

Richard D. Waters, Ph.D.

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San Francisco, CA 94117
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Associate Professor
Department of Public and Nonprofit Administration
School of Management
University of San Francisco

Education

Decem, 2007 Ph.D. in Mass Communications, University of Florida, Gainesville, FL
Dissertation: Advancing Relationship Management Theory: Coorientation and the Nonprofit-Donor Relationship

Chair: Dr. Kathleen S. Kelly, APR, Fellow PRSA

May, 2000 M.S. in Public Relations, Syracuse University, Syracuse, NY
Thesis: Social Distance and the Third-Person Effect's Impact on Fund Raising

Chair: Dr. Elizabeth L. Toth, APR, Fellow PRSA

June, 1998 A.B.J. in Public Relations, University of Georgia, Athens, GA
Honors Thesis: The Ethics of Fund Raising
Graduated cum laude with a minor in political science

Chair: Dr. Lynne Sallot, APR, Fellow PRSA

Teaching Experience

As an assistant professor at North Carolina State University, my overall course evaluation mean score is 4.48, and 4.67 as an effective instructor on a 5-point scale, based on 454 student evaluations (68.1% response rate) from 19 classes (through Fall, 2010). At the University of San Francisco, my overall course evaluation mean was 4.23, and 4.44 as an effective instructor based on 178 student evaluations. I have supervised 12 independent studies at the graduate level and 9 independent studies at the undergraduate level, which have resulted in 6 publications, 4 manuscripts currently under review, and 7 additional papers presented at conferences.

Assistant Professor

School of Management, University of San Francisco

COM 316: Public Relations Writing, Fall 2014, Fall 2015

MBA 6306: Advertising and Promotion, Spring 2013

MBA 6312: Social Media Marketing, Fall 2012

MBA 6399: Media Relations, Spring 2014

NPA 614: Data Analysis, Fall 2014, Summer 2015

NPA 616: Nonprofit Management Capstone/Summary Project, Spring 2014

NPA 672: Marketing for Nonprofit Organizations, Spring 2012-Spring 2015

NPA 673: Fundraising for Nonprofit Organizations, Fall 2011-Spring 2015

OBL 321: Organizational Communication, Spring 2012-Fall 2012

PA 670: Quantitative Analysis, Spring 2012-Fall 2013

PA 685: Strategic Mgmt of Public Communication, Spring 2013-Spring 2015

College of Humanities and Social Sciences, North Carolina State University

COM 226: Introduction to Public Relations, Summer 2009, 2010, Spring 2011
COM 316: Communication Techniques (PR Writing), Fall 2007-Spring 2008
COM 446: Problems in Public Relations (Strategy), Fall 2008-Fall 2009
COM 498: Newsletter Production, Fall 2007
COM 498/598: Social Media and Public Relations, Fall 2009
COM 546: Nonprofit Marketing and Public Relations, Spring 2008, Fall 2010
COM 539/PA 539: Fund Development, Fall 2008, Summer 2010
NPS 395: E-philanthropy Techniques, Summer 2009

Instructor

College of Journalism and Communications, University of Florida

PUR 4100: Public Relations Writing, August 2005 – May 2006
PUR 3500: Public Relations Research, July 2006 – August 2006
PUR 3801: Public Relations Strategy, January 2007 – May 2007
PUR 6446: Public Relations & Philanthropy, August 2006 – December 2006

Institute of Food and Agricultural Sciences, University of Florida

FYC 4410/6424: Fundraising for Nonprofit Organizations, Jan 2006 – May 2007

Guest Lectures

“Blogging and Public Relations”

Public Relations Student Society of America, University of Florida, 2007
Principles of Public Relations, University of Central Florida, 2006

“Careers in Public Relations”

Introduction to Mass Media Writing, University of Florida, 2006

“Negotiations and Conflict Resolution”

Principles of Public Relations, University of Florida, 2006

“Public Relations and Fund Raising”

Principles of Public Relations, University of Tennessee, 2006
Non-Profit Management seminar, University of Georgia, 2006, 2001
Introduction to Nonprofit Studies, University of Florida, 2006, 2005
Public Policy Issues in Nonprofit Organizations, University of Florida, 2006
Introduction to Public Relations, University of Georgia, 2008
Public Relations Theory, University of Georgia 2008
Introduction to Public Relations, Elon University, 2009
Non-profit Management seminar, University of San Francisco, 2010
Public Relations Theory, University of Georgia, 2014

“Reputation Management”

Public Relations Strategy, University of Florida, 2006
Public Relations Cases, University of Minnesota, 2010
Public Relations Management, University of Minnesota, 2012

“Return on Investment and Public Relations”

Public Relations Strategy, University of Florida, 2008, 2007

Disney’s Corporate Communications, Trinity University, 2010

“The Role of Research in Public Relations”

Principles of Public Relations, University of Florida, 2006

Public Relations and Advertising Research, University of Georgia, 2008

Public Relations and Advertising Research, University of Minnesota, 2010

Teaching Assistant

College of Journalism and Communications, University of Florida

Public Relations Strategy, May 2006 – June 2006

Public Relations Writing, June 2005 – August 2005

Public Relations and Fund Raising, January 2005 – April 2005

Publications and Presentations

Books

Waters, R. D. (2014). *Public Relations in the Nonprofit Sector: Theory and Research*. New York: Routledge.

Tindall, N. T. J., & Waters, R. D. (2013). *Coming out of the Closet: Exploring LGBT Issues in Strategic Communication with Theory and Research*. New York: Peter Lang.

Book Chapters

Waters, R. D. (2015). The current landscape of fundraising practice, in S. Phillips, J. Harlow, and T. Jung (Eds.), *Routledge Companion to Philanthropy*. New York: Routledge.

Waters, R. D. (2015). Creating a Cohesive Workplace through Inclusion and Recognition in B. Greene (Ed), *Employee Communications Guidebook* (pp. 108-113). New York: PR News.

Waters, R. D. (2014). Openness and disclosure in social media efforts: A frank discussion with *Fortune 500* and *Philanthropy 400* communication leaders, in M. W. DiStaso & D. S. Bortree (Eds.), *Ethical Practice of Social Media in Public Relations* (pp. 3-20).

Gilmore, K. S., & Waters, R. D. (2014). Stewardship and the political process: Improving the political-party constituent relationship through public relations, in G. Golan, D. Kinsey, & S.-U. Yang (Eds.), *Handbook of Public Diplomacy* (pp. 147-166). New York: Wiley-Blackwell Publishing.

Waters, R. D. (2014). With health warnings looming, is a lasting relationship possible? Testing the organization-public relationship model with the tobacco industry in S. Esrock, Hart, J., & Walker, K. (Eds.), *Talking Tobacco* (pp. 98-115). New York: Peter Lang.

