

# Kristen Lucas

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## Education

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- Ph.D. 2006 **Purdue University.** *Brian Lamb School of Communication.* West Lafayette, IN  
Major: Organizational Communication  
Minors: Labor and Technology; Research Methods  
Dissertation: *No footsteps to follow: How blue-collar kids navigate postindustrial careers*
- University of Michigan.** *Institute for Social Research.* Ann Arbor, MI  
Summer Institute in Survey Research Techniques (Summer 2002)
- M.A. 2002 **Purdue University.** *Brian Lamb School of Communication.* West Lafayette, IN  
Major: Organizational Communication  
Minor: Work and Community  
Thesis: *Occupational narrative in a blue-collar community: Rejecting the dominant discourse with stories of sisu*
- B.S. 1995 **Northern Michigan University.** *College of Arts & Sciences.* Marquette, MI  
Major: Public Relations  
Minor: Business Administration  
*Summa Cum Laude*

## Academic Appointments

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- University of Louisville, College of Business**  
2017-present *Assistant Dean of Program Innovation & Strategic Initiatives*  
2013-present *Associate Professor, Management Department*  
2012-2013 *Assistant Professor, Management Department*
- University of Nebraska-Lincoln**  
2006-2012 *Assistant Professor, Communication Studies Department*  
2010-2012 *Affiliate Faculty Member, Institute for Innovative Leadership*  
2009-2012 *Affiliate Faculty Member, Women and Gender Studies Program*
- Purdue University**  
2005-2006 *Dissertation Fellow, Brian Lamb School of Communication*  
2000-2005 *Graduate Teaching Assistant, Brian Lamb School of Communication*

## Special Appointments

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- Summer 2016 Visiting Associate Professor, MS Business Analytics and Information Management Program, Krannert School of Management, Purdue University

- Summer 2010 Global Gateway Faculty Associate, Pan Pacific Study Tour (Thailand, Malaysia, Australia, Indonesia), College of Business Administration, University of Nebraska-Lincoln
- Summer 2009 Adjunct Assistant Professor, Consortium Institute of Management and Business Analysis (CIMBA), Paderno del Grappa, Italy

## Honors

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### Research

- Best Paper* (Top 10% Designation). Social Issues in Management Division. Academy of Management. (2018).
- Article of the Year Award*. Sexual Orientation and Gender Identity Caucus. Central States Communication Association. (2018).
- Best Paper Award* (Finalist). Social Issues in Management Division. Academy of Management. (2016).
- Article of the Year Award*. Journal of Family Communication. (2013).
- Article of the Year Award*. Organizational Communication Division. National Communication Association. (2012).
- Certificate of Recognition for Outstanding Contribution to Undergraduate Research*. Undergraduate Creative Activities and Research Experiences Program. University of Nebraska-Lincoln. (2008).
- College of Liberal Arts Distinguished Dissertation Award*. Purdue University. (2007).
- Alan H. Monroe Scholar* for research by a graduate student. Communication Department. Purdue University. (2004).
- Top Paper Award*. Organizational Communication Division. International Communication Association. (2003).

### Teaching

- Outstanding Article in Business and Professional Communication Quarterly Award* [pedagogy journal]. Association for Business Communication. (2016).
- Bruce Kendall Award* for excellence in teaching. Communication Studies Department. University of Nebraska-Lincoln. (2012).
- Outstanding New Teacher Award*. Central States Communication Association. (2010).
- Bruce Kendall Award* for excellence in teaching. Communication Studies Department. University of Nebraska-Lincoln. (2008).

*Cooper Award for Outstanding Graduate Teaching Assistant.* Central States Communication Association. (2004).

*Bruce Kendall Award* for excellence in teaching by a graduate student. Communication Department. Purdue University. (2004).

*Purdue University Graduate Student Award for Outstanding Teaching.* Committee on the Education of Teaching Assistants. Purdue University. (2004).

*Excellent Teaching by a Graduate Student Award.* Instructional and Developmental Communication Division. International Communication Association. (2004).

*Distinguished Teaching Assistant Award.* Purdue Graduate Student Government. Purdue University. (2004).

*Graduate Teacher Certificate.* Center for Instructional Excellence. Purdue University. (2003).

