

## CHARLES R. BANTZ

Full Curriculum Vitae

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Executive Vice President, Indiana University  
Chancellor, IUPUI: Indiana University-Purdue University Indianapolis  
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Indiana University-Purdue University Indianapolis  
Indianapolis, IN 46202  
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<http://www.chancellor.iupui.edu>

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### Education

**Ph.D.**, Ohio State University, Communication, 1975  
**M.A.**, University of Minnesota, Speech-Communication, 1973  
**B.S.**, University of Minnesota, English Education, 1971

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### Employment History

**Executive Vice President, Indiana University & Chancellor, IUPUI**  
*February 2006-present*  
Indiana University

**Professor of Organizational Leadership and Supervision**  
*September 2004 -present*  
Purdue School of Engineering and Technology at IUPUI

**Vice President for Long-Range Planning, Indiana University & Chancellor, IUPUI, June 2003-January 2006**  
Indiana University

**Professor of Communication Studies, June 2003-present**  
IU School of Liberal Arts, IUPUI

**Professor of Management, June 2003-present**  
IU Kelley School of Business, IUPUI

**Provost and Senior Vice President for Academic Affairs**  
**Professor of Communication, August 2000 - May 2003**  
Wayne State University, Detroit

**Vice Provost, March, 1995-July 2000**  
Arizona State University, Main Campus, Tempe

**Director, University Continuous Improvement, 1996-July 2000**  
Arizona State University

**Chair, Department of Communication, July 1989-February 1995**  
Arizona State University, Tempe

**Invited Scholar, Communication and Information Studies**  
*July-December, 1992*  
Queen Margaret College, Edinburgh, Scotland

**Professor (1991-2000); Associate Professor (1986-91),**  
Department of Communication (renamed the Hugh Downs School of  
Communication in 1999), Arizona State University, Tempe

**Acting Chair**, Department of Communication, *January-June, 1989*  
Arizona State University, Tempe

**Director of Graduate Studies**, 1988, Department of Communication,  
Arizona State University, Tempe

**Associate Professor** (1982-88); **Assistant Professor** (1977-82),  
Department of Speech-Communication, University of Minnesota, Twin Cities

**Assistant Professor** (1976-77); **Visiting Assistant Professor**  
(1975-76), Department of Communication, University of Colorado, Boulder

## Administrative Experience

### **CHANCELLOR, INDIANA UNIVERSITY-PURDUE UNIVERSITY INDIANAPOLIS (IUPUI)**

- ♣ 30,000 students, core campus of Indiana University, doctoral/research intensive, urban research university and Indiana's academic health sciences campus.
- ♣ Budget of \$1 billion
- ♣ Dr. Evan Dobbelle ranks IUPUI fourth on the list of colleges and universities "that, because of their strong positive contribution of careful strategic planning and thoughtful use of resources, have dramatically strengthened the economy and quality of life of their neighboring communities and have become 'Saviors of Our Cities.'"
- ♣ As part of the first President's Higher Education Community Service Honor Roll, IUPUI received a Presidential Award for general community service ([www.iupui.edu/news/releases/061016\\_pres\\_award.htm](http://www.iupui.edu/news/releases/061016_pres_award.htm)).
- ♣ Campus is a national leader in assessment ([www.imir.iupui.edu](http://www.imir.iupui.edu)).
- ♣ *U.S. News & World Report* listed for service learning, first year experience, and learning communities,
- ♣ Campus generated over \$250 million in external funding.
- ♣ Completed the Campaign for IUPUI with \$1.039 billion.
- ♣ More than 20 schools, including the home of the Indiana University medical school, dental school, and law school at Indianapolis.
- ♣ IUPUI currently ranks in the top 10 for health sciences degrees granted.
- ♣ IUPUI currently ranks in the top 15 for professional degrees granted.
- ♣ IUPUI is key to Indiana University's life sciences initiative particularly through efforts of the Schools of Medicine, Science, Dentistry, Nursing, Health and Rehabilitation Sciences, and Engineering and Technology.
- ♣ New programs since 2003
  - Bio-medical engineering department implementing bachelors, masters, and Ph.D. degrees.
  - Institute for American Thought as home to the Santayana, Frederick Douglass, and Pierce editions.
  - Museum studies program in partnership with Indiana State Museum, Eiteljorg Museum of Western Art, and Indianapolis Children's Museum
- ♣ Facilities projects since 2003
  - Eskenazi Hall completed for Herron School of Art.
  - Informatics & Communications Technology Complex completed.
  - Research 2 completed for School of Medicine research.
  - Health Information and Translational Sciences Building completed.
  - Renovation of University Place Hotel at IUPUI completed.
  - Campus Center scheduled for Fall 2007 completion.

