Mary P. Lahman

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Education

Ph. D. **INDIANA UNIVERSITY**Bloomington, Indiana

1994 Major: Speech Communication Minor: Business Management

DISSERTATION: "An Investigation of Formal Mentoring Relationships."

M.A. **MIAMI UNIVERSITY** Oxford, Ohio

1984 Major: Speech Communication Minor: Business Management

THESIS: "Retirement Preparation Programs for an Aging America: A Study in Images."

B.A. MANCHESTER COLLEGE

North Manchester, Indiana

1983 Major: Communication Studies

French

Minor: Psychology

INSTITUTE INTERNATIONAL D'ETUDES FRANCAISES

Strasbourg, FRANCE 1982 Deuxieme degré

Teaching Experience

MANCHESTER COLLEGE - N. Manchester, Indiana 1996 to Present

Professor of Communication Studies

Courses: Foundations of Human Communication

Intercultural Communication

Rhetoric of War

Introduction to Public Relations Advanced Public Relations Language & Thought

Discourse in Political Campaigns & Social Movements

Communication for Instructors

Persuasion, Argumentation, & Propaganda

Organizational Communication

SEMESTER AT SEA - University of Pittsburgh Fall 2003

Courses: Intercultural Communication Interpersonal Communication

Rhetorical Criticism

HUNTINGTON COLLEGE - Huntington, Indiana 1995 - 1996

Adjunct Faculty, Speech Communication
Courses: Speech Communication

Related Work Experience

ETHICON, INC. - Somerville, New Jersey 1988 - 1995

Medical Sales Representative

Service: Mentoring Task Force, Computer Expert

Specialized Training: Situational Sales Negotiation, Surgical Procedures Awards: Sales Club Membership based on Annual Sales Increases

EASTMAN KODAK COMPANY - Rochester, New York 1984 - 1988

Consumer Products Sales Account Executive

Specialized Training: Advanced Presentation & Negotiation Skills

Awards: All Star Ranking due to Sales exceeding Quota

Professional Activities

PROMOTION

Promoted to Full Professor in April 2009.

Promoted to Associate Professor and granted Tenure in April 2002.

AWARDS

Sanford I. Berman Award for Excellence in Teaching General Semantics 2014 Dean's Award for Excellence 2006. Who's Who Among America's Teachers, 2002 & 2006.

SCHOLARSHIP

Publications: Books

Communication Across Contexts: A Listening-Centered Approach (2014). Dubuque, IA: Kendall Hunt.

Awareness and Action: A General Semantics Approach to Effective Language Behavior (2013). E-book posted on the Institute of General Semantics website.

The Thin Book of Service-Learning. (2006). Jayne Beilke Marcie Coulter-Kern, Mary Lahman, Scott Smithson, Gary Stiler, & Deb Winikates. Muncie, IN: Ball State University.

Publications: Articles

Lahman, M. P. & Lietzenmayer, A. M. (2015). Work-life& the popular press: How words create worlds. *ETC: A Review of General Semantics*, 72 (2).

Lahman, M. P. (2013). Awareness and action: A general semantics approach to effective language behavior (Part 2) – Abstraction: Exploring why the map is not the territory. *ETC: A Review of General Semantics*, 70 (3), 260-272.

Lahman, M. P. (2013). General semantics: Understanding Korzybski's formulations. *ETC: A Review of General Semantics*, 70 (2), 111-119.

Lahman, M. P. (2012). Appreciative inquiry: Guided reflection to generate change in service-learning courses. *Communication Teacher*, 26 (1).

Appreciative inquiry + General semantics \rightarrow IFD disease resistance. *ETC: A Review of General Semantics*, 68 (4), 395-401 (2011).

Lahman, M. P. (2011). "Online Discussion, Student Engagement, and Critical thinking. With Leonard in the *Journal of Political Science Education*, 7, 143-162.

Lahman, M. P. (2003). Preparing Trustees, Faculty, Staff, and Students for the Team Visit. In *A Collection of Papers on Self-Study and Institutional Improvement*. Chicago, IL: Higher Learning Commission.

"Developing Communication Behaviors to Enhance Personal Effectiveness in Organizational Settings." In *Collection Pedagogie*, 2nd Edition (Spring 2002). Nancy, FRANCE: International Commercial Institute.