## General

*Ambassador Award.* Association for Business Communication. (2016).

*Outstanding Young Alumni Award.* Northern Michigan University. (2006).

*W. Charles Redding Fellowship* for graduate study. Communication Department. Purdue University. (2002/2003).

*Outstanding Graduating Senior in Public Relations.* Communication and Performance Studies Department. Northern Michigan University. (1995).

## Publications & Presentations

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### Books

Lucas, K., Rawlins, J. D., & Haugen, J. (forthcoming/August 2018). *Competent: Becoming a better business communicator.* New York, NY: Business Expert Press.

Adler, R. B., Maresh-Fuehrer, M. M., Elmhorst, J. M., & Lucas, K. (2019). *Communicating at work: Strategies for success in business and the professions* (12th ed.). New York, NY: McGraw-Hill.

Previous edition: Adler, R. B., Elmhorst, J. M., & Lucas, K. (2013). *Communicating at work: Strategies for success in business and the professions* (11th ed.). New York, NY: McGraw-Hill.

### Refereed Articles

Qian, S., Dubofsky, D., & Lucas, K. (in press). How do situational factors influence ethical decision-making in entrepreneurship? The role of self-construal, temporal-construal, and moral identity. *Journal of Ethics & Entrepreneurship*.

Lucas, K., Manikas, A. S., Mattingly, E. S., & Crider, C. J. (2017). Engaging and misbehaving: How dignity affects employee work behaviors. *Organization Studies*, 38(11), 1505-1527. doi:10.1177/0170840616677634 [Lead Article]

Baker, S. J., & Lucas, K. (2017). Is it safe to bring myself to work? Understanding LGBTQ experiences of workplace dignity. *Canadian Journal of Administrative Sciences*, 34(2), 133-148. doi:10.1002/CJAS.1439 [CSCA Sexual Orientation and Gender Identity Caucus Article of the Year Award]

Lucas, K., Kerrick, S. A., & Haugen, J., & Crider, C. J. (2016). Communicating entrepreneurial passion: Personal passion vs. perceived passion in venture pitches. *IEEE Transactions on Professional Communication*, 59(4), 363-378. doi:10.1109/TPC.2016.2607818

Lucas, K., D'Enbeau, S., & Heiden, E. P. (2016). Generational growing pains as resistance to feminine gendering of organization? An archival analysis of human resource discourses. *Journal of Management Inquiry*, 25(3), 322-337. doi:10.1177/1056492615616692

Lucas, K. (2015). Workplace dignity: Communicating inherent, earned, and remediated dignity. *Journal of Management Studies*, 52(5), 621-646. doi:10.1111/joms.12133

Lucas, K., & Fyke, J. P. (2014). Euphemisms and ethics: A language-centered analysis of Penn State's sexual abuse scandal. *Journal of Business Ethics*, 122(4), 551-569. doi:10.1007/s10551-013-1777-0

Lucas, K., Kang, D., & Li, Z. (2013). Workplace dignity in a total institution: Examining the experiences of Foxconn's migrant workforce. *Journal of Business Ethics*, 114(1), 91-106. doi:10.1007/s10551-012-1328-0

Buzzanell, P. M., & Lucas, K. (2013). Constrained and constructed choices in career: An examination of communication pathways to dignity. *Annals of the International Communication Association*, 37(1), 3-31. doi:10.1080/23808985.2013.11679144 [Lead Article; formerly *Communication Yearbook*]

Sherry, J. L., & Lucas, K., Greenberg, B. S., & Holmstrom, A. J. (2013). Child development and genre preference: Research for educational game design. *Cyberpsychology, Behavior, and Social Networking*, 16(5), 335-339. doi:10.1089/cyber.2012.0242

Lucas, K., & Buzzanell, P. M. (2012). Memorable messages of hard times: Constructing short- and long-term resiliencies through family communication. *Journal of Family Communication*, 12(3), 189-208. doi:10.1080/15267431.2012.687196 [Journal of Family Communication Article of the Year Award]

Lucas, K. (2011). The working class promise: A communicative account of mobility-based ambivalences. *Communication Monographs*, 78(3), 347-369. doi:10.1080/03637751.2011.589461 [NCA Organizational Communication Division Article of the Year Award]