- Research 3 scheduled for 2008 occupancy by cancer center.
- ♣ Key community service
  - Board Member, United Way of Central Indiana, 2004 to present & Executive Committee member, 2006 to present
  - Board Member, Indianapolis Downtown Inc, 2003 to present
  - Board Member, Greater Indianapolis Chamber of Commerce, 2004 to present
  - Board Member, Greater Indianapolis Progress Committee, 2004 to present
  - Board Member, Indiana Sports Corporation, 2005 to present
  - Board Member, Skyline Club, 2006 to present
  - Publicly Elected Trustee, Town of Crows Nest, Indiana, 2003 to present (Chancellor's Home is located in Crows Nest)
  - Board Member, Indiana Campus Compact, 2003 to present & Executive Committee member, 2003 to present

**EXECUTIVE VICE PRESIDENT** (*February 2006-*)

**VICE PRESIDENT FOR LONG-RANGE PLANNING** (*June 2003-Jan. 2006*)

**INDIANA UNIVERSITY**

- ♣ Chief academic officer, Indiana University campuses: IU-Northwest, IU-South Bend, IU-East, IU-Kokomo, IU-Southeast, and IUPUI
- ♣ Chair, Academic Leadership Council
- ♣ Liaison between IU and Indiana Commission on Higher Education
- ♣ Established a new Academic Affairs office to coordinate academic programs and promotion and tenure for Indiana University campuses
- ♣ Reporting responsibilities for system initiatives such as Commitment to Excellence
- ♣ Presidential liaison to Board of Trustees' Academic Affairs Committee

**PROVOST & SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS**

**WAYNE STATE UNIVERSITY** (*August 2000-May 2003*)

**Strategic Initiatives**

- ♣ Implemented University Strategic Action Plan
- ♣ Implemented Strategic Investment Fund
- ♣ Implemented re-alignment of colleges
- ♣ Planned first University-wide capital campaign
- ♣ Established Academic Student Success Services
- ♣ Plan for establishing an Honors College
- ♣ Revision of General Education program

**Core Responsibilities**

- ♣ 13 Schools and Colleges, 4 centers and institutes
- ♣ Chair, Academic Senate
- ♣ Wayne State University Press
- ♣ AAUP-AFT Union relations
- ♣ Honors Program
- ♣ Global Education

**Major Strategic Accomplishments**

- ♣ Successfully developed University Strategic Action Plan
- ♣ Leadership:

- Successful Dean searches for College of Science, School of Social Work, University Libraries, and College of Pharmacy and Health Sciences
- Successful review and reappointment of Deans of Business Administration and Education
- Successful national searches for Honors Director, Associate Provost for Academic Personnel, Assistant V.P. for Lifelong Learning
- Negotiated the AAUP-AFT contract, which was completed by earliest date and with no work stoppage
- Developed the case statement and plan for first University-wide capital campaign
- ♣ Programmatic
  - Established biomedical engineering department
  - Restructuring of Academic Student Services
  - Facilitated successful accreditation reviews in Business, Law, and several health science programs

### **Major Operational Challenges**

- ♣ Institutional Cultural Change
  - Developed shared strategic view
  - Implemented a data-based decision model
  - Transformed relationships with AAUP-AFT faculty union
  - Enhanced academic governance
  - Established the Chairs Leadership Development Program
- ♣ State Budget reductions
- ♣ Information Technology Systems Changes
  - Integrated Systems Project (SCT/Banner—Fin/HR/SIS)

