

Curriculum Vitae

Cynthia (Cindy) L. King, Ph.D.

Assistant Professor, Management Communication
Associate Director, Center for Defense Management Reform
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Education

Ph.D., Communication, University of Washington, 2004
Dissertation: Examining proper communicative conduct in the discursive construction of racialized others: An analysis of perspectives in the case of Saul Bellow and Brent Staples.
M.S., Technical Communication, University of Washington, 1995
Thesis: Moving technologists into management: Current practice, associated problems, and the challenges facing the digital media industry.
B.A., English Literature, University of Washington, 1992
Cum Laude
Czech and Slovak Language Certification, Defense Language Institute, (Monterey, CA)
September, 1984

Areas of Interest

Rhetoric and persuasion	Communication and Public Policy
Management communication	Communication theory

Refereed Publications

King, C. (2010, forthcoming). "Beyond strategic communication plans: Examining emergent communication strategies." *International Journal of Strategic Communication*
King, C. (2010, forthcoming). "Beyond persuasion: The rhetoric of negotiation." *Journal of Business Communication*.
Brook, D. & King, C. (2008). "Federal personnel management reform from the Civil Service Reform Act to DHS and NSPS." *Review of Public Personnel Management* (28) 205 – 221.
Brook, D., & King, C. (2007). "Civil service reform as national security: The Homeland Security Act of 2002." *Public Administration Review* 67(3). 399-407.
Thomas, G., & King, C. (2006). "Reconceptualizing email overload." *Journal of Business and Technical Communication*, 20. 252-287.

Refereed Proceedings

King, C. (2009). "Email capitalization and CEO ethos: A rhetorical analysis of online responses to Yahoo's layoff email" in (Ed. Lisa Gueldenzoph Snyder), *Proceedings from the 73rd Annual Convention. The Association for Business Communication*.
Callahan, T., Hartge, T., & King, C. (2009). "Leaders' Behaviors during radical change processes: Subordinates' perceptions of how well they walk the talk." *Proceedings of the Decision Sciences Institute Annual Meeting*.
King, C. (2008). "The rhetoric of 9/11 and federal personnel management reform: An analysis of metaphor, presidential rhetoric, and public administration policymaking" in (Ed. Catherine

Nickerson), *Proceedings from the 72nd Annual Convention. The Association for Business Communication.*

Book Chapters

Brook, D., & King, C. (2009). "The Department of Homeland Security: A case study in legislating innovation in Human Capital Management." *Innovations in Human Capital Management* (Hanna Sistare & Terry F. Buss, Eds.) New York: M.E. Sharpe.

Technical Reports

Brook, D., King, C., Prater, S., & Timmerman, E. (2008). *National Security Personnel System: A History of the Creation and Enactment of the NSPS Legislation*, Center for Defense Management Reform Technical Report Series, December 2008.

King, C., Candreva, P., & Salem, A. (2008). *Preparing for the transition: Strategic considerations for the Business Transformation Agency*. Center for Defense Management Reform Technical Report Series, August 2008.

King, C. with Brook, D. & Hartge, T. (2007). "Effective Communication Practices during Organizational Transformation: A Benchmarking Study of the U.S. Automobile Industry and U.S. Naval Aviation Enterprise." Technical Report, NPS-CDMR-GM-07-001. Sponsor, Office of the Chief of Naval Operation, N40, Sea Enterprise Program.

Cox, G., King, C. (2006). "Violence involving sailors: Approaches for reducing the rates of violence." Technical Report, NPS-GSBPP-06-008. A joint project between Command Third Fleet, US Navy, and the Graduate School of Business and Public Policy, Naval Postgraduate School.

Brook, D., King, C., Anderson, D. & Bahr, J. (2006). "The Department of Homeland Security: Gateway to civil service reform?" Technical Report NPS-CDMR-HR-06-006. Sponsor: Office of Personnel Management, in conjunction with the Center for Defense Management Reform, Naval Postgraduate School.

Invited Presentations

Simon, C., King, C. (2009). "Creating the organizational and cultural issue agenda." Invited presenters to the Executive Steering Committee Offsite Meeting, Defense Contract Audit Agency, Atlanta, GA.

Thomas, G., King, C. (2007). "Reconceptualizing email overload." Invited speakers for the annual meeting of INFORMS Computing Society, Seattle, WA.

Salem, A., King, C. (2007). "Beyond ROI: UCD as a catalyst for organizational change—Results from the workshop." Paper presented at BayCHI Usability Engineering Birds-of-a-feather meeting, Mountain View, CA.

Brook, D., King, C. (2006). "Legislating civil service reform: The Homeland Security Act of 2002." Keynote speakers for the *Standing Panel on Public Service* Meeting, presented at the Fall Meeting of the National Academy of Public Administration, Washington DC.