Lucas, K. (2011). Blue-collar discourses of workplace dignity: Using outgroup comparisons to construct positive identities. *Management Communication Quarterly*, 25(2), 353-374. doi:10.1177/0893318910386445

Lucas, K. (2011). Socializing messages in blue-collar families: Communicative pathways to social mobility and reproduction. *Western Journal of Communication*, 75(1), 95-121. doi:10.1080/10570314.2010.536964

Greenberg, B. S., Sherry, J. L., Lachlan, K., Lucas, K., & Holmstrom, A. J. (2010). Orientations to video games among gender and age groups. *Simulation & Gaming, 41*(2), 238-259. doi:10.1177/1046878108319930

Lucas, K., & Steimel, S. J. (2009). Creating and responding to the gen(d)eralized other: Women miners' community-constructed identities. *Women's Studies in Communication, 32*(3), 320-347. doi:10.1080/07491409.2009.10162393

Lucas, K., Liu, M., & Buzzanell, P. M. (2006). No limits careers: A critical examination of career discourse in the U.S. and China. In M. Orbe, B. J. Allen, & L. A. Flores (Eds.), *International and intercultural communication annual 28* (pp. 217-242). Thousand Oaks, CA: Sage.

Roy, K. M., & Lucas, K. (2006). Generativity as second chance: Low-income fathers and transformation of the difficult past. *Research in Human Development, 3*(2&3), 139-159. doi:10.1080/15427609.2006.9683366

Lucas, K., & Buzzanell, P. M. (2004). Blue-collar work, career, and success: Occupational narratives of sisu. *Journal of Applied Communication Research, 32*(4), 273-292. doi:10.1080/0090988042000240167 [Lead Article]

Lucas, K., & Sherry, J. L. (2004). Sex differences in video game play: A communication-based explanation. *Communication Research, 31*(5), 499-523. doi:10.1177/0093650204267930 [Lead Article]

### Invited Articles

Bisel, R. S., Barge, J. K., Dougherty, D. S., Lucas, K., & Tracy, S. J. (2014). A round-table discussion of "big" data in qualitative organizational communication research. *Management Communication Quarterly, 28*(4), 625-649. doi:10.1177/0893318914549952

Lucas, K., & D'Enbeau, S. (2013). Moving beyond themes: Reimagining the qualitative analysis curriculum. *Qualitative Communication Research, 2*(2), 213-227. doi:10.1525/qcr.2013.2.2.213

### Book Chapters

Woods, C. S., & Lucas, K. (forthcoming). Gossard girls are good girls: Labor activism at a 1949 garment factory strike. In D. Gold & J. Enoch (Eds.), *Women at work: Rhetorics of gender and labor in the U.S.* Carbondale, IL: Southern Illinois University Press.

Fyke, J. P., Trisler, B., & Lucas, K. (2018). A failure of courageous leadership: Sex, embarrassment, and (not) speaking up in the Penn State sexual abuse scandal. In J. K. Beggan & S. T. Allison (Eds.), *Leadership and sexuality: Power, principles, and processes* (pp. 73-90). Northampton, MA: Edward Elgar.

Lucas, K. (2017). Archive searching for research. In M. Allen (Ed.), *SAGE encyclopedia of communication research methods* (Vol. 1, pp. 46-49). Thousand Oaks, CA: SAGE.

Lucas, K. (2017). Computer-assisted qualitative data analysis software (CAQDAS). In M. Allen (Ed.), *SAGE encyclopedia of communication research methods* (Vol. 1, pp. 214-218). Thousand Oaks, CA: SAGE.

Lucas, K. (2017). Mobility. In C. R. Scott & L. Lewis (Eds.), *International encyclopedia of organizational communication* (Vol. III, pp. 1635-1643). Chichester, UK: Wiley Blackwell.

Lucas, K. (2017). Workplace dignity. In C. R. Scott & L. Lewis (Eds.), *International encyclopedia of organizational communication* (Vol. IV, pp. 2549-2562). Chichester, UK: Wiley Blackwell.