Waters, R. D. (2013). Harassment in the workplace: Violence, ambivalence, and derision experienced by LGBT strategic communicators in N. T. J. Tindall, & R. D. Waters (Eds.), *Coming out of the Closet: Exploring LGBT Issues in Strategic Communication with Theory and Research* (pp. 7-23). New York: Peter Lang.

Waters, R. D. (2013). Applying public relations theory to increase the understanding of sports communication, in P. M. Pederson (Ed.), *Handbook of Sports Communication* (pp. 66-74). New York: Routledge.

Krüger-Ross, M. J., Waters, R. D., & Farwell, T. (2012). Everyone's all a-twitter about Twitter: Three perspectives on using Twitter in the classroom in K. Seo (Ed.), *Using Social Media Effectively in the Classroom* (pp. 117-131). New York: Routledge.

Waters, R. D. (2012). OMG! This band is SOOO GR8!: The case of the phony teenager in L. A. Peck & Reel, G. (Eds.), *Media Ethics in Action* (pp. 55-63). Washington D.C.: CQ Press.

Weberling, B., Waters, R. D., & Tindall, N. T. J. (2012). The role of text messaging in public relations: Testing the situational theory of publics for mobile-giving campaigns in S. Duhe (Ed.), *New Media and Public Relations* (2nd edition, pp. 189-197). New York: Peter Lang

Merritt, S., Lawson, L., Mackey, D., & Waters, R. D. (2012). If you blog it, they will come: Examining the role of dialogue and connectivity in the blogosphere in S. Duhe (Ed.), *New Media and Public Relations* (2nd edition, pp. 157-168). New York: Peter Lang

Farwell, T. M., & Waters, R. D. (2011). Introducing students to micro-blogging through collaborative work: Using Twitter to promote cross-university relationships and discussions. In C. Wankel (Ed.), *Teaching Arts and Science with the New Social Media* (pp. 297-320). Emerald Publishing Group Limited.

Waters, R. D. (2009). The use of social media by nonprofit organizations: An examination from the diffusion of innovations perspective. In Dumova, T., & Fiordo, R. (Eds), *Encyclopedia of Social Interaction Technologies* (pp. 473-485). Hershey, PA : IGI Publishing.

Waters, R. D. (2007). Building the nonprofit-donor relationship online: The increasing importance of e-Philanthropy. In Duhe, S., & Adams, T. (Eds), *Mediated Public Relations: Relationship Management across Space, Time and New Media* (pp. 299-312). New York: Peter Lang.

Refereed Journal Articles

Walden, J., & Waters, R. D. (2015). Charting Fandom through Social Media Communication: A Multi-league Analysis of Professional Sports Teams' Facebook Content. *PRism*, 12(1). Available online: http://www.prismjournal.org/fileadmin/11_1/12_1/Walden_Waters.pdf

Waters, R. D., Ghosh, P., Griggs, T. M., & Searson, E. M. (2014). The corporate side of the blogosphere: Examining the variations of design and engagement among *Fortune 500* blogs. *Journal of Promotion Management*, 20(5), 537-552.

Waters, R. D., & Ott, H. (2014). Corporate social responsibility and the nonprofit sector: Assessing the thoughts and practices across three nonprofit subsectors. *Public Relations Journal*, 8(3). Available online: <http://www.prsa.org/Intelligence/PRJournal/Vol8/No3/>

Guidry, J.P.D., Waters, R. D., & Saxton, G. D. (2014). Moving social marketing beyond personal change to social change: Strategically using Twitter to mobilize supporters into vocal advocates. *Journal of Social Marketing*, 4(3), 240-260. <http://dx.doi.org/10.1108/JSOCM-02-2014-0014>

Saxton, G. D., & Waters, R. D. (2014). What do stakeholders “like” on Facebook? Examining public reactions to nonprofit organizations’ status updates. *Journal of Public Relations Research*, 26(3), 280-299. DOI:10.1080/1062726X.2014.908721

Bortree, D.S. & Waters, R.D. (2014). Race and inclusion in volunteerism: Using communication theory to improve volunteer retention. *Journal of Public Relations Research*, 26(3), 215-234. DOI:10.1080/1062726X.2013.864245

Bucci, D. A., & Waters, R. D. (2014). The financial consequences of silence: The lack of dialogue on community college fundraising websites. *Community College Journal of Research & Practice*, 38(10), 873-888. DOI: 10.1080/10668926.2012.720864

Waters, R. D. (2013). The role of stewardship in leadership: Applying the contingency theory of leadership to relationship cultivation practices of public relations practitioners. *Journal of Communication Management*, 17(4), 324-340. DOI 10.1108/JCOM-05-2012-0041

Waters, R. D., Bortree, D. S., & Tindall, N. T. J.. (2013). Can public relations improve the workplace? Measuring the impact of stewardship on the employer-employee relationship. *Employee Relations: The International Journal*, 35(6), 613-629. DOI: [10.1108/ER-12-2012-0095](http://dx.doi.org/10.1108/ER-12-2012-0095)

Waters, R. D., & Fenley, K. L. (2013). Virtual stewardship in the age of new media: Have nonprofit organizations moved beyond Web 1.0 strategies?. *International Journal of Nonprofit and Voluntary Sector Marketing*, 18(3), 216-230. DOI: 10.1002/nvsm.1469

Waters, R. D. (2013). Tracing the impact of media relations and television coverage on U.S. charitable relief fundraising: An application of agenda-setting theory across three natural disasters. *Journal of Public Relations Research*, 25(4), 329-346. DOI: 10.1080/1062726X.2013.806870

Stinnett, R. C., Hardy, E. E., & Waters, R. D. (2013). Who are we? The impacts of anthropomorphism and the humanization of nonprofits on brand personality. *International Review on Public and Nonprofit Sector Marketing*, 10(1), 31-48. DOI: 10.1007/s12208-012-0087-z

Kiwanuka-Tondo, J., Albada, K. F., Waters, R. D., Jameson, J. K., & Hamilton, M. (2013). AIDS communication campaigns in Uganda: Assessing the impact of organizational factors as predictors of conducting campaign planning research. *Journal of Communication Management*, 17(1), 5-23. DOI: 10.1108/13632541311300124

Kruger-Ross, M. J., & Waters, R. D. (2013). Predicting online learning success: Applying the situational theory of publics to the virtual classroom. *Computers & Education*, 61, 176-184. DOI: 10.1016/j.compedu.2012.09.015

Waters, R. D. & Bortree, D. S. (2012). "Can we talk about the direction of this church?": The impact of responsiveness and conflict on millennials' relationship with religious institutions. *Journal of Media and Religion*, 11(4), 200-215.. DOI: 10.1080/15348423.2012.730330

Tallapragada, M., Misaras, I. C., Burke, K., & Waters, R. D. (2012). Identifying the best practices of media catching: A national survey of media relations practitioners. *Public Relations Review*, 38, 926-931. DOI: 10.1016/j.pubrev.2012.08.001

