## PROFESSIONAL APPOINTMENTS

| | |
|---|---|
| 2022-present | Chair, Department of Communication, School of Communication and Information, Rutgers University |
| 2022-present | Internal Advisory Board Member, Command, Control, and Interoperability Center for Advanced Data Analysis (CCICADA), Rutgers University. |
| 2017-present | Professor, Department of Communication, School of Communication and Information, Rutgers University. |
| 2008-present | Co-Director and Co-Founder of the School of Communication and Information Network Science Lab (NetSC&I) (2008-2022); member of lab (2022-present). |
| 2006-2017 | Associate Professor, Department of Communication, School of Communication and Information, Rutgers University. |
| 2005-2007 | Co-Director, Master's in Communication and Information (MCIS), School of Communication and Information, Rutgers University. |
| 2006-2007 | *Coordinator* for the communication processes area of the SCILS PhD program, School of Communication, Information, and Library Studies, Rutgers University. |
| 2000-2006 | Assistant Professor, Department of Communication, School of Communication, Information, and Library Studies, Rutgers University. |
| 1996-1999 | Assistant Professor, Department of Communication Studies, University of North Carolina at Charlotte |
| 1993-1996 | Teaching Assistant at State University of New York at Buffalo |
| 1989-1992 | Marketing, Events, and Promotions, Tuxedo Junction, Inc., Buffalo, NY. |

Research Interests: Organizational communication, social networks, resilience, civil society, policy, disaster, social and semantic network analysis.

## Book

**Doerfel, M. L.,** & Gibbs, J. L. (Eds.). (2020). *Organizing Inclusion: Moving Diversity from Demographics to Communication Processes*. Routledge.

## Refereed Publications

Kwestel, M., & **Doerfel**, M. L. (2023). Emergent stakeholders: Using multi-stakeholder issue networks to gain legitimacy in corporate networks. *Public Relations Review*, *49*(1), 102272. https://doi.org/10.1016/j.pubrev.2022.102272

**Doerfel**, M. L., Kim, M., Kwestel, M., Yoon, H., & Quow, J. (2022). Resilience organizing: A multi-level communication framework. *Journal of Communication, 72 (6),* 605-618. https://doi.org/10.1093/joc/jqac027

Jayaraj, S., **Doerfel**, M. L., & Williams, T. (2022). Clique to win: Impact of cliques, competition and resources on team performance. *Journal of Construction Engineering and Management, 148 (7),* https://doi.org/10.1061/(ASCE)CO.1943-7862.0002301*.*

Kim, M., Kwestel, M., Youn, H., Quow, J., & **Doerfel, M. L.** (2021). Serving the vulnerable while being vulnerable: Organizing resilience in a social welfare sector. *Nonprofit and Voluntary Sector Quarterly, 51 (2),* 279-300. https://doi.org/10.1177/08997640211013912

**Doerfel, M. L.,** & Taylor, M. (2017). The Story of Collective Action: The Emergence of Ideological Leaders, Collective Action Network Leaders, and Cross-Sector Network Partners in Civil Society. *Journal of Communication, 67* (6), 920-943. DOI: 10.1111/jcom.12340

Prezelj, I., & **Doerfel, M. L.** (2017). Resilience in a complex and unpredictable world. *Journal of Contingencies and Crisis Management, 25(3)*, 118-122. DOI: 10.1111/1468-5973.1217* *Top-most downloaded paper in *JCCM* 2017-2018.

**Doerfel**, M. L., & Harris, J. L. (2017). The communication and social network FLOWS approach for disaster preparedness. *Proceedings of the 5th International Conference on Disaster Management and Human Health: Reducing Risk, Improving Outcomes*. Seville, Spain.

**Doerfel**, M. L., Atouba, Y., & Harris, J. L. (2016). (Un)Obtrusive control in emergent networks: Examining funding agencies' control over nonprofit networks. *Nonprofit and Voluntary Sector Quarterly.* DOI: 10.1177/0899764016664588

**Doerfel**, M. L., & Moore, P. J. (2016). Digitizing Strength of Weak Ties: Understanding Social Network Relationships Through Online Discourse Analysis. *Communication Yearbook, 40,* 127-150.

