

March 2020

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## **EDUCATION**

- Ph.D. Communication, 2011, State University of New York at Buffalo, USA
- M.A. Communication, 2007, State University of New York at Buffalo, USA
- B.A. Mass Communication, 2004, Yonsei University, South Korea

## **POSITIONS**

- Associate Professor (2019—Present)
- Assistant Professor (2016—2019)
  - Walter Cronkite School of Journalism and Mass Communication
  - Arizona State University
  - Phoenix, AZ, USA
- Assistant Professor (2012—2016)
  - School of Social and Behavioral Sciences
  - Arizona State University
  - Phoenix, AZ, USA
- Assistant Teaching Professor (2011—2012)
  - Department of Culture and Communication
  - Drexel University
  - Philadelphia, PA, USA

## **AWARDS | HONORS | RECOGNITIONS | FELLOWSHIP**

1. Invited collaborator, *External Co-PI*, “Fake News and the Spread of Online Misinformation in Hong Kong: Perception, Identification and Intervention”, Hong Kong Baptist University, Hong Kong, February 2020
2. Recipient, *Emerging Scholars Award*, Association for Education in Journalism and Mass Communication, January 2017 [Selected as one of four out of 70 applications]

3. Fellowship, *Funded Visiting Scholar-in-Residence*, Social Media Lab at Ted Rogers School of Management, Ryerson University, Toronto, Canada, April—June 2016 [Competitively chosen as a collaborator for the largest academic social media laboratory in Canada]
4. Honorable mention, *Top Faculty Paper*, Korean American Communication Division, International Communication Association (ICA), May 2014
5. Recipient, *Herbert S. Dorddick Dissertation Award (3<sup>rd</sup> Place)*, Communication and Technology Division, International Communication Association (ICA), May 2011 [The second runner-up out of 24 nominations in the largest division of the ICA]
6. Recipient, *Kappa Tau Alpha Research Award*, the National Honor Society for Journalism and Mass Communication, August 2009
7. Recipient, *Jung Sook Lee Award (Top Paper)*, Communication and Technology Division, Association for Education in Journalism and Mass Communication (AEJMC), August 2009
8. Recipient, *Top Four Paper Award*, Peace Communication Division, National Communication Association, November 2007
9. Recipient, *Academic Honor for Top Second Outstanding Undergraduate*, Yonsei University, Seoul, South Korea, August 2004 [Equivalent to Salutatorian]
10. Recipient, *The Highest Academic Honor Award*, Yonsei University, Seoul, South Korea, August 2002
11. Recipient, *The University Scholarship*, Yonsei University, Seoul, South Korea, March 2000—August 2004 [Four-year tuition waiver for academic achievement]

## GRANTS

### External:

1. *National Science Foundation*, \$74,000, 2020—2021
  - Project title: “Rumor diffusion during unrest: An exploration of the 2019 Hong Kong Protest” (Award Number: 2027387)
  - Investigators: **Kwon, K. H.** (PI)
  - Program: RAPID Sociology
2. *SSRC: Social Media and Democracy Research Grants*, \$48,988, 2020—2021
  - Project title: “Facebook information diffusion and protest mobilization: State-level analyses of the March for Our Lives demonstrations in 2018”
  - Investigators: **Kwon, K. H.** (PI), Walker, S. (Participant)

- Program: Social Data Initiative
3. *U.S. Department of Defense*, \$328,653, 2019—2022
    - Project title: “Crisis and collective problem-solving on the dark web: Understanding crisis information processing in hidden cyber communities” (Award Number: W911NF1910066)
    - Investigators: **Kwon, K. H.** (PI), Shakarian, P. (Senior Personnel)
    - Program: Army Research Office: Social and Behavioral Science
  4. *Association for Education in Journalism and Mass Communication*, \$3,450, 2017—2018
    - Project title: “News proximity and social media framing of terrorism: A computational approach toward large-scale framing research”
    - Investigators: **Kwon, K. H.** (PI) and Chadha, M. (Co-PI)
    - Program: AEJMC Emerging Scholars Program
  5. *U.S. Department of Education*, 3% of \$189,697, 2016—2018
    - Project title: “Asia mediated: Interdisciplinary curriculum innovation at Arizona State University”
    - Investigators: Schober, J.S. (PI), Cheong, P. (Co-PI)
    - Collaborators: Bhattacharjya, N., Brown, C.G, Chadha, M., Chau, A.C, Chen, H., Chhabra, D., Cho, S., Codell, J., Dutta, U., Gabbard, R., Hedberg, W.C., Henn, A.E., **Kwon, K.H.**, Le, T-K., Moore, A.S., Rush, J. R., Shin, J., Thornton, S., Wilson, B.J.
    - Program: Undergraduate International Studies and Foreign Language Program
  6. *Gates (Bill and Melinda) Foundation*, \$154,018, 2013—2014
    - Project title: “Evaluating microcredentialing in public networked environments”
    - Investigators: Halavais, A. (PI) and **Kwon, K. H.** (Co-PI)
    - Program: Digital Media & Learning Competition

**Internal:**

1. *Dean’s Research Grant*, \$18,000, 2017—2019, Walter Cronkite School of Journalism and Mass Communication, Arizona State University
  - Offered \$6,000 each year to promote summer research activities.
2. *Seed Grant*, \$6,000, 2017, Institute for Social Science Research, Arizona State University
3. *New College Undergraduate Inquiry and Research Experience (NCUIRE) Grant*, \$2,500, 2015, New College, Arizona State University
4. *Bidstrup Undergraduate Fellow Support Grant*, \$2,000, 2014, Arizona State University
5. *Mark Diamond Dissertation Grant*, \$2,000, 2009-2010, SUNY-Buffalo

## **RESEARCH (\* = Student)**

### **Research Areas:**

Networked publics  
Collective sensemaking in digital environment  
Digital incivility and misinformation  
Exploitive digital practices  
Digital methods

### **Editorial Publications:**

1. **Kwon, K. H.**, Weiai X., Wellman, B. (Eds., Forthcoming in December). Dealing with the dark social web: Responsibility, manipulation, and control in digital spaces. Special Issue of *American Behavioral Scientists*