**VICE PROVOST**, Arizona State University (*March 1995-July 2000*)

### **Major Accomplishments**

- ♣ Increased first-year retention rate
- ♣ Developed Cross-College Advising Services
- ♣ Creation of the Arizona General Education Curriculum
- ♣ Established Service Learning Program
- ♣ Facilitated Chicano/Chicana Studies and African American Studies
- ♣ Implemented Asian Pacific American Studies Program
- ♣ Implemented Bachelor of Interdisciplinary Studies
- ♣ Intel and Motorola Partnership for degree completion program
- ♣ Implemented Board required evaluation of low productive degree programs

### **Core Responsibilities**

- ♣ Academic Programs
- ♣ Arizona Board of Regents Academic and Technology Initiatives
- ♣ Improving Undergraduate Education

**DIRECTOR, University Continuous Improvement** (*1996-July 2000*)

### **Major University Accomplishments**

- ♣ Student Process Reengineering Project
  - Redesigned student services including touch-tone and web-based financial aid and registration services, new general services delivery, and new advising model
- ♣ Undergraduate Requirements

Team forming to streamline the relationship among major, college, and university requirements

**DEPARTMENT CHAIR**, Arizona State University (*July 1989-Feb. 1995*)  
**ACTING DEPARTMENT CHAIR**, Arizona State U. (*Jan.-June 1989*)

### Major Accomplishments

- \* Established strategic plan
- \* Implemented Ph.D. program
- \* Hired nine faculty and diversified faculty
- \* Increased external funding
- \* Implemented enrollment management program

### Core Responsibilities

- \* Led unit of 30 faculty and staff plus 42 Teaching Associates
- \* Courses for 3700 students per semester
- \* Programs for 850 undergraduate, 32 M.A., and 38 Ph.D. majors

**EDITOR** (1993-95), **EDITOR-ELECT** (1991-92), *Communication Monographs*

- \* Elected by National Communication Association to edit a prestigious, well-established (1934), and competitive journal

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### Awards

- \* **Special Recognition**, Academic Senate, Arizona State University, 2000
- \* **Advising Advocacy Award**, ASU Council of Academic Advisors, 1996-97
- \* **Alumnus of Notable Achievement**, College of Liberal Arts, University of Minnesota, 1994
- \* **Outstanding Book Award**, 1992-1993, National Communication Association Organizational Communication Division for Understanding organizations: Interpreting organizational communication cultures
- \* **Leg-of-the-Stool Award for Research**, Department of Communication, Arizona State University, 1990

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**Professional Service**
**Indiana University**

President's Cabinet, 2003-  
 Academic Deans (Chair), 2003-  
 IUPUI Faculty Council, 2003-  
 University Faculty Council, 2003-  
 Diversity Cabinet (Chair), 2003-  
 Dialogue Group (Chair), 2003-  
 Indiana University Foundation  
     Finance Committee, 2004-  
     Long-Range Strategic Planning Committee, 2004-  
 Development Leadership Council, 2005-  
 Responsibility Centered Management Task Force, 2005-2006  
 Academic Leadership Council (Chair), 2006-

**Wayne State University**

President's Cabinet, 2000-2003  
 Council of Deans (Chair), 2000-2003  
 Academic Senate (Chair), 2000-2003  
 Academic Senate Policy Committee (Chair), 2000-2003  
 Budget Review Committee, 2000-2003  
 Capital Outlay Committee, 2000-2003  
 Wayne State University Foundation Board of Directors, 2001-2003  
 Wayne State University Foundation Executive Committee, 2001-2003  
 Wayne State University Foundation Development Committee, 2001-2003

