

JEFFREY W. TREEM

Department of Communication Studies
College of Communication
The University of Texas at Austin
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RESEARCH INTERESTS

- Expertise and Knowledge Sharing in Organizations
 - Work Practices in Knowledge-Intensive Organizations
 - Social Media Use in Organizations
 - Technology-Enabled Knowledge Sharing
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ACADEMIC EMPLOYMENT

2012-Present **The University of Texas at Austin**
Assistant Professor

Moody College of Communication
Department of Communication Studies
Organizational Communication and Technology Group
Affiliate, Center for Health Communication

EDUCATION

2007-2012 **Northwestern University**
School of Communication
Ph.D., Media, Technology, and Society
Thesis Committee: Paul Leonardi, Noshir Contractor, Klaus Weber

2003-2005 **University of Southern California**
Annenberg School for Communication
M.A., Strategic Public Relations

1999-2003 **Northwestern University**
School of Communication
B.S., Communication Studies, *Summa Cum Laude*

REFEREED PUBLICATIONS

Articles

11. Treem, J. W. (In press). How Organizations Communicate Expertise Without Experts: Practices and Performances of Knowledge Intensive Firms. *Management Communication Quarterly*.

10. Dailey, S. L., Treem, J. W., & Ford, J. S. (In press). I Communicate, Therefore I Belong: Processes of Identification Among Organizational Representatives. *Business and Professional Communication Quarterly*.
9. Treem, J. W., & Leonardi, P. M. (In press, Currently available through OnlineFirst). Recognizing Expertise: Factors Promoting Congruity Between Individuals' Perceptions of Their Own Expertise and the Perceptions of Their Coworkers. *Communication Research*. doi: 10.1177/0093650215605154
8. Treem, J. W., Dailey, S. L., Pierce, C. S., & Leonardi, P. M. (2015). Bringing Technological Frames to Work: How Previous Experience with Social Media Shapes the Technology's Meaning in an Organization. *Journal of Communication*, 65(2), 396-422.
7. Treem, J. W. (2015). Social Media as Technologies of Accountability: Explaining Resistance to Implementation Within Organizations. *American Behavioral Scientist*, 59(1), 53-74.
6. Treem, J. W. (2013). Technology Use as a Status Cue: The Influences of Mundane and Novel Communication Technologies on Assessments of Knowledge in Organizations. *Journal of Communication*, 63(6), 1032-1053.
5. Treem, J. W. (2012). Communicating Expertise: Knowledge Performances in Professional Service Firms. *Communication Monographs*, 79(1), 23-47.
4. Leonardi, P. M., & Treem, J. W. (2012). Knowledge Management Technology as a Stage for Strategic Self-Presentation: Implications for Knowledge Sharing in Organizations. *Information and Organization*, 22(1), 37-59.
3. Treem, J. W., & Leonardi, P. M. (2012). Social Media Use in Organizations: Exploring the Affordances of Visibility, Persistence, Editability, and Association. *Communication Yearbook*, 36, 143-189.
2. Wang, J., Huffaker, D. A., Treem, J. W., Fullerton, L., Ahmad, M. A., Williams, D., Poole, M. S., & Contractor, N. (2011). Focused on the Prize: Characteristics of Experts in Massive Multiplayer Online Games. *First Monday*, 16(8). Available from: <http://firstmonday.org/htbin/cgiwrap/bin/ojs/index.php/fm/article/viewArticle/3672/3028>
1. Leonardi, P. M., Treem, J. W., & Jackson, M. H. (2010). The Connectivity Paradox: Using Technology to Both Increase and Decrease Perceptions of Distance in Distributed Work Arrangements. *Journal of Applied Communication Research*, 38(1), 85-105.
 - Reprinted (shorter version) as: Leonardi, P. M., Treem, J. W., & Jackson, M. H. (2010). "Too Connected? The Paradox of Telework" *Communication Currents*, 5(1). Available from: <http://www.natcom.org/CommCurrentsArticle.aspx?id=706>

Books

1. Expertise, Communication, and Organizing (In production, to be published August 2016). J. W. Treem & P. M. Leonardi (Eds.). Oxford, England: Oxford University Press.

Book Chapters

2. Treem, J. W., & Barley, W. C. (In production, to be published August 2016). Explaining the (De)valuation of Process Experts in Contemporary Organizations. In J. W. Treem & P. M. Leonardi (Eds.), *Expertise, Communication, and Organizing*. Oxford, England: Oxford University Press.