### **Peer-Reviewed Journal Publications:**

1. Song, Y., **Kwon, K. H.**, Xu, J., Huang, X., & Li, S. (2020). Curbing profanity online: A network-based diffusion analysis of profane speech on Chinese social media. *New Media & Society*, <https://doi.org/10.1177/1461444820905068> [SSCI, 5-year IF: 5.267]
2. Ng, Y.-L., Song, Y., **Kwon, K. H.**, & Huang, Y. (2019). Toward an integrative model for online incivility research: A review and synthesis of empirical studies on uncivil political discussions online. *Telematics and Informatics*, *47*, <https://doi.org/10.1016/j.tele.2019.101323> [SSCI, 5-year IF: 3.789]
3. **Kwon, K.H.**, Chadha, M. & Wang, F. (2019). Proximity and networked news public: Structural topic modeling of global Twitter conversations about the Quebec mosque shooting in 2017. *International Journal of Communication*, *13*, 2652–2675. [SSCI, IF: 1.593]
4. \*Sahly, A., \*Shao, C., & **Kwon, K. H.** (2019) Social media for political campaigns: An examination of Trump’s and Clinton’s frame building and its effect on audience engagement. *Social Media + Society* *5*(2), 1-13.
5. **Kwon, K. H.** (2019). Public referral, viral campaign, and celebrity participation: A social network analysis of the Ice Bucket Challenge on YouTube. *Journal of Interactive Advertising*, *19*(2), 87-99.
6. \*Shao, C. & **Kwon, K. H.** (2019). Clicks intended: An integrated motivation model for nuanced social feedback system uses on Facebook. *Telematics and Informatics*, *39*, 11-24. [SSCI, 5-year IF: 3.789]
7. Haimonti, D., **Kwon, K. H.**, & Rao, H. R. (2018). A system for intergroup prejudice detection: The case of microblogging under terrorist attacks. *Decision Support Systems*, *113*, 11-21. [SSCI, 5-year IF: 4.290]

8. **Kwon, K. H.**, \*Priniski, J. H., & Chadha, M. (2018). Disentangling user samples: A machine learning approach to proxy-population mismatch in Twitter research. *Communication Methods and Measures*, 12(2-3), 216-237. [The method-focused journal in the field]
9. **Kwon, K. H.**, Chadha, M., & \*Pellizzaro, K. (2017). Proximity and terrorism news in social media: A construal-level theoretical approach to audience framing of terrorism in Twitter. *Mass Communication and Society*, 20(6), 869-894. [SSCI, 5-year IF: 1.543]
10. **Kwon, K. H.** & Gruzd, A. (2017). Is offensive commenting contagious online? Examining public vs. interpersonal swearing in response to Donald Trump's YouTube campaign videos. *Internet Research*, 27(4), 991-1010. [SSCI, 5-year IF: 4.580]
11. **Kwon, K. H.** & Rao, H. R. (2017). Cyber-rumor sharing under a homeland security threat in the context of government Internet surveillance: The case of South-North Korean conflict. *Government Information Quarterly*, 34, 307-316. [SSCI, 5-year IF: 5.111]
12. **Kwon, K. H.**, & Cho, D. (2017). Swearing effects on citizen-to-citizen discussions online: A large-scale exploration between political and non-political online news comments. *Social Science Computer Review*, 35(1), 84-102. [SSCI, 5-year IF: 2.563]
13. **Kwon, K. H.**, Bang, C., Egnoto, M., & Rao, H. R. (2016). Social media rumors as improvised public opinions: Semantic network analyses of Twitter discourses during Korean saber rattling 2013. *Asian Journal of Communication*, 26(3), 201-222 [SSCI, 5-year IF: 0.709, Selected as "one of the Asian Journal of Communication's top ten downloaded articles in 2016]
14. **Kwon, K. H.**, Xu, W.W., Wang, H., & \*Chon, J. (2016). Spatiotemporal diffusion modeling of global mobilization in social media: The case of Egypt Revolution 2011. *International Journal of Communication*, 10, 73-97. [SSCI, IF: 1.593]
15. Cho, D., & **Kwon, K. H.** (2015). The impacts of identity verification and disclosure of social cues on flaming in online user comments. *Computers in Human Behavior*, 51, 363-372. [SSCI, 5-year IF: 4.252]
16. **Kwon, K. H.**, Halavais, A., & \*Havener, S. (2015). Tweeting badges: User motivations of achievement display in public networked environments. *CyberPsychology, Behavior & Social Networking*, 18(2), 93-100. [SSCI, 5-year IF: 3.246]
17. **Kwon, K. H.**, Moon, S.-I, & Stefanone, M. A. (2015). Unspeaking on Facebook? Testing network exposure effects on self-censorship of political expressions in social network sites. *Quality and Quantity*, 49(4), 1417-1435. [SSCI, 5-year IF: 1.094]

18. **Kwon, K. H.**, Stefanone, M. A., & Barnett, G. A. (2014). Social network influence on online behavioral choices: Exploring group formation on Social Network Sites. *American Behavioral Scientists*, 58(10), 1345-1360. [SSCI, 5-year IF: 2.518]
19. **Kwon, K. H.**, Oh, O., Manish, A., & Rao, H. R. (2012). Audience gatekeeping in the Twitter service: An Investigation of Tweets about the 2009 Gaza Conflict. *AIS Transaction on Human-Computer Interaction*, 4(4), 212-229. [Acceptance Rate: 36.1%]
20. Stefanone, M. A., **Kwon, K. H.**, & Lackaff, D. (2012). Exploring the relationship between perceptions of social capital and enacted support online. *Journal of Computer-Mediated Communication*, 17, 451-466. [Ranked #2 in Communication; SSCI, 5-year IF: 5.629]
21. **Kwon, K. H.**, & Moon, S. (2012). Older adults' social support giving and their psychological health: Testing moderating effects of giving in familial and non-familial context. *Iowa Journal of Communication*, 44(1), 93-118.
22. **Kwon, K. H.**, & Nam, Y., & Lackaff, D. (2011). Wireless protesters move around: Informational and coordinative use of information and communication technologies (ICT) for protest politics. *Journal of Information Technology & Politics*, 8(4), 383-398.
23. Stefanone, M. A., & **Kwon, K. H.**, & Lackaff, D. (2011). The value of online friends: Networked resources via social network sites. *First Monday*, 16(2) <http://firstmonday.org/htbin/cgiwrap/bin/ojs/index.php/fm/article/view/3314/2763> [Acceptance Rate: 15%]
24. Nam, Y., **Kwon, K. H.**, & Lee, S. (2010). Does it really matter that people do zipping ads?: Testing the effectiveness of simultaneous presentation advertising (SPA) in IDTV Environment. *CyberPsychology, Behavior & Social Networking*, 13(2), 225-229. [SSCI, 5-year IF: 3.866]
25. Wang, S., Moon, S.-Il., **Kwon, K. H.**, Evans, C., & Stefanone, M. (2010). Face off: Implications of visual cues on initiating friendship on Facebook. *Computers in Human Behavior*, 26(2), 226-234 [SSCI, 5-year IF: 4.252]
26. Kim, J. H., Barnett, G. A., & **Kwon, K.** (2010). The influence of social networks on the U.S. senate roll-call voting. *The International Journal of E-Politics*, 1(4), 24-47.
27. **Kwon, K. H.**, & Moon, S.-Il. (2009). The bad guy is one of us: Framing comparison between the U.S. and Korean newspapers and blogs about the Virginia Tech shooting. *Asian Journal of Communication*, 19(3), 269-287. [SSCI, 5-year IF: 0.709]
28. **Kwon, K. H.**, & Chon, B. (2009). Social influences on terrestrial and satellite mobile-TV adoption in Korea: Affiliation, positive self-image, and perceived popularity. *International Journal on Media Management* 11(2), 1-12.

