CURRICULUM VITAE

FREDERICK STEIER

Department of Communication
University of South Florida
Tampa, FL 33620
USA
fsteier@usf.edu

Education

Ph.D. in Social Systems Sciences, University of Pennsylvania, 1983.
M.S. in Statistics, University of Delaware, 1971.
B.A. in Mathematics, University of Delaware, 1969.

Professional Experience

1996-present Associate Professor,
Department of Communication,
University of South Florida, Tampa, FL
(on partial leave, 2018-2020)

1996-99, Director, Interdisciplinary Studies Programs, University of South Florida, Tampa.
(Interdisciplinary Studies Programs included Learning Communities, Program in Interdisciplinary Social Sciences, Master of Liberal Arts/ Liberal Studies, and Bachelor of Independent Studies)

1987-96   Associate Professor, Department of Engineering Management, and Director, Center for Cybernetic Studies in Complex Systems, Old Dominion University, Norfolk, VA

1993-94, Interim Chair, Department of Communication and Theater Arts, Old Dominion University, Norfolk, VA.

1989-92, Graduate Program Director, Doctoral Program. Department of Engineering Management, Old Dominion University. Norfolk, Va.

1992- 96   Associate Professor, National Technological University (through Old Dominion University). Teaching televised courses, "Socio-technical systems" and "Language, Management and Design."

1974-87   Lecturer, Annenberg School of Communications, University of Pennsylvania, Philadelphia, PA.- teaching courses in methodology and statistical analysis in communication research.

1987   Lecturer, Social Systems Sciences Graduate Group, Wharton School, University of Pennsylvania- teaching course in Advanced Systems Research Planning and Design.

1985-86   King Olav V Fellow (sponsored by a grant from the American Scandinavian Foundation) at the University of Oslo, Institute of Psychology, doing cross-cultural research (comparing Norwegian to American systems) on communication processes and interaction patterns of drug-abuse families, family therapy teams organized to help these families, and the organizations and institutions within which treatment took place.

1985-86   Visiting Professor, Institute of Psychology, University of Oslo, Oslo, Norway- teaching course in cybernetics, communication theory and systems theory.

1984-85   Visiting Assistant Professor, Department of Speech, Temple University, Philadelphia, PA. - teaching courses in organizational communication, small group communication, family communication and marital communication.

1983-84   Director of Evaluation Research, Philadelphia Child Guidance Clinic, Philadelphia, PA.

1977-83   Research Coordinator, Addicts and Families Programs, Philadelphia Child Guidance Clinic, Philadelphia, PA.- investigating, from a systems perspective, interactional and communication patterns, and family characteristics of families containing a heroin-addicted son (addict families), and treatment outcome of family therapy with these families.

1973-74   Instructor, The Wharton School of Business and Commerce, Department of Statistics and Operations Research, University of Pennsylvania, Philadelphia, PA. -teaching courses in statistics for social sciences, and statistical methodology in communication research.

PUBLICATIONS

<u>**Books**</u>

Steier, F. (Ed.). (2005). *Gregory Bateson: Essays for an ecology of ideas*. Imprint Academic. (This book was also published as a special issue of the journal, *Cybernetics and Human Knowing*, *Vol. 12, No.1-2*, 2005).

Steier, F. (Ed.). (1991). *Research and reflexivity*. Sage.

Refereed Articles and Book Chapters

Steier, F. & Jorgenson, J. (2020, in press). Cybernetic invitations: Metalogues as invitations to learning relationships. *Cybernetics and Human Knowing*.

Steier, F. (2019). The Bethel systems intensive: Reflections on systemic learning about systems. In K. Rogers and M. Snowden (Eds.), *The Fielding scholar practitioner* (pp. 205-217). Fielding University Press.

Steier, F. & Jorgenson, J. (2017). Towards an ecosystemic flexibility. *Transdyscyplinarne Studia o Kulturze (i) Edukacji (Transdisciplinary Studies of Culture in Education)*, 12, 52-63.

Steier, F. & Jorgenson, J. (2016) Dancing with cybernetics (on bridges in the wind). *Cybernetics and Human Knowing,* 23(1), 50-58.

Steier, F., Mesquita da Silva, F. and Brown, J. (2015). The World Café in action research settings. In H. Bradbury-Huang (Ed.), *The SAGE Handbook of Action Research III* (pp. 211-219). Sage Publications.

Thompson, W.T., Steier, F. & Ostrenko, W. (2014). Communication process in the design of an Idea Zone at a science center. *Journal of Applied Communication Research,* 42(2), 208-226.

Jorgenson, J. & Steier, F. (2013). Frames, framing and designed conversational processes: Lessons from the World Café. *Journal of Applied Behavioral Science, 49* (3), 388-405.

Lee, D. H., Steier, F. & Ostrenko, W. (2013). Entertaining, performing, persuading: Figures of speech to prepare for health and safety. *International Journal of the Inclusive Museum,* 6(1).

Steier, F. (2013). Gregory Bateson gets a mobile phone. *Mobile Media and Communication*, 1(1), 160-165.

Davis, L., Shapiro, J. J. & Steier, F. (2012). Boundaries within the flow: Workspaces, environments, identities. *Spaces and Flows, An International Journal of Urban and ExtraUrban Studies*, 2(3), 71-83.

Steier, F., Gyllenpalm, B., Brown, J. & Bredemeyer, S. (2008). World Cafe: Förderung der Teilhabekultur (The World Cafe: Fostering cultures of participation). In N. Kersting (Ed), *Politische Beteiligung: Einführung in dialogorientierte Instrumente politischer und gesellschaftlicher Partizipation.Wiesbaden: VS Verlag Für Sozialwissenschaften.*

Steier, F. (2005). Exercising frame flexibility. *Cybernetics and Human Knowing*, 12(1-2),36-49. (also in F. Steier, (Ed.): *Gregory Bateson: Essays for an ecology of ideas*. Imprint Academic, 2005 – see books, above).

Steier, F. and Jorgenson, J. (2005). Patterns that connect patterns that connect. *Cybernetics and Human Knowing*, 12, (1-2, 5-10). (also in F. Steier, (Ed.): *Gregory Bateson: Essays for an ecology of ideas*. Imprint Academic, 2005 – see books, above).

Ostrenko, W. & Steier, F. (2005). Conversation as a core process: Creating a culture of dialogue. In J. Brown, D. Isaacs and the World Café Community, *The world café: Shaping our futures through conversations that matter*. Berrett-Koehler.

Steier, F. and Jorgenson, J. (2003). Ethics and aesthetics of observing frames. *Cybernetics and Human Knowing*, *10(3-4),* 124-136.

Steier, F. (2002). Living a second order life. *Cybernetics and Human Knowing*, 9(1), 83-87.

Steier. F. and Ostrenko, W. (2000). Taking Cybernetics seriously at a science center: Reflection-in-interaction and second order organizational learning. *Cybernetics and Human Knowing, 7(2-3),* 47-69.

Steier, F. (1999) A relational framework for professional communication in international organizations. In C. Lovitt and D. Goswami (Eds.), *Exploring the Rhetoric of International Professional Communication: An Agenda for Teachers and Researchers* (pp. 157-169). Baywood Press.

Steier, F. (1998) Dialogue and second-order cybernetics: A mutual affinity. *Cybernetics and Human Knowing*, 5, 35-36.

Steier, F. and Eisenberg, E. (1997) From records to relationships: Courting organizational dialogue at NASA. *Cybernetics and Human Knowing*, 4, 51-58.

Steier, F. and Smith, K.K. (1996). The cybernetics of cybernetics and the organization of organization. In L. Thayer (Ed.), *Organization <---> Communication: Emerging Perspectives, Volume III* (pp. 117-142). Ablex.

Steier, F. (1996) Hacia un enfoque constructivista radical y ecológico de la comunicación familiar (translation of Toward a radical and ecological constructivist approach to family communication). In Marcelo Pakman (Ed.), *Construcciones de la Experiencia Humana* (pp. 227-260). Gedia.

Steier, F. (1995) From universing to conversing: An ecological constructionist approach to learning and multiple description. In L. P. Steffe and J. Gale (Eds.). *Constructivism in Education*. Lawrence Erlbaum.

Steier, F. (1995) Reflexivity, interpersonal communication, and interpersonal communication research. In W. Leeds-Hurwitz (Ed.), *Social Approaches to Interpersonal Communication*. Guilford.

Jorgenson, J. and Steier, F. (1994) Social cybernetic and constructionist issues in intercultural communication. *Teoria Sociologica*, 3, 63-77. (Also translated in same journal: Questioni di cibernetica sociale e construzionismo nella comunicazione interculturale, 287-297).

Zhao, B. and Steier, F. (1993) Effective Computer Integrated Manufacturing (CIM) implementation using socio-technical principles. *Industrial Management*, 35(3), 27-30.

Steier, F. (1992) Cybernetics as...Mutualling. *Cybernetics and Human Knowing*, 1(2), 3-10.

Steier, F. (1991) Introduction: Research as self-reflexivity, self-reflexivity as social process. In F. Steier (Ed.), *Research and reflexivity*. Sage.

Steier, F. (1991) Reflexivity and methodology: An ecological constructionism. In F. Steier (Ed.), *Research and reflexivity*. Sage.

Steier, F. (1991) Issues in constructing a second order cybernetic methodology in culture. *Systemica* (Special issue: "Mutual Uses of Cybernetics and Science"), 8, 187-192.

Steier, F. (1989) Toward a radical and ecological constructivist approach to family communication. *Journal of Applied Communication Research*, 17, 1-26.

Steier, F. (1988) "Om å reise til et sted for første gang og se det som der du kom fra: Refleksjoner om krysskulturelle refleksjoner" (*On going to a place for a first time and seeing it as where you are coming from*: *Reflections on cross-cultural reflections*). In H. Hårtveit (Ed.), Gjennom Speilet og Tilbake (*Through the Mirror and Back*). Tano.

Steier, F. (1988) "Toward a coherent methodology for the study of family therapy." In L. Wynne (Ed.), *The State of the Art in Family Therapy Research: Controversies and Recommendations*. Family Process Press/Norton.

Steier, F. and Smith, K.K. (1985) Organizations and second order cybernetics. *Journal of Strategic and Systemic Therapies*, 4, 53-65.

Steier, F. (1985) Toward a cybernetic methodology of family therapy research: Fitting therapy research to therapy methods. In L. Andreozzi (Ed.), *Integrating Research and Clinical Practice*. Aspen Systems.

Steier, F., Stanton, M.D. and Todd, T.C. (1982). Patterns of family communication: A study of processes of turn-taking and alliance formation in normal and dysfunctional families. *Journal of Communication*, 32, 148-160.

Stanton, M.D., Steier, F. and Todd, T.C. (1982) Paying families for attending sessions: Counteracting the dropout problem. *Journal of Marital and Family Therapy,* 8(3).

Mowatt, D.T., Heard, D.B., Steier, F., Stanton, M.D. and Todd, T.C. (1982). Crisis resolution and the addiction cycle. In M.D. Stanton, T.C. Todd and Associates (Eds.), *Family Therapy of Drug Abuse and Addiction*. Guilford Press.

Stanton, M.D., Todd, T.C., Steier, F. and VanDeusen, J.M. (1982) Therapy outcome. In M.D. Stanton, T.C. Todd and Associates (Eds.), *Family Therapy of Drug Abuse and Addiction*. Guilford Press.

<u>Invited Essays and Book Chapters</u>

Steier, F. and Lappin, J. (2019). First Order Cybernetics. In Lebow, J., Chamberts, A., Breunlin, D. (Eds.). *Encyclopedia of Couple and Family Therapy*. Springer, Cham. (13 page refereed extended encyclopedia entry)

Steier, F. (2017). Foreword to Sergej van Middendorp, *Embodying Metaphors in Systems: Explorations in the Philosophy of Improvisation, Design and Communication*. Eburon Academic Publishers

Ostrenko, W. and Steier, F. (2014). Learning Conversations: Inviting community partnership in a science center. *ASTC Dimensions*, September/October 2014, 24-27.