Waters, R. D., & Lo, K. D. (2012). Exploring the impact of culture in the social media sphere: A content analysis of nonprofit organizations' use of Facebook. *Journal of Intercultural Communication Research*, 41(3), 297-319. DOI: 10.1080/17475759.2012.728772

Tindall, N. T. J., & Waters, R. D. (2012). Coming out to tell our story: The career experiences of gay men in public relations. *Journal of Public Relations Research*, 24(5). DOI: 10.1080/1062726X.2012.723279

Hardy, E. E., & Waters, R. D. (2012). Identifying the norms of professional practice: Reviewing PRSA's Silver Anvil award-winning campaigns. *Public Relations Review*, 38, 898-905. DOI: 10.1016/j.pubrev.2012.09.003

Waters, R. D., Kelly, K. S., & Walker, M. L. (2012). Organizational roles enacted by American healthcare fundraisers: A national study testing theory and assessing gender differences. *Journal of Communication Management*, 16(3), 244-263. DOI: 10.1108/13632541211245802

Waters, R. D., & Bortree, D. S. (2012). Improving volunteer retention efforts in public library systems: How communication and inclusion impact female and male volunteers differently. *International Journal of Nonprofit and Voluntary Sector Marketing*, 17(2), 92-107. DOI: 10.1002/nvsm.438

Lovejoy, K., Waters, R. D., & Saxton, G. D. (2012). Engaging stakeholders through Twitter: How nonprofit organizations are getting more out of 140 characters or less. *Public Relations Review*, 38(2), 313-318. <http://dx.doi.org/10.1016/j.pubrev.2012.01.005>

Weberling, B. & Waters, R. D. (2012). Gauging the public's preparedness for mobile public relations: Applying the technology acceptance model to text messaging campaigns. *Public Relations Review*, 38(1), 51-55. <http://dx.doi.org/10.1016/j.pubrev.2011.11.005>

Waters, R. D., Amarkhil, A., Bruun, L., & Mathisen, K. S. (2012). Messages, music, and mailbags: How entertainment persuasion theory can boost the performance of environmental organizations' podcasts. *Public Relations Review*, 38(1), 64-68.
<http://dx.doi.org/10.1016/j.pubrev.2011.11.004>

Waters, R. D., & Bortree, D. S. (2012). Advancing relationship management theory: Mapping the continuum of relationship types. *Public Relations Review*, 38(1), 123-127.
<http://dx.doi.org/10.1016/j.pubrev.2011.08.018>

Wang, M. L., & Waters, R. D. (2012). Examining how industries engage the media: Comparing American and German agricultural associations' web sites. *Journal of Communication Management*, 16(1), 20-38. DOI: 10.1108/13632541211198021

Waters, R. D., & Williams, J. (2011). Squawking, tweeting, hooting, and cooing: Analyzing the communication patterns of government agencies on Twitter. *Journal of Public Affairs*, 11(4), 353-363. DOI: 10.1002/pa.385

Waters, R. D., Canfield, R., Foster, J., & Hardy, E. (2011). Applying the dialogic theory to social networking sites: Examining how university health centers use Facebook. *Journal of Social Marketing*, 1(3), 211-227. DOI: 10.1108/20426761111170713

Waters, R. D., Friedman, C., Mills, B., & Zeng, L. (2011). Applying relationship management theory to religious organizations: An assessment of relationship cultivation online. *Journal of Communication and Religion*, 34(1), 88-104.

Waters, R. D., & Jones, P. M. (2011). Using video to build an organization's identity and brand: A content analysis of nonprofit organization's YouTube videos. *Journal of Nonprofit and Voluntary Sector Marketing*, 23(3), 248-268. DOI: 10.1080/10495142.2011.594779

Waters, R. D., & Lemanski, J. M. (2011). Revisiting strategic communication's past to understand the present: Examining the direction and nature of communication on *Fortune 500* and *Philanthropy 400* websites. *Corporate Communications: An International Journal*, 16(2), 150-169. DOI: 10.1108/13563281111141679

Waters, R. D., & Lord, M. L. (2011). Advocacy on the internet: Lessons learned from the animal enterprise terrorism act of 2005. *Journal of Promotion Management*, 17(2), 241-256. DOI: 10.1080/10496491.2011.580691

Waters, R. D., Burke, K. A., Jackson, Z. H., & Buning, J. D. (2011). Using stewardship to cultivate fandom online: Comparing how NFL teams use their websites and Facebook to engage their fans. *International Journal of Sports Communication*, 4(2), 163-177.

Waters, R. D., & Jamal, J. Y. (2011). Tweet, tweet, tweet: A content analysis of nonprofit organizations' Twitter updates. *Public Relations Review*, 37(3), 321-324,
<http://dx.doi.org/10.1016/j.pubrev.2011.03.002>

Waters, R. D., Tindall, N. T. J., & Morton, T. S. (2011). Dropping the ball on media inquiries: The role of deadlines in media catching. *Public Relations Review*, 37(2), 151-156.. <http://dx.doi.org/10.1016/j.pubrev.2011.02.001>

Waters, R. D. (2011). Redefining stewardship: Examining how Fortune 100 organizations use stewardship with virtual stakeholders. *Public Relations Review*, 37(2), 129-136. <http://dx.doi.org/10.1016/j.pubrev.2011.02.002>

Waters, R. D., & Bortree, D. S. (2011). Exploring the impact of new media on out-of-class communication in public relations education. *Teaching Public Relations*, 80 (Spring). Available online: <http://aejmc.net/PR/TPR80sp11.pdf>

Waters, R. D. & Wang, W. (2011). Painting a picture of America's nonprofit foundations: A content analysis of public relations photographs distributed through online wire services. *International Journal of Nonprofit & Voluntary Sector Marketing*, 16(2), 138-149. DOI: 10.1002/nvsm.408

Waters, R. D. (2011). Increasing fundraising efficiency through evaluation: Applying communication theory to the nonprofit organization-donor relationship. *Nonprofit & Voluntary Sector Quarterly*, 40(3), 458-475. DOI: 10.1177/0899764009354322

Waters, R. D., & Tindall, N. T. J. (2011). Exploring the impact of American news coverage on crisis fundraising: Using media theory to explicate a new model of fundraising communication. *Journal of Nonprofit & Public Sector Marketing*, 23(1), 20-40. DOI:10.1080/10495142.2010.494875

Waters, R. D., & Tindall, N. T. J. (2010). Marketing churches on the internet: An analysis of the dialogic potential of Christian web sites. *International Journal of Nonprofit and Voluntary Sector Marketing*, 15(4), 369-381. DOI: 10.1002/nvsm.400

Waters, R. D. (2010). The value of relationship and communication management in fundraising: Comparing donors and practitioners' views of stewardship. *PRism* 7(1): http://www.prismjournal.org/fileadmin/Praxis/Files/Journal_Files/2010_general/Waters.pdf

Waters, R. D., Tindall, N. T. J., & Morton, T. S. (2010). Media catching and the journalist-public relations practitioner relationship: How social media is changing the practice of media relations. *Journal of Public Relations Research*, 22(3), 241-264. DOI:10.1080/10627261003799202

Tindall, N T. J., & Waters, R. D. (2010). The relationship between fundraising practice and job satisfaction at historically Black colleges and universities. *International Journal of Educational Advancement*, 10(3), 198-215. doi:10.1057/ijea.2010.17

Farwell, T. M., & Waters, R. D. (2010). Introducing students to organizational communication strategies on Twitter. *Journal of Advertising Education*, 14(2), 52-53.