**Doerfel**, M. L., & Haseki, M. (2015; online first 2013). Networks, disrupted: Media use as an organizing mechanism for rebuilding. *New Media & Society, 17(3),* 432-452. DOI: 10.1177/1461444813505362

Chewning, L. V., & **Doerfel**, M. L. (2013). Integrating crisis into the organizational lifecycle through transitional networks. *International Journal of Humanities and Social Science, 3,* 39-52.

**Doerfel**, M. L., Chewning, L. V., & Lai, C-H. (2013). The evolution of networks and the resilience of interorganizational relationships after disaster. *Communication Monographs, 80(4),* 553-559. DOI: 10.1080/03637751.2013.828157

Chewning, L. V., Lai, C-H., & **Doerfel**, M. L. (2012). Communication technologies to rebuild communication structures. *Management Communication Quarterly,* available online: DOI: 10.1177/0893318912465815

Liberman, C. J., & **Doerfel**, M. L. (2012). *Structuring organizational communication: Employees' role and network position as predictive of institutional talk about the adoption of technology*. Proceedings from the Hawaii International Conference on Systems Sciences, co-sponsored by the IEEE Computer Society (http://www.hicss.hawaii.edu/).

Taylor, M., & **Doerfel**, M. L. (2011). Evolving network roles in international aid efforts: Evidence from Croatia's post-war transition. *Voluntas: International Journal of Voluntary and Non Profit Organizations, 22,* 311-334. DOI: 10.1007/s11266-010-9155-3

**Doerfel**, M. L., Lai, C-H., & Chewning, L. V. (2010). The evolutionary role of interorganizational communication: Modeling social capital in disaster contexts. *Human Communication Research, 36,* 125-162. DOI: 10.1111/j.1468-2958.2010.01371.x

**Doerfel,** M. L., & Connaughton, S. L. (2009). Semantic networks and competition: Election year winners and losers in U.S. televised presidential debates, 1960-2004. *Journal of the American Society for Information and Science Technology, 60,* 201-218. (Published online in September 2008, *Journal of the American Society for Information and Science Technology*.) DOI: 10.1002/asi.20950

Harrison, T. R., & **Doerfel**, M. L. (2006). Competitive and cooperative conflict communication climates: The influence of ombuds processes on trust and commitment to the organization. *International Journal of Conflict Management, 17(2),* 129-153. DOI: 10.1108/10444060610736611

Taylor, M., & **Doerfel**, M. L. (2005). Another dimension for explicating relationships: The theory and method to measure inter-organizational relationships. *Public Relations Review, 31,* 121-129. DOI: 10.1016/j.pubrev.2004.11.013

Arasaratnam, L, & **Doerfel**, M. L. (2005). Intercultural communication competence: Identifying key components from multicultural perspectives. *International Journal of Intercultural Relations 29,* 137-163. DOI: 10.1016/j.ijintrel.2004.04.001

**Doerfel**, M. L., & Taylor, M. (2004). Network dynamics of inter organizational cooperation: The Croatian civil society movement. *Communication Monographs, 71,* 373-394. DOI: 0.1080/0363452042000307470

**Doerfel**, M. L., & Fitzgerald, G. A. (2004). A case study of cooperation in a commission-based organization. *Communication Studies, 55,* 553-568. DOI: 10.1080/10510970409388638

Fitzgerald, G. A., & **Doerfel**, M. L. (2004). The use of semantic network analysis to manage customer complaints. *Communication Research Reports, 21,* 231-242. DOI: 10.1080/08824090409359985

Perry, D. C., Taylor, M., & **Doerfel**, M. L. (2003). Mediated response communication: Internet use and the World Wide Web in Crisis Management. *Management Communication Quarterly, 17,* 206-233. DOI: 10.1177/0893318903256227

**Doerfel**, M. L., & Marsh, P. S. (2003). Candidate-issue positioning in the context of presidential debates. *Journal of Applied Communication Research, 31*, 212-237. DOI: 10.1080/00909880305380

Taylor, M., & **Doerfel**, M. L. (2003). Building inter organizational relationships that build nations. *Human Communication Research, 29,*153-181. DOI: 10.1111/j.1468-2958.2003.tb00835.x