Lahman, M. P. (2001). Operationalizing supportive/Defensive Climate for Undergraduates. *Communication Teacher*, <u>15</u>, 13- 14.

Williams, L.A. & Lahman, M. P. (2000). On the Spot: Ads in the 2000 Presidential Nomination Campaign." *Indiana Journal of Political Science*, 15.

Publications: Articles continued

Lahman, M. P. (1999). To what Extent Does a Peer Mentoring Program Aid in Student Retention? Paper presented at the Annual Meeting of the National Communication Association (85th, Chicago, Illinois, November 4-7, 1999). (Eric Document Reproduction Service No. ED 443133).

Lahman, M. P. (1999). Mentoring and youth development. In Reading Corps. Tutor Training Manual.

Lahman, M. P. (1998). Teaching assignment for the basic course. In Hugenberg, L.W. & Moyer, B.S. *Teaching Ideas for the Basic Communication Course*. Dubuque, IA: Kendall Hunt.

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GRANTS

Manchester University Faculty Research Grant, 2015. Research project entitled, "Assignment Scaffolding: Begin with an End in Mind."

Manchester University Faculty Research Grant, 2014. Research project entitled, "Work-Life & the Popular Press: How Words Create Worlds."

Manchester University Faculty Research Grant, 2013. Wrote Foundations text entitled, "Human Communication: An Ethics of Listening for Communicating Across Contexts."

Manchester College Faculty Research Grant, 2012. Finished Language and Thought text entitled, "Awareness and Action: A General Semantics Approach to Effective Language Behavior."

Manchester College Online Learning Grant, 2008. Research project entitled, "Utilizing Online Discussion to Encourage Student Engagement in General Education Courses."

Manchester College Online Learning Grant, 2007. Research project entitled, "An Investigation of the Effectiveness of Online Discussion to Build Critical Thinking Skills."

Manchester College Faculty Research Grant, 2006. Prepared an article entitled, "Utilizing Appreciative Inquiry to Process Service Learning Experiences" for submission to *Communication Education*.

Indiana Campus Compact Faculty Fellow. 2004-05. Selected to be part of a community of scholars to mentor faculty in service learning, in addition to writing a manual outlining a dynamic model of service learning

Lilly Plowshares Grant, 2003. Longitudinal research exploring the effectiveness of leadership development curriculum.

Communicating Common Ground Partnership (Intercultural Communication students to teach "Let's Talk it Out" program developed by Education for Conflict Resolution to Manchester Community Schools first grade students). Initiative sponsored by the National Communication Association, Campus Compact, American Association for Higher Education, and Southern Poverty Law Center, Fall 2002.

Manchester College Faculty Research Grant, 2001. Longitudinal research in progress to continue a study entitled, "To What Extent Does a Peer Mentoring Program Aid in Student Retention?"

Indiana Campus Compact Community Service Mini-Grant, 2000/2001. Faculty partner for students who created a forum for dialogue between college students and local police officers.

Indiana Campus Compact Scholarship of Engagement Grant, 2000-01. Revised Intercultural Communication to include a "Cross-Cultural Mentoring" service learning project.

Manchester College Faculty Research Grant, 2000. Continued research and writing for a manual entitled, "Competent communicators: A Handbook for Health Care Professionals."

GRANTS continued

Lilly Course Development Grant, 1999. Revised the Rhetoric of War course to meet the requirements of a critical connections course.

Indiana Reading Corps Tutor Training Project, 1999. Training seminar entitled "Mentoring and Youth Development" with co-presenter Manchester Elementary School teacher, Renee McFadden, included video conference to 6 Indiana University satellite locations and a training manual publication.

Manchester College Faculty Research Grant, 1997, 1998 & 1999. Participated in the Hope College Conference for Theory, Research, and Pedagogy.

Lilly Departmental Internship Grant, 1998. Developed an Advisory Council and created a senior internship experience with departmental colleagues Dr. Scott Strode and Dr. Marcia Benjamin.

Lilly Course Development Grant, 1997. Revised the Foundations of Human Communication course to include gerontological issues and facilitated an intergenerational mentoring program.

Lilly "Work-shadow" Grant, 1997. Shadowed political press secretaries and corporate press relations personnel to identify the application of rhetorical theory in the workplace.

Indiana Campus Compact Faculty Course Development Grant, 1996-97. Revised the Communication for Instructors course to include a service learning project.