Farwell, T. M., & Waters, R. D. (2010). Exploring the use of social bookmarking technology in education: An analysis of students' experiences using a course-specific Delicious.com account. *Journal of Online Learning and Teaching*, 6(2), 398-408. Available: http://jolt.merlot.org/vol6no2/waters_0610.htm.

Bortree, D. S., & Waters, R. D. (2010). The impact of involvement in the organization-public relationship: Testing Zaichowsky's involvement scale with nonprofit volunteers. *PRism* 7(2): http://praxis.massey.ac.nz/prism_on-line_journ.html

Waters, R. D., & Bortree, D. S. (2010). Preparing for the expanding role of cybervolunteerism in the new millenium: An application of the ROPES model of public relations. *International Journal of Volunteer Administration*, 27(1).

Waters, R. D., & Bortree, D. S. (2010). Building a better workplace for teen volunteers through inclusive behaviors. *Nonprofit Management & Leadership*, 20(3), 337-355. DOI: 10.1002/nml.257

Robinson, J. A., & Waters, R. D. (2009). Teaching blog management: Preparing professors for opportunities and challenges of teaching web 2.0 in the classroom. *PRism*, 6(1): http://praxis.massey.ac.nz/fileadmin/Praxis/Journal_Files/Robinson_Waters.pdf.

Waters, R. D., & Lord, M. L. (2009). Examining how advocacy groups build relationships on the Internet. *International Journal of Nonprofit and Voluntary Sector Marketing*, 14(3).231-241. DOI: 10.1002/nvsm.354

Waters, R. D. (2009). The importance of understanding donor preference and relationship cultivation strategies. *Journal of Nonprofit and Public Sector Marketing*, 21(4), 327-346. DOI:10.1080/10495140802662523

Waters, R. D. (2009). Measuring stewardship in public relations: A test exploring impact on the fundraising relationship. *Public Relations Review*, 35(2), 113-119. <http://dx.doi.org/10.1016/j.pubrev.2009.01.012>

Waters, R. D. (2009). Comparing the two sides of the nonprofit organization-donor relationship: Applying coorientation methodology to relationship management. *Public Relations Review*, 35(2), 144-146. <http://dx.doi.org/10.1016/j.pubrev.2009.01.011>

Waters, R. D., Burnett, E., Lamm, A., & Lucas, J. (2009). Engaging stakeholders through social networking: How nonprofit organizations are using Facebook. *Public Relations Review*, 35(2), 102-106. <http://dx.doi.org/10.1016/j.pubrev.2009.01.006>

Waters, R. D. (2009). Examining the role of cognitive dissonance in crisis fundraising. *Public Relations Review*, 35(2), 139-143. <http://dx.doi.org/10.1016/j.pubrev.2008.11.001>

Bortree, D. S., & Waters, R. D. (2008). Admiring the organization: A study of the relational quality outcomes of the nonprofit organization-volunteer relationship. *Public Relations Journal*, 2(3), 1-17.

Waters, R. D. & Robinson, J. (2008). Blogging 101: Introducing blog management into the public relations curriculum. *Teaching Public Relations, Summer 2008*. Available: <http://www.aejmc.net/PR/74waters.pdf>

**Bortree, D. S., & Waters, R. D. (2008). The value of feeling included: The impact of inclusion on teen volunteers' organizational satisfaction. *International Journal of Volunteer Administration*, 25(1), 27-39.

Waters, R. D. (2008). Applying relationship management theory to the fundraising process for individual donors. *Journal of Communication Management*, 12(1), 73-87. DOI: 10.1108/13632540810854244

Waters, R. D. (2008). The practitioner roles of fund raising: Testing the typologies using q-methodology. *Journal of Human Subjectivity*, 5(1), 45-64.

*Waters, R. D., & Bortree, D. S. (2007). Measuring the volunteer-nonprofit organization relationship: An application of public relations theory. *International Journal of Volunteer Administration*, 24(6), 57-67.

Waters, R. D. (2007). Fund raising on the internet: A content analysis of e-Philanthropy trends on the internet sites of the organizations on the *Philanthropy 400*. *Nonprofit Management & Leadership*, 18(1), 59-76. DOI: 10.1002/nml.171

Waters, R. D. (2007). The roles we play: A Q-methodology study of the public relations functions of nonprofit organizations' board members. *International Journal of Volunteer Administration*, 24(3), 18-30.

Kelly, K. S., Thompson, M. F., & Waters, R. D. (2006). Improving the way we die: A coorientation study assessing agreement/disagreement in the organization-public relationship of hospices and physicians. *Journal of Health Communication*, 11(7), 607-627. DOI:10.1080/10810730600830047

**Winner for "Mary Merrill Memorial Award for Outstanding Feature Article 2008"

*Winner for "Mary Merrill Memorial Award for Outstanding Feature Article 2007"

Invited Publications

Sanders, A. K., & Waters, R. D. (2013). What about my right to privacy? A case study of public relations professionals and students regarding the screening of social media profiles during the job interview process. *Journal of Media Education*, 4(2), 5-14.

Lo, K. D., & Waters, R. D. (2012). New technologies, new cultural traditions: The impact of Facebook on Chinese nongovernmental organizations. *Chinese Media Research*, 8(4), 99-110.

Conference Proceedings

Bortree, D. S., & Waters, R. D. (2008). Toward the theory of relationship management: An examination of quality, conflict and support in organization relationships. *Eleventh International Public Relations Research Conference Proceedings*, 23-36.

Waters, R. D. (2005). The changing ethics of fund raising: Agenda setting and the public's concerns. *Eighth International Public Relations Research Conference Proceedings*, 493-496.

Encyclopedia Entries

Waters, R. D. (2009). Guidestar. In H. Anheier, R. List, & S. Toepler (Eds.), *International Encyclopedia of Civil Society*. New York: Springer.

Waters, R. D. (2009). National Committee on Planned Giving. In H. Anheier, R. List, & S. Toepler (Eds.), *International Encyclopedia of Civil Society*. New York: Springer.

Waters, R. D. (2009). Philanthropic Initiative. In H. Anheier, R. List, & S. Toepler (Eds.), *International Encyclopedia of Civil Society*. New York: Springer.