**Doerfel**, M. L. (1999). Inter organizational networks: The convergence of cooperative competitors. *Communication Research Reports, 16*, 175-184. DOI: 10.1080/08824099909388715

**Doerfel**, M. L., & Barnett, G. A. (1999). A Semantic Network Analysis of the International Communication Association. *Human Communication Research, 25* (4), 589-603. DOI: 10.1111/j.1468-2958.1999.tb00463.x

**Doerfel**, M. L. (1998). What constitutes semantic network analysis? A comparison of research and methodologies. *Connections, 21*(2), 16-26. Stable URL: http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.211.9021&rep=rep1&type=pdf#page=18

**Doerfel**, M. L., & Barnett, G.A. (1996). The Use of CATPAC for Textual Analysis. *Cultural Anthropology Methods, 8*, 4-7. Stable URL: http://fmx.sagepub.com/content/8/2/4.extract

**Journal Editor**

**Doerfel M. L.,** & Prezelj, I. (2017). Co-editor for the Organizing for Resilience special issue of the *Journal of Contingencies and Crisis Management*, *25* (3).

**Book Chapters and Professional Reports**

Chewning, L. V., **Doerfel**, M. L., Ballard, D. I., & Harrison, T. R. (forthcoming). Crisis and High Resilience Organizing. V. D. Miller & M. S. Poole (Eds). Handbook of Organizational Communication Science. DeGruyter.

**Doerfel,** M. L., Harris, J. L., Kwestel, M., & Kim, M. (2020). Crisis communication and organizational resilience. In F. Finn & W. Johansen (Eds.). Handbook of communication science: Crisis communication (pp. 319-342). Berlin: De Gruyter Mouton.

**Doerfel**, M. L. (2018). Engagement as a networked form of communicating. In M. Taylor, & K. Johnston (Eds.) *Handbook of communication engagement*. John Wiley & Sons.
*This book was awarded the 2018 NCA PRIDE Award for Innovation, Development, and Educational Achievement Award

Harris, J. L., & **Doerfel**, M. L. (2016). Interorganizational resilience: Networked collaborations in communities after disaster. In E. C. Jones and A. J. Faas (Eds.) *Social network analysis of disaster response, recovery, and adaptation.* Elsevier.

Harris, J., & **Doerfel**, M. L. (2016). In the Eye of the Storm: Resilient Social Networks and Disaster-Struck Communities. In J. P. Fyke, Faris, J., & P. M. Buzzanell (Eds.). *Cases in organizational and managerial communication: Stretching boundaries.* New York: Routledge.

Roberts, F., Egan, D., Cozzens, M., **Doerfel**, M. L., Kantor, P., & Wojtowicz, J. (2016). *Quantitative metrics for qualitative concepts: Aggregating judgments in social networks*. White paper for MINERVA Research Initiative Topic #4 Analytic methods and metrics for security research. Office of Naval Research.

Gibbs, J. L., **Doerfel**, M. L., & Ki, S. (2016). Field research. In C. R. Scott & L. L. Lewis (Eds.) *The international encyclopedia of organizational communication*. Wiley.

**Doerfel**, M. L., & Harris, J. (2016). Resilience processes. In C. R. Scott & L. L. Lewis (Eds.) *The international encyclopedia of organizational communication*. Wiley.

**Doerfel**, M. L. (2016). Networked Forms of Organizing, Disaster-Related Disruptions, and Public Health. In T. R. Harrison, & Williams, E. A. (Eds.), *Organizations, Health, and Communication* (pp. 365-383). New York: Routledge.

**Doerfel**, M. L. (2015). Interorganizational networks. In W. Donsbach (Ed.), *Concise Encyclopedia of Communication* (pp. 293-294). Hoboken, NJ: Wiley-Blackwell.

**Doerfel**, M. L., Chewning, L. V., & Lai, C-H. (2014, February). Communicating to build strong inter-organizational networks: Communication-based business insurance. *Communication Currents, 9 (1).* Available online at https://www.natcom.org/CommCurrentsArticle.aspx?id=4752.

**Doerfel**, M. L., & Gibbs, J. (2014). Field research in organizational communication studies. In L. L. Putnam, & D. K. Mumby (Eds.), *New Handbook of Organizational Communication* (pp. 223-244). Thousand Oaks, CA: Sage.