**Arizona State Legislature and Arizona Board of Regents**

Academic Programs Articulation Steering Committee, 1999-2000  
 Virtual University Work Group, 1999-2000  
 Higher Education Study Committee, 1998-2000  
 Transfer Articulation Task Force, 1998-2000  
 Higher Education Study Committee Work Group, 1997-98  
 Fee Policy Work Group, 1998-2000  
 Technology-Delivered Education Work Group, 1996-99  
 Low Productive and Duplicative Programs Work Group, 1995-2000  
 Privatization Work Group, 1996  
 Systematic Program Review Policy Work Group, 1996-97  
 Transfer Articulation Task Force Work Group, 1996-98  
 General Education Articulation Task Force, 1995-2000,  
     Co-Chair, 1998-2000

**Arizona State University: University and College Service**

ASU/SAP-IQ Campus Executive Team, 1999-2000  
 University Council on Extended Education, 1998-2000  
 Extended Education Coordinating Committee, 1998-2000  
 Course Fees Review Committee (Chair), 1998-2000  
 Director of Center for Learning & Teaching Excellence Search Committee,  
     1997-98  
 Intercollegiate Athletics Academic Task Force, 1996-97  
 Bachelor of Interdisciplinary Studies Advisory Committee (Chair), 1996-2000  
 Academic Administration Advisory Council (Chair), 1995-2000  
 University Council, 1995-2000  
 Deans Council, 1995-2000  
 Cross-College Advising Services Pilot Team (Sponsor), 1996-97

Advising Reengineering Team (Sponsor), *1995-96*  
 Academic Scheduling Reengineering Team (Co-Sponsor), *1995-96*  
 Main Campus Standards Committee (Ex-officio), *1995-2000*  
 Curriculum and Academic Programs Committee (Ex-officio), *1995-2000*  
 Main Campus Curriculum Subcommittee (Ex-officio), *1995-2000*  
 Compensation Subcommittee, Financial Affairs Committee, *1995-96*  
 University Chairs and Directors Steering Committee, *1993-95*  
 Baccalaureate Curriculum Work Group, Health Sciences, *1993*  
 Search Committee for Department Chair and three Communication faculty  
 (Chair), ASU West, *1991-92*  
 Communications Subcommittee, College of Engineering Committee on  
 Undergraduate Education, *1990-91*  
 Search Committee, Staff Member, University Program for Faculty  
 Development, *1990*  
 Search Committee, Acting Director for University Program on Faculty  
 Development, *1990*  
 Task Force on Class Size, *1990*  
 Advisory Committee, University Program on Faculty Development, *1989-91*  
 Executive Committee, Interdisciplinary Ph.D. in Communication, *1989-96*  
 Executive Committee, College of Public Programs, *1989-95*  
 Reference Specialist Search, Hayden Library, *1989*  
 Personnel Committee, College of Public Programs, *1987-89*

### **Major Association Service**

Board of Directors, NCAA (National Collegiate Athletic Association) (Member,  
*2007-*)  
 Commission on International Initiatives, ACE, (Member, *2007-*)  
 Presidential Advisory Council, NCAA (Member, *2005-*)  
 Executive Committee, Commission for the Urban Agenda, National Association  
 of State Universities and Land-Grant Colleges (NASULGC) (Member,  
*2004-present*)  
 Executive Committee, Coalition of Urban & Metropolitan Universities  
 (Member, *2003-2005*)  
 Director, Urban Serving Universities (*2004-present*)  
 Administrative Committee, National Communication Association (Member,  
*1997-2000*)  
 Finance Committee, National Communication Association (Member, *1997-99*;  
 Chair, *2000*)  
 Executive Committee, Association for Communication Administration (Elected  
 Member at Large), *1994-1996*  
 Editor (*1993-95*), Editor-Elect (*1991-92*), Communication Monographs,  
 National Communication Association  
 Board of Directors, International Communication Association (Elected  
 Member-at-Large), *1992-95*  
 Nominating Committee, National Communication Association (Chair), *1990-91*  
 Legislative Council, National Communication Association, *1985-86, 1990-91,*  
*1993-95*  
 Mass Communication Division, National Communication Association (Chair,  
 Vice-Chair, Vice-Chair-Elect), *1987-90*  
 Publications Committee, International Communication Association (Chair),  
*1986-89*  
 Organizational Communication Division, National Communication Association  
 (Chair, Vice-Chair, Vice-Chair-Elect), *1982-85*