29. **Kwon, K.**, Barnett, G. A. & Chen, H. (2009). Assessing cultural differences in translations: A semantic network analysis of the Universal Declaration of Human Rights. *The Journal of International & Intercultural Communication*, 2 (2), 107-138.
30. Cheong, P. H., Halavais, A., & **Kwon, K.** (2008). The chronicles of me: Understanding blogging as a religious practice. *Journal of Media and Religion*, 7 (3), 107-131.

#### **Peer-Reviewed Book Chapters:**

1. **Kwon, K. H.**, & Shakarian, J. (2018). Black-hat hackers' crisis information processing in the darknet: A case study of cyber underground market shutdowns. In B. Wellman, L. Robinson, C. Brienza, W. Chen, & S. R. Cotten (Eds.) *Networks, Hacking, and Media – CITA MS@30: Now and Then and Tomorrow (Studies in Media and Communications, Volume 17)* (pp.113 – 135). Bingley, UK: Emerald Publishing Limited
2. **Kwon, K. H.** (2018). The analysis of social capital in digital environments: A social investment approach. In B. Foucault-Welles & S. Gonzales-Bailon (Eds.), *The Oxford Handbook of Networked Communication*. New York: Oxford University Press. Online before Print. DOI: 10.1093/oxfordhb/9780190460518.013.14
3. **Kwon, K. H.** (2016). Using network analytic tools to teach social media impacts on citizen journalism. In H. N. Al-Deen (Ed.), *Social Media in the Classroom* (pp. 189—205). New York: Peter Lang.
4. Kim, J. H., Barnett, G.A., & **Kwon, K. H.** (2012). Comparing the influence of social networks online and offline on decision-making: The U. S. senate case. In C. R. Livermore (Ed.), *E-Politics and Organizational Implications of the Internet: Power, Influence, and Social Change* (pp.198—219), Hershey PA: IGI Global. ISBN: 978-1-4666-0966-2
5. Tutzauer, F., **Kwon, K.**, & Elbirt, B. (2011). Network model of diffusion of competing Innovations: Applying agent-based modeling. In A. Vishwanath & G. A. Barnett (Eds.), *Advances in Communication Research: The Diffusion of Innovations* (pp. 145—170). New York: Peter Lang. ISBN: 978-1433110832

#### **Refereed Proceedings:**

1. **Kwon, K. H.** & Shao, C. (Accepted). Communicative constitution of illicit online trade collectives: An exploration of darkweb market subreddits. Proceedings of the 2020 International Conference on Social Media and Society, July 22, 2020, Chicago, IL. (Location changed to virtual due to the pandemic)
2. **Kwon, K. H.**, \*Yu, W., \*Kilar, S., \*Shao, C., \*Broussard, K., & \*Lutes, T. (2020). Knowledge sharing network structure in a community of illicit practice: A case of cybermarket subreddit. Proceedings of 53rd Hawaii International Conference on System Sciences (HICSS), January 7—11, Maui, HI.

3. Volety, T., Valecha, R., Vemprala, N., **Kwon, K. H.**, & Rao, H.R. (2018). Cyber-rumor sharing: The case of Zika virus. In Proceedings of 24<sup>th</sup> American Conference on Information Systems, August 16—18, New Orleans, LA.
4. **Kwon, K. H.**, \*Priniski J. H., \*Sarkar, S., Shakarian, J. & Shakarian P. (2017). Crisis and collective problem solving in the dark web: An exploration of a black hat forum. In Proceedings of Social Media and Society, ACM International Conference Proceeding Series (ICPS), July 28—30, 2017, Toronto, Canada (Acceptance Rate: 42%)
5. **Kwon, K. H.**, & Gruzd, A. (2017). Is aggression contagious online? A case of swearing in Donald Trump's campaign videos on YouTube. In Proceedings of 50th Hawaii International Conference on System Sciences (HICSS), January 4—7, 2017 (Acceptance Rate: 48%)
6. **Kwon, K. H.**, & Hemsley, J. (2017). Cross-national proximity in online social network and protest diffusion: An event history analysis of Arab Spring. In Proceedings of 50th Hawaii International Conference on System Sciences (HICSS), January 4—7, 2017 (Acceptance Rate: 48%)
7. **Kwon, K. H.**, Wang, H., Xu W.W., & \*Raymond, R. (2015). A spatiotemporal model of Twitter information diffusion: An example of the Egyptian Revolution 2011. In Proceedings of Social Media and Society, ACM International Conference Proceeding Series (ICPS), July 27—29, 2015, Toronto, CA. (Acceptance Rate: 43%)
8. Halavais, A., **Kwon, K. H.**, \*Striker, J., & \*Havener, S. (2014). Badges of friendship: Social influence and badge acquisition on Stack Overflow. Proceedings of 47th Hawaii International Conference on System Sciences (HICSS), January 14—16, 2014 (Acceptance Rate: 44%)
9. **Kwon, K. H.**, Oh, O., Manish, A., & Rao, H. R. (2011). Choice of information: A study of Twitter news sharing during the 2009 Israel-Gaza conflict. Proceedings of the 32<sup>nd</sup> International Conference on Information Systems (ICIS), Shanghai, China, December 4—7, 2011 (Acceptance Rate: 30%)
10. Oh, O., **Kwon, K. H.**, & Rao, H. R. (2010). An exploration of social media in extreme events: Rumor theory and Twitter during the Haiti earthquake 2010. Proceedings of the 31<sup>st</sup> International Conference on Information Systems (ICIS), Saint Louis, Missouri, December 12—15, 2010 (Acceptance Rate: 29.8%)

#### **Non-Refereed Academic Publications:**

1. Gruzd, A., Jacobson, J., Mai, P., Hemsley, J., **Kwon, K. H.**, Vatrappu, R., Quan-Haase, A., Sloan, L., & Hodson, J. (2018). Introduction to the 2018 International Conference on Social Media and Society. Proceedings of the 9<sup>th</sup> International Conference on Social Media & Society (Intro Article).