Thompson, W.T., Steier, F. and Ostrenko. W. (2014). World Café process transforms science center community into co-designers. *Communication Currents*, August, 9(4).

Steier, F. (2010). Unity-In-Diversity: A systemic foreword. In Steven Wallis (Ed.), *Cybernetics and Systems Theory in Management: Tools, Views and Advancements*. IGI Global.

Steier, F. and Blaeuer, D. (2008). A choreography of cybernetics and performativity. In Jeffrey Gormley (Editor): *Framemakers: Choreography as an Aesthetics of Change*. Daghdha. (ISBN:978-0-9558585-1-2) (this is also available online at http://www.choreograph.net as a lead article)

Steier, F. (2000). "Waltzing toward dialogue." *Southern Communication Journal* (special issue on Dialogue). 65, (2,3), Winter-Spring, 255-259. (A review essay).

Lappin, J. and Steier, F. (1996-97). Being there: Learning how to talk the talk. *American Family Therapy Academy Newsletter (Special issue on "Larger Systems")*, 66, 14-18.

Steier, F. (1988). Norbert Wiener. *International Encyclopedia of Communication*. Oxford University Press.

Steier, F. (1988). On cybernetics as reflexive understanding. *Continuing the conversation,* Spring, *12*.

Steier, F. (1987). Review of T. Winograd and F. Flores, Understanding Computers and Cognition: A New Foundation for Design. *Journal of Communication*, 37, 135-140.

Steier, F. (1983). The Cybernetics of 'helping': An interest group of the American Society for Cybernetics. *The International Network of Family Therapy newsletter*, March, 1(4).

Conference Proceedings

Gulden, T. & Steier, F. (2020). Limiting experience and cognition by flexibility, interaction design and cybernetics. In: Stephanidis C., Antona M.& Ntoa S. (eds) HCI International 2020 *Communications in Computer and Information Science*, vol 1293. Springer.

Steier, F. & Thompson, W.T. (2015). Systemic design of an idea zone at a science center. In Alex Ryan and Peter Jones (Eds.), *Proceedings of Relating Systems Thinking and Design 2015 Symposium*, Banff, Canada. Systemic Design Research Network. ISBN: 978-0-9950245-0-2.

Thompson, W. T., & Steier, F. (2013). Museums as third places: Designing for complex webs of interaction. *CHI 2013: Proceedings of the ACM SIGCHI Conference on Human Factors in Computing Systems,* Paris, France.

Steier, F., Cockrell, C. & Lewis, B. (1995). Rethinking frames for "information sharing" in organizational settings: Lessons learned about a "Lessons learned information system" at NASA. In L. D. Richards (Ed.), *Proceedings of the American Society for Engineering Management National Conference: "Platform for Technological Leadership*", 127-132, Washington, DC.

Lewis, B. and Steier, F. (1994). The roles of group decision support systems in the learning organization. In E. D. Harris (Ed.), *Proceedings of the American Society for Engineering Management 1994 Annual Conference: Technological Leadership and the Management of Change*. 98-105, Washington, DC.

Steier, F. and Gallup, S. (1993). Interventions and chaos: A search for paradigms. In M. Michaels (Ed.), *From chaos to complexity: New tools for a complex worl*d. *Proceedings of the Third annual chaos network conference*. (pp. 230-247). Urbana, IL. People Technologies.

Steier, F., Zhao, B, Woodhams, W. and Gallup, S. (1993). Meanings of Quality: Semantic-Information Distance and Total Quality Management. In W.A. Hamel (Ed.), *Proceedings of the Association of Management 11th Annual Conference, 11(2),* 80-87, Atlanta, GA.

Zhao, B., Steier, F. and Woodhams, W. (1993). Quality in Education: Meanings and Implications. In W.A. Hamel (Ed.), *Proceedings of the Association of Management 11th Annual Conference, 11(1),* 10-15, Atlanta, GA.

Zhao, B. and Steier, F. (1993). Managing Organizational Transformation: A Dissipative Structure Perspective. In W.A. Hamel (Ed*.), Proceedings of the Association of Management 11th Annual Conference, 11(1),* 122-129, Atlanta, GA.

Zhao, B., Steier, F., Gallup, S. and Woodhams, W. (1993). How is quality defined in an organization. In K.A. Vaverek and M.A. Williams (Eds.), *Proceedings of 1993 Southwest Division of the Academy of Management Conference.* 231-235, New Orleans, La.

Steier, F., Zhao, B. and Jorgenson, J. (1992). A cybernetic approach to work and family relationships for engineering management: Issues and cross-cultural implications. In D. N. Merino (Ed*.), Proceedings of 1992 International Engineering Management Conference*. 39-43.

Weeks, C.E. and Steier, F. (1992). Design games, communication, and engineering education. In J.P. Mohsen (Ed*.), Proceedings of American Society for Engineering Education 1992 Regional Conference. Engineering: Facing the Global Challenge.* Washington, D.C. ASEE.

Steier, F. (1987). Organization as reflexive conversation. *Proceedings from Einar Thorsrud Memorial Symposium: The Scandinavian Challenge for Work and Learning after 1999*. Work Research Institutes Documents, PRO, Oslo, Norway.

Steier, F., Stanton, M.D. and Todd, T.C. (1982). Normal and dysfunctional families: A study of quantitative distinctions in organization. In L. Troncale (Ed*.), A*

General Survey of Systems Methodology. Proceedings of the Twenty sixth Annual Meeting, Society for General Systems Research, Washington, D.C.

Stanton, M.D., Todd, T.C. and Steier, F. (1980). Outcome for structural family therapy with drug addicts. In L.S. Harris (Ed.), *Proceedings of the Forty first Annual Meeting of the Committee on Problems of Drug Dependence.* NIDA Research Monograph Series, U.S. Government Printing Office, Washington, D.C.

Krippendorff, K. and Steier, F. (1979) Cybernetic properties of helping: The organizational level. In R.F. Ericson (Ed.), *Improving the Human Condition: Quality and Stability in Social Systems.* Proceedings of the Silver Anniversary International Meeting, Society for General Systems Research. Springer.

Other Publications

Steier, F. (1983) *Family Interaction and Properties of Self-Organizing Systems: A Study of Family Therapy with Addict Families*. Unpublished dissertation, University of Pennsylvania, Philadelphia, PA.

Selected Technical Reports

Steier, F., Lewis, B. and Baesler, E.J. (1995). *Issues in the creation of an organizational dialogue at NASA: User-based redesign and implementation of a Lessons Learned Information System,and its socio-cultural implications.* Submitted to NASA Langley Research Center, Hampton, VA.

Steier, F. and Reed, B. (1993). *A survey of issues in development and usability of the lessons learned information system.* Submitted to NASA Langley Research Center, Hampton, VA under Master Contract NAS1-18584.

Steier, F., Gallup, S., Woodhams, W., Zhao, B., Herweg, L., Tzerefos, L. Pasicov, M. and Tang, Y. (1992). *Exploring uses and meanings of "quality" among students, faculty, administrators, and support staff at Old Dominion University.* Report 92.1, Center for Cybernetic Studies in Complex Systems, Old Dominion University, Norfolk.

Steier, F., Greco, F. Robinson, T., Ashur, H., Øxnevad, K.I. and Pan, L.L. (1990). *A multi-method study of communication and culture in the distance learning* Classroom. Report 90.1, Center for Cybernetic Studies in Complex Systems, Old Dominion University, Norfolk.

Stanton, M.D., Steier, F., Cook, L. and Todd, T.C. (1984). *Narcotic detoxification in a family and home context: Final report, 1980-1983.* Submitted to the National

Institute on Drug Abuse (Grant No. R01 DA 03097) by the Philadelphia Child Guidance Clinic.

Stanton, M.D., Steier, F., Todd, T.C. and Marder, L. (1981). *Symptom versus system change: An examination of the relationship between treatment outcome and changes in family interaction patterns*. Philadelphia Child Guidance Clinic.

Davis, P., Stern, D., Jorgenson, J. and Steier, F. (1980). *Typologies of the alcoholic family: An integrated systems perspective.* Final Report submitted to the National Institute on Alcohol Abuse and Alcoholism, prepared at the Wharton Applied Research Center, Philadelphia, PA.

VanDeusen, J.M., Todd, T.C., McDonough, S., Roddy, L., Marder, L., Steier, F. and Stanton, M.D. (1979). *Scoring manual: Family videotaped interactions*. Philadelphia Child Guidance Clinic.

Stanton, M.D., Todd, T.C., Steier, F., VanDeusen, J.M., Marder, L.R., Rosoff, R.J., Seaman, S.F. and Skibinski, E. (1979). *Family characteristics and family therapy of heroin addicts: Final report, 1974-1978.* Submitted to the National Institute on Drug Abuse (Grant No. RO1 DA 01119) by the Philadelphia Child Guidance Clinic.

AWARDS

2019	**Norbert Wiener award, given by the American Society for Cybernetics. This is awarded for lifetime achievement and was presented at the 2019 annual conference of the society.**
2016	Hub Award, for service to M.A. students in the graduating class, Department of Communication, University of South Florida
2009	The Museum of Science and Industry (MOSI), Tampa, Florida, received the 2009 National Medal for Museum and Library Service, one of five public institutions so recognized. I was recognized by the President of MOSI for my research contributions to their receiving this award.
2005-	Carl Riggs Scientist in Residence. Museum of Science and industry (MOSI). Tampa, FL. (an honorary title)
2003	Hub Award, for service to M.A. students in the graduating class, Department of Communication, University of South Florida
1989	Old Dominion University Summer Faculty Research Fellowship (Project title: An inquiry into the relationship between group communication patterns and design principles in the construction of objects in work teams).
1985-86	American Scandinavian Foundation, King Olav V Fellow, University of Oslo, Norway.

1970-73	University of Pennsylvania, Teaching Assistantship.
1970	University of Delaware, Excellence in Teaching Award.
1969-70	University of Delaware, Research Fellowship.
1968-69	University of Delaware, Teaching Fellowship.
1964-68	University of Delaware, University Scholar.

GRANTS

2009 Grant from the USF Innovative Teaching Opportunities (iTOPP) program. Funded, Developing Learning Opportunities in the Online Classroom (with implications and lessons learned for the traditional classroom). Grant funded participation in Social Media Collaboratory Stanford University Media X Summer Institute at Wallenberg Hall, Palo Alto, California.

2007-09 (co-Principal Investigator, with Allison Pinto, Florida Mental Health Institute, PI). Developing communities as complex adaptive systems. Funded by the University of South Florida Graduate School Sustainable Healthy Communities Initiative**,** $125,000 for two years. This project involves collaborative research with several community agencies, as well as a graduate teaching component involving a seminar and practicum.

2005-07 (co-Principal Investigator, with Robin Ersing, Dept of Social Work, PI). Exploring the role of neighborhood associations in the Development of Social Capital. Funded by University of South Florida Collaborative for Children, Families and Communities.

1999-2001 Head of principal team (with Sandy Cooper, Director of Organizational Development and Training). Re-engineering the university for interdisciplinarity through Learning Communities. Proposed through U. of South Florida re-engineering team grants. Funded through the Provost's office, $50,000.

1996-97 Principal investigator, "Systems issues in the design of a computer-mediated 'Lessons Learned Network' in a university setting." Old Dominion University Faculty grant

1994-95 Principal investigator, "Organizational dialogue and the implementation of a Lessons Learned Information System." NASA Langley Research Center, April, 1994- January, 1995, Master Contract NAS 1-19858, Task55. ($36,775).

1993-94 Principal investigator, "Communication and systems issues in the development of a lessons learned program". NASA Langley Research

Center, July, 1993 - April, 1994, Master Contract NAS 1-19858, Task 29. ($25,000)

1993   Principal investigator, "Survey of Lessons Learned Program". To attend, participate in, and report on a meeting of all NASA site coordinators of Lessons Learned Programs, at Kennedy Space Center. February, 1993. ($1200)

1992-93   Principal Investigator, "Survey of Lessons Learned Program". NASA, Langley Research Center (Master contract NAS1-18584). Project is to determine what features would make a system of a NASA wide Lessons Learned computer-based program usable (and to encourage its use) in order to develop a program of continuous and sustained experiential and "shared" knowledge. ($10,000).