**Books**

- Bantz, C. R. (1993). Understanding organizations: Interpreting organizational communication cultures with a case study by Gerald Pepper. Columbia: University of South Carolina Press. 250 pages.
- Cohen, A. A., Adoni, H., & Bantz, C. R. (1990). Social conflict and television news. Newbury Park, CA: Sage. 258 pages.
- Corman, S., Banks, S., Bantz, C. R., & Mayer, M. (Eds.). (1990). Foundations of organizational communication: A reader. New York: Longman. 346 pages. Second edition (1995), 389 pages.

**Articles and Chapters**

- Bantz, C.R., DeWine, S., Shockley-Zalabak, P. (2005). Practicing What We Preach: Communication Theories in Higher Education Administration, Management Communication Quarterly, 18, 407-431.
- Bantz, C. R. (1995). Cultivating organizational communication cultures. In R. Cesaria & P. Shockley-Zalabak (Eds.), Organizational communication: Making the organizational communication concept relevant to practice (pp. 67-82). Roma: Servizio Italiano Pubblicazioni Internazionali Srl.
- Bantz, C. R. (1993). Cultural diversity and group dynamics: Managing differences in cross-cultural team research. Journal of Applied Communication Research, 21, 1-20.
- Bantz, C. R. (1993). Work organization membership and behavior. In R. Kastenbaum (Ed.), Encyclopedia of adult development (pp. 553-558). Phoenix: Oryx Press.
- Putnam, L. L., Bantz, C. R., Deetz, S., Mumby, D., & Van Maanen, J. (1993). Ethnography versus critical theory: Debating organizational research. Journal of Management Inquiry, 2, 221-235.
- Bantz, C. R. (1993). Ethnographic analysis of organizational cultures. In S. L. Herndon & G. L. Kreps (Eds.), Qualitative research: Applications in organizational communication (pp. 107-119). Annandale, VA: Speech Communication Association/Hampton Press.
- Petronio, S. G., & Bantz, C. R. (1991). Controlling the ramifications of disclosure: "Don't tell anybody but . . . ". Journal of Language and Social Psychology, 10, 263-269.
- Bantz, C. R. (1990). Organizational communication, media industries, and mass communication. In J. Anderson (Ed.), Communication yearbook 13 (pp. 502-510). Newbury Park, CA: Sage.
- Bantz, C. R. (1990). Organizing and enactment: Karl Weick and the production of news. In S. Corman, S. Banks, C. R. Bantz, & M. Mayer (Eds.), Foundations of organizational communication: A reader (pp. 133-141). New York: Longman.
- Bantz, C. R. (1989). Organizing and The Social Psychology of Organizing. Communication Studies, 40, 231-240.
- Cohen, A. A., & Bantz, C. R. (1989). Why future directions in television news research? American Behavioral Scientist, 33, 135-143.