2. **Kwon, K. H.** (2017). A paradoxical mind shift as a South Korean experiencing the North Korea threat. *Journal of Contemporary Eastern Asia* (Editor's Corner).
3. Gruzd, A., Jacobson, J., Mai, P., Hogan, B., Hemsley, J., & **Kwon, K. H.** (2017). Introduction to the 2017 International Conference on Social Media and Society. Proceedings of the 8<sup>th</sup> International Conference on Social Media & Society (Intro Article).

#### **Op-Ed:**

1. **Kwon, K. H.** (September 21, 2017). Why South Koreans don't care about the North Korea threat. *The Arizona Republic*.

#### **Manuscripts under Review:**

1. **Kwon, K. H.** (RnR). Digital media, opportunity structures, and protest mobilization: The case of the 2018 March for Our Lives demonstration. *Social Movement Studies*.
2. Tsai, J., Chadha, M., & **Kwon, K. H.** (RnR). Exploring the role of local digital media Facebook page on audience engagement: A data-driven approach. *Journalism and Mass Communication Quarterly*.
3. **Kwon, K. H.**, \*Shao, C., Nah, S. (RnR). Localized social media and civic life: Motivations for social media use, trust, and participation in local community contexts. *Journal of Information Technology and Politics*.
4. Chadha, M., & **Kwon, K. H.**, & Tsai, J. (RnR). Engaging and serving critical information needs? Examining ABC News and its local affiliates' Facebook use. *Journal of Broadcasting and Electronic Media*.
5. Nah, S., **Kwon, K. H.**, McNealy, J., Lu, W. (Under review). Communication infrastructure, social media, and civic participation across geographically diverse communities in the United States. *Computers in Human Behaviors*.

#### **Manuscript/Projects in Preparation:**

1. Robinson, L., Massimo R., **Kwon, K. H.**, Reisdorf, B., & McClain, N. (Eds.) "Emergent challenges in the digital age from the pandemic" (Special issue proposed to *American Behavioral Scientist*)
2. **Kwon, K. H.**, \*Shao, C., \*Kilar, S. & \*Lutes, T., & \*Yu, W. "Collective information processing of the dark web market information: A case of AlphaBay"
3. **Kwon, K. H.**, Lee, M.-H, Han, S.-P., & Park, S. "Incongruency vs. nastiness: A digital traces-based study of silencing effect of opinion manipulation in digital platforms"

4. **Kwon, K. H.**, & Chun, S. “Dark information commons: A case of illicit cyber-trade community in Reddit”
5. **Song, C.**, & Kwon, K. H. “Rumor-debunking diffusion during Covid19 pandemic: A case of Chinese social platform”

**CONFERENCE PRESENTATIONS (\* = Student)**

1. Kwon, K. H., Lee, M-H, Han, S-P, Park, S. (submitted). Silencing effects of manipulated opinion climate online: A large-scale exploration of public opinion rigging and commenting behaviors in digital platforms. Submitted for a presentation at AEJMC.
2. \*Shao, C., **Kwon, K. H.**, & Nah, S. (2020). Communication ecology and civic life in rural America: An exploration of effects of social and mobile news on civic participation. Accepted for a presentation at BEA Conference.
3. Song, Y.C., & **Kwon, K. H.** (2019). How does profanity propagate online? Measuring the virality of swearing on social media. The AEJMC Conference, August 7—9, Toronto, Canada.
4. **Kwon, K. H.**, \*Shao, C., & Nah, S. (2019). Community social media and civic life: Exploring relationships among social media, trust, and participation in U.S. local communities. The AEJMC Conference, August 7—9, Toronto, Canada.
5. Chadha, M., & Tsai, J., **Kwon, K. H.** (2019). Local TV news and audience engagement in social media: Comparing Facebook pages between local and national stations. The AEJMC Conference, August 7—9, Toronto, Canada.
6. \*Shao, C., & **Kwon, K. H.** (2019). Exploring effects of motivational factors and social presence on satisfaction with AI-enabled gadgets. The International Association for Media and Communication Research (IAMCR), July 7—11, Madrid, Spain.
7. \*Sahly, A., \*Shao, C., & **Kwon, K. H.** (2018). Social media for political campaigns: An exploration of Donald Trump’s frame building and audience engagement in social media. The AEJMC Conference, August 6—9, Washington D.C.
8. **Kwon, K. H.**, Chadha, M., & Wang, F (2018). Proximity and networked responsibility framing of anti-Muslim crime news: Structural topic modeling approach. The International Communication Association Conference, May 24—28, Prague, Czech Republic.
9. Tsai, J., Chadha, M., & **Kwon, K. H.** (2018). Exploring the effects of local TV news Facebook page posts on audience engagement. The International Communication

Association Conference, May 24—28, Prague, Czech Republic.