Related Teaching and Research Experience

2018-present Professor, School of Leadership Studies, Fielding Graduate University Santa Barbara, California, USA.

2016, 2017 Invited faculty member at the University College (now Oslo Metropolitan University) International Summer School, Oslo Norway, teaching with Jane Jorgenson "Action Research and Design Thinking: Enabling Communities through Enacting Change."

2013-2014   Researcher in residence at the Overheating Project, housed in the Dept. of Social and Cultural Anthropology, at the University of Oslo, Oslo, Norway.

2011-present Associate, Taos Institute

2006-2017   Carl Riggs Scientist-in-Residence at the Museum of Science and Industry, developing action research and reflective practice programs within the frame of "Designing Learning Conversations."

2006-2012   Member, Advisory Board for collaborative grant between Museum of Science and Industry (Tampa) and University of California- Santa Cruz: Successful scaffolding strategies in urban museums: Research and practice on mediated scientific conversations with families and students. Grant is funded by National Science Foundation (NSF).

2000-2005   Research Fellow, Whitney Andrews Lang Center for Learning, Museum of Science and Industry (MOSI), Tampa, Florida. Helping to develop a collaborative action research and reflective practice program within the frame of "Learning Conversations". This program focuses on communication issues involved in all facets of science center activities, from informal learning to public understanding of science, to work with

"interactors/ explainers" on the floor, to design issues, to general organizational issues to support this new framework and philosophy. (This is a volunteer position, supporting University of South Florida's mission of engaged scholarship).

2000-2002   Systems Advisor, Division of Family Services, State of Delaware (through Lappin and Associates). Action research program to develop and implement Whole Systems Training and Supervisory Coaching, and create an organizational framework to support this initiative.

1999-2000   Systems Advisor, Mote Marine Laboratory and Aquarium, Sarasota, FL. Assisting with issues of organizational change, reflective practice and shared knowledge.

1996-present Praxis Editor, Cybernetics and Human Knowing.

1995-96   Organizational advisor, NISE-East (Naval In-Service Engineering, East). Charleston, SC (through Veda Corporation). Action research program assisting with issues of organizational transformation and identities.

1995-96   Communication advisor with NATO (through Logicon). Norfolk, VA. Action research program working with design and communication issues involved in setting up a Group Decision Support Systems environment.

1995-97   Editor, The Newsletter of the American Society for Cybernetics

1991-96   Systems Advisor and Evaluator, Family Focus Systems Training and Consultation, State of Delaware, Department of Services for Children, Youth and their Families. Work in areas of small group, organizational and interorganizational issues in systems training.

1991-92   Co-Principal Investigator, Change Management Network. Research funded through a consortium of organizations (including Intel, Proctor and Gamble, Bell South, Clorox, and FMC Corportation), administered through Old Dominion University Research Foundation. A collaborative action research project investigating methods of integrating new technologies with organizational change, and attempting to develop methods of organizational learning.

1989-92   Co-Editor, The Newsletter of the American Society for Cybernetics.

1989- 91   Adviser to University for the Arts, Center for Advanced Design and Communication Arts Technologies, Philadelphia, PA.

1987-88   Research Consultant, Family Systems Sciences Program, University of Minnesota, Minneapolis, Minnesota - helping with the development of research methods and theoretical issues in a study of family communication with families with adolescent drug abusers.

1986-87   Organizational Advisor, Dean Witter Reynolds Co. (with K.K. Smith, through the Dept. of Management and Unit for Executive Education, Wharton School, U. Of Pennsylvania) assisting (through workshops and supervision of student projects) with questions of organizational change and stability.

1985-86   Visiting Associate Professor, Cybernetic Systems Department, San Jose State University, San Jose, California - teaching courses in cybernetics and systems theory and methodology, particularly as applied to organization and organizations.

1986-89   Systems Advisor, The Institute of Pennsylvania Hospital, Philadelphia, PA.- helping to develop a systems based family therapy program for adolescent drug abusers, and also helping to create a systemic research and evaluation component for the program, within the context of the larger hospital organization.

1985-86   Advisor to University of Oslo Institute of Psychology Program on Family Therapy with Drug Abusers, Oslo, Norway.
Advisor and Consultant to Oslo Health Office (Oslo Helserådet) Program in Family Therapy with Drug Abusers, Oslo Norway.
Advisor and Consultant to University of Bergen Center for Clinical Research, Program on Family Therapy with Drug Abusers, Bergen, Norway.
In each of these programs, both separately and as a cooperative system of programs, I helped the project group (1) understand the family system and family communication process (and the therapeutic system they co-created); (2) understand their group as a system with issues of small group communication; and, (3) see relationships between themselves and their own organizations and the institutions referring clients to them- issues of organizational and inter-organizational communication.

1983-87   Adjunct Professor, The Union for Experimenting Colleges and Universities, Cincinnati, Ohio - supervising dissertation research.

1983-84   Research Consultant, Operations Research Department of the University of Pennsylvania, Philadelphia, PA. - member of a four-person core research team investigating " The Impact of Robotics and Automation in Organizations", from a grant sponsored by the Commonwealth of Pennsylvania.

1982-84   Co-principal investigator of a pilot research program, at the Philadelphia Child Guidance Clinic, to investigate the relationship between patterns of family communication in families with a schizophrenic child, and patterns of biochemical change in those schizophrenics, during family transactions.

1981-85   Research Consultant to Aspira, Inc. of Pennsylvania on their study of "Choice of Non-Delinquent and Delinquent Careers among Puerto Rican Youth" for the National Institute of Juvenile Justice and the Law Enforcement Assistance Administration.

1981-83   Grants and Contracts Program Reviewer, National Institute on Drug Abuse, Office of Science, Alcohol, Drug Abuse and Mental Health Administration (ADAMHA), Department of Health and Human Services, Rockville, Maryland.

1980-87   Research Consultant to Alfred I. DuPont Institute, Research Division, Wilmington, Delaware.

1979-84   Research Consultant to Families of Divorce Program, Philadelphia Child Guidance Clinic, Philadelphia, PA.

1979-82   Research and Methodological Advisor to Single Parent Family Study (for the National Institute of Mental Health), Philadelphia Child Guidance Clinic, Philadelphia, PA.

1979-80   Research Consultant to Foster Parent Program, Philadelphia, Child Guidance Clinic, Philadelphia, PA.

1978-80   Research Consultant to Family Systems and Alcoholism Program at the Wharton Applied Research Center, University of Pennsylvania, Philadelphia, PA - dealing with methods of understanding family communication patterns, and work and family relationships, in alcoholic and non-alcoholic families.

1978   Research Consultant to National Institute on Drug Abuse (NIDA) Treatment Outcome Prospective Study (TOPS) and Research Triangle Institute, Research Triangle Park, North Carolina.

1976-78   Consultant to the Diversion Services Agency (Division of the Philadelphia Criminal Justice System), Philadelphia, PA. - developing work on the self-organizing process in social service organizations.

1975-76   Evaluator and Researcher, Philadelphia Standards and Goals Exemplary Court Project, Philadelphia, PA. - member of an eight-

person core team to evaluate a grant to the City of Philadelphia from the Law Enforcement Assistance Administration (LEAA) of the United States Department of Criminal Justice.

1970-73   Teaching Assistant, The Wharton School, Department of Statistics and Operations Research, University of Pennsylvania, Philadelphia, PA. - teaching courses in quantitative methods, operations research, statistics and methodology.

1968-70   Teaching and Research Assistant, Department of Statistics and Computer Science, University of Delaware, Newark, Delaware - teaching courses in Computer Programming (FORTRAN) and Modeling and Operations Research, and doing research in various areas of operational research.

1967   Actuarial Training Program, Metropolitan Life Insurance Co.,
(Summer)   New York, New York.

PRESENTATIONS

Selected Conference Papers and Panels

Sep 2020   Featured Panel presentation, with Ray Ison, Ed Straw and Houda Khayame. Governing in the time of Covid and Climate Emergency (based on The Hiiden Power of Systems Thinking: Governing in a Climate Emergency). Featured session at *American Society for Cybernetics annual conference*, ASC 2020 Global Conversation. Session was held virtually, on Zoom.

Apr 2020   Invited panelist/respondent as communication/systems scientist, to sessions, Compassion: A deeply human essential ability to connect (Susanne Ahlendorf), and The responsive body: Giving Global Social Witnessing a voice through movements (Ingrid Pickel). Conference on Global Social Witnessing, Witten-Herdecke University, Witten, Germany. Due to Covid-19, conference was held online.

Oct 2019   Paper presentation, with Laurence Habib, Flavio Mesquita da Silva and Sergej van Middendorp, Generating New Futures through Collaborative Support Networks. *Anticipation 2019* conference, Oslo, Norway.

Oct 2019   Curated /Dialogic session, with Laurence Habib, Flavio Mesquita da Silva and Sergej van Middendorp. Collaborative Support Networks as Generative of New Futures: Use of the World Café and Dialogic Methods to foster inclusion, awareness and sustainability. *Anticipation 2019*

conference, Oslo, Norway. This session was a participatory session that built on the paper session listed above.

Jun 2019   Invited talk, Living a Cybernetic Life. Given as recipient of Norbert Wiener award for lifetime achievement, *American Society for Cybernetics annual conference*. Held at University of British Columbia, Vancouver, Canada.

Oct 2018   Presention, with Flavio Mesquita da Silva and Travis Thompson. A Binocular Vision for Design Process for Whole Systems Design Crossing Boundaries. RSD-7 (Relating Systems Thinking to Design) Conference, Held at Politecnico di Torino, Torino, Italy.

Jun 2017   Invited panelist and participant, "An Ecology of Health." Meeting arranged by the Ecology of Health Program and International Bateson Institute. Bromley by Bow Centre, London, England

Jun 2017   Invited Participant at the Second Polish Bateson Symposium, entitled An Ecology of Mind and Nature: Roots, Ideas and Practices: Batesonian Inspirations and Challenges for the Humanities and for the Management of Post-Industrial Era and Zones." Held at Silesian Botanic Garden, Mikolow, Poland.
At the symposium, I was a keynote speaker with a presentation on Ecosystemic Flexibility, on a session devoted to Ecosystemic Considerations. I was also a respondent to a session on Transcontextual Challenges: Immigration and Addiction.

Nov 2016 Keynote talk, An Aesthetic for Flexibilty in Sustainable Systems. At international conference, "Flexibility and Sustainability" hosted by Overheating Project and Department of Anthropology, University of Oslo, Oslo, Norway.

Apr 201   Two presentations at International Learning Life conference, "Inspiring Learning Life," sponsored by Taos Institute, Sundvollen, Norway
Designing Learning Spaces in formal and informal settings, and
(with Bjørn Ekelund) From Dialogue to Trialogue: Promoting Systemic Learning and Innovation

Nov 2015 Invited panelist and participant on conference, Science and the cultivation of Public Judgment, sponsored by the Kettering Foundation, and held at the Kettering Foundation campus, Dayton, Ohio. This was a continuation of a series created by the Kettering Foundation on Civic Science.

Oct 2015 International Bateson Institute research meeting in Shrewsbury, England, on How Systems Get Unstuck: Ecological Learning. I was a featured participant.

Sep 2015 "Systemic and reflexive perspectives on cosmopolitan Communication." Keynote address at conference on Discovering Cosmopolitan Communication: A crossover dialogue between past and future/theory and practice/East and West. Sponsored by the Institute for Global Integral Competence. Held at the University of Federal Armed Forces, Munich, Germany.

Sep 2015 "Design of a Communication Process for Design (of an Idea Zone)" (co-authored, with Travis Thompson) Paper presented at Conference on Systemic Design in Banff, Alberta . At the Frontiers of Systemic Design. RSD – Relating Systems Thinking and Design 4. Paper was presented by Travis Thompson, as I was unable to attend.

Jul 2015 EGOS (European Group on Organization Studies) conference on Organizations and the Examined Life: Reason, Reflexivity and Responsibility. I was a participant in the stream on "Space and Materiality in Organizations." Athens, Greece.