Conference Presentations

Reflexive Pedagogy: Building Diversity-affirming Assignments. Paper presented at Central States Speech Communication Association Convention in Milwaukee, April 2015.

Work-life and the Popular Press: How Words Create Worlds. Paper presented with Alison Lietzenmayer, at the National Communication Association Convention in Chicago, November 2014.

"Applied Semantics and Practical Communication Across Disciplines." Preconference presentation at National Communication Association Convention in Washington D.C., November 2013.

"General Semantics Panel." Presentation at the Media Ecology Association, Grand Rapids, Michigan, June, 2013.

"Awareness and Action: A General Semantics Approach to Effective Language Behavior." Presentation at the Alfred Korzybski Memorial Lecture and 2-Day Symposium in New York City, October 2012.

"Connecting to the Service-Learning Course by Implementing Appreciative Inquiries." Research presented at Central States Speech Communication Association Convention in Milwaukee, March 2012.

"Online Discussion and Student Engagement." Research-in-Progress Roundtable discussion at the National Communication Association Convention in Chicago, November 2009.

"Online Discussion, Student Engagement, and Critical." Our paper was presented by Dr. Leonard Williams at the American Political Science Association in Toronto, September 2009.

"An Investigation of the Effectiveness of Online Discussion to Build Critical Thinking Skills." Research presented with Dr. Leonard Williams at the Fort Wayne Teaching Conference, February 2008.

"Enjoyable Assessment: An Oxymoron?" Program presented with Dr. Marcia Benjamin at the Fort Wayne Teaching Conference, February 2007.

"Sustaining the Passion: How to Rekindle Exuberance for Teaching." Program presented with Dr. Marcia Benjamin at the Fort Wayne Teaching Conference, February 2005.

Conference Presentations continued

"Utilizing Appreciative Inquiry to Reflect on the "Service" Questions in Service Learning." Paper presented with Dr. Marcia Benjamin and Dr. Kevin Barge at the National Communication Association Convention in Chicago, November 2004.

"Preparing Trustees, Faculty, Staff, and Students for the Team Visit." Pre-conference workshop on Self-Study for the Higher Learning Commission of the North Central Association in Chicago, April 2003.

"Utilizing Appreciative Inquiry to Reflect on Service Learning Objectives." Program presented with Dr. Marcia Benjamin at the 6th Annual Area Deans' Conference entitled the "Scholarship of Teaching Conference," Fort Wayne, February 2003.

"Preparing Future Communication Faculty: An NCA Workshop on What our Doctoral Students Should Know." Panel presentation at Central States Speech Communication Association Convention in Milwaukee, April 2002.

"Preparing Future Communication Faculty for the New Millennium: New Roles, Responsibilities, and Challenges." Panel presentation at the Central States Speech Communication Association Convention in Cincinnati, Ohio, April 2001.

"What I Said is Not What You Think You Heard." Workshop given for the Indiana, Michigan and Ohio Association of Collegiate Registrars and Admissions Officers in Toledo, Ohio, November 2000.

"On the Spot: An Analysis of Primary Ad Campaigns." Paper written with Leonard Williams and presented at the Central States Speech Communication Association Convention in Detroit, April 2000.

"Creating an Engaging Learning Environment through Student Narratives." Program presented with Mike Stone at the 3rd Annual Area Deans' Conference entitled "Creating a Learning Community," Fort Wayne, February 2000.

"To What Extent Does a Peer Mentoring Program Aid in Student Retention?" Paper presented at the National Communication Association Convention in Chicago, November 1999.

"Formal Mentoring Programs: A Research Agenda." Paper presented at the Central States Speech Communication Association Convention in St. Louis, April 1999.

"Netsense and Today's News: Media Analysis for Undergraduates." Program presented with reference librarian, Jill Lichtsinn, at the Indiana Library Federation Conference, Indianapolis, April 1999.

"Concept Mapping: A Teaching Tool." Program presented with Jim Streator at the 2nd Annual Area Deans' Conference entitled the "Scholarship of Teaching Conference," Fort Wayne, March 1999.

"Patient Satisfaction Surveys: Identifying Patients' Voices as Narrative Benchmarks." Second author, Manchester College student Samantha Bradfield. Presented at the National Communication Association Convention in New York City, November 1998.