10. \*Shao, C. & **Kwon, K. H.** (2018). Why do we click reactions? Social and psychological factors influencing nuanced social feedback system uses on Facebook. The AEJMC Midwinter Conference, March 2—3, Norman, Oklahoma.
11. Valecha, R., Volety, T., Vemprala, N., **Kwon, K. H.**, & Rao, H. R. (2017). An investigation of cyber-rumor sharing of Zika Virus. The Bright Internet Global Summit, December 8-10, Seoul, S. Korea.
12. **Kwon, K. H.**, & Chadha, M. (2017). Emerging Scholars session: News proximity & social media framing of terrorism: A computational approach toward large-scale research. The AEJMC Conference, August 9—12, Chicago, IL.
13. **Kwon, K. H.** (2017). Using digital data for journalism and mass communication theory building: Opportunities and challenges. The AEJMC Conference, August 9—12, Chicago, IL.
14. **Kwon, K. H.**, & \*Priniski, J. H., & Chadha, M. (2017). Disentangling user types in Twitter: A profile classification model development. The International Communication Association Conference, May 25-29, San Diego, CA.
15. **Kwon, K. H.**, & Chadha, M., & \*Pellizzaro, K. (2017). Proximity and terrorism news in social media: A construal-level theoretical approach to audience framing of terrorism in Twitter. The International Communication Association Conference, May 25-29, San Diego, CA.
16. **Kwon, K. H.**, & Gruzd, A. (2017). Is Swearing contagious online? Public vs interpersonal swearing in response to Donald Trump's 2016 YouTube campaign videos. The International Communication Association Conference, May 25-29, San Diego, CA.
17. **Kwon, K. H.** & \*Redkey, D. (2016). Celebrity social networks and the viral diffusion of meme videos: Testing homophily using the actor-based network dynamic model of the Ice Bucket Challenge on YouTube. The National Communication Association Conference, November 10-15, Philadelphia, PA.
18. **Kwon, K. H.** (2016). Does cyber-proximity matter? Social media network exposure and cross-national protest diffusion: Evidence from event history analysis of Arab Spring 2010-2011. The International Communication Association Conference, June 9-13, Fukuoka, Japan.
19. **Kwon, K. H.** (2015). The impacts of anonymity moderation on online flaming. The National Communication Association Conference, November 19-22, Las Vegas, NV.

20. \*Elledge, T., & **Kwon, K. H.** (2015). Imagining home away from home: Wi-Fi use in suburban coffeehouses. The 16<sup>th</sup> Internet Research Conference (IR16), October 21-14, Phoenix, AZ.
21. **Kwon, K. H.**, & Cho, D. (2015). "Swearing effects" on audience comments Online: Comparisons between political and non-political news. The AEJMC Conference, August 6-9, San Francisco, CA.
22. **Kwon, K. H.**, Wang, H., Xu W.W., & \*Raymond, R. (2015). A spatiotemporal model of Twitter information diffusion: An example of the Egyptian Revolution 2011. The International Conference on Social Media and Society, July 27-29, 2015, Toronto, CA.
23. **Kwon, K. H.**, & Bang, C. (2014). Social media rumors as improvised public opinions: A semantic network analysis of Twitter during Korean saber rattling 2013. The International Conference on Social Media and Society, September 27-28, Toronto, CA.
24. **Kwon, K. H.**, Moon, S.-I, & Stefanone, M. (2014). Unspeaking on Facebook? Testing network exposure effects on self-censorship of political expressions in Social Network Sites. International Communication Association Conference, May 22-26, Seattle, WA.
25. **Kwon, K. H.** (2014). (Top Paper Honorable Mention). Government surveillance beliefs and online information sharing under a perceived national threat: An exploration of South-North Korean saber rattling 2013. The International Communication Association Conference, May 22-26, Seattle, WA.
26. Halavais, A., **Kwon, K. H.**, & \*Havener, S. (2014). What a badge is worth: The acceptability of badges as indicator of experience. The American Educational Research Association Conference, April 3-7, 2-14, Philadelphia, PA.
27. **Kwon, K. H.**, Moon, S.-I, & Stefanone, M. (2014). Predicting individual's willingness to self-censor political expressions in online networked environment. The World Conference for Public Administration, June 25-27, Daegu, South Korea
28. **Kwon, K. H.** (2013). Revisiting the emergent norm theory to understand protest communication in social media: the improvisation-verification-solidification (IVS) framework. The Internet Research Conference (IR14), October 23-26, 2013, Denver, CO. (Acceptance Rate: 40%).
29. **Kwon, K. H.** (2013). An instantaneous online resource mobilization in Twitter: A temporal and network analysis of the January 25th Egypt protest 2011. The International Communication Association Conference, Jun 17-21, 2013, London, UK.
30. **Kwon, K. H.**, Onook, O., Agrawal, M., & Rao, H.R. (2012). Twitter as a metajournalism Service: A co-tweet network analysis of the 2009 Gaza conflict. The International Network for Social Networks Analysis Conference (SUNBELT), March 12-18, 2012,

Redondo Beach, CA.

31. **Kwon, K. H.**, Stefanone, M. A., & Barnett, G. A. (2011). Profiling the influentials in Web 2.0: A cyber-behavioral experiment to compare self-designated and observation-based measures of opinion leadership. The International Communication Association Conference, May 26-30, 2011, Boston, MA.
32. **Kwon, K. H.**, Barnett, G. A., Stefanone, M. A., & Tutzauer, F. (2011). Structural social influence model of word-of-mouth (WOM) social organizing on Facebook: A cyber-behavioral experiment. The International Communication Association Conference, May 26-30, 2011, Boston, MA.
33. **Kwon, K. H.** (2009) (Top Student Paper Award). Information hierarchy in Web 2.0: An exploratory study of 'Folksonomy'. The AEJMC Conference, August 5-8 2009, Boston, MA.
34. **Kwon, K. H.** & Moon, S.-I. (2009). Reciprocal social support for older adults: Giving as a beneficial moderator between received support and older adults' psychological health problems. The National Communication Association Conference, Chicago, IL.
35. Lim, D., **Kwon, K. H.**, Lackaff, D., Tripoli, A., & Stefanone, M. A. (2009). The value of these so-called 'Friends': Resource mobilization on Social Network Site. The National Communication Association Conference, Chicago, IL.
36. Nam, Y., Kim, D., **Kwon, K.**, & Kang, S. (2009). Semiotic analysis of Global top 300 companies' visual identity. The National Communication Association Conference, Chicago, IL.
37. **Kwon, K.**, & Nam, Y. (2009). Instrumental utilization of ICTs in mobilization processes of political collective actions: In the context of grassroots protest of Korea 2008. The International Communication Association Conference, Chicago, IL.
38. **Kwon, K.**, & Nam, Y. (2009). Everyday Internet use, online social capital and social movement participation: A study on the Korean protest against US beef imports in 2008. Presented at the International Communication Association Conference, Chicago, IL.
39. Wang, S., Moon, S.-Il., **Kwon, K.**, Evans, C., & Stefanone, M. (2009). Better without face? Gender difference in visual cue use when initiating friendship on Facebook. The International Communication Association Conference, Chicago, IL.
40. Kim, J. H., Barnett, G. A., & **Kwon, K.** (2009). Congressional networks of the United States Senate in predicting roll call votes: Examination of networks based on party membership, cosponsorship, hyperlinks, shared committees, and PAC donation. The International Sunbelt Social Network Conference, San Diego, CA.