Oct 2014 Ecological Identities and Dilemmas of Accelerated Change. Presented at conference, Identity and Accelerated Change, Conference sponsored by Overheating Project and Dept. of Social Anthropology, University of Oslo, Lysebu Center, Oslo, Norway,

Aug 2014 (with Jane Jorgenson). Dancing with Cybernetics. Invited talk for Past-Presidents Day Celebration at 50th Anniversary Meeting of American Society for Cybernetics. George Washington University, Washington, DC.

May 2014 Invited Panelist and Participant in Kettering Foundation meeting on Civic Science, held at the Kettering Foundation campus, Dayton, OH.

Apr 2014 Invited participant, International Symposium on Media Innovations, Research Park, University of Oslo, Norway.

Apr 2014 Invited participant, Anthropos and the Material, II, with focus on film and representation. Sponsored by Dept. of Social Anthropology, Blindern, University of Oslo, Norway.

Nov 2013 (with Dorothy Agger-Gupta and Niels Agger-Gupta). The use of the World Café in Action Research Programs, in Canada, Norway and the United States. Workshop offered at CARN (Collaborative Action Research Network) conference, "Staying critical: Nurturing democratic partnership in action research." Tromsø, Norway.

Sept 2013   Panel chair and respondent to film screening, A Daughter's Portrait: An Ecology of Mind (with Nora Bateson and Thomas Hylland Eriksen). At Second International Bateson Symposium, Oslo, Norway.

Sept 2013   Leader of symposium conversations (with Nora Bateson and Thomas Hylland Eriksen). The second international Bateson Symposium: Globalization and the roots of the ecological crisis. Oslo, Norway.

Sept 2013   Panel participant. Anthropos and the Material. Conference sponsored by Anthropology department, University of Oslo. Soria Moria Conference Center, Oslo, Norway.

Nov 2012   Respondent to panel, CommUNITY in the Classroom: Ethnography, Service Learning and Social Justice. National Communication Association (NCA) Annual Conference, Celebrate COMMUnity, Orlando, Florida

Jul 2012   Reflexivity, Self-(Less)-Reflexivity, and Social Research. Talk given on featured panel, Reflexivity, at joint meeting of the Bateson Idea Group and the American Society for Cybernetics, Asilomar Conference Center, California.

Nov 2011   (with Jane Jorgenson) The World Café: Fostering Frames of Serious Play. In panel, Theorizing Frames and Framing through the Lens of Organizational Practice (Organizational Communication division). National Communication Association Annual Conference, Voice, New Orleans.

Aug 2011   The Message: This is Serious Play - Bateson's Legacy for Learning Ecologies. Featured talk at conference, An Ecology of Mind, organized in conjunction with screening of Nora Bateson's film, An Ecology of Mind. Oslo, Norway (see also invited talks)

May 2010   Connecting Patterns of Place and Space. Work Environment Network Special Session, "Understanding Place When Work May Be Telework." Presentation at the Environmental Design Research Association (EDRA) annual conference, Washington, DC.

Nov 2009   Co-chair (with Mariaelena Bartesaghi), A Roundtable Conversation on the Dynamics of Reflexivity, Stability and Change. Panel presented at National Communication Association (Social Construction Division) Annual Conference, Chicago.

June 2009   (with Wit Ostrenko). Science Centers as Core of Big Projects. At Annual European Network of Science Centers and Museums

(ECSITE) conference, Milan, Italy. (presentation given by Wit Ostrenko).

June 2008   Valuing Science Centers as Future Leaders in Generating Knowledge Societies. Panel presentation/Workshop, with Wit Ostrenko, Frederick Steier, Per-Edvin Persson, Matthews Hamabata, Samantha Tan and Jan Taug. Fifth Science Center World Congress, Toronto.

June 2008   Teaching the Ethics of Observation: A Case Study in the Use of Performance to Invite Active Participation at a Science Museum. Daniel Blaeuer, Frederick Steier, Wit Ostrenko, International Conference on the Inclusive Museum, Leiden, The Netherlands, June 2008.

Dec 2007   Featured speaker, "An ecology of Framemaking and Framedoing." Framemakers: Gravity and Grace. This meeting was a combination professional conference on choreography and systems, together with public performances and talks. Daghdha Dance Company, Limerick, Ireland.

May 2007   Featured presentation: Systems and Cybernetic Approaches to the Relationship between Workplace Design and Organizational Culture. Work Environment Network special session on Workplace Design and Culture. Annual conference of Environmental Design Research Association. Sacramento, California.

Feb 2007   Learning about learning with electronic media (with David Lee, graduate student in Communication). Paper presented at Symposium on 21st Century Teaching Technologies, University of South Florida, Tampa.

Nov 2006   Plenary talk: Communication ,dialogue and systemic ideas in global education. International School Connection Global Summit: Leading School Partnerships across Borders. Tampa, FL. This talk was followed by a panel presentation and dialogue, with Michelle Hocevar and Victor Pinedo, "Communication and poverty as a condition in the transformation of schooling world-wide."

Nov 2006   (with David Isaacs and Wit Ostrenko) World Café**:** Systems ideas in creating networks of conversations. This was followed by our facilitating a World Café on the theme: How Can We Prepare Studens as Global Citizens during their schooling years. International School Connection Global Summit: Leading School Partnerships across Borders. Tampa, FL.

May 2006   Paper presentation (with John Willy Bakke). Designing spaces for knowledge creation. At annual conference of Environmental Design Research Association special session, Fostering a Workplace Environment Network. Atlanta.

Oct 2005   Family learning and systemic understanding of science. American Society for Cybernetics annual conference, Washington, DC.

Jun 2005   Keynote presentation: Paths for Change and Stability in an Ecology of Ideas. At conference, Framemakers: Choreography as an Aesthetic of Change. Limerick, Ireland.

Nov 2004   "Design for an ecology of ideas: Community, science and deuterolearning". Paper presented on featured panel, Once and Future Theory: Next steps towards Gregory Bateson's Ecology of Mind. At annual conference of American Anthropology Association, San Francisco. Due to hotel workers' strike, the majority of the conference was postponed to Atlanta in December; however the special sessions organized around the legacy of Gregory Bateson, that were to be part of the conference, were held as the "Gregory Bateson Centennial Sessons" at the University of California- Berkeley).

Sept 2004   (with Juanita Brown, David Isaacs and Wit Ostrenko). Presented panel/workshop, "Design and practice of The World Café: A method for harvesting collaborative innovation". At Association of Science and Technology Centers (ASTC) annual conference, Sustaining innovation in era of rapid change. San Jose, CA.

Sept 2004   (with Wit Ostrenko). Presented workshop, "Modeling a MOSI "(Museum of Science and Industry). At Association of Science and Technology Centers (ASTC) annual conference, Sustaining innovation in era of rapid change. San Jose, CA.

May 2004   "Information, noise and learning". Paper presented on panel, "Information theory in the age of information technology: Rebirth or requiem?" International Communication Association annual conference, Communication Research in the Public Interest. New Orleans, May 2004.

Apr 2004   (with Jane Jorgenson) "Ethics and Aesthetics of Observing Frames." Paper presented on panel, "Polysemy of play in designed environments." At Southern States Communication Association annual conference, Tampa, FL.

Apr 2004   Panelist on symposium, "The Communication Theory Course." At Southern States Communication Association annual conference, Tampa, FL.

March 2004 (with Jay Lappin). Design for a network of conversations: Experiencing the World Café. Workshop presented at Psychotherapy Networker Annual Symposium, The Adventure of Change. Washington, DC.

Nov 2003   "Action research and service learning: Some lessons learned in and out of the classroom." Presentation (as part of a general service learning panel) at Service Learning Conference, University of South Florida, Tampa, FL.

May 2003   Presented paper, "Through the mirror and back: What can our design and use of information technologies teach us about our theories of information (and vice versa). On panel, "Information: what it was, what it should be, and why we need it." International Communication Association annual conference, San Diego.

May 2003   Participant, meeting of World Café Pioneers, Exploring patterns of interaction in World Café's and harvesting of knowledge. Mill Valley, CA.

Nov 2002   Panel chair and presenter: Action research: Issues of engagement with community co-researchers. National Communication Association annual conference, New Orleans.

Apr 2002   Chaired session, "A Systems View of Meanings-in-use of Space in Organizations." Southern States Communication Association, Winston-Salem, NC.

Sept 2001   Principal speaker and participant. "Knowing with: Emergent relational questions in systemic approaches to knowledge work." At conference, Systems at the Lighthouse, Tranøy, Norway.

Aug 2001   (with Margaret Ostrenko (U of South Florida) and Doris Ash, Exploratorium (San Francisco) and U.C. Santa Cruz). "Learning through Life Sciences Conversations in Museum Settings: Analyzing Videotaped Interaction." Panel/workshop at the Visitors Studies Association, Orlando, FL. Panel/ workshop dealt with communication approaches to understanding informal learning at science centers.

July 2001   "Relational and Epistemological Issues in Action Research." Paper presented at Fielding Institute Special Symposium on Action Research, Alexandria, VA .

March 2001 Invited Presentation "Systemic Approaches to Graduate Distance Learning" at The Barfield School Symposium on The Challenge of Distance Learning to Spiritually Based Higher Education, held at Teachers' College, Columbia University, New York.

Feb 2001 Chaired and presented on panel "Developing a Community-based Internationally-linked Participatory Action Research Program for the Engaged University: A workshop bsaed on lessons learned from a demonstration program" With Jon Frode Blichfeldt (U. of Oslo), Per Helmersen (Telenor), Eric Eisenberg (U. of South Florida), Wit Ostrenko and Jan Luth (Museum of Science and Industry), and Tyler Bagwell, Jerry Collins, Angie Day, Sheila Gobes-Ryab, Nancy Kim, Slavica Kodish, Shane Moreman and Deb Walker, U. of South Florida. At University as Citizen: Engaging Universities and Communities" Conference hosted by University of South Florida, Tampa, FL.

Oct 2000 Keynote Address: "Reflexivity and Systemic Knowing." DISPUK (Danish Institute for Supervision, Personnel Development, Instruction and Consultation) Tenth Anniversary Conference: Change and Development at the Turn of the Millenium: State of the Art of Systemic Practice and Thinking, related to Therapy, Supervision, Organizational Development and Epistemology. Rhodes, Greece.

Oct 2000 Workshop/ Presentation, "Family Learning in Museums: Exploring inquiry." With Doris Ash, Margaret Ostrenko. Association of Science and Technology Centers annual conference, Cleveland, OH.

Aug 2000 Workshop Panel Member, "Family Learning in Museums: Tools for Analysis." With Doris Ash (Exploratorium, San Francisco), Margaret Ostrenko (University of South Florida), Minda Borun (Franklin Institute, Philadelphia) and Lesley Kennedy (Boston Museum of Science). Visitors Studies Association annual conference, Boston, MA.

Jun 2000 Participant in Panel Session: "Taking Stock of Dialogue: Its past, present and future as a Method, Practice and Theory. " I led discussion in area of "dialogic design." International Communication Association annual conference, Acapulco, Mexico.

Jun 2000 "Talking science: Family interaction at a science center with implications for exhibit design as a learning conversation. With Margaret Ostrenko and Wit Ostrenko. Presentation on panel: Public Understanding of Science and Technology: The role of family communication and second order learning. International Communication Association annual conference, Acapulco, Mexico.

Jan 2000   "Necessity and Tensions in Reflexive Research." Presentation on panel, Reflexivity, Narrative and Fieldwork at Couch-Stone Symposium: Ethnography for the Twenty-First Century: Alternatives and Opportunities. St. Petersburg, FL.

Oct 1999   "Systemic approaches to the construction of meaning of science exhibits, with implications for design." Presentation on panel/ workshop, From Hand to Mind: Looking at Visitor Interactions at Association of Science-Technology Centers annual conference, Tampa, FL.

May 1999   Chaired and presented at panel session, "Taking dialogue seriously: Maintaining Difference AND Creating Common Ground." Theme session, annual conference of International Communication Association, San Francisco.