"Can Fantasy Theme Analysis Detect Changes of an Organization's Perceptions of its Customers." Paper presented at the Central States Speech Communication Association in Chicago, April 1998. "Peer Relationships: Are They an Alternative to Mentoring that Organizations Should Encourage?" Paper presented at the National Communication Association Convention in Chicago, November 1997.

"The Role of Social Support for Operating Room Personnel in Times of Work-Related Stress." Paper resented at the National Communication Association Convention in Chicago, November 1997.

Conference Moderator/Respondent

Evaluator for the Dean's Scholarship Symposium at Manchester College, March 2000 & 2008.

Respondent for "Featuring Undergraduate Research in Small Colleges: Competitive Student Papers," at the Central States Speech Communication Association Convention in Detroit, Michigan, April 2000 and in Cincinnati, Ohio, April 2001.

Respondent for "A New Vision: Reflecting the Mission on the Institution in the Basic Course," at the National Communication Association Convention in New York City, November 1998.

Moderator for "Rhetoric and the Presidency," at the Central States Speech Communication Association in Chicago, April 1998.

Attendance at Scholarly Meetings

Central States Communication Association Conference - April 1998 -99, 2000-2002, 2006, 2009, 2012, 2015

National Communication Association Conference - November 1997-1999, 2000, 2004, 2007, 2009, 2013, 2014

National Communication Institute for Faculty Development - July 2013 & 2014

Alfred Korzybski Memorial Lecture and 2-Day Symposium -- October 2013

Media Ecology Association - June 2013

Annual Area Dean's Conference – March 1999, February 2000, April 2003, February 2005-2008

Learning Communities Conference - November 2006 & 2007

North Central Association Annual Meeting - March 2001 & 2002, April 2003

"New Ways to Navigate: A Seminar-Workshop in General Semantics" at Alverno College - July 2002

The Language of Race, Feminism, Anthropology, and Philosophy: Translating for the legal classroom" at John Marshall Law School – November 1999

Hope College Conference on Theory, Research, and Pedagogy - August 1997-1999

Indiana Faculty Development Conference - November 1998

Service Learning Conference - April 1997

Nominations

Central States Communication Association New Teaching Award. Nominated by departmental colleague, Dr. Marcia Benjamin, and Vice President of Academic Affairs, Dr. Jo Young Switzer in January 1999.

American Association of University Women Educational Foundation's Award for Emerging Scholars. Nominated by Humanities Division Chair, Dr. Janina Traxler, and Vice President of Academic Affairs, Dr. Jo Young Switzer in February 1998.

Reviewer

Reviewer for the Corporation for National and Community Service, Washington, DC, April 2004.

Reviewer for Communication Teacher, 1998 to 2003.

SERVICE

College

Faculty representative:

Appointment, Promotion, & Tenure Committee 2012- 2015

VIA Committee, 1998-99, 2009-10

Faculty Development Committee 2006-09

Assessment Committee 2004-06

Faculty Executive Committee, 2000-03

Peace Studies Council, 1999-2003

Gerontology Council, 1999-00

Student Life Committee, 1997-98

Special Faculty assignments:

Organizational Structure, 2014-15

General Education Assessment, 2009, 2011

Four Disciplines of Execution Facilitator, 2008

Strategic Planning Committee, 2004-06

Vice President for Academic Affairs Search Committee, 2004-05

Diversity Consultant, 1999 to 2005

New Faculty Mentor, 1998, 1999, 2004, 2006

Co-coordinator of North Central Accreditation visit, Fall 2000 to 2002

Special Faculty assignments continued:

Masters of Leadership Design Team, Fall 2000 & Spring 2001

Technology Pilot Study, Fall 1999

Entrepreneur Project, Summer & Fall 1999

Cable TV Access Think Tank, 1998

Entrepreneur Institute, 1998 to 2003

Peer Mentoring Program, 1997 to 2003

College Guest Lectures/Workshops:

"Process of writing a textbook." Presentation with Communication Studies colleagues for The President's Leadership Council, September, 2013.

"Enhancing teaching effectiveness through communication behaviors: Lessons from Instructional Communication." Presentation with Communication Studies colleagues for Professional Development Meeting, December, 2013.

"Rigor in the Classroom" panelist for Fall Faculty Workshop, August, 2013.

"Online learning." Faculty Development Meeting, November 2009.

Scheduled by the Vice President for College Advancement to present an afternoon workshop, "Building Communication Competence," March 2008.