**Doerfel**, M. L. (2013). *Afghanistan media development, 2013: Network analyses of multiple media sectors in Kabul, Balkh, Herat, Kandahar, and Nangarhar*. Washington, DC: Internews.

**Doerfel**, M. L. (2011). *Kabul media development: A network analysis of the media sector, 2011*. Washington, DC: Internews.

**Doerfel**, M. L. (2008) Interorganizational Communication. *The International Encyclopedia of Communication*. W. Donsbach (Ed.). Blackwell Publishing, Blackwell Reference Online. 05 June 2009 http://www.communicationencyclopedia.com/subscriber/tocnode?id=g9781405131995_chunk_g978140513199514_ss76-1

**Doerfel**, M. L. & Toshach, J. L. (2006). Ten floundering women: Facilitating an investment club's chance to change, in L. R. Frey (Ed.), *Facilitating group communication in context: Innovations and applications with natural groups: Vol. 2. Facilitating group task and team communication*, (pp. 129-152). Cresskill, NJ: Hampton Press. (competitive book chapter).
    *\*\* Book awarded the 2007 Ernest Bormann Research Award (for Distinguished Scholarly Book) from the Group Communication Division of the National Communication Association.*
    *\*\* Book award the 2007 Distinguished Book Award from the Applied Communication Division of the National Communication Association.*

**Doerfel**, M. L. (2005). Communication and networking: The relationship between communication and life in organizations. In L. Lederman, W. D. Gibson, & M. Taylor (Eds.), *Communication theory: A casebook approach (2nd Ed.)* (pp. 209-225). Dubuque, IA: Kendall/Hunt.

Fitzgerald, G. A., & **Doerfel**, M. L. (2003, October). Don't overlook the value of customer communication. *CRM Guru* (link used to be www.crmguru.custhelp.com is now defunct).

**Doerfel**, M. L., & Ruben, B. D. (2002). Benchmarking in higher education: Becoming more adaptive, innovative, and interactive organizations. In B. E. Bender & J. Schuh (Eds.), *Using benchmarking to inform practice in higher education* (pp. 3-25). San Francisco, CA: Jossey-Bass.

**Doerfel**, M. L. (2000). Organizational Communication and Networking: The Relationship Between Communication and Life in Organizations. In L. Lederman & D. Gibson (Eds.), *Communication Theory: A Reader* (pp. 239-258). Dubuque, IA: Kendall/Hunt.

**Doerfel**, M.L. & Claffey, G.A. (1998). Remembering gender: Issues related to gender, organizations, and technology. In G. A. Barnett (Ed.), *Organizational Communication: Emerging Perspectives volume 6* (pp. 1-25). Norwood, NJ: Ablex.

## Awards & Honors

Edited Book Award (2021) for contributing chapters to Doerfel, M. L., & Gibbs, J. L (2020), Organizing inclusion: Moving diversity from demographics to communication processes (Routledge).

*Top-most downloaded paper in JCCM, 2017-2018*. Prezelj, I., & **Doerfel, M. L.** (2017). Resilience in a complex and unpredictable world. *Journal of Contingencies and Crisis Management, 25(3)*, 118-122. DOI: 10.1111/1468-5973.1217*

2016 (spring). Academic leave (sabbatical).

*Top-2 Research Paper,* Public Relations Division, NCA. **Doerfel**, M. L., & Haseki, M. (2012). Building Interorganizational COMMunity During Disaster: Social Media Use, Social Networks, and Public Relations Management.

*2011 Award for Outstanding Teaching,* Department of Communication, Rutgers.

*2011 Award for Most Appreciated Professor,* MCIS Graduate Student Body, Rutgers.

*2011 Top 5 paper award*, Organizational Communication Division, ICA. **Doerfel**, M. L., & Taylor, M. (2011). The evolution of networks that network for change: Organizing in the Croatian Civil Society Movement. Paper presented at the annual meetings of the International Communication Association, Boston, MA.

Advisor for Hsu, K. (2010-2011). *Haitian tent cities from a social network perspective.* Undergraduate independent study project and presentation awarded $250 for the Best Poster Presentation at the Aresty Research Symposium, held 29 April 2011.