Mar 1999   "Systemic issues in designing Learning Communities." Presentation given to conference, Creating and Sustaining Learning Communities: Connections, Collaboration and Crossing Borders. Tampa, Fl.

Jan 1999   "Reflective practice and learning communities: Lessons learned from industrial and university settings." Invited address for Don Schön Memorial Conference, University of the Negev, Beer-Sheba, Israel. (unable to attend due to illness)

Aug 1998   Design for dialogue. Chaired and participated in panel session on "Dialogic readiness", at Alta conference on interpretive approaches to organizational communication: On Dialogue. Alta, Utah.

Mar 1998   "Designing a cybernetic learning community." Presentation at annual conference, American Society for Cybernetics, Santa Cruz, CA.

Nov 1997   (with Jane Jorgenson) "Reflexivity and communication: Implications for teaching, researching and being." Paper presented on panel, "Teaching and reflexivity," at annual meeting of the National Communication Association. Chicago.

Aug 1997   "Observing and designing self-organizing social systems." Presentation at Alta conference on interpretive approaches to organizational communication: Communication and Self-organizing systems. Alta, Utah.

May 1997   (with Jane Jorgenson) "Dialogic readiness and organizational understanding." Paper presented on panel, "Toward a pedagogy of dialogue." Annual conference of International Communication Association, Montreal.

Mar 1997   Communication and systems practice: An eye (or an ear?) toward the connection. Paper presented at annual conference of American Society for Cybernetics, Champaign, Illinois.

Nov 1996   Democratic dialogue and learning at work: Emergent issues in the design of a computer-mediated 'Lessons Learned Network' in a university setting. Paper presented at Speech Communication Association annual conference special pre-conference, "The Future of Democracy at/in/for/beyond Work." San Diego.

Sept 1995   "Rethinking frames for "information sharing" in organizational settings: Lessons learned about a "Lessons learned information system at NASA." (with Charles Cockrell). Paper presented at panel session, "Organizational responsiveness: "Engineering management in an information age," at annual conference of the American Society for Engineering Management, Washington DC. (I also chaired this panel), (see publications).

Jun 1995   "Contextual logics and ecological constructionism." Invited keynote address at conference, "The product of work is people: A conference in memory of Philip Herbst," sponsored by the Work Research Institutes, Oslo, Norway.

May 1995   Invited presenter at pre-conference workshop, "Focusing our energies: High impact ideas for Organizational Communication." Organizational communication division workshop/ consortium for doctoral students. At Annual conference of the International Communication Association, Albuquerque, New Mexico.

May 1995   "Dialogues about creating an organizational dialogue at NASA: Some 'Lessons Learned' about 'training' and boundary crossing relationships. Paper presented on panel, "Dialogic approaches to organizational dialogue, consulting, training, and other working relationships." At International Communication Association annual conference, "Communication and Reality." Albuquerque, New Mexico. (I also chaired this panel).

May 1995   Chaired panel, "Information, chaos, and activity theory as alternative perspectives on organizational communication systems." International Communication Association annual conference, "Communication and Reality." Albuquerque, New Mexico.

May 1995   "The mutuality of cybernetics." Invited talk given at annual conference of American Society for Cybernetics, Chicago, IL.

Dec 1994   Invited panel member, "What makes a conflict resolution initiative valuable, and how might we know?: Reflexivity and evaluation." At conference, "Evaluating evaluation in ethnic conflict resolution," sponsored by the Bi-college Peace and Conflict Studies Program, Bryn Mawr and Haverford Colleges, Haverford, PA.

Oct 1994   New voices in work with organizations and cultures. Keynote presentation given at conference, "New Voices in Human Systems." Conference sponsored by The Center for Collaborative Studies. Northampton, MA.

Oct 1994   (with Bernard Lewis) "The roles of group decision support systems in the learning organization." Paper presented at annual conference of the American Society for Engineering Management, "Technological leadership and the management of change," Washington, DC. (see publications).

Apr 1994   "Radical constructivism and cybernetics." Keynote presentation given at conference in honor of the contributions of Ernst von Glaserseld. Atlanta, GA.

Apr 1994   Dialogism and the integration of conflicting 'isms' in interpersonal, organizational and global settings. Paper presented at annual conference of the Southern States Communication Association. Norfolk.

Mar 1994   Systemic and communication issues in constructing lessons learned information systems. Presentation given at NASA Headquarters conference of NASA-wide Lessons Learned Steering Committee. Washington, DC.

Nov 1993   "Self-reference and relational thinking: Moving across boundaries in social settings." Presentation on panel, "Reflexivity and self-reference in education, in organization, and in therapeutic relationships, at annual conference of the American Society for Cybernetics, "Cybernetics in the Art of Learning". Philadelphia. I also chaired this panel.

Nov 1993   (with Baizhong Zhao) "Organizational autopoiesis: Toward a process framework. Paper presented on panel, "Management and Structure" at annual conference of the American Society for Cybernetics, "Cybernetics in the Art of Learning". Philadelphia.

Nov 1993   Member of panel presentation/ discussion, "Living in the 'yes, but . . ." Panel exploring movement across boundaries of work and non-work for women artists. At annual conference of the American Society for Cybernetics, "Cybernetics in the Art of Learning." Philadelphia.

Nov1993   Issues in the development of Lessons Learned Information Systems at
           NASA Langley Research Center. Presentation given as part of National
           Video Teleconference of NASA Lessons Learned Steering
           Commmittee.

Sept 1993 (with Shelley Gallup) "Cybernetics and Chaos Theory", at Third
           Annual Chaos Network Conference, "From Chaos to Complexity: New
           Tools for a Complex World." St. Paul, Minnesota. (Sponsored by
           Metropolitan State University, College of Management).

May 1993   Invited presenter on workshop, "Charting new waters: Turning points in
           research programs." Organizational communication division
           consortium for doctoral students. At Annual conference of the
           International Communication Association, Washington, DC

May 1993   Areas of application of reflexivity. Paper presented on panel,
           "Reflexivity and its relatives: Embedding interfaces in the interfacers."
           At Annual conference of the International Communication Association,
           Washington, DC

May 1993   Exploring work and family as mutually enhancing systems, and their
           resultant social ecology. Paper presented on panel, "A social ecology of
           work, family and community: A communication approach to movement
           across 'boundaries'". At Annual conference of the International
           Communication Association, Washington, DC

May 1993   Invited respondent to papers on session, "Changing organizations". At
           Annual conference of the International Communication Association,
           Organizational Communication Division, Washington, DC

Mar 1993   Zhao, B., Steier, F., Gallup, S. and Woodhams, W. How is quality
           defined in an organization? Paper presented at the 35th annual
           conference of the Southwest Academy of Management. New Orleans.
           (see publications).

Feb 1993   Total Quality Management in education: the Old Dominion Research.
           Workshop presented at the Second Annual Conference of Virginia
           Quality Education in Science and Technology (V-QUEST), Norfolk,
           VA. (with Baizhong Zhao and Wayne Woodhams).

Feb 1993   Cybernetics as a vehicle for content and process in quality programs in
           math, science and design. Workshop presented at the Second Annual
           Conference of Virginia Quality Education in Science and Technology
           (V-QUEST), Norfolk, Va. (with Baizhong Zhao and Wayne
           Woodhams).

Feb 1993   Zhao, B., Steier, F. and Richards, L.D. Workplace management: An engineering management perspective. Paper presented at the First Mid-Atlantic Human Factors Conference, Virginia Beach, VA.

Nov 1992   "Reflexivity and self-reference in communication theory and research". Panelist on pre-conference meeting, sponsored by Loyola Univerisity (Chicago), to annual conference of Speech Communication Association. Chicago.

Nov 1992   "A cybernetic approach to work and family relationships for engineering management: Issues and cross-cultural implications." Paper presented at the 1992 International Engineering Management Conference. Eatontown, New Jersey (with Jane Jorgenson and Baizhong Zhao). (See publications)

Aug 1992   "Performing quality, learning institutions, and organizational ecology." Paper presented at Alta Conference on the interpretive study of organizations. Alta, Utah.

May 1992   "Self-reference, autonomy and organizational ecology." Presentation on panel, Self-reference, communication technologies and new worlds of organization (which I also chaired), International Communication Association annual conference, Miami, Florida.

May 1992   "A communication and relational approach to work and family". Hampton Roads Conference on Feminist Scholarship, Norfolk, VA. (with Jane Jorgenson).

Feb 1992   "Conversing and Universing". Invited paper presentation, Conference on Alternative Epistemologies in Education, University of Georgia, Athens, GA.

Oct 1991   "Research as reflexive conversation: Mirroring processes and communication research". Paper presentation on panel, Reflexive Knowledge: The position of the researcher-investigator in inquiry, Speech Communication Association annual conference, Atlanta, GA (with Jane Jorgenson).

Jul 1991   (with Arthur Penn). "Cybernetic issues in film directing. Presentation at American Society for Cybernetics annual conference: "Cybernetics:Its Evolution and its Praxis". Amherst, Mass.

Jul 1991   "Reflexivity in Theory and Practice." Presentation on plenary session, American Society for Cybernetics annual conference: "Cybernetics: Its Evolution and its Praxis". Amherst, Mass.

Mar 1991   Invited paper, "Beyond Rigor and Relevance: Toward Reflexive Imagination in Applied Communication Research" at the conference, "Applied Communication in the 21st Century: The Tampa Conference on Applied Communication", sponsored by the Speech Communication Association and the Dept. of Communication of the U. of South Florida - intended to mark issues and responsibilities of the field of applied communication research, both with regard to research priorities and graduate education, for the twentyfirst century.

Dec 1990   "A socio-technical approach to communication and multiple description in the construction of objects, with particular reference to CAD systems". Paper presented at 5th International Conference on CAD/CAM, Robotics and Factories of the Future. Norfolk.

Aug 1990   Presidential Address, "Toward Ecological Understanding."American Society for Cybernetics annual conference, "Ecological Understanding". Oslo, Norway.

Aug 1990   Panel chair and discussant, "Research, action research and reflexivity." American Society for Cybernetics annual conference, "Ecological Understanding". Oslo, Norway.

Aug 1990   Invited discussant and panelist, St. Gallen Research Conference, "Social-organizational theory: From Methodological Individualism to Relational Formulations." Hochschule St. Gallen, St. Gallen,Switzerland.

Jun 1990   "Organizational identities and democracy in the workplace." Paper presented on panel, Second order cybernetics, communication and equality of the subject. International Communication Association annual conference. Dublin, Ireland.

Jun 1990   Invited chairperson and discussant, "The cybernetics of epistemology and the epistemology of cybernetics." 8th International Congress of Cybernetics and Systems, New York.

Jun 1990   "Self-regulation in constructing families and family therapy." Talk given on symposium, Self-organization and the acquisition of knowledge. 8th International Congress on Cybernetics and Systems, New York.

Nov 1989   Plenary Session chair, "Learning and Helping." Annual conference of the American Society for Cybernetics, "Connections". Virginia Beach.

Nov 1989   Chair and discussant for national teleconference, "Understanding Complexity: A Cybernetic Approach". Old Dominion University, Norfolk.

Nov 1988   "Tacit knowing and parallel processing in researching family communication. Paper presented on panel, New Directions in Family Communication. Annual conference of the Speech Communication Association, New Orleans. (with Per Helmersen)

Oct 1988   Invited workshop leader, "Texts in cybernetic theory": A special conference of the American Society for Cybernetics, Felton, CA.

Jun 1988   Invited principal speaker and panelist, "A weeklong dialogue between epistemologists, cyberneticians and family therapists: A Greek Kitchen in the Arctic." Sulitjelma, Norway.

Jun 1988   Invited workshop leader, The First International Conference on Natural Learning. Sponsored by the Work Research Institute of Norway. Høvringen, Norway.

May 1988   Workshop presenter (with K. Krippendorff), "Cybernetics: New Implications." Annual conference of the International Communication Association. New Orleans.

Jan 1988   Invited session chairperson, "Observations about Observers: Constructivist Methodologies". Gordon Research Conference on "Cybernetics: Applied Epistemology", Oxnard, California.