41. Nam, Y., **Kwon, K.**, & Lee, S. (2008). Zipping as ad avoidance: Intrusiveness and ad effectiveness of the simultaneous-presentation-advertising as an alternative ad format in DVR environment. The AEJMC Conference, Chicago, IL.
42. **Kwon, K.**, & Moon, S.-I. (2008). Salience of national identity in news and public framing: Comparative analysis of the US and Korean newspapers and blogs about Virginia campus shooting. The International Communication Association Conference, Montreal, Canada.
43. **Kwon, K.**, & Barnett, G. A. (2008). Assessing cultural difference in translation-based communication: Semantic network analysis of multilingual translations of the Universal Declaration of Human Rights. The International Communication Association Conference, Montreal, Canada.
44. **Kwon, K.**, & Barnett, G. A. (2008). Mapping international agreement on human rights treaties, 1980-2006: An application of network analysis. The International Sunbelt Social Network Conference, St. Petersburg, FL.
45. Barnett, G. A., Cheong, P. H. & **Kwon, K.** (2008). An examination of ego-centric social networks in a culturally heterogeneous society: The case of Singapore. The International Sunbelt Social Network Conference, St. Petersburg, FL.
46. Kim, J. H., **Kwon, K.**, Barnett, G. A., & Lim, Y. (2007). (Top Four Paper Award). A comparative analysis of newspapers and blogs on the Iraq War: A dual method approach. The National Communication Association Conference, Chicago, IL.
47. Cheong, P. H., Halavais, A., & **Kwon, K.** (2006). God in the machine: Blogging as a religious practice. The Association of Internet Researchers Conference, Brisbane, Australia.
48. **Kwon, K.** (2005). Influence of watching television on the mother-daughter relationship (In Korean). The Graduate Student Conference of Korean Society for Journalism and Communication, Yang Pyung, S. Korea.

## **INVITED PANEL | WORKSHOPS | TALKS**

### **External Invitations:**

1. **Kwon, K. H.** (July 2018). Data innovation for social research. Invited as a keynote speaker at the Data, Innovation, and Social Convergence (DISC) Conference, July 5—6, Seoul, South Korea.
2. **Kwon, K. H.** (May 2018). Understanding social capital in a networked communication age. Invited panelist at the International Communication Association, May 24—28, Prague, Czech Republic.

3. **Kwon, K. H.** (June 2017). Disentangle Twitter user samples using machine learning techniques. Invited speech at the College of Business, Korean Advanced Institute of Science and Technology (KAIST), Seoul, S. Korea.
4. **Kwon, K. H.** (June 2017). Machine learning for social media research. Invited speech at the department of Interaction Science, Sung Kyun Kwan University (SKKU), Seoul, S. Korea.
5. **Kwon, K. H.** (August 2016). Online network exposure and cross-national protest diffusion: An evidence from Facebook international friendship network and the Arab Spring. Invited research talk, NSF Project Summer Specialist Workshop, The Center for Human Dynamics in the Mobile Age, San Diego State University, San Diego, CA.
6. **Kwon, K. H.** (May 2016). Quantitative social media audience research. Invited talk at the Ted Rogers School of Management, Ryerson University, Toronto, Canada.
7. **Kwon, K. H.** (April 2016). Modeling dynamics of online networks with SIENA in R. Invited workshop at the Ted Rogers School of Management, Ryerson University, Toronto, Canada.
8. **Kwon, K. H.** (February 2016). Information privacy and countervailing values in networked society. Invited speech at the School of Information, University of Arizona, Tucson, AZ.
9. **Kwon, K. H.** (August 2015). Spatiotemporal diffusion and hostility detection: Towards an interdisciplinary collaboration. Invited research talk at the NSF Project Summer Specialist Workshop, The Center for Human Dynamics in the Mobile Age, San Diego State University, San Diego, CA.
10. **Kwon, K. H.** (September 2014). Influence in social network. Invited panel talk at the Social Media and Society Conference, Toronto, CA.
11. **Kwon, K. H.** (June 2014). What is a badge worth: The acceptability of digital badges as indicators of experiences. Invited speech at the Cyber Emotions Research Center, Yeung-Nam University, Daegu, S. Korea.
12. **Kwon, K. H.** (October, 2012). Temporal and network analyses of instantaneous protest communication among Twitter crowds: A study on the Jan. 25th Egypt protest. Invited speech, Sogang University, Seoul, S. Korea.

#### **Internal Invitations:**

1. **Kwon, K. H.** (March, 2016). Social media network analysis. Invited talk at the School of Social and Behavioral Sciences, New College of Interdisciplinary Arts and Sciences, ASU

2. **Kwon, K. H.** (May, 2014). Small world as an interdisciplinary problem. Invited lecture at the School of Mathematical and Natural Sciences, New College of Interdisciplinary Arts and Sciences, ASU
3. **Kwon, K. H.** (August, 2012). Instantaneous protest communication in Twitter: A study on Egyptian revolution 2011. Invited doctoral seminar lecture, Hugh Downs School of Human Communication, ASU

## **TEACHING**

### **Courses (## = New Course Developed; # = Significantly Modified; G= Graduate)**

##MCO564	Digital Audience Research and Behavior, Walter Cronkite School of Journalism and Mass Communication, Arizona State University (G)
##MCO436	Audience Research and Behavior, Walter Cronkite School of Journalism and Mass Communication, Arizona State University
##MCO494	Technology, Digital Media and Social Issues, Walter Cronkite School of Journalism and Mass Communication, Arizona State University
##COM459	Theory and Methods of Social Media Network, School of Social and Behavioral Sciences, Arizona State University
#COM570	Advocacy in Context: Connected Actions, School of Social and Behavioral Sciences, Arizona State University (G)
##CMN598	Social Media and Social Change, School of Social and Behavioral Sciences, Arizona State University (G)
#COM457	New Media, School of Social and Behavioral Sciences, Arizona State University
COM591	New Media, School of Social and Behavioral Sciences, Arizona State University (G)
##COM380	Internet and Society, Department of Culture and Communication, Drexel University
##COM690	Social Media Research, Department of Culture and Communication, Drexel University (G)
COM150	Mass Media and Society, Department of Culture and Communication, Drexel University