1. Leonardi, P. M., Treem, J. W., Barley, W. C., & Miller, V. D. (2014). Attitude Surveys. In V. D. Miller & M. E. Gordon (Eds.), *Meeting the Challenge of Human Resource Management: A Communication Perspective* (pp. 155-166). New York, NY: Routledge.

Encyclopedia Entries

3. Treem, J. W. (In production). Expertise Building. In C. Carroll (Ed.). *The SAGE Encyclopedia of Corporate Reputation*. Thousand Oaks, CA: SAGE Publications.
2. Treem, J. W. (In production). Expertise. In C. R. Scott & L. K. Lewis (Eds.). *The International Encyclopedia of Organization Communication*. Hoboken, NJ: John Wiley & Sons.
1. Treem, J. W. & Browning, L. (In production). Grounded Theory. In C. R. Scott & L. K. Lewis (Eds.). *The International Encyclopedia of Organization Communication*. Hoboken, NJ: John Wiley & Sons.

Conference Proceedings

3. Treem, J. W., & Thomas, K. Y. (2010). What Makes a Blog a Blog? Exploring User Conceptualizations of an Old “New” Online Medium. *Proceedings of the Fourth International AAAI Conference on Weblogs and Social Media*, 347-350, Washington, D.C., May 23-26.
2. Huffaker, D., Wang, J., Treem, J., Ahmad, M. A., Fullerton, L., Williams, D., Poole, M. S., & Contractor, N. (2009). The Social Behaviors of Experts in Massive Multiplayer Online Role-playing Games. *Proceedings of the 2009 IEEE International Conference on Computational Science and Engineering*, 326-331, Vancouver, Canada, August 29-31.
1. Treem, J. W., & Leonardi, P. M. (2009). Knowing Who Knows What: Information Technology, Knowledge Visibility, and Organizational Change. *Proceedings of the 42nd Annual Hawaii International Conference on System Sciences (HICSS 2009)*. Waikoloa, HI, January 5-8. (10 pages).

PRESENTATIONS

Refereed

27. Treem, J. W., & Barley, W. C. (2016, February). *Explaining the (De)valuation of Process Experts in Contemporary Organizations*. Paper presented at the Organizational Communication Traditions, Transitions, and Transformations Conference, February 14-16, Austin, TX.
26. Weber, M., & Treem, J. W. (2015, November). *Immutable Technology and the Breakdown of Organizational Change*. Paper presented at the 101st National Communication Association Conference, November 19-22, Las Vegas, NV.
25. Treem, J. W., & Weber, M. (2015, November). *Defragmenting Work: The Use of Information and Communication Technologies to Manage Overload in Organizations*. Paper presented at the 101st National Communication Association Conference, November 19-22, Las Vegas, NV.
24. Dailey, S. L., Treem, J. W., & Ford, J. S. (2015, August). *I Write, Therefore I Belong: The Inevitable Process of Social Media Writers' Identification*. Paper presented at the 75th Annual Meeting of the Academy of Management, August 7-11, Vancouver, CA.
23. Honcoop, M., Treem, J. W., & Van den Hooff, B. (2015, May). *Enterprise Social Media As a Multifunction Public Good: The Role of Perceived Critical Mass in Motivating Differential Use*. Paper presented at the 65th International Communication Association Conference, May 21-25, San Juan, PR.