Dec 1987   Chairperson for panel, "Cybernetics and Cultural Studies: A Merging of Perspectives". Annual meeting of the American Society for Cybernetics, Urbana-Champaign, Illinois.

Dec 1987   "Management as Recursive Symbolic Activity". Invited presentation on panel, "Management as Recursive Symbolic Activity". Annual meeting of the American Society for Cybernetics, Urbana-Champaign, Illinois.

Dec 1987   Invited panelist on plenary panel, "The Family as a Utopian System". Annual meeting of the American Society for Cybernetics, Urbana-Champaign, Illinois.

Jun 1987   "Organization as Reflexive Conversation". Invited presentation for workshop, "Learning at Work: Prerequisites for Dialogue and Self-Reflection". Einar Thorsrud Memorial Symposium and Workshop: The Scandinavian Challenge for Work and Learning after 1999, Oslo, Norway.

May 1987   "Communication Research of Communication Research: Self-Reflexivity as Social Process". Paper presented on conference theme session, "The Ecology of Observing Systems". Annual meeting of the International Communication Association, Montreal, Canada.

May 1987   Invited panel chairperson and discussant, "New Directions in Systems Theory: Autopoiesis in Organizations and Ecology". Annual meeting of the International Communication Association, Montreal, Canada.

Mar 1987   Invited panel member of plenary symposium, "Language and Organizational Design". Annual meeting of the American Society for Cybernetics (Special European Conference), St. Gallen, Switzerland.

Mar 1987   "Co-construction of Organizational Identities". Paper presented on panel, "Developing Self-Organizing Social Systems". Special European Conference of the American Society for Cybernetics, St. Gallen, Switzerland.

Mar 1987   Workshop chairperson, "Approaches to Social Systems". Annual meeting of the American Society for Cybernetics (Special European Conference), St. Gallen, Switzerland.

Oct 1986   Chaired session "Macro and Micro Views on Organization and Institution," at the Sixth International Conference on Culture and Communication, Philadelphia, PA.

Sept 1986   "A Cybernetic Methodology in (Self)-Organizing." Address at the Western Regional meeting of the American Society for Cybernetics, Santa Cruz, California.

June 1986   Invited discussant, Gordon Research Conference on "Cybernetics of Cognition." Wolfeboro, New Hampshire.

Feb 1986   "On Taking Ourselves Seriously as Cybernetic Researchers." Plenary Address, American Society for Cybernetics annual meeting, "Conversations in Cybernetics", Virginia Beach, VA.

Feb 1986   "Organizational Relations and Autonomy in Therapeutic Systems: A Cybernetic Perspective." Invited address and workshop, Annual meeting of the Norwegian Family Therapy Association, Oslo, Norway.

May 1985   Invited first respondent to address by Lynn Hoffman ("Beyond Power and Control: Developing a Systemic Mind"). At conference sponsored by the College of Saint Benedict, "The Pattern Which Connects: A Symposium on the Questions of Gregory Bateson", St. Joseph, Minnesota.

May 1985   Invited workshop leader, pre-conference workshop, "The Pattern Which Connects: A Symposium on the Questions of Gregory Bateson". College of Saint Benedict, St. Joseph, Minnesota.

Mar 1985   "Families, Organizations, and Larger Systems: A Cybernetic Perspective". Invited panel chairperson, Family Networker Symposium, "Redefining the Limits", Washington, D.C.

Mar 1985   "A Family Therapist's Guide to Cybernetics." Invited workshop given at the Family Networker Symposium, "Redefining the Limits", Washington, D.C.

Nov 1984   Conference chairperson for annual meeting of the American Society for Cybernetics, on "Autonomy, Intervention and Dependence." Philadelphia, PA.

Nov 1984   "Toward a Cybernetic Methodology of Intervention Research." Presentation on panel, "Cybernetic Methodology." Annual meeting of the American Society for Cybernetics, Philadelphia, PA.

Nov 1984   Panel chairperson, "Radical Constructivism in Social Worlds." Annual meeting of the American Society for Cybernetics, Philadelphia, PA.

Nov 1984   (with Jane Jorgenson), "The Family's Construction of a Concept of Family: The Organizational Dimension." Paper presented on panel, "Radical Constructivism in Social Worlds." Annual meeting of the American Society for Cybernetics, Philadelphia, PA.

Nov 1984   Panel member, "Families as Autonomous Systems." Annual meeting of the American Society for Cybernetics, Philadelphia, PA.

Aug 1984   Invited session chairperson, "Transaction and Interaction in Small Systems." Gordon Research Conference on "Cybernetics". New Hampton, New Hampshire.

May 1984   "Entropy and Information Measures in the Assessment of Rigidity/Flexibility of Family Interaction Patterns: Some Uses and Limitations." Presentation on panel, "Information Theory, Entropy Measures and Applications." Annual meeting of the International Communication Association, San Francisco, CA.

Jan 1984   "Family structure and family therapy efficacy research: Toward a coherent methodology". Invited position paper for workshop on "The State of the Art in Family Therapy Efficacy Research," sponsored by the National Institute of Mental Health and Family Process, to make

recommendations to the sponsors and establish guidelines for future research. At this workshop, I also chaired the session on "Data Analysis and Interpretation: Links Between Process and Outcome". Bethesda, Maryland.

Oct 1983   Invited participant to working panel on "The Assessment of Family Therapy." Annual meeting of the National Council on Family Relations, St. Paul, Minnesota.

Oct 1983   Invited symposium chairperson, "Critical Issues: Individual/ Humanistic Factors" at the Twentieth anniversary meeting of the American Society for Cybernetics, "Societal Transformations in the Systems Age: A Platform for Change," Los Altos Hills, CA.

Oct 1983   Invited symposium chairperson, "A Platform for Change: Individual/ Humanistic Features" at the Twentieth anniversary meeting of the American Society for Cybernetics, "Societal Transformations in the Systems Age: A Platform for Change", Los Altos Hills, CA.

July 1983   Invited participant, "Maps of the Mind, Maps of the World: Systems Models in Clinical Practice." Mental Research Institute Sixth Biennial Conference, San Francisco, CA.

Mar 1983   "Change, Creativity, and Paradox." Presentation on panel, "Ambiguity and Paradox in Social Systems." Fifth International Conference on Culture and Communication, Philadelphia, PA.

Oct 1982   Panel member of plenary symposium, "The New Cybernetics." Annual meeting of the American Society for Cybernetics, Columbus, Ohio.

Oct 1982   Chaired panel, "Toward the Cybernetics of Helping and Intervention." Annual meeting of the American Society for Cybernetics, Columbus, Ohio.

Oct 1982   Invited participant to a symposium of a national panel on "The Assessment of Family Therapy." Annual meeting of the National Council on Family Relations, Washington, D.C.

Jan 1982   "Normal and Dysfunctional Families: A Study of Quantitative Distinctions in Organization." International Meeting of the Society for General Systems Research, Washington, D.C.

Nov 1981   Chaired panel, "On the Cybernetics of Helping." Annual meeting of the American Society for Cybernetics, Washington, D.C.

Nov 1981   "Adaptation, Counter-Adaptation, and Addiction." Paper presented at annual meeting of the American Society for Cybernetics, Washington, D.C.

Aug 1979   (with Klaus Krippendorff), " Cybernetic Properties of Helping: The Organizational Level." International Meeting of the Society for General Systems Research, London, England.

Oct 1978   (with M. Duncan Stanton and Thomas C. Todd), "Reduction of Family Therapy Dropout Rates Through Reimbursement: A Study with Addict Families." Paper presented at National Council on Family Relations annual meeting, Philadelphia, PA.

Invited Public and University Talks and Workshops

Nov 2019   Invited talk: Tradition and Change in Norway. Presented to Sons of Norway, Tampa, FL.

May 2019   Faculty leader Gabriola Island Systems Residential Workshop, *Islands as Systems*. Gabriola Island, British Columbia, Canada

March 2019 Studio workshop (with Jean-Pierre Isbouts). Techniques and Aesthetics in Use of video in scholarly work. Pantheon Studios, Santa Monica, California

Feb 2019   Webinar (with Jean-Pierre Isbouts and Travis Bell). Bringing video to scholarship and practice.

Mar 2018   Panel presentation at meeting on AI and the Future of Work. Workshop sponsored by Work Research Institutes and Oslo Metropolitan University. Oslo, Norway

May, 2017   Invited workshop leader, Workshop on Persuasive Games for Social Impact. Held at Reframing Studio, Amsterdam, The Netherlands. At this workshop, I also gave a presentation, "Designing Contexts for Reframing."

April 2017 Workshop (on Skype) with international students in preparation for Action Research seminar in Oslo Norway, as part of HiOA (University College) International Summer School.

Nov 2016:   Workshop (with Bjørn Ekelund): a Trialogue about the Future of Human Resources in a Neo-Liberal world. Sponsored by Human Factors, Oslo, Norway.

Jul 2016:   Action Research: Enabling Communities through Enacting Change, International Summer School at University College of Oslo and Akershus, Oslo, Norway.

April 2016   Workshop (on Skype) with international students in preparation for Action Research seminar in Oslo Norway, as part of HiOA (University College) International Summer School.

Oct 2015   How do Systems Learn (conversations with the International Bateson Institute), held at the October Gallery in London, England. October, 2015. I was a featured panelist.

Oct 2014   Designing Learning Spaces and Organizational Ethnography. Workshop offered at Yahoo Education and Training Center, Santa Clara, CA.

Mar 2014   Experience and Change in second-order learning in science centers and museums. Invited keynote talk at meeting of Norwegian Science Centers (EXPAND program), Vitensenteret, Trondheim, Norway.

Mar 2014   Collaborative Design for Meetings and Learning Spaces in Workplaces, iArk/Lent Design Group, Oslo, Norway.

Nov. 2013   Systems Thinking, Action Research and the World Café. Talk and workshop offered to International AgroEcology program at Norwegian University of Life Sciences, Ås, Norway.

Nov. 2013   Building research relationships in ethnographic fieldwork. Talk given at "Breakfast Seminar." Dept. of Anthropology, University of Oslo.

Sept, 2013 Ecology, Flexibility and Learning in Local and Global Civilization. Invited talk given to Seminar Series in Overheating Program, Dept. of Anthropology, University of Oslo. Oslo, Norway
(There was also a published interview with me for this talk:
http://www.sv.uio.no/sai/english/research/projects/overheating/news/steier.html)

May 2013   Systems approaches to the design of collaborative spaces, and New ways of working. Talk and workshop offered at Media Evolution City, Malmö, Sweden

Jul 2012   Member of panel (with 8 persons, including California Gov. Jerry Brown) exploring ways that Gregory Bateson's Ecology of Mind might connect with environmental policy issues. Pre-conference session at joint meeting of the American Society for Cybernetics and the Bateson Idea Group. Asilomar Conference Center, California.

Aug 2011   Respondent (with Nora Bateson and Thomas Hylland Eriksen) to
             public screening of film, An Ecology of Mind). Literature House,
             Oslo, Norway.

May 2011   Lecture/Workshop: Systems Practice, Ecological Thinking and Action
             Research: Bringing together Scholarship and Practice. University
             College, School of Education, Oslo, Norway

Mar 2011   New Ways of Working. How new media shape collaborative work
             across boundaries. Talk/workshop presented at Telenor (Research and
             Development Division), Oslo, Norway

Feb 2011   (with Edie Seashore, Charlie Seashore and Jane Jorgenson). The
             relational self as an agent of change: Some implications for systems
             practice. Workshop/presentation at The Lewin Center annual meeting
             on Systems Practice, at The Mountain Quest Institute, Frost, West
             Virginia.

Nov 2010   Action Research and Implementation Science. Presentation offered to
             Implementation Science Group at University of South Florida.

Oct 2010   Systems Approaches to Action Research, and Bringing Together
             Scholarship and Practice. Talks and Workshops presented at
             University College, Oslo, Norway.

Sept 2010   "What if a university were organized as an EcoVillage? Some
             considerations about ecological design and learning spaces." Talk and
             Workshop offered at EcoVillage Sustainability Meeting, Shawnagan
             Lake, British Columbia, Canada.