"Around the World in 100 Days." Sabbatical leave presentation about teaching for the Semester at Sea program at a Faculty Development Meeting, Fall 2004.

"September 11, One Year Later: What Are We Learning?" Moderator for faculty panel discussion at Manchester College, September 2002.

"Looking Back, Moving Forward: Strengths and Challenges from the Self-Study." Workshop with Dave McFadden as co-coordinators of North Central Accreditation visit, August 2002.

"The Self-Study Process." Presentation with Dave McFadden as co-coordinators of North Central

Accreditation visit for the Board of Trustees meeting, May 2002.

Faculty presenter for a "teach-in" responding to the events of September 11, 2001.

Retained by the Director of Brethren Colleges Abroad to lead a "Presentation Skills Workshop" for the BCA staff with Communication Studies colleague Dr. Marcia Benjamin, May 2000 & 2001.

"Accreditation Visit 2002." Presentation as Co-coordinators of North Central Accreditation visit for Faculty meeting, Spring, 2001.

"Motivating Students." Presentation with 4 colleagues at a Faculty Development Meeting, Fall 2000.

"Technology Update: Discussion Board Pilot Study." Presentation with 7 colleagues at a Faculty Development Meeting, April, 2000.

College Guest Lectures/Workshops continued

Scheduled by the Vice President of Financial Affairs to lead a two-day workshop entitled "Division Vision," and provide follow-up sessions concerning strategic planning for the Administrative Services Management Group, November, 1999 and February, 2000.

Retained by the Director of Computing Services to present a workshop entitled "Creating Positive Communication Climates" for the Manchester College Computing Services Department, August, 1999.

Scheduled by the Executive Assistant to the President for Retention to lead a session on "Writing Reflective Journals" for the "link.career.edu" program, June, 1999.

"Relationships in Cyberspace." Guest lecture for Jill Lichtsinn and Doris Stephenson's FYC course. Fall 1999.

"Plagiarism & the Web." Presentation with 4 colleagues at a Faculty Development Meeting, Fall 1999.

"Mentoring Opportunities." Workshop presented for the Issues in the Workplace Conference at Manchester College, March, 1999.

"Assessing the Effectiveness of Nonverbal Behavior." Guest lecture for Debra Lynn's Conducting course, Spring 1999.

"A Communicative Perspective for Workshop Design." Guest lecture for Dr. Marcia Benjamin's Small Group Communication course, Fall 1998 & 1999.

"Political Campaign Communication." Guest lecture for Dr. Leonard Williams' Cyberpolitics course, Fall 1998.

"Retention Issues." Presented with Dave McFadden and Mike Stone for Fall Faculty Workshop, Fall 1998.

"Supportive/Defensive Communication Climates." Presented to the Registrar's Primary Advisor Meeting, Fall 1998.

"Glass Ceilings/Mentoring." Workshop presented for the Women in the Workplace Conference at Manchester College, May, 1998.

"Supportive Communication." Guest lecture for Dr. Kim Duchane's Adapted Physical Education course, January, 1998.

"Foundations of Human Communication Course." Presented with departmental colleagues at a Faculty Development Meeting, Fall 1997.

"Service Learning Grants." Presented details of my Indiana Campus Compact Grant at a Faculty Development Meeting, Spring 1997.

Department

Responsibilities:

Basic Course Director for Foundations of Human Communication, Fall 1997 to present.

Chair, Spring 2005, 2008 -2010, Fall 2015

Learning Community Coordinator: Fall 2005, 2007 to 2010

Coordinator of Communication Studies Advisory Panel, 1998 to 2003.

Director of a Student Projects:

"Emulating Japanese to Become More Extensional." Honors thesis 2008-09

"Operation Connection" Dialogue between college students and local police officers, 2001 & 2006 Public Relations, Grant Writing, & Internet Analysis, 1999

Intergenerational Communication & Health Communication, 1998

Community

Volunteer Activities:

4 Paws for Ability Foster Parent 2014-15

Wabash County Leadership Council, Fall 1999 to 2006

Gifted and Talented Study Committee, Manchester Community Schools, October, 1998 to 2004 Junior Achievement Board, 2001 to 2003

Junior Achievement presenter, 1999, 2001, & 2002

Community Alliance to Promote Education (CAPE) in Wabash County Ideation Sessions, 1999 & 2000

Service Learning Courses:

COMM 335: *Advanced Public Relations* – Campaigns developed for Manchester College Office of Public Relations, Spring 2010, 2012, 2013 & 2014; Manchester College Office of Advancement Philanthropy Day and Peabody Retirement Community On-hold Promotion, Spring 2009; Promoting the Entrepreneurship Program at Manchester College, Spring 2007.