Baker, S. J., & Lucas, K. (2017). Challenges in creating a culture of workplace dignity for LGBT employees. In J. P. Fyke, J. Faris, J., & P. M. Buzzanell (Eds.), *Cases in organizational and managerial communication: Stretching boundaries* (pp. 260-264). New York, NY: Routledge.

Lucas, K. (2015). Moving up: The challenges of communicating a new social class identity. In D. O. Braithwaite & J. T. Wood (Eds.), *Casing interpersonal communication: Case studies in personal and social relationships* (2nd ed., pp. 15-20). Dubuque, IA: Kendall-Hunt.

Previous Version: Lucas, K. (2010). Moving up: The challenges of communicating a new social class identity. In D. O. Braithwaite & J. T. Wood (Eds.), *Casing interpersonal communication: Case studies in personal and social relationships* (pp. 17-24). Dubuque, IA: Kendall-Hunt.

Lucas, K., & Buzzanell, P. M. (2011). It's the cheese: Collective memory of hard times during deindustrialization. In J. M. Cramer, C. P. Greene, & L. M. Walters (Eds.), *Food as communication: Communication as food* (pp. 95-113). New York, NY: Peter Lang.

Buzzanell, P. M., Shenoy, S., Remke, R. V., & Lucas, K. (2009). Responses to destructive organizational contexts: Intersubjectively creating resilience to foster human dignity and hope. In P. Lutgen-Sandvik & B. D. Sypher (Eds.), *The destructive side of organizational communication: Processes, consequences and constructive ways of organizing* (pp. 293-315). New York, NY: Routledge.

Lucas, K. (2007). Problematized providing and protecting: The occupational narrative of the working class. In W. DeGenaro (Ed.), *Who says? Working-class rhetoric, class consciousness, and community* (pp. 180-199). Pittsburgh, PA: University of Pittsburgh Press.

Lucas, K., & Buzzanell, P. M. (2006). Employees "without" families: Discourses of family as an external constraint to work-life balance. In L. H. Turner & R. West (Eds.), *The family communication sourcebook* (pp. 335-352). Thousand Oaks, CA: Sage. [Recipient of NCA Family Communication Division's Outstanding Book Award]

Buzzanell, P. M., & Lucas, K. (2006). Gendered stories of career: Unfolding discourses of time, space, and identity. In B. J. Dow & J. T. Wood (Eds.), *Handbook of gender and communication* (pp. 161-178). Thousand Oaks, CA: Sage.

Sherry, J. L., Lucas, K., Greenberg, B. S., & Lachlan, K. (2006). Video game uses and gratifications as predictors of use and game preference. In P. Vorderer & J. Bryant (Eds.), *Playing computer games: Motives, responses, and consequences* (pp. 213-224). Mahwah, NJ: Lawrence Erlbaum.

### **Refereed Pedagogical Publications**

Lucas, K., & Rawlins, J. D. (2015). The competency pivot: Introducing a revised approach to the business communication curriculum. *Business and Professional Communication Quarterly*, 78(2),

167-193. doi:10.1177/2329490615576071 [*Business & Professional Communication Quarterly* Outstanding Article Award]

Lucas, K., & Rawlins, J. D. (2015). PechaKucha presentations: Teaching storytelling, visual design, and conciseness. *Communication Teacher*, 29(2), 102-107. doi:10.1080/17404622.2014.1001419

Lucas, K. (2011). "The love games people play" survey: Using research methods to examine gendered scripts and stereotypes. *Communication Teacher*, 25(3), 139-143. doi:10.1080/17404622.2011.579913

Lucas, K. (2011). Oral self-critique: Raising student consciousness of communication (in)competence. *Communication Teacher*, 25(1), 12-15. doi:10.1080/17404622.2010.513993

Lucas, K. (2003). The virtual case study: Using computer-mediated communication in group problem-solving. *Communication Teacher*, 17(2), 11-13.

Reprinted in Lucas, S. E. (2007). *Selections from the Communication Teacher, Vol. VI* (instructional supplement to *The art of public speaking*, 9th ed.).

### Book Review

Lucas, K. (2014). Book review of *Quiet: The power of introverts in a world that can't stop talking* by Susan Cain. *International Journal of Business Communication*, 51(1), 114-117. doi:10.1177/0021943613509338

### Proceedings

Thomas, B., & Lucas, K. (2018). Development and validation of the workplace dignity scale. In G. Atinc (Ed.), *Proceedings of the Seventy-eighth Annual Meeting of the Academy of Management*. Chicago, IL.