- Rubin, A. M., & Bantz, C. R. (1989). An application of uses and gratifications theory and research to videocassette recorders. In J. L. Salvaggio & J. Bryant (Eds.), Media use in the information age: Emerging patterns of adoption and consumer use. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Rubin, A. M., & Bantz, C. R. (1987). Utility of videocassette recorders. American Behavioral Scientist, 30, 471-485.
- Bantz, C. R., & McFarlin, R. J., Jr. (1987). A profile of broadcast journalists' education in a metropolitan setting. Journalism Quarterly, 64, 610-613.
- Bantz, C. R. (1985). News organizations: Conflict as a crafted cultural norm. Communication, 8, 225-244. Reprinted in D. Berkowitz (Ed.), Social meanings of news: A text-reader (pp. 123-137). Thousand Oaks, CA: Sage Publications, 1997.
- Bantz, C. R., & Cohen, A. A. (1985). Issues in research on television news: Content, cognition, and control. Journal of Broadcasting and Electronic Media, 29, 454-458.
- Bantz, C. R. (1983). Naturalistic research traditions. In L. L. Putnam and M. E. Pacanowsky (Eds.), Communication and organizations: An interpretive approach (pp. 55-71). Beverly Hills: Sage Publications.
- Bantz, C. R., Petronio, S. S., & Rarick, D. L. (1983). News diffusion after the Reagan shooting. Quarterly Journal of Speech, 69, 317-327.
- Bantz, C. R. (1982). Exploring uses and gratifications: A comparison of reported uses of television and reported uses of favorite program types. Communication Research, 9, 352- 379.
- Bantz, C. R. (1981). Public arguing in the regulation of health and safety. Western Journal of Speech Communication, 45, 71-87.
- Bantz, C. R., Price, R., & Townsend, J. (1981). Community leaders' perceptions of access and fairness. Journal of Broadcasting, 25, 81-86.
- Bantz, C. R., McCorkle, S., & Baade, R. (1980). The news factory. Communication Research, 7, 45-68. Reprinted in G. C. Wilhoit & H. deBock (Eds.), Mass Communication Review Yearbook (Vol. 2). Beverly Hills: Sage Publications, 1981. Reprinted in D. Berkowitz (Ed.), Social meanings of news: A text-reader (pp. 269-285), Thousand Oaks, CA: Sage Publications, 1997. Reprinted in Denis McQuail (Ed), Mass Communication, Sage, 2006.
- Bantz, C. R. (1979). The critic and the computer: A multiple technique analysis of the ABC Evening News. Communication Monographs, 46, 27-39.
- Bantz, C. R., & Smith, D. H. (1977). A critique and experimental test of Weick's model of organizing. Communication Monographs, 44, 171-184.
- Bantz, C. R. (1975). Television news: Reality and research. Western Speech Communication, 39, 123-130.

**Selected Presentations**

(See <http://www.iupui.edu/administration/chancellor/speeches.html>)

- Bantz, C. R. (2007, February). Chancellor's Report to the Community. Presentation at the University Place Hotel. <https://archives.iupui.edu/dspace/handle/2450/36>
- Bantz, C. R. (2006, February). Chancellor's Report to the Community. PowerPoint presentation at the University Place Conference Center and Hotel.
- Bantz, C.R. (2005, December). IUPUI and Economic Development. PowerPoint presentation to Executive Committee Indiana University Alumni Association.
- Bantz, C.R. (2005, December). IUPUI: Partnership, Education, and Economic Development. Tocqueville Society First Wednesday, Indianapolis.
- Bantz, C.R. (2005, November) Panelist, Diversity at the Top: Mentoring Women and Minorities into Upper-Administration in Higher Education. Presentation at the National Communication Association annual conference, Boston.
- Bantz, C.R. (2005, November) Organizational Learning and Change, Association of Government Accountants' Annual Professional Development Conference, Indianapolis.
- Bantz, C.R. (2005, November) Reaction Panelist, Leveraging Colleges and Universities for Urban Economic Growth: An Urban Action Agenda. Commission on the Urban Agenda, National Association of State Universities and Land-Grant Colleges. Washington, D.C.
- Bantz, C.R. (2005, August). Economic Development Begins @ Home. PowerPoint presentation to Executive Committee Kiwanis Club of Indianapolis.
- Bantz, C. R. (2005, February). Chancellor's Report to the Community. PowerPoint presentation at Indianapolis Marriott Downtown.
- Bantz, C.R. (2004, November) Learning from Leaders – What Your Dean and President Need to Know. Presentation at the National Communication Association Annual Conference, Chicago.
- Bantz, C.R. (2004, June). You cannot have a great city without a great university. Rotary Club of Indianapolis.
- Bantz, C. R. (2004, June). IUPUI: The next decade. PowerPoint presentation to Indiana University Foundation Board of Directors, Bloomington, IN.
- Bantz, C. R. (2004, February). Chancellor's Report to the Community. PowerPoint presentation at Indianapolis Marriott Downtown.
- Bantz, C.R. (2003, November) A trio of perspectives on Alan M. Rubin's scholarship. Presentation at the National Communication Association annual conference, Miami Beach.
- Bantz, C.R. (2003, March). 21st Century Knowing. Phi Beta Kappa lecture,

Wayne State University, Detroit.