Aug 2010   Lecture presented (via Skype) to Dire Dawa University, Dire, Dawa,
             Ethiopia: Systems approaches to Communication, Organizational
             Culture and Change: Lessons Learned about Knowledge Sharing.

March 2010   (with Daniel Blaeuer) Developing Learning Communities in Online
             (and Traditional) Classrooms. Workshop presented at USF Center for
             21st Century Teaching Excellence. Tampa, FL. (presented again Sept,
             2010)

Feb, 2010   (with Jane Jorgenson) The role of framing and the framing of roles in
             Systems Practice. Presentation/Workshop at The Lewin Center
             meeting on Systems practice, at The Mountain Quest Institute, Frost,
             West Virginia.

Sept 2009   (with Daniel Blaeuer), Developing Learning Communities in Online (and Traditional) Classrooms. Workshop presented at USF Center for 21st Century Teaching Excellence. Tampa, FL.

Feb, 2009   (with Jane Jorgenson) The Role of "Boundary" Metaphors in Conceptualizing Family and Community Systems. Presentation/Workshop at The Lewin Center, Bethel, ME. February, 2009. Charlie Seashore and Edie Seashore respondents.

Sept 2008   Featured presenter/workshop leader. Social ecology and design for sustainability. Islandwood meeting on Sustainable Communities. Bainbridge Island,Washington.

Feb, 2008.   (with Jane Jorgenson) Balancing Identity and Change in Family and Community Systems. Presentation/Workshop offered at Kurt Lewin Center, Bethel, Maine. Charlie Seashore and Edie Seashore respondents.

Sept 2007   Featured presented/workshop leader. The systemic roots of social ecology. ECO-Village meeting on systems and communities. Victoria, British Columbia.

Feb, 2007.   Systems thinking, with community and family systems. Workshop offered at Kurt Lewin Center, Bethel, Maine.

May 2006   World Food Programme, Rome. The World Café as a method for creating dialogic relationships and generating new knowledge (followed by facilitation of a World Café). Also gave a two-day workshop on systems approaches to re-thinking Human Resources.

Feb, 2006.   Systems thinking, systems practice and community. Workshop offered at site of National Training Laboratories, Bethel, Maine.

Apr 2005   "Cybernetic perspectives of images of technology in film." Presenter on panel, "images of technology in flim." Tampa International Film Forum featured panel, held at Museum of Science and Industry, Tampa, FL.

Sept 2004   Issues of science and community: Intergenerational learning, indigenous knowledge and dialogue. Workshop/talk presented at Kohala Center, Kailua Hawaii.

Aug 2004   Design for Conversation. Lecture presented at Telenor Research and Development Occasional Lecture Series, Oslo, Norway

Mar 2004   Workshop, "Neworking Forum" (with Jay Lappin). Workshop around issues of creating contexts for a World Café in therapeutic settings. At annual meeting, the Psychotherapy Networker Symposium: The Adventure of Change. Washington, DC.

Feb 2004   Workshop, Systems thinking and systems practice. Offered at site of National Training Laboratories, Bethel, Maine.

April 2003 World Café on design of a Children's Science Center, Museum of Science and Industry, Tampa, FL. Involving parents of young children and exhibit designers.

Jan 2003   "Participatory action research in a science center" (with Wit Ostrenko). Department of Communication Colloquium series, University of South Florida, Tampa, FL

Oct 2002   Information and Communication Technology (ICT) and Organizational Development: The dual face of Janus. Guest lecture given to Institute for Industrial Economics and Technology Management, The Norwegian University of Science and Technology (NTNU), Trondheim, Norway.

Sept 2002   Coordinated and led "World Café" held at Museum of Science and Industry (MOSI), Tampa, FL on design building upon the experience of living in the Tampa Bay region. Involving a wide cross section of inhabitants of the Tampa Bay region.

Jan 2002   Coordinated and led "World Café" meeting in Tampa, FL as part of world-wide interconnected series of meetings exploring community and institutional responses to events of 9/11. (with David Isaacs).

Sept 2001   Relational knowing in community based action research. Seminar offered at Work Research Institutes, Oslo, Norway.

Apr 2001   Workshop (with Angela Giordano): "What parents and coaches say, and what kids hear." For USF Women's Soccer Clinics (Logan Fleck, organizer). Clinic for Coaches and Parents of Girls' Soccer teams, Tampa, FL.

Feb 2001   Workshop (with Peg Ostrenko) "Understanding group interaction in informal learning settings." For interactors learning program, Museum of Science and Industry, Tampa, FL.

Nov 2000   Invited panelist, Museums and Community: Community Dialogue. Sponsored by American Association of Museums, Tampa, Florida,

November, 2000. Panel explored the role of museums in building and sustaining community.

Nov 1999   Co-presenter of workshop (Juanita Brown, organizer and main presenter), Conversation as a core business practice. Annual Systems Thinking conference, Atlanta.

Jul 1999   Dilemmas with organizational dialogue. Workshop/ presentation offered at Work Research Institutes Seminar Series, Oslo, Norway.

Sept 1998   "Reframing through Systemic Practice: Design, Effectiveness, and Difference." Presentation/ Workshop at Annual Organizational Design and Effectiveness conference, San Francisco, CA.

Mar 1998   Democratic dialogue and collaborative work. An occasional seminar, given to Syncrude/ Kayano College/ Athabasca University, Fort MacMurray, Alberta, Canada

Mar 1998   Collaborative inquiry in action research. Workshop given at Syncrude/ Kayano College. Fort MacMurray, Alberta, Canada

Sept 1996   Organizational identities and transformations. Workshop done at NISEEast (Naval In-Service Engineering, East), Charleston, SC.

Aug 1995   Workshop on inter-organizational communication and boundary crossing relationships. Given to the Division of Institutional Advancement at Old Dominion University, Norfolk, Va.

May 1995   Lecture/ workshops on "Culture and communication in American organizations." Presented to managers from Bundepost Telekom, through the English Language Center of Old Dominion University, Norfolk, Virginia.
(done again in Sept, 1995).

Apr 1995   "Managing diversity and organizational dialogue." Invited talk given to Portsmouth Health Department, Portsmouth, Virginia.

Jan 1995   Lecture, "What difference does it make to empirical research if we take constructionism seriously." Given to Philosophy of Science Forum, Norwegian Institute of Technology and University of Trondheim, Trondheim, Norway

Sept 1994   Workshops (a series): Culture and communication in American organizations. Presented to Bundepost Telekom, through the English Language Center of Old Dominion University, Norfolk, VA

July 1994   Lecture/workshop on Culture and communication in American organizations. Presented to visiting group of Russian teachers through the English Language Center, Old Dominion University, Norfolk, VA

June 1994   Invited panelist/ resource person. Summer Faculty Workshop, "Teaching on Television." Academic Television Services, Old Dominion University, Norfolk, VA.

May 1994   Lecture/ workshop: Culture and Communication. Presented as part of short course, "Communicating and Negotiating with American Businesspeople," to Bundepost Telekom, through the English Language Center of Old Dominion University, Virginia Beach.

May 1994   Reengineering, reorganizing, downsizing, merging, consolidating. Are you doing it right? Keynote Lecture given to Sentara Alternative Delivery Systems Luncheon. Chesapeake, VA.

Apr 1994.   "What are the characteristics of a good relationship?" Talk/ workshop given to Franchising 2000 Task Force. MacDonald's Corporation, Oak Brook, IL.

Mar 1994   "Cybernetics." Lecture given to Industrial/Organizational Psychology seminar series. Department of Psychology, Old Dominion University, Norfolk, VA.

Mar 1994   "Conducting academic research in your own organization". Lecture given to Engineering Management seminar series, Department of Engineering Management, Old Dominion University, Norfolk, VA.

Oct 1993   Lecture, "Systems perspectives." Presented to Interdisciplinary Studies course, "Interdisciplinary Theory and Concepts". Interdisciplinary studies department, Old Dominion University, Norfolk, VA.

Oct 1993   Lecture/ workshop: Culture and Communication. Presented as part of short course, "Communicating and Negotiating with American Businesspeople," to Bundepost Telekom (German National Telephone Company), through the English Language Center of Old Dominion University, Virginia Beach.

Jun 1993   (with Jane Jorgenson) Televised short course, "Intercultural Thinking in the Global Techical Organization". Through National Technological University.

Jan 1992   (with William Lax). Communication research and reflexive practice. Workshop given to School of Social and Systemic Studies, Nova University, Fort Lauderdale, Florida.

Dec 1991   Social constructionism and reflexive practice. Workshop given to Graduate Professional Psychology Program, Antioch New England, Keene, NH.

Dec 1991   (with Jane Jorgenson) "Communication in work and family, in Norway and USA. Talk given to Norsemen's Federation, Norge, VA.

Mar 1991   Sociotechnical systems and organizational communication. Talk given in IBM Lecture Series, Total quality organizations and technological change, Norfolk, Va.

Nov 1990   (with Jane Jorgenson) "Cross-cultural issues in relating work and family: Comparing Norway and USA." Invited talk given to Sons of Norway, Norfolk, Virginia

Sep 1990   Communication and Culture in the Workplace. Invited talk given to Cosmopolitan Club of Norfolk, Norfolk, Virginia.

Jun 1990   Communication and coordination in city government. Invited workshop given for City University of Norfolk (organization of city managers and department heads). (With Barry Clemson).

Apr 1990   Cross-cultural issues in industrial democracy: Norway and the United States, and, Issues of participation in strategic planning. Two talks given in seminar series, Industrial Democracy, Philadelphia College of Textiles and Science, Philadelphia.

Jan 1990   Conversing and Universing: An Ecological Constructivist Approach to Learning and Multiple Description. Invited lecture in seminar series, Constructivism in Education. University of Georgia, Athens

May 1989   Workshop organizer, "Learning and Design", Old Dominion University, Norfolk, VA.

Feb 1988   Invited speaker and panel discussant, "Consciousness and Reality". The Eleventh Annual Young Adult Symposium. Sponsored by the Horsham Clinic of the Horsham Foundation. Ambler, PA.

Mar 1987   "Toward Systemic and Cybernetic Methodologies". Invited address at Cybernetic Systems Seminar Series, San Jose State University, San Jose, California.

Nov 1986   "Corporate Cultures Viewed Cross-Culturally: An Anthropology of Formal Organizations". Invited lecture in seminar series, "The Cultural Dimension: Anthropological Perspectives on Formal and Informal

Organizations." Lauder Institute of Management and International Studies, University of Pennsylvania, Philadelphia.

Nov 1986   (with Humberto Maturana) "On Constructing Realities" Invited two day public seminar, sponsored by the Norwegian Family Therapy Association, and the University of Oslo, Oslo, Norway.

Oct 1986   "Context and Ecology in Family Therapy Institutions: Applying Systemic Thinking to Our Own Organizations." Keynote address and workshop, twenty fifth anniversary Jubileum of the Kristiansand Family Therapy Organization, Kristiansand, Norway.

May 1986   "Sense-Making and 'Helping' Relationships in Organizations and Families". Invited workshop given to Norwegian Organization of Family Therapy Organizations, Oslo, Norway.

May 1986   Cross Cultural Perspectives on Communication Theory and Communication Research." Invited presentation (with Jane Jorgenson), Institute of Press Research, University of Oslo, Oslo, Norway.

Apr 1986   "Creating a Systemic Organization...(To Make Systemic Interventions)." Invited opening address, Organization of Public Family Counseling Offices annual meeting, Trondheim, Norway.

Apr 1986   "Toward a Cybernetic Methodology of Observing Systems in Research." Invited Guest Lecture, Faculty of Psychology, University of Bergen, Bergen, Norway.

Apr 1986   "Communication and Context in Cross Cultural Family Research." Invited lecture, Family Research Group of the Adolescent Psychiatry Association of Oslo, Oslo, Norway.

Mar 1986   "Current Controversial Issues in Family Research." Invited Guest Lecture, Institute of Psychology, University of Oslo, Oslo, Norway.

Jan 1986   "A Systems Theoretic and Cybernetic Approach." Invited lecture, Philosophers' Forum, University of Tromsø, Tromsø, Norway.