Lucas, K., Manikas, A. S., Mattingly, E. S., & Crider, C. J. (2016). Dignity, counterproductive work behavior, and employee engagement. In J. Humphreys (Ed.), *Proceedings of the Seventy-sixth Annual Meeting of the Academy of Management*. Anaheim, CA.

Lucas, K. (2010). Workplace dignity: A cross-cultural perspective of U.S. and Thai organizations. In S. M. Lee & J. H. Tjakraatmadja (Eds.), *Proceedings of the Pan-Pacific Conference XXVII: Managing and competing in the new world economic order* (pp. 161-163). Bali, Indonesia.

### Conference Papers & Presentations

Presented more than 50 papers at international, national, and regional conferences:

AACSB  
Academy of Management  
Association for Business Communication  
Central States Communication Association  
European Group for Organization Studies  
International Communication Association  
Kentucky Society for Human Resource Management

Management Communication Association

## Teaching & Advising

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### Curricular Leadership

#### **BizComm, University of Louisville** (AY 2012-present)

- Established UofL as a leader in business communication education through teaching workshops, consulting with other business schools, publishing pedagogical articles, and maintaining a website for dissemination of information
- Developed and championed an innovative competency-based curriculum that incorporates a Communication across the Curriculum/Communication in the Discipline (CXC/CID) approach, including creating easy-to-use tools for consistent business communication assessment across the curriculum
- Recruited and mentored term faculty
- Managed BizComm Coaching service (dedicated BizComm writing/speaking center), including supervising operations and recruiting and mentoring graduate assistants

#### **Business & Professional Communication, University of Nebraska** (AY 2009-2011)

- Provided faculty oversight for a multi-section course enrolling 1,200+ students annually and requiring an instructional staff of ~50 (2 assistant directors, 9 GTA/adjunct instructors, 40 undergraduate instructional assistants)
- Collaborated with College of Business Administration faculty and solicited input from CBA student council, alumni, and local business professionals to overhaul 30+ year-old curriculum to reflect current business communication needs and standards
- Led the development of an online version of the course that enabled online degree completion for several programs across campus and generated a significant revenue stream for the department

### Courses Taught

#### *University of Louisville*

##### **MBA/MS Courses**

Team Dynamics I & II  
Organizational Behavior  
Storytelling with Data

##### **MBA Professional Development Modules**

Crisis Management  
Managerial Communication

##### **Undergraduate Courses**

Business Communication  
Business Communication (Honors)  
Human Resource Management Applications  
Effective Managerial Communication Strategies



**Courses Taught as Visiting Instructor**

Storytelling with Data, Purdue University

***University of Nebraska-Lincoln***

**Graduate Courses**

Organizational Communication  
Gender and Communication in Organizations  
Communication and Workplace Dignity Doctoral Seminar  
Identity, Work, and Organization Doctoral Seminar  
Organizational Socialization Doctoral Seminar

**Undergraduate Courses**

Organizational Communication  
Global Organizational Communication  
Communication and Workplace Dignity  
Business and Professional Communication  
Gender and Communication

***Purdue University***

**Undergraduate Courses**

Organizational Communication  
Discussion of Technical Problems (Small Group Communication)  
Communication and Emerging Technologies  
Communication and Emerging Technologies – Recitation  
Speech Communication of Technical Information (Public Speaking)  
Fundamentals of Speech Communication – Engineering Learning Community  
Fundamentals of Speech Communication

**Independent Studies Directed**

Readings in Work-Life Balance  
Communication and Workplace Dignity  
Generational Communication in the Workplace  
Leadership Communication  
Organizational Socialization in STEM  
Communicating Social Class

**Doctoral Dissertation Directed**

Baker, S. J. (2014). *You bring yourself to work: An exploration LGB/TQ experiences of (in)dignity and identity*. (Unpublished dissertation). University of Nebraska-Lincoln, Lincoln, NE.