- Bantz, C.R. (2002, June). Student success and retention. PowerPoint presentation to Wayne State University Board of Governors, Detroit.
- Bantz, C.R. (2002, March). College Finance 101. Presentation to the Education Writers Association, Ann Arbor, Michigan.
- Bantz, C.R. (2002, March). Opportunities for global education: A report from Cuba. PowerPoint presentation to Wayne State University Board of Governors, Detroit.
- Bantz, C.R. (2002, February). Full-time/Part-time faculty. PowerPoint presentation to the Wayne State University Board of Governors, Detroit.
- Bantz, C.R. (2002, February). Borders, language, and culture. Inaugural address, Linguistics and Literature Conference, Santiago de Cuba.
- Bantz, C.R. (2001, September/October/December). The strategic action plan. PowerPoint presentation to University Academic Senate, College of Science Assembly, Academic Staff Assembly and part of Welcome Back Week, Wayne State University, Detroit.
- Bantz, C.R. (2001, March). Technology, universities, and success. PowerPoint presentation to the annual Teaching, Learning, and Technology Roundtable conference, Wayne State University, Detroit.
- Bantz, C.R. (2000, October). Borders and border crossings. Presentation at the American Studies Association annual conference, Detroit.
- Bantz, C.R. (2000, September). Conversation with the Provost. Presentation as part of Welcome Back Week, Wayne State University, Detroit.
- Bantz, C.R. (2000, April) Fundamentals & Challenges in the Year 2000. Arizona State University.
- Bantz, C.R. (2000, March). CAO Daily Challenge. Presentation at the American Association for Higher Education Conference, Anaheim
- Bantz, C.R. (1999, November). Promotion and Tenure: An institutional view. Presentation at the National Communication Association annual meeting, Chicago.
- Bantz, C.R. (1998, November). Organizational change and interorganizational sensemaking: Technology, students, markets, stakeholders and universities. Paper presented at the National Communication Association annual meeting, New York City.
- Bantz, C.R. (1998, September). Technology strategies. Presentation at the Universities Project Symposium Perspectives on Autonomy: Academic Systems, Goals and Social Responsibilities, Salzburg Seminar, Salzburg, Austria. (<http://www.asu.edu/provost/bantz/techstrategy.html>)
- Bantz, C.R. (1998, April). Technological challenges and strategies. Presentation at the Universities Project Symposium Perspectives on Autonomy: Academic Systems, Goals and Social Responsibilities, Salzburg Seminar, Salzburg, Austria.
- Bantz, C. R. (1996, November). Communication scholarship and the challenge

of change. Paper presented at the preconference Translating Scholarship: Interpersonal and Small Group Solutions, National Communication Association annual meeting, San Diego.

Bantz, C. R. (1996, May). Changing what we know best: Transitions, university organizational culture, and leadership. Paper presented at the International Communication Association annual meeting, Chicago.

Bantz, C. R. (1994, June). Organizational communication culture development. Paper presented at Conferenza Internazionale Organizzazione e Comunicazione in Azienda, sponsored by IRI Management, Rome.

Bantz, C. R., Krizek, R., Pepper, G., & Scheibel, D. (1993, November). Interpreting organizational communication cultures. Workshop presented at the National Communication Association annual meeting, Miami Beach.

Bantz, C. R. (1993, April). Assessing the character of conflict in organizational cultures. Presentation at Trinity University, San Antonio, Texas.

Bantz, C. R. (1993, Feb.). Cultural diversity and faculty recruitment, development, and retention. Presentation at Western States Communication Association annual conference, Albuquerque.

Bantz, C. R. (1992, November). Expectations, needs, and tenure: A composite case. Presentation at the National Communication Association annual conference, Chicago.

Bantz, C. R. (1992, October). Organisational culture, conflict, and news organisations. Seminar presented at the Department of Communication and Information Studies, Queen Margaret College, Edinburgh, Scotland.