Refereed Journal Articles Accepted for Publication

Saxton, G. D., Niyirora, J. N., Guo, C., & Waters, R. D. (September 2014).

#AdvocatingForChange: The Impact of Hashtags on Online Advocacy Efforts for Public Policy Change by National Health Council Members. In review at *Advances in Social Work*.

Refereed Paper Presentations—National Meetings

Appelman, A. J., Waters, R. D., & Bortree, D. S. (2015, May). Examining Audience Cultivation and Relationship-Building as a Function of Media Richness. Presented to the International Communication Association, Communication and Technology division, San Juan, Puerto Rico, May 21-25, 2015.

Waters, R. D., & Bortree, D. S. (2015, March). It's not about the Money: Comparing Employees' and Volunteers' Relationships with Organizations. Presented to the International Public Relations Research Conference, Miami, Fla, March 4-8, 2015.

Waters, R. D., & Ott, H. (2015, March). Testing For-profit and Nonprofit Organizations' Corporate Social Responsibility Messaging with the Public: Credibility, Believability, and Formality. Presented to the International Public Relations Research Conference, Miami, Fla, March 4-8, 2015.

Waters, R. D. (2014). Using theory to inform the teaching of fundraising practice. Presented to the Social Theory, Politics, and Arts conference, Ottawa, Canada, October 9-11, 2014.

Waters, R. D. (2014). Creating social change with public relations: Strategically using Twitter to turn supporters into vocal advocates. Presented to the Association for Education of Journalism and Mass Communication, Public Relations division, Montreal, Canada, August 6-9, 2014.

Waters, R. D. (2014). Testing for-profit and nonprofit organizations' use of corporate social responsibility messaging with the public: Credibility, Believability, and Formality. Presented to the International Communication Association, Seattle, WA, May 19-24, 2014.

Waters, R. D. (2014). What do Stakeholders "Like" on Facebook? Examining Public Reactions to Nonprofit Organizations' Informational, Promotional, and Community-Building Messages. Presented to the West Coast Data Conference, Los Angeles, CA, April 25-26, 2014.

Waters, R. D., & Niebauer, A. C. (2013). Downloadable and streaming: Using the PodCred framework to assess religious podcasts. Presented to the Association for the Education of Journalism and Mass Communication, Religion and Media interest group, Washington, DC, August 8-11, 2013.

Waters, R. D., & Tindall, N. T. J. (2013). Does a professor's gender and professional background influence students' perceptions? Presented to the Association for the Education of Journalism and Mass Communication, Public Relations division, Washington, DC, August 8-11, 2013.

Waters, R. D., & Bortree, D. S. (2013). Stewardship and involvement: Comparing the impact on nonprofit organizations' relationships with donors and volunteers. Presented to the Association for the Education of Journalism and Mass Communication, Public Relations division, Washington, DC, August 8-11, 2013.

Waters, R. D., & Fenley, K. (2013). Stewardship 1.0 vs. stewardship 2.0: Comparing nonprofits' use of relationship cultivation strategies online. Presented to the International Communication Association, London, June 17-21.

Saxton, G. D., & Waters, R. D. (June 2013). What do stakeholders "like" on Facebook? Examining public reactions to nonprofit organizations' status updates. Presented to the International Communication Association, London, June 17-21.

Bortree, D. S., Waters, R. D., & Tindall, N. T. J. (2012). Can public relations improve the workplace? Measuring the impact of stewardship on the employer-employee relationship. Presented to the National Communication Association, Orlando, November 14-19.

Waters, R. D. (2012). Assessing organizational value through the measurement of the organizational-public relationship. Presented to the "Creating Public Value in a Multi-Sector, Shared Power World" conference, Humphrey School of Public Affairs, University of Minnesota, September 20-22.

Waters, R. D. (2012). Explicating a new model of fundraising for the performing arts: An integrated marketing approach to donor cultivation. Presented to the West Coast Data Conference, Denver, May 3-5.

Waters, R. D. (2011). Relationship cultivation 1.0 vs. 2.0: Comparing nonprofits' use of internet communication strategies. Presented to the Association for Research on Nonprofit and Voluntary Action, Toronto, November 17-19.

Waters, R. D., & Bortree, D. S. (2011). "Can we talk about the direction of this church?": The impact of responsiveness and conflict on millennials' relationship with religious institutions. Presented to the Association for Education of Journalism and Mass Communications, Religion and Media Interest Group, St. Louis, MO, August 10-13.

Waters, R. D. (2010). Critically examining fundraising's commitment to diversity recruitment and retention: Testing organizational management and public relations theory. Presented to the Association for Research on Nonprofit Organizations and Voluntary Action, Washington, D.C., November 18-20.

Waters, R. D., & Jones, P. M. (2010). Check us out on YouTube: What nonprofit organizations are communicating through video. Presented to the Association for Research on Nonprofit Organizations and Voluntary Action, Washington, D.C., November 18-20.

Waters, R. D. (2010). It's not a small world after all: Using stewardship in the daily operations of a theme park. Submitted to the Association for the Education of Journalism and Mass Communication, Public Relations Division, Denver, CO, August 4-7. *2nd place winner in the overall paper competition.*

Waters, R. D. (2010). Indeed, it does depend: Examining public relations leaders through the lens of the contingency theory of leadership. Submitted to the Association for the Education of Journalism and Mass Communication, Public Relations Division, Denver, August 4-7. *4th place winner in the overall paper competition.*

Waters, R. D., & Bortree, D. S. (2009). The impact of inclusive behaviors on adult volunteer retention: An exploratory study using organizational communication. Presented to the Association for Research on Nonprofit Organizations and Voluntary Action, Volunteerism division, Cleveland, OH, November 19-21.

Bortree, D. S. & Waters, R. D. (2009). New dimensions of the organization-public relationship: Exploring the impact of gender and inclusion in the nonprofit organization-volunteer relationship. Presented to the Association for Education in Journalism and Mass Communication, Public Relations division. Boston, MA, August 5-8. *2nd place winner in the overall paper competition.*

Waters, R. D. (2008). Rethinking relationship maintenance strategies: Comparing the impact of relationship cultivation strategies on major gift and annual giving donors. Presented to the Association for Education in Journalism and Mass Communication conference, public relations division, Chicago, August, 6-9.

Waters, R. D., & Bortree, D. S. (2008). Communicating with the millennial generation outside the classroom. Presented to the Association for Education in Journalism and Mass Communication conference, public relations division, Chicago, August, 6-9. *2nd place winner in the teaching papers competition.*

Bortree, D. S., & Waters, R. D. (2008). Rethinking the organization-public relationship: comparing students' relationships with religious and university-sponsored organizations. Presented to the International Communication Association, Montreal, May 22-26.

Waters, R. D., & Lord, M. (2008). Advocacy on the internet: Lessons learned from the animal enterprise terrorism act of 2005. Presented to the AEJMC Southeast Colloquium, Auburn, AL, March 13-15.