Jan 1986   "Self-Reflexivity as Social Process: Toward Understanding Relations of Systemic Change." Invited seminar, Institute of Community Medicine, University of Tromsø, Tromsø, Norway.

Dec 1985   "Cybernetics and Communication Theory in Social Autonomous Systems" and "Methodological Considerations and Recent Research in Family and Therapeutic Systems: A Cybernetic View." Two invited

seminars, Institute for Social Sciences, University of Tromsø, Tromsø, Norway.

Oct 1985   "Cybernetics, Systems Theory, and Family Therapy." Invited seminar, Oslo Family Therapy Association, Oslo, Norway.

Mar 1985   "Seeing Organizations and Other Families: Patterns from Bateson." Principal Address given at the President's Forum at the College of Saint Benedict, St. Joseph, Minnesota.

Feb 1985   "Bateson, Cybernetics and Psychotherapy: Some Connections." Lecture presented to Psychiatric Residents, The Institute of Pennsylvania Hospital, Philadelphia, PA.

Mar 1984   "Adaptation and Viability of Family Interaction Patterns: Some Implications for Therapy". Invited lecture presented to Butler Clinic, Providence, R.I.

Aug 1982   "Methodological Considerations for Research on Family Therapy with Families having a Heroin-Addicted Member." Invited presentation given to a group of researchers and clinicians from the Netherlands at Jellinek Centrum in Amsterdam, The Netherlands.

May 1982   "Research on Family Communication Patterns in Addict and 'Normal' Families." Lecture given to Achievement through Counseling and Treatment, In-Service Training Series, Philadelphia.

Mar 1982   "Flexibility and Rigidity of Family Communication Patterns: A Study with Addict and 'Normal' Families." Temple University Department of Speech Communication Faculty Colloquium Series, Philadelphia, PA.

Feb 1974   "Statistical Thinking for the Legal Mind."Invited Lecture given to the Philadelphia Committee on Jurimetrics, Technology and Patents of the Section of Corporation,Banking and Business Law, Philadelphia, PA.

TEACHING AND MENTORING

Ph.D. Dissertations Chaired **at USF**

Travis R. Bell: Documenting an Imperfect Past: Examining Tampa's Racial Integration through Community, Film and Remembrance of Central Avenue. (University of South Florida, December, 2017). (major project was a documentary film with extensive supplementary text – first time that a USF dissertation featured a documentary film as main product).

Sheila Gobes-Ryan: Full Time Teleworkers Sense-Making Process for Informal Communication. (University of South Florida, December, 2017)

W. Travis Thompson: Designing Together with the World Café: Inviting Community Ideas for an Idea Zone in a Science Center. (University of South Florida,,May, 2015).

Heather R. Curry: A Semiotic Phenomenology of Homelessness and the Precarious Community: A Matter of Boundary (co-chair with Michael Levan). (University of South Florida, August, 2015).

David Lee: "Informing, Entertaining and Persuading: Health Communication at *The Amazing You*." University of South Florida (August, 2014).

David Purnell: "Community on the Menu: Seven Courses to Cultivate Familial Bonds, Exchange Social Capital, and Nourish Community." University of South Florida (December, 2013).

David Steinweg: "Improvisational Music Performance: On-Stage Communication of Power Relationships." University of South Florida (December, 2012).

Daniel Blaeuer: "An Ecology of Performance: Gregory Bateson's Cybernetic Performance." University of South Florida (August, 2010).

Bouziane Zaid: "Public Service Television Policy and National Development in Morocco." University of South Florida (August, 2009) (co-chair with Mark Neumann).

Allen Hemmat: "Transformational aspects of Translation: Interpretation and translation of culturally distant mystical and religious texts." University of South Florida (May, 2003).

Member of Dissertation Committee, Dept. of Communication USF

Adolfo Lagomasino (2020)
Jaime Robb (2020)
Marquese McFerguson (2019)
Cody Hawley (2018)
Ellen Klein (2014)
Summer Cunningham (2014)
Allison Weidhaas (2013)
Tammy Jefferies (2013)
Eric Engel (2013)
Rachel Binns Terril (2012)

Sarah McGhee (2012)
Jacob Jenkins (2012)
Brian Johnston (2011)
Julia Barnhill (2011)
Beth Eschenfelder (2007)
Sandy Cooper (2007)
Slavica Kodish (2004)
Robert Kreisher (2003)
Cynthia Bean (2003)
Bethany Goodier (2002)
Margaret Ostrenko (2002)

M.A. Theses Chaired, Dept. of Communication, USF
Jaime Robb (2016): In Search of Solidarity: Identification Participation in Virtual
        Fan Communities
Anthony Valentine (2005) Transforming Public Spaces Through Performance

Undergraduate Honors College Theses Chaired, USF
Success Ekpenyong (2020)
Amber Ellerin (2017)
Dheeja Gopee Pallavi (2016)
Jessie Poen (2016)

Current Doctoral Students/Chair of CommitteeAdvisor
Douglas Jordan
Sujit Chemburkar (on leave)

Current Doctoral Students/Member of Committee
Sonia Dimitrova
Erin Gough

Member Dissertation Committee, Other Departments, USF

Michael Buckley (College of Education, USF, 2019)
Sarah Semon (College of Education, 2009)
Nancy Mills (College of Education, 2009)
E.J. Ford (Anthropology, 2008)

Ph.D. Dissertations Chaired Prior to USF Appointment

Maija-Liisa Herweg: "Cross-cultural differences and intercultural cooperation in the
        context of change and uncertainty: Americans and Finns in the
        Workplace." Old Dominion University (May, 1997).

Bernard Lewis: "Knowledge acquisition and structuring by multiple experts in a Group Support Systems environment." Old Dominion University (May, 1995).

Frank Greco: " Understanding collaborative writing of technical proposals with a process/ product model." Old Dominion University (May, 1995).

Christopher E. Weeks: "A study of similarity and analogical decision making in collaborative design." Old Dominion University (December, 1994).

Thomas Andrew Hassler: "Teamwork in the workplace: A discovery of the work proceses one team used to meet its goals." Old Dominion University (December, 1994).

Baizhong Zhao: "Diffusion of Total Quality Management: An organizational self-production perspective." Old Dominion Univeristy (December, 1993).

Selected External Ph.D. Dissertation Committees

Jan Taug (Fielding Graduate Institute): "Intangibles and Capital Conversion in Complex Organizations)." January, 2004.

Ludvig Stendal (Norwegian University of Science and Technology, Trondheim, Norway):
"Learning about process control." September, 2003.

Torbjorn Korsvold (Norwegian University of Science and Technology, Trondheim, Norway): "Creating organizational change and innovation: An action research oriented study of participative organizational change and innovation in the Norwegian AEC industry." (October, 2002).

Juanita Brown (Fielding Graduate Institute): "The World Café: Living Knowledge through Conversations that Matter" (January, 2001).

Janet Fiero (Fielding Graduate Institute): "Surviving and Thriving Ecologically: The Story of "Two Regional Environmental Organizations Integrating Structuration, Autopoietic and Social Construction Theories." (January, 2000).

Øystein Fossen (Norwegian Institute of Technology, Trondheim, Norway): "Action research as reflective practice." (January, 1995).
Ib Ravn (University of Pennsylvania): "Implicate order" and the good life: Applying David Bohm's ontological concept in the human world." (May, 1989).

Courses Taught

Graduate classes:
> Communication and Design Thinking (doctoral seminar)
> Communication and Community (doctoral seminar)
> Reflexivity (doctoral seminar)
> Action Research (also taught as Action Research: Intercultural Practicum)
> Organizational Communication
> Communication and Creativity
> Communication, Cybernetics, and Systems Practice
> Communication and Design (co-taught)
> Communication Theories and Histories (co-taught)
> Communication Theory
> Social Ecology
> Advanced Systems Practice
> Communication and Systemic Methodologies
> Complexity and Sustainable Communities

Undergraduate classes:
> Organizational Communication
> Design Thinking (Honors College)
> Communication and Design Thinking
> Communication, culture and community
> Communication, Culture and Community (online)
> The Italian Café and Piazza (special version of Communication, culture and community, taught in Florence, Italy, as part of USF's Florence, Italy study abroad program)
> Intercultural Communication
> Introduction to Interdisciplinary Social Sciences
>> Seminar on science, technology and society (co-taught)

Courses Taught at Prior Appointments
Graduate classes:
Sociotechnical Systems (televised and non-televised)
Qualitative Research Methods
Behavioral Concepts in Engineering Management (televised and non-televised)
Research Methodology
Cybernetics and Systems I
Cybernetics and Systems II
Cross Cultural Issues in Organizations
Organizational Communication
Language, Management and Design (televised and non-televised)
Decision Making Behavior and Analysis (televised and non-televised)
Computers and Cognition
Organizational Analysis and Design

Quantitative Research Methods
Methods in Technological Planning (televised and non-televised)
Systems Theory, Communication Theory and Cybernetics
Organizations and Cybernetic Systems
Cybernetics
Systems Modelling
Systemic Methodologies
Statistical Methods in Communication Research

Undergraduate classes:
Small Group Communication
Family Communication
Marital Communication
Statistics for Behavioral Sciences

Memberships in Professional Organizations
American Society for Cybernetics (President, 1989-91), (Treasurer, 1986-89),
      Board of Trustees, 1999- 2011
International Bateson Institute (member of Board, 2014-present)
Research member, Society for Organizational Learning
National Communication Association
    Organizational Communication Division, Communication and Technology
        Division
International Communication Association
    Organizational Communication Division, Information Systems Division
International Society for Systems Sciences

Professional Service

Professional Organization Board Memberships

International Bateson Institute
World Café Community

Journal Editorial boards

Mobile Media and Communication
Cybernetics and Human Knowing (also Praxis Editor of this journal)
The Qualitative Report

Reviewerships

Journals:
Mobile Media and Communication
World Futures

The Qualitative Report
Communication Theory
Action Research
Systems Practice and Action Research
  Contemporary Ethnography
  Cybernetics and Human Knowing
  Systems Research
  Organization and Environment
  Ecological Economics
  Family Systems Medicine
  Journal of Communication
  Southern Communication Journal
  Communication Studies
  Constructivist Foundations
  International Journal of Action Research
  Systems Research and Behavioral Science
  Kybernetes
  Acta Astronautica
  International Journal of the Inclusive Museum
  Spaces and Flows

  Publishers:
  Houghton- Mifflin
  U. of Pennsylvania Press
  W.H. Freeman
  Ablex
  Lawrence Erlbaum
  Harvard Business School Press
  Hampton Press

  Professional Organization conferences:

  American Society for Cybernetics
  International Communication Association (Information Systems Division,
          Organizational Communication Division)
  National Communication Association

University Service

Working Group on the Anthropocene, 2016-2020
Humanities Institute, Advisory Board, 2011-2017
Athletics Council, 2003-2014
        (Member, Athletic Academic Advisory Group, 2011-2014)
Senior Member, Citizenship Initiative, 2011-2014
Student Success Committee, 2012-2014

USF IDEA (Innovation, Design, Entrepreneurship and Application) group, 2008-
    2011
Faculty Learning Community: Teaching and Technologym 2011
USF Provost's Taskforce on Integrated Interdisciplinary Inquiry (III), 2008-2009
Extended Faculty, Environmental Sciences and Policy (ESP) program, 2004-2011
CAS Sustainable Communities Initiative Faculty Search Committee, 2007
Dialogue Group (through USF Center for Leadership and Civic Engagement), 2009
Implementation Science Group, 2009-2010
University SACS committee, Financial and Physical Planning, 2003-2004
Library Redesign Committee, 2002-2004
Title VI Program, Intercultural communication for Global scholars, 2004

Selected Community Service

Advisor to President, Museum of Science and Industry (MOSI), Tampa, FL.
Ethics Board, Museum of Science and Industry (MOSI), Tampa, FL.
Museums and Community Collaborative
National Scholastic Athletics Foundation, Advisory Board
Board, Meals on Wheels
Advisor, Connect and Propel Tampa Bay