Bantz, C. R. (1992, July). Analyzing dramatizing messages and interpreting organizational communication culture. Paper presented at International Conference of the Standing Committee on Organizational Symbolism, University of Lancaster, U.K.

Bantz, C. R. (1991, Oct.). Conflict and television news. Distinguished lecture series, University of Minnesota, Duluth.

Bantz, C. R., & Honikman, K. (1991, June). Social conflict on South African television news: A Xenophobic view of internal order. Paper presented at the National Conference on Peacemaking and Conflict Resolution, Charlotte, NC.

Bantz, C. R. (1991, Feb.). Performance as publication: Understanding and influencing organizational norms for evaluation. Presentation at the meeting of the Western States Communication Association, Phoenix.

## Teaching & Advising

### Undergraduate Courses

Introduction to Organizational Communication  
 Theory & Research in Organizational Communication  
 Ethnographic Research in Communication  
 Empirical Research Methods in Communication  
 Survey of Broadcasting in the U. S.  
 Communicative Processes of Television  
 Mass Media and Society

Theories of Communication  
Television Directing/Producing  
Communication in the 21st Century

**Graduate Seminars**

Organizational Communication  
Scholarly Writing  
Analysis of Communication  
Empirical Research Methods  
Qualitative Research Methods  
Advanced Qualitative Methods  
Communication & Decision-Making in Broadcast Organizations

**New Courses Developed**

First-Year Seminar, ASU, *1994*  
Analysis of Communication Seminar, ASU, *1991*  
Ethnographic Research in Communication Seminar, ASU, *1991*  
Scholarly Writing Seminar, ASU, *1990*  
Theory & Research in Organizational Communication, ASU, *1986*  
The Analysis of Organizational Communication, U of MN, *1985*  
Communicating in Organizations, U of MN, *1981*  
Communication and Decision-Making in Broadcast Organizations Seminar, U  
of MN, *1980*  
The Communicative Processes of Television, U of MN, *1978*  
Perspectives on Human Communication, U. of CO, *1977*

**Graduate Advising**

Advised or co-advised 10 Ph.D. dissertations  
Advised 11 M.A. theses

**Special Graduate Service**

External Examiner, Hebrew University of Jerusalem, *1983*  
External Examiner, University of Calcutta, *1994*

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## Leadership Development

Participant, Diversity Leadership Academy of Greater Indianapolis, five day-long sessions, Dr. Roosevelt Thomas, Leader, Fall 2005.

Faculty, Universities Project Symposium, "Perspectives on Autonomy," Salzburg Seminar, September 1998.

ASU representative to the Universities Project Symposium, "Perspectives on Autonomy: Academic Systems, Goals and Social Responsibilities," Salzburg Seminar, April 1998.

Member of four-person team selected to represent ASU at the Association of American Colleges and Universities Leadership Institute for Diversity Planning: Campus Leadership and American Pluralism, Washington, DC, 1994

Graduate of ASU's Leadership Academy, 1990 (Eight-month program of ASU's Management Development Program.)

Participation in ASU's Chairs and Directors Program, 1989-1995

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## International Experience

Visiting Advisor, Warsaw School of Economics (SGH), sponsored by the Salzburg Seminar and Kellogg Foundation, *January 1999*.

Participation in the Salzburg Seminar, Universities Project, *April 1998, September 1998*.

Collaboration on a five-nation study of television news and social conflict from 1980 to 1990. Team of 10 researchers from Germany, U.K., South Africa, Israel, and U.S. Results published in Social Conflict and Television News. The project led to my "Cultural diversity and group dynamics: Managing differences in cross-cultural team research."

Conducted Research on Conflict in Organizational Cultures in the United Kingdom. Based in Edinburgh, Scotland from *June to December 1992*. Additional U.K. research, *March 1993*.

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## Memberships in Professional Organizations

Academy of Management  
American Association for the Advancement of Science  
American Association of University Professors  
International Communication Association (Life Member)  
National Communication Association (Life Member)  
Western States Communication Association