through communication technologies in third world countries. Journal of Change Management, 1, 21-37.
- Ding, Z., Fulk, J., & Rogers, E.M. (1987). Personal communication networks and cultural obedience in post-Mao China. Proceedings of Pan-Pacific Conference: A Business, Economic, & Technological Exchange.
- Fulk, J., Steinfield, C.W., Schmitz, J., & Power, J.G. (1987). A social information processing model of media use in organizations. Communication Research, 14, 529-552.

²AOM-OCIS Best Research Article of 1993.

- Steinfeld, C.W., & Fulk, J. (1987). On the role of theory in research on information technologies in organizations. Communication Research, 14, 479-490.
- Fulk, J., Monge, P., Contractor, N. & Singhal, A. (1986). Cultural assumptions that influence implementation of communication technologies. Vikalpa, 11, 287-299.
- Fulk, J., Brief, A.P., & Barr, S.H. (1985). Trust in supervisor and perceived fairness and accuracy of performance evaluations. Journal of Business Research, 13, 301-313.
- Fulk, J., & Mani, S. (1985). Distortion of communication in hierarchical relationships. In M. McLaughlin (Ed.), Communication Yearbook 9 (pp. 483-510). Beverly Hills, CA: Sage.
- Fulk, J., & Cummings, T.G. (1984). Refocusing leadership: A modest proposal. In J. G. Hunt, D. M. Hosking, C. A. Schriesheim, and R. Stewart (Eds.), Leaders and managers: International perspectives on managerial behavior and leadership (pp. 63-81). New York: Pergamon.
- Fulk, J., & Dutton, W. (1984). Videoconferencing as an organizational information system: Assessing the role of electronic meetings. Systems, Objectives, Solutions, 4, 105-118.
- Fulk, J., & Wendler, E.R. (1983). Multivariate analysis of task structure contingencies on patterns of superior-subordinate relations. Academy of Management Proceedings.
- Child, J., & Fulk, J. (1982). Maintenance of occupational control: The case of professions. Work and Occupations, 1982, 7, 1-30.
Reprinted in: Theory and Practice in Educational Administration, Deakin University, 1983.
- Dutton, W., Fulk, J., & Steinfield, C.W. (1982). The utilization of videoconferencing: A preliminary report. Proceedings of the 6th International Teleconferencing and Interactive Media Conference.
- Dutton, W.H., Fulk, J., & Steinfield, C. (1982). The utilization of videoconferencing. Telecommunications Policy, 6, 164-178.
- Fulk, J., & Wendler, E.R. (1982). Dimensionality of leader-subordinate interactions: A Path-Goal investigation. Organizational Behavior and Human Performance, 30, 241-264.
- Brief, A., Fulk, J., & Barr, S.H. (1981). A cross-validation and extension of Landy's model of fairness and accuracy perceptions in performance evaluation. Academy of Management Proceedings.
- Komsky, S.H., & Fulk, J. (1981). A multi-role approach to perceptions of message distortion. Academy of Management Proceedings.
- Schriesheim, C.W., & Schriesheim, J.F.³ (1981). Subordinate self-perceptions of performance as a moderator of the effects of directive leadership. Academy of Management Proceedings.

³Former legal name

- Schriesheim, J., Denisi, A., & Schriesheim, C.W. (1981). Decision style as a potential moderator in organizational behavior. Proceedings of the National American Institute for Decision Sciences Conference.
- Schriesheim, J. (1980). The social context of leader-subordinate relations: An investigation of the effects of group cohesiveness. Journal of Applied Psychology, *65*, 183-194.
- Schriesheim, J., & Schriesheim, C.A. (1980). A test of the path-goal theory of leadership and some suggested directions for future research. Personnel Psychology, *33*, 349-370.
- Schriesheim, C.A., Kinicki, A.J., & Schriesheim, J.F. (1979). The effect of leniency on leader behavior descriptions. Organizational Behavior and Human Performance, *23*, 1-29.
- Schriesheim, J.F., Von Glinow, M.A., & Schriesheim, C.W. (1979). The impact of job design variables on affective, motivational, and behavioral variables in a public sector organization. Academy of Management Proceedings.
- Child, J., & Schriesheim, J.F. (1978). Professional associations - A challenge for organizational theory. Academy of Management Proceedings.
- Schriesheim, C.A., & Schriesheim, J.F. (1978). The invariance of anchor points obtained by magnitude estimation and pair-comparison treatment of complete ranks scaling procedures: An empirical comparison and implications for validity of measurement. Educational and Psychological Measurement, *38*, 977-983.
- Schriesheim, C.W., Kinicki, A., & Schriesheim, J.F. (1978). Development and validation of a scale to measure leniency in leader behavior descriptions. Proceedings of the Eastern Academy of Management.
- Kerr, S., Von Glinow, M.A., & Schriesheim, J.F. (1977). Issues in the study of professionals in organizations: The case of scientists and engineers. Organizational Behavior and Human Performance, *18*, 329-345.
- Schriesheim, J., Von Glinow, M.A., & Kerr, S. (1977). Professionals in bureaucracies: A structural alternative. In P. Nystrom and W. Starbuck (Eds.), Prescriptive models of organizations. North-Holland/TIMS Studies in Management Sciences, 5. Amsterdam, The Netherlands: North-Holland Publishing Company.
- Schriesheim, J.F., & Schriesheim, C.W. (1976). A test of path goal theory of leadership across multiple occupational levels in a large public utility. Proceedings of the Eastern Academy of Management.
- Behling, O., Schriesheim, C.W., & Schriesheim, J.F. (1975). Hay and Gray's Phases of social responsibility: An empirical assessment. Academy of Management Proceedings.
- Campagna, A., & Schriesheim, J.F. (1975). OSHA and the public employee: Coverage, data collection, and program evaluation. Academy of Management Proceedings.

- Kerr, S., Schriesheim, J., & Von Glinow, M.A. (1975). Value and attitudinal characteristics of engineering and scientific personnel. Proceedings of the Midwest Academy of Management.
- Schriesheim, J.F., Von Glinow, M.A., & Kerr, S. (1975). The dual hierarchy: A review of the evidence and theoretical alternative. Proceedings of the Eastern Academy of Management.
- Yaney, J., Schriesheim, C.W., & Schriesheim, J.F. (1975). Organizational and instrumental linkages to explain management education behavior. Proceedings of the National American Institute for Decision Sciences Conference.
- Kerr, S., & Schriesheim, J.F. (1974). Let the situation determine your leadership style. Hospital Financial Management (Education Emphasis Issue), 4 (1), 52-56.
- Schriesheim, C.A., & Schriesheim, J.F. (1974). Development and empirical verification of new response categories to increase the validity of multiple response alternative questionnaires. Educational and Psychological Measurement, 34, 877-884.
- Schriesheim, C.W., & Schriesheim, J.F. (1974). Divergence of practitioner opinion and empirical evidence: The case of business simulation games. Academy of Management Proceedings.
- Schriesheim, J.F., & Schriesheim, C.A. (1974). The effectiveness of business games in management training. Training and Development Journal, 28 (5), 14-17.