Revise and Resubmit

King, C. (2009). "Reverse outlining: A method for effective revision." Status: revise and resubmit, *IEEE Transactions on Professional Communication*.

King, C. (2009). "The rhetoric of 9/11 and federal personnel management reform: An analysis of metaphor, presidential rhetoric, and public administration policymaking." Status: revise and resubmit, *Journal of Business and Technical Communication*

Work in Progress

King, C., & Lindsey, L. "Command leadership communication: A longitudinal study"

Brook, D., & King, C. "National Security Personnel System (NSPS): A rhetorical investigation of clashing ideologies."

Funded Research Projects

Rhetorical Analysis of Policy Change Guidance and Executive Communication in Government (AY2010)

Sponsor: Defense Contract Audit Agency

NPS Affiliation: Center for Defense Management Research

Project Budget: \$60,000

Preparing for Transition: Strategic considerations for the Business Transformation Agency as DoD prepares for a change in administration (AY2008)

Sponsor: Business Transformation Agency

NPS Affiliation: Center for Defense Management Reform

Project Budget: \$65,000

Legislating Personnel Management Reform: The National Security Personnel System (AY2007/AY2008)

Sponsor: Dr. David Chu, Under Secretary of Defense (Personnel and Readiness)

NPS Affiliation: Center for Defense Management Reform

Project Budget: \$150,000

Communication Strategies and Organizational Transformation: A Benchmarking Study (AY 2007)

Sponsor: SEA Enterprise, US Navy

NPS Affiliation: Center for Defense Management Reform

Project Budget: \$60,000

Legislating Civil Service Reform: The Homeland Security Act of 2002 (AY 2005/2006)

Sponsor: Office of Personnel Management

NPS Affiliation: Center for Defense Management Reform

Project Budget: \$75,000

Unfunded Research Project

Spring quarter, 2005, I initiated and negotiated a four-day stay aboard the USS Tarawa to explore management communication issues unique to Navy personnel at sea. In exchange for the ability to visit the ship, I participated in a joint research project to explore ways to reduce sailor

violence; my co-researcher was Greg Cox, PhD, the CNA representative for Command Third Fleet (C3F).

Benefits:

- Received appreciation letter for the work from VADM Barry Costello, Commander THIRD Fleet
- Created connection between GSBPP and leaders in THIRD Fleet (RADM Hines, VADM LaFever, Capt. Riley [Captain of USS Tarawa], Greg Cox [CNA representative], and other key C3F and Tarawa personnel).
- Generated knowledge and recommendations for reducing Navy violence, a research project that led to the development of the “Violent Behavior Advisory Group” for C3F.
- Obtained first-hand knowledge into managerial communication issues unique to the Navy.
- Gained insight into how to derive publishable research from Navy project research.

Selected Conference Presentations

- King, C. (2009). “Exploring emergent communication strategies in organizational discourse.” Paper presented at the annual conference of the *International Communication Association*, Chicago, IL.
- King, C., Ryan, C., Cyphert, D., Warnick, Q. (2008). “The many faces of corporate texts: A multi-method rhetorical criticism panel.” Paper presented at the annual conference of the Association for Business Communication, Lake Tahoe, Nevada.
- Salem, A., King, C. (2008). “Interviewing as Participatory Problem Solving.” Paper presented at the annual conference of the Association for Business Communication, Lake Tahoe, Nevada.
- Hartge, T., Callahan, T., King, C. (2008). “Leader and Subordinate Communication During Transformation.” Paper presented at the annual conference of the Association for Business Communication, Lake Tahoe, Nevada.
- King, C. (2008). “Communication strategy as emergent in organizational discourse.” Paper presented at the conference honoring James Taylor, Ontario Canada.
- King, C. (2007). “The Rhetoric of 9/11 and Federal personnel management reform: An analysis of metaphor, presidential rhetoric, and public administration policymaking.” Paper presented at the annual conference of the Association for Business Communication, Washington, D.C.
- King, C., Hartge, T. (2007). “Communication strategies and organizational change: A study of the automobile industry.” Paper presented at the annual conference of the Association for Business Communication, Washington, D.C.
- King, C., DeKay, S. (2007). “Rhetorical strategies for communicating change in organizations.” Paper presented at the annual conference of the Association for Business Communication, Washington, D.C.
- Salem, A., King, C., Boyd, S., Kleimann, S., Simonds, K., Rose, E. (2007). “Beyond ROI: UCD as a catalyst for organizational change.” Workshop presented at the annual conference of the Usability Professionals Association, Austin, TX.
- King, C. (2006). “Reconceptualizing communication strategy: A rhetorical perspective.” Paper presented at the annual conference of the Association for Business Communication, San Antonio, TX.
- Pope-Ruark, R., King, C., Williams, L. (2006). “Rhetoric is not a dirty word: A history of rhetorical scholarship in the *Journal of Business Communication and Business*

Communication Quarterly. Paper presented at the annual conference of the Association for Business Communication, San Antonio, TX.