Bortree, D. S., & Waters, R. D. (2008). Toward the theory of relationship management: An examination of quality, conflict and support in organization relationships. Presented to the International Conference of Public Relations, Miami, March 9-11.

Robinson, J. A., Bortree, D., Waters, R. D., & Shipka, D. (2007). The portrayal of government agencies on terrorism-related entertainment television. Presented to the Society for Risk Analysis conference. San Antonio, December 9-12.

Waters, R. D. (2007). The impact of media relations on donations to charitable relief efforts: A test of the agenda setting theory. Presented to the Association for Education in Journalism and Mass Communication conference, communication theory and methodology division, Washington, DC, August 9-12. *Winner of the Chaffee-McLeod Top Paper Award.*

Waters, R. D., & Tindall, N. T. J. (2007). Coming out to tell our story: The career experiences of gay men in public relations. Presented to the Association for Education in Journalism and Mass Communication conference, public relations division, Washington, DC, August 9-12.

Waters, R. D. (2007). The organizational screening of social networking site profiles: Comparing the views of public relations students and professionals. Presented to the Association for Education in Journalism and Mass Communication conference, internships and careers interest group, Washington, DC, August 9-12.

Waters, R. D. (2007). Comparing the two sides of the donor-nonprofit organization relationship: Applying coorientation methodology to relationship management. Presented to the Association for Education in Journalism and Mass Communication conference, public relations division, Washington, DC, August 9-12. *3rd place student paper competition.*

Waters, R. D., and Robinson, J. A. (2006). Blogging 101: Issues and approaches to teaching blog management in public relations courses. Presented to the Association for Education in Journalism and Mass Communication conference, public relations division, San Francisco, August 2-5. *2nd place winner in the teaching papers competition.*

Waters, R. D. (2006). Measuring the donor-nonprofit organization relationship: The impact of relationship cultivation on donor renewal. Presented to the Association for Education in Journalism and Mass Communication conference, public relations division, San Francisco, August 2-5.

Waters, R. D. (2006). The impact of enrollment in a fund-raising course: An assessment of attitude and knowledge. Presented to the Benchmark 3 Conference, Phoenix, March 16-19.

Waters, R. D., & Hendren, A. (2005). Fund-raising direct mail solicitations and the inoculation theory of persuasion: Testing the link between attitude strengthening and behavior. Presented to the National Communication Association, Boston, November 17-20.

Waters, R. D., Kioussis, S., Hall, M. R., & Kelly, K. S. (2005). Media coverage and charitable giving: A test of the agenda setting theory. Presented to the Association for Research on Nonprofit Organizations and Voluntary Action. Washington, D.C., November 17-19.

Waters, R. D. (2005). Collaborative efforts in the nonprofit sector: A cororientation study. Presented to the Association for Research on Nonprofit Organizations and Voluntary Action. Washington, D.C., November 17-19.

Waters, R. D. (2005). The practitioner roles of fund raising: Testing the typologies using q-methodology. Presented to the Association for Research on Nonprofit Organizations and Voluntary Action. Washington, D.C., November 17-19.

Waters, R. D. (2005). The roles we play: A Q-methodology study of the public relations functions of nonprofit organizations' board members. Presented to the International Conference of Volunteer Administration; Jacksonville, FL, November 2-5.

Waters, R. D. (2005). Fund raising on the internet: A content analysis of e-Philanthropy trends on the internet sites of the organizations on the *Philanthropy 400*. Presented to the Association for Education in Journalism and Mass Communication, Public Relations Division, San Antonio, August 10-13.

Waters, R. D., and Lemanski, J. (2005). Explaining charitable giving during times of crises: An exploration of two psychological paradigms. Presented to the Association for Education in Journalism and Mass Communication, Mass Communication and Society Division, San Antonio, August 10-13.

Waters, R. D., Kelly, K. S., & Walker, M. L. (2005). The practitioner roles of fund raising: An assessment of gender differences. Presented to the Association for Education in Journalism and Mass Communication, Public Relations Division, San Antonio, August 10-13.

Waters, R. D. (2005). The changing ethics of fund raising: Agenda setting and the public's concerns. Presented to the International Conference of Public Relations, Miami, March 7-9.

Waters, R. D. (2002). From snow white to atlantis: A content analysis of violence in disney's animated features. Presented to the Popular Culture Association, film division, Toronto, March 27-30.

Waters, R. D. (2001). Boy bands through the ages: A content analysis of lyrics from 1950 to 2000. Presented to the Popular Culture Association, radio division, Philadelphia, April, 3-6.

Liebler, C.M. and Waters, R. D. (2001). Racial stereotyping and mass mediated contact. Presented to the Association for Education in Journalism and Mass Communications, minorities and communication division, Washington, DC, August 5-8. *Awarded Best Faculty Paper Honor.*

Waters, R. D. (2000). Advertising and public relations: Comparing the differences from the perspectives of practitioners and academics. Presented to the International Society for the Scientific Study of Subjectivity, Tulsa, OK, September 4-7.

Waters, R. D. (2000). Fund-raising ethics: The public's views on what is acceptable. Presented to the International Society for the Scientific Study of Subjectivity, Tulsa, OK, September 4-7.

Waters, R. D. (2000). Timing of the third-person effect study and winter weather advisories. Presented to the Association for Education in Journalism and Mass Communication, communication theory and methodology division, Phoenix, August 9-12.

Waters, R. D., & Nee, M. J. (2000). Healthcare organizations' use of the world wide web. Presented to the Association for Education in Journalism and Mass Communication, health communications division, Phoenix, August 9-12.

Invited Panel Presentations

Waters, R. D. (2015). Tiptoeing the Talk: Is PR as Inclusive as We Like to Think? Presented to the Public Relations Society of America international conference, Washington, D. C., November 8-10, 2015.

Waters, R. D. (2015). Overcoming the post-tenure slump: Renergizing your research agenda. Presented to the Association for Education of Journalism and Mass Communication, Mass Communication & Society division, San Francisco, CA, August 6-9, 2015.

Waters, R. D. (2014). Nonprofit storytelling across social and traditional media. Presented to the Public Relations Society of America international conference, Washington, D. C., October 12-14, 2014.

Waters, R. D. (2014). Teaching diversity in strategic communication: Examining the changing landscape for media educators. Presented to the Association for Education of Journalism and Mass Communication, LGBT interest group, Montreal, Canada, August 6-9, 2014.

Waters, R. D. (2014). Understanding the reviewing process: Conversations with AEJMC journal editors for early career academics and doctoral students. Presented to the Association for Education of Journalism and Mass Communication, Mass Communication & Society division, Monreal, Canada, August 6-9, 2014.

Waters, R. D. (2013). Moving beyond likes and retweets: Advancing social media measurement. Presented to the Public Relations Society of America international conference, Philadelphia, PA, October 26-29, 2013.