**Master's Thesis Directed**

Ewalt, J. P. (2010). *Counter-mapping as place-framing: Naturalized injustice, de-naturalized community, and organizing for social change on Google Earth*. (Unpublished thesis). University of Nebraska-Lincoln, Lincoln, NE. [Honorable Mention, *Folsom Distinguished Master's Thesis Award*, UNL]

### Undergraduate Theses & UCARE Research Projects Directed

Rick, J. M. (2010). *Being first in their family: What we can do to help millennial and first-generation students succeed*. (Unpublished undergraduate thesis). College of Arts & Sciences. University of Nebraska-Lincoln, Lincoln, NE.

Erickson, K. (2008). *Women in accounting: A gendered look at the accounting profession*. (Unpublished undergraduate thesis). College of Business. University of Nebraska-Lincoln, Lincoln, NE.

Allan, K. M. (2008). *The socialization of college students from mining families*. Paper presented at the Undergraduate Honors Research Conference of the Central States Communication Association, Madison, WI. [Top Paper Award]

### Professional Seminars Taught

*Powerful Presentations*. GE Appliances/Haier. Louisville, KY. (2017).

*Communicating Corrective Feedback with Dignity*. Great Places to Work-Staff Leadership Academy. University of Louisville. (2013, 2015).

*Communicating for Workplace Dignity*. Management Development Certificate Program. College of Business Administration. University of Nebraska-Lincoln. (2008, 2009, 2010).

### Academic Workshops Taught

*Using Core Competency Rubrics for Grading and Assessment* [co-facilitated with Jenna Haugen, Jacob Rawlins, Stephen Cohen, and Ashley Ludewig]. Pre-Conference Workshop. Association for Business Communication, Albuquerque, NM. (2016).

*Pivoting Your Business Communication Course: Competency-Based Syllabi, Assignments, and Rubrics* [co-facilitated with Jenna Haugen and Jacob Rawlins]. Pre-Conference Workshop. Association for Business Communication, Seattle, WA. (2015).

*Competency-Focused Rubrics: Instruction, Coaching, and Assessment* [co-facilitated with Jacob Rawlins and Ashly Bender Smith]. Pre-Conference Workshop. Association for Business Communication, Philadelphia, PA. (2014).

*Understanding Mixed Methods Research* [co-facilitated with Ron Shope]. Pre-Conference Seminar. National Communication Association, Chicago, IL. (2007).

### Professional Experience

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**WNMU-TV. Promotion & Outreach Supervisor.** Marquette, MI (1999-2000)  
Planned, organized, and executed a comprehensive communication strategy for the PBS station, including media relations, print promotion, radio advertising, sales collateral development, community outreach projects, and website design/content management; served as on-air talent; negotiated trade and underwriting agreements; managed national advertising grants; hired, trained, and supervised student staff.

**PR Associates, Inc.** *Account Executive.* Detroit, MI (1998)

Created and managed public relations activities for agency's auto- and steel-industry clients; wrote news releases and developed strategic communication plans; pitched stories to local and trade media; developed and executed proactive media relations strategies; coordinated tradeshows.

**Shell Oil Products Company.** *Analyst.* Houston, TX (1996-1998)

Developed and championed a business proposal projected to save the department more than \$1 million annually; analyzed and redesigned department processes to increase effectiveness and efficiency; managed large-scale databases and mainframe data retrievals/analysis.

**CompUSA.** *Corporate Marketing Representative.* Novi, MI (1995)

Conducted inside and outside sales calls; developed local marketing collateral.

**MFC First National Bank.** *Teller/Collector.* Marquette, MI (1991-1994)

Processed consumer banking transactions; negotiated alternative repayment agreements with past due consumer loan customers; repossessed and managed liquidation of collateral on defaulted loan accounts; represented the organization in small claims court and at bankruptcy hearings; presented financial reports to Board of Directors.

## Professional Memberships

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Academy of Management (2008-present)

Management Communication Association (2013-present)

Association for Business Communication (2011-present)

## Editorial Boards

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*Business & Professional Communication Quarterly* (2016-present)

*Canadian Journal of Administrative Sciences* (2014-present)

*International Journal of Business Communication* (2018-present)

*Journal of Leadership & Organizational Studies* (2011-present)

*Management Communication Quarterly* (2016-present)