Thomas, G., King, C. (2006). "Reconceptualizing e-mail overload." Paper presented at the annual conference of the Association for Business Communication, San Antonio, TX.

King, C., Dubinsky, J., Kryder, L., Vielhaber, M., Martin, J. (2005). "Exploring the significance of rhetorical theory for business communication research and teaching." Paper presented at the annual conference of the Association for Business Communication, Irvine, CA.

King, C. (2005). "Subduing the Chaos of Disorganized Documents: Teaching "Reverse Outlining" as a Method for Editing." Paper presented at the annual conference of the Association for Business Communication, Irvine, CA.

King, C. (2004). "Discursively constructing racialized others: An analysis of Saul Bellow's communicative conduct regarding black characters in Humboldt's Gift and Mr. Sammler's Planet." Paper presented at annual conference of the National Communication Association convention, Chicago, IL.

King, C., & Salem, A. (2003). "Dialogic probing: Collaborating versus information retrieval in interviews." Paper presented at the President's Panel at the annual conference of the Northwest Communication Association, Ceour d'Alene, ID.

King, C. (2003). "The importance of method in phronetic social science: An analysis and response to a critique of Philipsen's empirical approach in case study research." Paper presented at annual conference of the Western States Communication Association, Salt Lake City, UT.

Teaching

NPS Resident Instruction

Communication for Managers: GB3012

University of Washington

Theoretical Dimensions of Technical Communication: TC 501

Publication Project Management: TC 403

Scientific and Technical Communication: TC 400

The Computer and Technical Communication: TC 310

Introduction to Technical Communication: TC 231

Interpersonal Communication: COM 270

Interviewing: COM 251

Introduction to Public Speaking: COM 220

Speech, the Individual, and Society: SPCMU 102

Short Courses

The *Active Interview* as an Interviewing Technique for Qualitative Research

Writing for the Web: Designing for Use, Accessibility, and Information Retrieval

Theses Advised

Turner, K. (2006). *Commanding Officer's Standing Orders: A Powerful and Unique Genre*.

Unpublished master's thesis, Naval Postgraduate School, Monterey, CA. (co-advisor)

King, S. (2006). *Common Cents? The Role of Pennies in the U.S. Economy*. Unpublished master's thesis, Naval Postgraduate School, Monterey, CA. (second reader)

- Anderson, D. & Bahr, J. (2005). *The Department of Homeland Security: A Gateway to Civil Service Reform?* Unpublished master's thesis, Naval Postgraduate School, Monterey, CA. (co-advisor)
- Baroni, B., Cook, L., Keitelman, M., Miller, S., Wardle, A. (2005). *Are You Managing Your Email – Or is Email Managing You? An Analysis of Email among Personnel within Army Project Management Offices.* Unpublished master's thesis, Naval Postgraduate School, Monterey, CA. (co-advisor)

Honors and Awards

- Nominated for the Hamming Interdisciplinary Teaching Award, NPS (2007)
- President's Service Award, Association for Professional Communication Consultants (2005)
- Graduate Student Mentor Award, University of Washington (2002)
- Outstanding Teaching Assistant Award, University of Washington (1995)
- Outstanding Female Engineering Student, University of Washington (1995)
- Air Force Achievement Medal, U.S. Air Force (1988)

Service

- Founder/Coordinator, Rhetoric SIG, Association for Business Communication (2006/2007)
- Editorial review board member, Journal of Business Communication (2005-2006)
- Editorial reviewer, Organization Science, (2006)
- Board member, Association for Professional Communication Consultants (2003-present)
- Web Manager, Association for Professional Communication Consultants (2005-2006)
- Editorial member, Kaleidoscope: Graduate Journal of Qualitative Research, (2003/2004)

Relevant Professional Experience

- Consultant, SalemSystems, Inc., Seattle, WA (1999-2005)
 - Executive coaching, communication training, marketing communication, user-centered design, and product research and testing for various information technology clients.
- Director of Business Development, Chase Bobko, Inc., Seattle, WA (1997-1999)
- Director of Information Design, Chase Bobko, Inc., Seattle, WA (1996-1997)
- Director of Training, Sakson & Taylor, Inc., Seattle, WA (1995-1996)
- Technical Writer/Editor, CKM Services, Seattle, WA (1993-1996)
- Editor, Journal Newspapers, Seal Beach, CA (1988-1990)
- Czech and Slovak Cryptologic Linguist, U.S. Air Force (1983-1988)