Waters, R. D. (2013). Where have we gone from there? Progress of GLBT research since 2005. Presented to the Association for Education of Journalism and Mass Communication, Washington, DC, August 8-11.

Waters, R. D. (2013). Social media use in the classroom: Comparing faculty perspectives. Presented to the Broadcast Education Association, Las Vegas, NV, April 6-9.

Waters, R. D. (2012). Future directions of building and sustaining community relationships through dialogue. Presented to the National Communication Association, Orlando, Fla, November 15-19.

Waters, R. D. (2012). Where the rubber meets the road: Teaching industry specific communication content. Presented to the Association for Education of Journalism and Mass Communication. Chicago, Il, August 8-12.

Waters, R. D. (2012). A new convergence? Electronic media and public relations educators discuss opportunities for collaborative teaching. Presented to the Broadcast Education Association, Las Vegas, NV, April 15-17.

Waters, R. D. (2010). Coming out of the (PR and Advertising) closet. Presented to the Association for Education of Journalism and Mass Communication. Denver, CO, August 4-7.

Waters, R. D. (2008). Challenges and benefits in incorporating a service learning approach in the graduate curriculum. Presented to the Association for Education of Journalism and Mass Communication. Chicago, Il, August 6-9.

Waters, R. D. (2008). Engaged student learning: Incorporating service learning into a course on fund development. Presented to the Teaching Public Administration Conference, Richmond, VA, May.

Richardson, J., & Waters, R. D. (2000). NAGPRA: Views of the Native American grave protection and repatriation act ten years later. Presented to the American Anthropological Association, San Francisco, November.

Grants Received

Public Relations Society of America Foundation, December 2013-December 2014

\$10,000 grant received to conduct research on the status of diversity in the public relations profession, specifically an analysis of recruitment strategies for Hispanic/Latino and African-American populations as well as LGBT practitioners and men

Arthur W. Page Center, Penn State University, July 2013-June 2014

\$9,900 grant received to conduct research on the communication of corporate social responsibility efforts by cooperative ventures between nonprofits and for-profits.

Arthur W. Page Center, Penn State University, July 2011-July 2012

\$5,000 grant received to conduct research on the ethics of social media campaigns, specifically to develop the "Theory of Engaged Communication."

College of Humanities and Social Sciences, NCSU, July 2010-July 2011

\$5,000 grant received to conduct research on the use of social media by nonprofit organizations, specifically to examine the role of disclosure in ethical online communication

Institute for Nonprofits, May 2007-May 2008

\$3,700 grant received to conduct "Increasing the Understanding of Major Gift Fundraising: Applying Negotiation Theory to Charitable Giving"

Plank Center for Public Relations Studies, August 2006 – August 2007

\$4,500 grant received to conduct "Exploring the Link between Leadership and the Practice of Public Relations: An Examination of How Leadership Style Influences Relationship Maintenance Strategies"

Professional Experience

Public Affairs Research Specialist/Consultant

Walt Disney World Parks and Resort: Lake Buena Vista, FL (April 2007 – August 2009)

- Conducted research on Walt Disney World's community relations programs to improve organizational efficiency and effectiveness for the Vice President of Public Affairs
- Devised new strategy to implement corporate giving strategically across seven community affairs initiatives to maximize investment and awareness of the initiatives among key constituents (Florida politicians, Orange/Osceola community leaders)
- Used structural equation modeling in another research project to demonstrate return of investment for the President of the company
- Used participant observer research to interact with cast members property-wide to assess their attitudes toward the corporate volunteer program

*Assistant Account Executive promoted through Senior Account Executive (Sept 98-Dec 01);
Senior Freelancer/Consultant (Jan 02-Jan 07)*

Duffey Communications: Atlanta, GA and San Francisco, CA (September 1997 – January 2007)

- Coordinated the national Toys for Tots campaign by devising a strategy to increase public awareness and media visibility to increase monetary and toy donations to the U.S. Marine Corps' annual event
- Developed and implemented creative and strategic plans for five additional clients
- Managed the media tours and publicity efforts for the Harry Potter movies (I and II)
- Conducted more than 20 focus groups for multiple consumer relations and business-to-business clients, including Old Navy, San Francisco Zoo, and Cisco Systems
- Wrote more than 75 press releases and conducted media relations activities for nonprofit and consumer relations clients, including the Atlanta Symphony Orchestra, the Atlanta Zoo, San Francisco Zoo, and the American Cancer Society (San Francisco Unit)

Director of Development and Communications

Operation Access: San Francisco, CA (December 2001 – July 2004)

- Managed marketing and fund-raising efforts of the non-profit organization by designing and implementing new funding strategies and communication policies for funders
- Designed and wrote print and e-mail newsletters for targeted groups to increase communication efforts
- Strengthened the organization's brand identity by updating its logo, tag line, and promotional materials
- Wrote 100+ grants per year with a 40% award rate and an average grant of \$18,000
- Secured media placements in *San Francisco Chronicle*, *San Jose Mercury News*, *People* magazine, CNN and KRON-TV news outlets covering the organization's programs
- Experienced a 76% increase in funding contributions during a down economic period because of targeted communication strategies and increased cultivation efforts for repeat and major gift donors

Regional Public Affairs Coordinator

Muscular Dystrophy Association: Atlanta (May 1999 – Sept. 1998)

- Coordinated media relations for 1573 activities in AL, FL, GA, MS, NC, SC, and TN
- Secured media placements valued at \$1.2 million for the MDA in the seven state Southeastern region
- Produced the Columbus, GA, Labor Day Telethon and had more than 25,000 donor slips turned around and mailed to donors from the telethon within 48 hours

University Service and Community Outreach

University of San Francisco, 2011-present

Board of Trustees Development Committee, 2013-present

University Information Technology Committee, 2012-present

Faculty Development Committee, 2011-present

University-wide Learning Management Software committee, 2011- present

School of Management Branding/Position Statement committee, 2012-2013

Researcher of the Year Award Committee, 2013, 2015

Development of Nonprofit and Public Administration search committee, 2013-2014

Department of Marketing and Law Faculty Search committee, 2012-2013
Department of Nonprofit and Public Administration BSM Planning committee, 2012
Department of Nonprofit and Public Administration Diversity Plan committee, 2011-2012
Judge, Relay Foundation's Business Plan Competition for Social Entrepreneurs, 2011-2012
Guest speaker, USF Hospitality Symposium, 2012
Guest speaker, Undergraduate Parents Openhouse Showcase, 2011

North Carolina State University, 2007-2010

Department of Communication Publication Committee, Chair
Department of Communication Web site Committee, Member
Public Relations Student Society of America, Faculty Advisor
"NCSU Communication Week," Coordinator and event planner

Academic Service

Association for Education of Journalism and Mass Communication, ScholarSourcing Committee
Member of inaugural committee on collaborative effort between AEJMC and Peter Lang
Publishing to crowdsource new book titles for a special research series

Association for Education of Journalism and Mass Communication, Conference Host Committee
Member of the 2015 San Francisco conference host committee tasked to create informational and entertainment guides for the delegates as well as staff the information booth at the conference

Association for Education of Journalism and Mass Communication, Public Relations Division
Vice Chair Elect, 2015-2016
Secretary, 2014-2015
Research Chair 2012 open and student paper competitions
Research Chair 2011 open and student paper competitions

Nonprofit Academic Centers Council, Conference Planning Committee
Member of 5-person team that planned and carried out the logistics for the 2015 national conference in Chicago, IL, in July. Duties involved coordinating research paper competition, scheduling sessions, and recruiting keynote speakers and moderators in addition to securing venue, sponsorships, and managing vendor orders.