22. Treem, J. W. (2014, May). *Advertising Expertise: Antecedents to Recognition of Workers' Expertise in Organizations*. Paper presented at the 64th International Communication Association Conference, May 22-26, Seattle, WA.
21. Treem, J. W. (2014, May). *Social Media as Team Effort: Coordinating an Organization's Online Voice Explaining Resistance to Implementation in Organizations*. Paper presented at the 64th International Communication Association Conference, May 22-26, Seattle, WA.
20. Treem, J. W. (2014, April). *Technology Non-Use as Avoiding Accountability*. Paper presented at the Workshop on Technology Non-Use at the 2014 ACM Conference on Computer-Supported Cooperative Work, April 26-May 1, Toronto, Canada.
19. Treem, J. W., & Evans, S. (2013, November). *What Do Affordances Afford Us? Connecting Context and Functions of Communication Technology Use in Organizations*. Poster presented at the 99th National Communication Association Conference, November 20-24, Washington, D.C.
18. Ford, J., Treem, J. W., & Gruber, D. (2013, November). *Service in 140 Characters or Less: An Examination of Customer Service Interactions on Twitter*. Paper presented at the 99th National Communication Association Conference, November 20-24, Washington, D.C.
17. Treem, J. W. (2013, July). *How Organizations Communicate Expertise Without Experts: Exploring Practices in Communication Service Organizations*. Paper presented at 29th European Group of Organization Studies Colloquium, July 4-6, Montreal, Canada.
16. Treem, J. W. (2013, June). *When Social Media Meets Workplace Settings: Differing Technological Frames and Expectations of Organizational Members*. Paper presented at the 63rd International Communication Association Conference, June 17-21, London, England.
15. Treem, J. W. (2013, April). *Social Media as Technologies of Accountability: Explaining Resistance to Implementation in Organizations*. Paper presented at the Collaborative Organizations and Social Media Symposium 2013, April 12, Brunswick, ME.
14. Treem, J. W. (2012, November). *When Technology That Can Do Everything Does Nothing At All: Exploring the Contradictory Affordances of Social Media in Organizations*. Paper presented at the 98th National Communication Association Conference, November 15-18, Orlando, FL.
13. Treem, J. W. (2012, May). *Technology Use as a Status Characteristic: The Influences of Mundane and Novel Communication Technologies on Attributions of Expertise in Organizations*. Paper presented at the 62nd International Communication Association Conference, May 25-28, Phoenix, AZ.
12. Treem, J. W. (2012, May). *An Ordering Approach to Communication in Organizations*. Paper presented at the 62nd International Communication Association Conference, May 25-28, Phoenix, AZ.
11. Treem, J. W., Leonardi, P. M., & Barley, W. C. (2011, November). *The Discursive Construction of Expertise: Implications for Interorganizational Communication*. Paper presented at the 97th National Communication Association Conference, November 17-20, New Orleans, LA.
10. Barley, W. C., Leonardi, P. M., & Treem, J. W. (2011, November). *Information Triage: Evaluating Expertise to Support Distributed Collaboration*. Paper presented at the 97th National Communication Association Conference, November 17-20, New Orleans, LA.
9. Treem, J. W. (2011, November) *Technologically-Mediated Presentations of Expertise in Organizations*. Paper presented at the Institute for Operations Research and the Management Sciences (INFORMS) Conference, November 13-16, Charlotte, NC.

- Finalist for *Organization Science/INFORMS Dissertation Proposal Competition*
8. Treem, J. W. (2011, May). *Communicating Expertise: Knowledge Performances in Professional Service Firms*. Paper presented at the 61st International Communication Association Conference, May 26-30, Boston, MA.
 - *Top Paper Award*, Organizational Communication Division, International Communication Association.
 - *Top Student Paper Award*, Organizational Communication Division, International Communication Association.
 7. Treem, J. W. (2010, November). *When You Care What Everyone Thinks: Issues of Scale in Organizational Social Media*. Paper presented at the 96th National Communication Association Conference, November 14-17, San Francisco, CA.
 6. Treem, J. W. (2010, November). *Influence in a World of Unknown Influencers: Attenuating Uncertainty by Engaging Personal Media in a Public Space*. Paper presented at the 96th National Communication Association Conference, November 14-17, San Francisco, CA.
 5. Treem, J. W. (2010, October). *Experts at Creating Expertise: Exploring Knowledge Production in Professional-Service Firms*. Presented at the Organizational Communication Mini-Conference, October 8-10, New Brunswick, NJ.
 4. Treem, J. W., & Thomas, K. Y. (2010, May). *What Makes a Blog a Blog? Exploring User Conceptualizations of an Old “New” Online Medium*. Poster presented at the International AAAI Conference on Weblogs and Social Media, May 23-26, 2010, Washington, D.C.
 3. Barley, W. C., Treem, J. W., Leonardi, P. M., Rozenfeld, R. A., Kelleher, M. D., & Woods, D. M. *The Role of Interpersonal and Organizational Trust in Emergency Pediatric Transfers*. Poster presented at:
 - National Patient Safety Foundation Annual Congress. Orlando, FL. May 2010
 - Child Health Services Research Meeting. Boston, MA. June 2010
 - AcademyHealth Annual Research Meeting. Boston, MA. June 2010
 2. Leonardi, P. M., & Treem, J. W. (2009, May). *Technology, Information Visibility, and the Social Construction of Expertise*. Paper presented at the 59th International Communication Association Conference, May 21-25, Chicago, IL.
 1. Wang, J., Huffaker, D., Treem, J. W., Fullerton, L., Ahmad, M. A., Williams, D., Poole, M. S., & Contractor, N. (2009, May) *Focused on the Prize: Characteristics of Experts in Virtual Worlds*. Paper presented at the 59th International Communication Association Conference, May 21-25, Chicago, IL.