COM310	Technical Communication, Department of Culture and Communication, Drexel University
COM240	New Technologies in Communication, Department of Culture and Communication, Drexel University
COM111	Principles of Communication, Department of Culture and Communication, Drexel University
COM125	Introduction to the Internet, Department of Communication, SUNY-Buffalo
COM101	Principles of Communication, Department of Communication, SUNY-Buffalo

**Mentorships:**

1. *International Scholar Mentorship:*
  - Savera Shami, Fall 2017
  - Shabbir Sarwar, Fall 2016
  - Fulfilling Pakistani Scholars' dissertation mentorship, invited by Dean's office under the three-year grant between Cronkite, ASU's Center for the Study of Religion and Conflict and the University of Punjab's Institute of Communications Studies, titled "Building Linkages, Enhancing Scholarship: Transdisciplinary Approaches to Communication and Development Studies: A Partnership between Arizona State University and the University of the Punjab"
  - Meeting for 2 hours each week for mentoring on research methods
2. *Dissertation Committee:*
  - Chun Shao, Spring 2019 –Present
  - Weiwen Yu, Fall 2019 –Present
  - Thomas Lutes, Fall 2019 –Present
  - Abulsalamad Sahly, Fall 2018—Present
  - Kirstin Pellizzaro, Spring 2017 – Present
  - Shuo Gao, "People and personification: How influence and brand anthropomorphism differ on Twitter and Weibo", Fall 2015 – Present
3. *Doctoral Student Research Assistant/Apprenticeship:*
  - Chun Shao, Spring 2019—Present
  - Thomas Lutes, Spring 2019
  - Weiwen Yu, Spring 2019
  - Steve Kilar, Spring 2019
  - Abulsalamad Sahly, Spring 2018 –Fall 2018
  - Jay Alabaster, Spring 2017
  - Kirstin Pellizzaro, Fall 2016

4. *Master's Thesis / Applied Project Chair:*
  - Tracy Elledge, "Building the community: How online learning communities enhance higher education programs", Spring 2015 –Fall 2015 (Ms. Elledge was a recipient of an Outstanding Graduate Award in February, 2015).
  - Jessica Haag, "I want to believe: An analysis of the cultural significance of fandom", Spring 2015
  
5. *Master's Thesis / Applied Project Committee:*
  - David Morrison, "Digital media and micromobilization in US climate change movement", Spring 2018 –Present
  - Xianlin Jin, "Family influences on highly-educated Chinese youth and smoking behaviors: Extending the framework of the theory of planned behavior", Fall 2013 – Spring 2014
  - Tenisha Baca, "Me in HD: Utilizing the lived cancer experience of an African American woman as a resource for a narrative communicative solution to cancer health disparities", Spring 2013 –Spring 2014
  
6. *Undergraduate Thesis Advisor:*
  - Susanna Eckstein, "How social media affects the body image of a college aged women," Spring 2020 –Present
  - Madeleine Holler, "How social media is reshaping modern-day feminism: An analysis of the Miss America Organization scandal", Fall 2018—Spring 2019
  - Lori Calhoun, "The impact of media literacy on political elections", Spring 2018
  - Jade Yeban, "A case study and analysis of the use of social media by Arizona political leaders", Fall 2017 –Spring 2018
  - Ross Raymond, "Directed Mr. Raymond's thesis titled "A brief look at the effect of the modifiable areal unit problem on a diffusive logic partial differential model for information diffusion in social media", Spring 2015 –Spring 2016
  - Corey Walsh, "An understanding of professional sport organizations use of Twitter: A content analysis of Major League Baseball teams in Pennsylvania", Fall 2011 – Spring 2012 (Drexel University)
  
7. *Undergraduate Thesis Committee:*
  - Mikayla Morehead, Spring 2018—Present
  - Emily Jing, "YouTuber: From the hobbyist to full time professional", Fall 2017— Spring 2018
  - Laura Curry and Grace White, "Political identity construction in university students through social media", Spring 2016—Fall 2017
  - J. Hunter Priniski, "Reddit predicts swings in the stock market: r/WorldNews and using machine learning to predict changes in stock price", Spring 2016 –Fall 2016
  
8. *Other Mentorships:*
  - *Cronkite Graduate Student Mentorship Program:* Chance Dorland (MMC student)
  - *New College Undergraduate Inquiry and Research Experience (NCUIRE) Grants* Chase Nuttall, Megan Bowen, Jarrad Hicks, Hannah Mure, "Private-public social

interactions in networked (semi-) public spaces: The use of wi-fi at coffee shops in metropolitan phoenix areas”, Spring 2015 (The team presented at the Undergraduate Research Expo, April 15, 2015); Ryley Morse, "Unspeaking on Facebook: Social conformity effect on private self-censorship in the networked online”, Spring 2014

- *Mentorship through Bidstrup Research Fellow Support Grant*: Christiana Wento, “Impacts of anonymity on political expressions in online networked environment”, Fall 2014—Spring 2015 (She presented at the Undergraduate Research Expo, April 15, 2015.)

## SERVICE

### **Professional:**

1. Associate Editor, *Journal of Contemporary Eastern Asia*, 2017—Present
2. Program Committee and Track Chair, Social Media & Society International Conference, Toronto, CA., 2014—Present
3. Editorial Board, *the International Journal of Communication Technology for Social Networking Services*, 2015—Present
4. Newsletter Committee, Korean American Communication Association, Spring 2018—Spring 2019
5. Coordinating Editor, *Information System Frontiers*, 2017
6. Panel Organizer and Panelist, Association for Education in Journalism and Mass Communication, Chicago, IL, 2017, 2017
7. Panel Chair, National Communication Association Conference, Philadelphia, PA, 2016
8. Organizing Committee, the 16<sup>th</sup> Association of Internet Researchers Conference (IR16), Phoenix, AZ., 2014—2015
9. Panelist on Advice for Graduate School, Southwest Communication Association, Glendale, AZ., 2014
10. Session Respondent/Chair, International Communication Association Conference, Seattle, WA., 2014
11. Preconference Organizer, the 14<sup>th</sup> Association of Internet Researchers Conference (IR14), Denver, CO., 2013