Case Studies in Strategic Communication
Associate Editor, 2011-present
Editorial Review Board, 2011-present

Journal of Nonprofit and Public Sector Marketing
Editorial Review Board, 2009-present

Journal of Public Relations Research
Editorial Review Board, 2009-present

International Journal of Volunteer Administration
Editorial Review Board, 2009-present

PRism

Editorial Review Board, 2010-present

Guest Editor, Special Issue on Nonprofit Public Relations, 2009

International Review on Public and Nonprofit Marketing

Editorial Board, 2012-present

Public Relations Review

Editorial Review Board, 2014-present

Journal of Promotion Management

Editorial Review Board, 2015-present

International Journal of Nonprofit and Voluntary Sector Marketing

Guest Editor, Special Issue on Nonprofit Communications, 2014

Manuscript reviewer, 2008-2014 (17 manuscripts)

Journalism and Mass Communication Quarterly

Manuscript reviewer, 2009-2014 (6 manuscripts)

Journal of Communication Management

Manuscript reviewer, 2008-2014 (19 manuscripts)

Nonprofit and Voluntary Sector Quarterly

Manuscript reviewer, 2008-2014 (12 manuscripts)

Nonprofit Management & Leadership

Manuscript reviewer, 2007-2014 (13 manuscripts)

Mass Communication & Society

Manuscript reviewer, 2009-2014 (7 manuscripts)

Western Journal of Communication

Manuscript reviewer, 2009 (1 manuscript)

University of Florida Accreditation Committee, 2004-2005

Student representative, Served as a member of the committee to organize the College of Journalism and Communication's accreditation plan.

The George Foster Peabody Awards, 1995-1998.

Judge, Served as a judge for the category Peabody Award for Children's Programming.

Professional Service

Public Relations Society of America, Association/Nonprofit Professional Section
Chair, 2015

- Planned quarterly newsletter, two webinars for the year, quarterly brown bag teleseminars, monthly Twitter Chats, oversaw growth of section by 10% and boost in participation in section activities by 35% (to date—as of June 25, 2015)

Vice-Chair 2014

International Conference Session Chair, 2013

Public Relations Society of America, Committee on Work Life and Gender
Member of 2015 research team

Honors and Awards

Academic

USF School of Management Outstanding Research Award—Assistant Professor, 2013-2014.

First place research paper at ICA, 2013, for “What do stakeholders “like” on Facebook? Examining public reactions to nonprofit organizations’ status updates,” public relations division.

Corporate Communications: An International Journal’s “Outstanding Paper of the Year Award,” 2012, for “Revisiting strategic communication’s past to understand the present: Examining the direction and nature of communication on Fortune 500 and Philanthropy 400 web sites.”

USF School of Management Outstanding Research Award—Assistant Professor, 2011-2012.

Finalist, North Carolina State University’s 2010-2011 College of Humanities and Social Sciences Outstanding Junior Faculty of the Year.

Second place research paper at AEJMC, 2010 for “It’s not a Small World After All: Using Stewardship in the Daily Operations of a Theme Park,” public relations division.

Fourth place research paper at AEJMC, 2010 for “Indeed, It does Depend: Examining Public Relations Leaders through the Lens of the Contingency Theory of Leadership,” public relations division.

Named outstanding graduate faculty member, 2009-2010, by the Department of Communication graduate students, NC State University.

Second place research paper at AEJMC, 2009 for “New dimensions of the organization-public relationship: Exploring the impact of gender and inclusion in the nonprofit organization-volunteer relationship,” public relations division.

Finalist, North Carolina State University's 2008-2009 College of Humanities and Social Sciences Outstanding Junior Faculty of the Year.

Named Robert M. Entman Communication Researcher of the Year, 2008, by the Department of Communication, NC State University.

Recipient of "Mary Merrill Memorial Award for Outstanding Feature Article 2008" from the *International Journal of Volunteer Administration* for "The value of feeling included: The impact of inclusion on teen volunteers' organizational satisfaction"

Second place teaching paper at AEJMC, 2008 for "Communicating with the millennial generation outside the classroom," public relations division.

Recipient of "Mary Merrill Memorial Award for Outstanding Feature Article 2007" from the *International Journal of Volunteer Administration* for "Measuring the volunteer-nonprofit organization relationship: An application of public relations theory"

Chaffee-McLeod Top Paper award at AEJMC, 2007 for "The impact of media relations on donations to charitable relief efforts: A test of the agenda setting theory," communication theory and methodology division.

Second place open paper at AEJMC, 2007 for "Coming out to tell our story: The career experiences of gay men in public relations," public relations division.

Third place student paper at AEJMC, 2007 for "Comparing the two sides of the donor-nonprofit organization relationship: Applying coorientation methodology to relationship management," public relations division.

University of Florida Graduate Teacher of the Year Runner-up, 2007

University of Florida College of Journalism and Communications Graduate Student Researcher of the Year, 2007

University of Florida Alumni Fellow, 2004-2007

Second place teaching paper at AEJMC, 2006 for "Blogging 101: Issues and approaches to teaching blog management in public relations courses," public relations division.

Named Emerging Scholar, 2005 by the Association for Research on Nonprofit Organizations and Voluntary Action

Best faculty paper at AEJMC, 2001 for "Racial stereotyping and mass mediated contact," Minorities and Communication division

Inducted in to the Kappa Tau Alpha National Journalism Honor Society, 1998

Professional

2005 Golden Image award from Florida Public Relations Association for Bateman Team campaign on cheating and academic integrity

International Association of Business Communicators' Golden Flame for Toys for Tots' overall communications program, 2000

Public Relations Society of America Phoenix Awards for Toys for Tots' public relations efforts (press release writing, media relations, and communications campaign), 2001

2000 Telly Award for regional advertising for ApartmentGuide.com

Professional Memberships

Association for Education in Journalism and Mass Communications

Member, "Communication Theory & Methodology" and "Public Relations" divisions

International Communication Association

Member

Nonprofit Academic Centers Council

Member

Public Relations Society of America

Member, "Association and Nonprofit" section