Invited

7. The University of Texas at Austin iSchool Research Colloquia Series (September 2015) – “Communicating Expertise in Professional Service Firms”
6. VU University Amsterdam, Amsterdam Business Research Institute (March, 2014) – “We Don’t Want Facebook at Work: Exploring Resistance to Enterprise Social Media”
5. Business Field Studies Program, Northwestern University (October, 2011) – “Social Media and the Modern Business Landscape”
4. 95th National Communication Association Conference (*Panelist*, November, 2010) – “20 Years Later: The Legacy of Fulk and Steinfield’s ‘Organizations and Communication Technology’”

3. Society for New Communications Research New Communications Forum (March, 2007) – “Contemporary Approaches to Engaging Employees with Social Media”
2. Edelman Best Practices in Change/Employee Engagement Summit (November, 2006) – “2006 New Frontiers in Employee Communications”
1. Northwestern University Undergraduate Research Symposium (May, 2003) – “All-Around Athletic: A Case Study of the Division I Athlete From a Symbolic Interactionist Perspective”
 - *Outstanding Presentation Award*

AWARDS AND HONORS FOR RESEARCH

- 2015 *Dean’s Fellowship*
Moody College of Communication, The University of Texas at Austin
- 2015 *Best of the B.E.S.T (Brief, Entertaining, Scholarly Talks) Award*
Organizational Communication Division, International Communication Association
- 2013 *Top Interactive Display Award*
Organizational Communication Division, International Communication Association
- 2012 *Graduate Dissertation Award*
Northwestern University School of Communication
- 2011 *Organization Science/INFORMS Dissertation Proposal Competition Finalist*
Institute for Operations Research and the Management Sciences (INFORMS)
- Top Paper Award*
Organizational Communication Division, International Communication Association
- Top Student Paper Award*
Organizational Communication Division, International Communication Association
- Art Stinchcombe Dissertation Prize in Organization Studies*
Northwestern University (Runner-up for University-wide Award)
- 2010 *Northwestern University School of Communication Fellowship*School of Communication,
Northwestern University
- 2007 *Northwestern University Graduate Fellowship*
The Graduate School, Northwestern University
- 2005 *Larry Donald Scholarship*
U.S. Basketball Writers Association
- 2003 *Alan Malamud Sports Journalism Scholarship*
Annenberg School for Communication, University of Southern California
- Middleton Journalism Scholarship*
University of Southern California
- James Howard McBurney Award for Excellence in Logic*
Northwestern University
- Outstanding Presentation Award*
Undergraduate Research Symposium, Northwestern University

FUNDED RESEARCH

External

- 2015-2019 *Institute for Clinical and Translational Science*, (PI) UT-Austin Subcontract (OSP # 201500018 – 001) on National Institutes of Health (NIH) grant (project # 1UL1TR001414-01). Award Amount: \$139,979.15
- 2015-2019 *Examining Expertise in Public Relations* (Co-PI), Research Endowment from Pierpont Communications. Award Amount: \$25,000.

Internal

- 2013 *Exploring Organizational Responses to Direct Consumer Interaction on Social Media* (PI), The University of Texas at Austin Summer Research Assignment. Award Amount: \$9,000.
- 2012-2013 *Computer Mediated Communication Research Reviewed: Unique Theories or Novel Applications?* (PI), The University of Texas at Austin Undergraduate Mentorship Fellowship. Award Amount: \$6,000.
- 2010-2011 *Technologically-Mediated Presentations of Expertise in Organizations* (PI), Northwestern University Dissertation Improvement Grant. Award Amount: \$1,000.
- 2009-2010 *Social Influences of Blog Use and Genre Development* (PI), Northwestern University Graduate School Research Grant. Award Amount: \$1,950.
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TEACHING EXPERIENCE

The University of Texas at Austin, Moody College of Communication

Instructor

- Social Media and Organizations (*CMS 353S, Undergraduate, Upper-Level Course*)
- Using Communication Technology in the Workplace (*CMS 346, Undergraduate, Upper-Level Course*)
- Communicating Knowledge (*CMS 390S, Graduate-Level*)
- Qualitative Research Methods (*CMS 386N, Graduate-Level*)