*2010 Advisor Award* for the *Charles W. Redding Dissertation of the Year*, awarded to Lisa V. Chewning (SC&I, 2009) for her dissertation, *Network rebuilding after disaster: A communication theory of transitional space.*

2009 (Calendar Year). Academic leave (Sabbatical).

*Top 3 Papers in Organizational Communication* (NCA). **Doerfel**, M. L., Lai, C.H., Keeler, T. L., & Chewning, L. V. (2009, November). Spending social capital to rebuild communication networks after disaster. Paper presented to the national Communication Association, Chicago, IL.

*Top Paper in Organizational Communication* (ICA).**Doerfel**, M. L., Lai, C., Keeling, A., Keeler, T. L., & Barbu, D. (2007, May). *The communication structure of recovery: Post-Katrina New Orleans inter organizational networks*. Paper presented to the International Communication Association, Montreal.

Department of Communication *Award for Outstanding Research, 2007.*

**Doerfel**, M. L. & Toshach, J. L. (2006). Ten floundering women: Facilitating an investment club's chance to change, in L. R. Frey (Ed.), *Facilitating group communication in context: Innovations and*

applications with natural groups: Vol. 2. Facilitating group task and team communication*, (pp. 129-152). Cresskill, NJ: Hampton Press. (competitive book chapter).

 * *Book awarded the 2007 Ernest Bormann Research Award (for Distinguished Scholarly Book) from the Group Communication Division of the National Communication Association.*

 * *Book awarded the 2007 Distinguished Book Award from the Applied Communication Division of the National Communication Association.*

*2002 Top Paper in Organizational Communication* (ICA). **Doerfel**, M. L., & Taylor, M. (2002, November). A longitudinal analysis of Croatian civil society partners: From cooperation to independence. Paper presented to the annual meetings of the International Communication Association, San Diego, CA.

## Grants

**Doerfel,** M. L. (PI) (2019). *Organizational resilience and communication processes.* Grants for individual faculty research, School of Communication and Information, Rutgers University, $3,500.

**Doerfel**, M. L. (PI). (2017-2018) RAPID: Hurricane Harvey and organizational resilience. National Science Foundation, $168,608.

**Doerfel**, M. L., & Weber, M. S. (2013). Organizational and community evolution  using a multi-level, multi-theoretical framework. Grant to get grants award, Rutgers University School of Communication and Information. $1,500.

**Doerfel**, M. L., Weber, M. S., & Eliassi-Rad, T. (2012-2013). Model testing and measure development for interorganizational social networks. Rutgers research grant, $170,680.

**Doerfel**, M. L. (2011). *Building communication networks for building resilient communities*. Grant-to-get-grants award, School of Communication & Information, Rutgers, $1900.

**Doerfel**, M. L., Marsic, I., & Aiello, J. (2005-2007). *Dynamic use of social network and leadership theories in disaster recovery.* National Science Foundation (NSF), $132,290.

Frank, M. G., & **Doerfel**, M. L. (2005-07). *Detecting deception in a counter-terrorism paradigm,* $500,000 funded by Department of Homeland Security (via ITT Industries). Joined project as Co-PI in July 2005; responsibilities as PI assumed September 2005. Extension granted until December 31, 2007, for $35,673.

**Doerfel**, M. L. (2004/2005). *Organizational matchmaking: A field test of network driven interventions to improve network connectedness*, $673 funded by the Grant to Get Grants program, School of Communication, Information, and Library Studies.

**Doerfel**, M. L. (2004). *A longitudinal study of collaboration among competitive organizations*, $1200 funded by the Rutgers Research Council.

**Doerfel**, M. L. (2003). *Diffusion of new technologies in a local municipality*, $1500 funded by the Rutgers Research Council.

**Doerfel**, M. L. (2001). *Developing trust and collaboration among competitive organizations*. Awarded from the Rutgers University Research Council, $1400.

**Doerfel**, M. L. (1996) *Understanding an environment of cooperative competitors in terms of relational structure and communicative interpretation*. Fellowship funded by the University of North Carolina at Charlotte Junior Faculty Summer Research Grant, $3500.

## Other activities

Presented over 100 conference papers and invited talks since 1996.

Editorial Board Member for *Human Communication Research* (2017-present), *Management Communication Quarterly* (2016-present), *Journal of Communication* (2017-2022)