### **Journal | Conference Reviewers (# = Multiple times)**

1. *Information, Communication and Society*
2. *Journal of the Association for Information Science and Technology*
3. *Government Information Quarterly*
4. *Mass Communication and Society*
5. *Information System Frontiers*
6. *GeoJournal*
7. *Journal of Communication*
8. *Journal of Computer-Mediated Communication (#)*
9. *New Media and Society (#)*
10. *Big Data and Society*
11. *Journal of Media Economics*

12. *Social Science Computer Review*
13. *Hypermedia and Multimedia*
14. *Cyberpsychology, Behavior & Social Networking*
15. *International Journal of Communication* (#)
16. *Telematics and Informatics* (#)
17. *Journal of Psychology of Popular Media Culture* (#)
18. *Quality and Quantity* (#)
19. *Asian Journal of Communication*
20. *Journal of International and Intercultural Communication*
21. *The Review of Communication*
22. *Association of Internet Researcher Conference (AOIR) Proceedings* (#)
23. *International Conference on Information Systems (ICIS) Proceeding* (#)
24. *Social Media and Society Conference Proceedings* (#)
25. *Social Network Analysis and Mining*
26. *International Communication Association Conference Papers* (#)
27. *Korean Journal of Broadcasting and Telecommunication Studies (in Korean)*
28. *Korean Journal of Advertising Research (in Korean)*

#### **Community:**

1. Expert Interview on Facebook Content Policy, Facebook, 2019—2020 [FB's misinformation policies in October 2019; FB's response to the Covid-19 crisis in April 2020]
2. Guest lecture, International Information System Security Certification Consortium (ISC2) Phoenix Chapter, Rio Salado Conference Center, Spring 2017 [An invited talk on hackers' conflict resolutions in the dark web]
3. Interview, Student Journalist at Gilbert Classical Academy, Spring 2017 [Scholar expert interview on fake news]
4. Interview, *The Educationist* (Pakistan-based major English newspaper), Fall 2016 [Scholar expert interview on media bias in election campaign news coverage]
5. Interview, Scottsdale Community College Newspaper, Fall 2014 [Expert interview on net neutrality]
6. Research Demonstration, Sci-Fi Festival Open Door, ASU-West Campus, Spring 2014 [Public demonstration of social network visualization]
7. Organizer, Town Hall Debate, ASU-West Campus, Fall 2012 [Planning committee of a Town Hall debate titled "I should be anonymous online"]

#### **University:**

1. Affiliate faculty, Institute for Social Science Research, Spring 2019 –Present [Review graduate student poster competition and seed grant proposals]
2. Faculty search committee, School of Social and Behavioral Sciences, Fall 2018 –Present [Review applications and interviewing candidates for a tenure-track faculty position as a part of the University-wide initiative in Critical Data Studies]
3. Hosted guest speakers, Center for the Study of Religion and Conflict, Arizona State University, Fall 2017 [Helped organize guest speaker series]

4. Interview, *The State Press*, Arizona State University, Fall 2017 [ASU's independent student-run news organization]
5. Invited attendee, ASU Congressional Conference on Cybersecurity, Arizona State University, Fall 2017
6. Faculty panel, Graduate studies workshop, New College, Arizona State University, Fall 2014 [Delivered a talk about graduate studies to prospective students]
7. Program committee, MA in Social Technology, New College, Arizona State University, Spring 2014 – FA 2015 [Involved in designing and launching a new MA program]
8. Social media consortium committee, New College, Arizona State University, Spring 2013 [Engaged in designing a social media consortium]
9. Research exhibition, Knight Foundation News Challenge Event, Arizona State University, Spring 2013

**School:**

1. Doctoral standing committee, Walter Cronkite School of Journalism and Mass Communication, Spring 2017—Present [Involved in reviewing admission files and curriculum development]
2. Panelist, “Must-See-Mondays” event, Walter Cronkite School of Journalism and Mass Communication, March 2019 [Panel talk titled “The young researchers,” discussing latest research and trends in the field]
3. College Marshal, Winter 2018; Spring 2017
4. Research collaborator, News Co/Lab, Walter Cronkite School of Journalism and Mass Communication, Spring 2018—Fall 2018 [Provided consultation on research design for the Facebook-sponsored project]
5. Faculty research presentation, Faculty meeting, Walter Cronkite School of Journalism and Mass Communication, February 2018 [Titled “Disentangling user samples in Twitter”]
6. Faculty search committee, Walter Cronkite School of Journalism and Mass Communication, Fall 2016—Fall 2017 [Involved in reviewing applications and interviewing candidates for two tenure-track faculty positions]
7. Lecture, “90-minute Mastery” Workshop, Walter Cronkite School of Journalism and Mass Communication, April 2017 [Taught one session titled “Discovering connections in social media conversations”]
8. Panelist, “Must-See-Mondays” event, Walter Cronkite School of Journalism and Mass Communication, April 2017 [Panel talk titled “Faculty research: From social media to sports,” discussing latest research and trends in journalism]
9. Lecture, “90-minute Mastery” Workshops, Walter Cronkite School of Journalism and Mass Communication, November 2016 [Taught one session titled “Discovering connections in social media conversations”]
10. Faculty research presentation, Faculty meeting, Walter Cronkite School of Journalism and Mass Communication, December 2016 [Titled “Is aggression contagious online?”]
11. Program committee, Digital audience minor, Summer 2016 Walter Cronkite School of Journalism and Mass Communication [Engaged in developing the program].

12. MA graduate committee, School of Social and Behavioral Sciences, Fall 2012 – Spring 2016 [Reviewed admission application materials and evaluated MA students' comprehensive exams (mandatory exams for graduation) each semester]
13. Brochure design, Communication Studies promotional brochure, School of Social and Behavioral Sciences, Spring 2015
14. Panelist, International graduate students workshop, Communication Assessment and Learning Lab, School of Social and Behavioral Sciences, Fall 2014
15. Lecturer search committee, School of Social and Behavioral Sciences, Fall 2013
16. Social media certificate program proposal (not approved), School of Social and Behavioral Sciences, FA 2012 [Engaged with an initiative to propose social media certificate]

### **PROFESSIONAL ORGANIZATIONS**

- International Communication Association (2007— )
- National Communication Association (2009— )
- Association for Education in Journalism and Mass Communication (2013— )
- Korean American Communication Association (2013— )
- Association of Internet Researchers (2013—2015)

### **PROFESSIONAL CERTIFICATES**

- Online Course Instructor Certificate, Arizona State University (December 2016)
- Summer Institute of Computational Analysis and Social Organizational System, Carnegie Mellon University (June 2009)