Northwestern University, School of Communication

Instructor, 2011

- Communication, Technology, and Organizations (*Comm St 394, Undergraduate, Upper-Division Seminar*)

Graduate Teaching Assistant, 2009-2011

- Organizational Communication and Innovation (*Comm St 366, Undergraduate, Upper-Division Lecture*)
- Managing Information for Innovation (*MSC 515, Professional Masters, Case-Based Lecture*)

University of Southern California, Annenberg School of Journalism

Graduate Teaching Assistant, 2003-2005

- History of Journalism (*Jour 201, Undergraduate, Required Class*)
- Sports, Business and Media (*Jour 380, Upper-Division Lecture, Lead TA*)
- Entertainment Public Relations (*Jour 452, Graduate Seminar*)

PROFESSIONAL ACTIVITIES

Association Memberships

- International Communication Association
- National Communication Association
- Academy of Management

Editorial Board Membership

- *Journal of Applied Communication Research*

Reviewing Activities

- *Administrative Science Quarterly* (2014)
- *Communication Monographs* (2015)
- *Communication Yearbook* (2014, 2015)
- *Human Relations* (2014)
- *Information Technology and People* (2010)
- *Information Systems Research* (2016)
- *International Journal of Communication* (2015)
- *Journal of Applied Communication Research* (2009, 2013, 2014, 2015, 2016)
- *Journal of Communication* (2013)
- *Journal of Computer-Mediated Communication* (2012, 2013, 2014, 2015)
- *The Journal of Strategic Information Systems* (2013)
- *Management Communication Quarterly* (2015, 2016)
- *MIS Quarterly* (2016)
- *Organization Science* (2014)
- *Organization Studies* (2014, 2015)
- Hawaii International Conference on System Sciences (HICSS-47 2014)
- Academy of Management Annual Meeting (2010, 2013); served as Associate Editor (2014, 2015, 2016)
- ACM Conference on Human Factors in Computing Systems (2010, 2013, 2014)
- International Communication Association Annual Conference (2009, 2013, 2014, 2015)
 - *Recognized as a Star Reviewer by the Organizational Communication Division, 2015*
- National Communication Association Annual Convention (2010, 2013, 2014)
- Social Science Humanities and Research Council, Government of Canada (2014)

Professional Development

- Program Committee Member, International Conference on Quantified Workplace (February, 2016)
- Program Committee Member, Social Media, Activism, and Organisations Symposium (September, 2015)
- Speaker, Professional Development Workshop, *Field Research of the Future: Challenges, Opportunities, Pragmatics*. Academy of Management Annual Meeting (August 2015)
- Participant, Academy of Management Organizational Communication & Information Systems Division Junior Faculty Consortium (August, 2015)
- Invited Discussant, InfoSocial Media, Technology, and Society Graduate Student Research Conference (October, 2013)
- Session Respondent, Organizational Communication Division, National Communication Association Conference (2013; 2015)
- Session Chair, Organizational Communication Division, International Communication Association Conference (June, 2013; 2015)

- Session Chair, Organizational Communication Division, National Communication Association Conference (November, 2011)
- Summer Research Institute for the Science of Socio-Technical Systems (CSST) (June, 2010)
- Session Chair, Human Communication & Technology Division, National Communication Association Conference (November, 2010)
- International Communication Association Organizational Communication Doctoral Consortium: Interdisciplinary Research and Teaching in Organizational Communication (May, 2010)
- Academy of Management, Organizational Communication & Information Systems Doctoral Consortium (August, 2009)
- Academy of Management, Organizational and Management Theory Division Dissertation Proposal Workshop (August, 2009)
- Co-Chair – 22nd Annual Organizational Communication Mini Conference, Evanston, IL (October, 2009)
- International Communication Association Organizational Communication Doctoral Consortium: Multidisciplinary Research on Organizational Communication (May, 2009)
- Founder – Northwestern University Graduate Student Media, Technology and Society Workshop (*Received \$2,000 Professional Development Grant from The Graduate School*)

Industry Experience

Edelman Public Relations

Senior Analyst, Corporate Communications Practice, 2003 – 2006

- Provided counsel to several Fortune 500 companies on employee engagement issues, with a particular emphasis on aligning communications structure with business objectives
- Conducted study on organizational use of social media technologies
- Produced thought leadership work on employee engagement issues including newsletters and white papers