COMM 260: *Introduction to Public Relations* - Campaigns developed for Manchester College Alumni Affairs, Fall 2011; Manchester College Choices Grant, Fall 2010; Manchester Historical Society, Fall 2009; Hands of Hope and Manchester College Senior Gift, Fall 2008; Manchester Community Schools, Fall 2006, 2007; North Manchester Police Department, Fall 1997, 2006.

COMM 221: *Discourse in Political Campaigns & Social Movements:* Debate Watch co-coordinator with colleague Leonard Williams, Fall 2000, 2004, & 2008; Community website for candidate issues in 2204; Voter registration in 2000.

COMM 322: Communication for Instructors – "Talk it Out" program for Manchester Elementary, January 2008 & 2009; "Communication Across the Curriculum" for Manchester Community School teachers, Spring 1997, Fall 1997 & 1998.

COMM 256: *Intercultural Communication* – "Let's Talk it Out" program with Manchester Community Schools, Fall 2002, 2004-06, 2009-2011; Cross-Cultural Mentoring project with Hawthorne Program middle school students, Fall 2000 & 200; Action plan for diversity audit, Fall 1999.

COMM 324: *Persuasion, Argumentation, and Propaganda* – "Young Negotiators Curriculum" program with Manchester Community Schools, Spring 2005 & 2006.

LDR510: *Theories of Leadership* – "A Playbook for Success: Newest Trends in Leadership" workshop developed and presented by graduate students for local business leaders, Fall 2002.

COMM110: Foundations of Human Communication - Students facilitated Junior Achievement curriculum for Manchester Community School students, Fall 2001 & Spring 2002.

COMM110: *Foundations of Human Communication* - Students facilitated an Intergenerational Mentoring program between Manchester Community School students and Peabody Retirement Community residents, Fall 1997 - 1999.

Community Workshops:

Contracted by Manchester University to develop training workshops for general managers at Steel Dynamics, Fort Wayne, Indiana, 2014-2105

Contracted by the Manchester Community Schools and the Wabash City Schools to lead three joint public work sessions of the school boards to discover potential areas for collaboration, January-March 2009.

Community Workshops continued:

Contracted by the Wabash County Foundation to present a workshop with Mike Stone entitled, "Telling Your Organization Story," November 2006.

Contracted by the Whitley County United to present a workshop with Mike Stone entitled, "Telling Your Organization Stories: Getting to the Heart of the Matter," August 2006.

Retained by the Wabash County Leadership Development Steering Committee to lead the 2003 & 2006 Leadership Development program, January -March 2003 and January -May 2006.

Presented workshops "Competent Communicator: Creating Supportive Communication Climates in Organizations" for the Small Business Institute, April 2002 and February 2003.

Contacted by the Chair of the School Board for the Manchester Community Schools to facilitate a meeting of the "Elementary Reconfiguration Task Force," March 2002.

"Developing Communication Behaviors to Enhance Personal Effectiveness in Organizational Settings." Invited by the International Commercial Institute of Nancy to teach a mini-course in Nancy, FRANCE, March, 2001.

"Competent Communicator: Creating Supportive Communication Climates in Organizations." Invited by the International Commercial Institute of Nancy to teach a mini-course in Nancy, FRANCE, March, 2000.

Presented "Identifying Barriers to Effective Interpersonal Communication" training for the Trust Department at the Indiana Lawrence Bank in North Manchester, February, 1999.

Employed by the Whitko Community Schools for faculty and staff education: October, 1998 - "Creating Positive Communication Climates"

June, 1998 - "Communicating with Peers, Parents, and Students"

Introduced "Current Research Issues in Intergenerational Mentoring" for the Wabash County Mental Health Association's Workshop Series in February 1998.

Retained by the Columbia City Church of the Brethren in October 1997 to explore skills needed for "Communication Competence" within the church community.

Employed by the Fort Wayne Community Schools in June 1997 to prepare 100 faculty and community members to "Present Effective Workshops" for the Best Practices Conference in August 1997.