

CURRICULUM VITAE



Federico Varona Madrid, Ph.D.

Professor Emeritus

Department of Communication Studies
College of Social Sciences
San Jose State University
One Washington Square
San Jose, California, 95192-0112 USA

Home: Hollister, California (USA) federico.varona@sjsu.edu
<http://www.sjsu.edu/faculty/fvarona>

TABLE OF CONTENT

- ❖ Education
- ❖ Academic Employment
- ❖ Publications (Books)
- ❖ Publications (Articles)
- ❖ Conferences Papers
- ❖ International Lectures/Seminars/Workshops
 - ❖ Professional Contributions
 - ❖ Consulting Work For Organizations
- ❖ Attendance to International Conferences
 - ❖ Translation of Research Instruments
- ❖ Teaching and Communication Training
 - ❖ Scholarships and Honors
- ❖ Professional Association Membership

EDUCATION

USA

Ph.D. (1991) University of Kansas . Major: Organizational Communication. Minor: Intercultural Communication. Dissertation: "Communication Satisfaction and Organizational Commitment: A Study in Three Guatemalan Organizations."

My dissertation, "Communication Satisfaction and Organizational Commitment: A Study in Three Guatemalan Organizations," is now available into KU Scholar Works at <http://hdl.handle.net/1808/7798>

M.A. (1988) University of Kansas . Major: Organizational Communication Minor: Intercultural Communication Thesis: "A Comparative Study of Communication Satisfaction and Job Satisfaction in Two Guatemalan Companies."

My thesis, "A Comparative Study of Communication Satisfaction in Two Guatemalan Companies," is now available into KU Scholar Works at <http://kuscholarworks.ku.edu/dspace/handle/1808/7107>

FRANCE

Diplome: Audiovisual Communication. Center AudioVisuel Recherche et Communication. Lyon, France. (1977)

SPAIN

Licenciado (1976) Universidad Pontificia de Salamanca, Spain. Major: Theology. Thesis: "De Carl Rogers a la Pedagogia de la Fe."

Diplomado (1976) Universidad Pontificia de Salamanca, Spain. Major: Psychology. Minor: Clinical and Educational Psychology

GUTEMALA

Psychology. Universidad San Carlos de Guatemala, Guatemala (1972-1974). **Theology.** Universidad Francisco Marroquín, Guatemala (1972-1974).

ACADEMIC EMPLOYMENT

USA

Professor Emeritus. Department of Communication Studies. San Jose State University 2021 to present.

Professor. Department of Communication Studies. San Jose State University . 2002 to 2020
Associate Professor. Department of Communication Studies. San Jose State University .
1997-2002.

Assistant Professor. Department of Communication Studies. San Jose State University .
1991-1997.

Instructor. Johnson County Community College . Overland Park , Kansas . 1991 (Spring).

Assistant Director of the Basic Course. Program. Communication Studies Department.
University of Kansas . 1990-1991.

Graduate Teaching Assistant. Communication Studies Department. University of Kansas. 1988
1991.

GUATEMALA

Founder, First Chairperson, and Professor of the Department of Communication Sciences.
Universidad Rafael Landívar. Guatemala , Guatemala . 1981-1986.

Executive Secretary of the College of Humanities . Universidad Rafael Landívar. 1984-1986.

Newspaper Director "Vida Universitaria." The Rafael Landívar University Newspaper.
1984-1986.

Coordinator of the Communications Committee. Universidad Rafael Landívar. Guatemala .
1984-1986.

Founder, First Director. and Professor of Instituto Centroamericano de Ciencias Religiosas
(ICCRE). Guatemala, Guatemala. 1977-1981.

Professor at the Instituto Teológico Salesiano. Universidad Francisco Marroquín, Guatemala.
1976-1980.

NICARAGUA

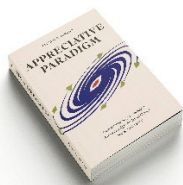
Assistant to the Principal and High School Teacher. Instituto Pedagógico (La Salle). Managua,
Nicaragua. 1969-1972.

High School Teacher. Colegio La Salle. León , Nicaragua . 1967-1968.

PUBLICATIONS (Books)

USA:

Nuevos libros (2025)



Varona, Federico (2025). **Appreciative Paradigm: From Methodology to Paradigm. A New Paradigm for Social Sciences and Social Change.** Published in Amazon.com (Paperback and eBook-Kindle) in English and Spanish.

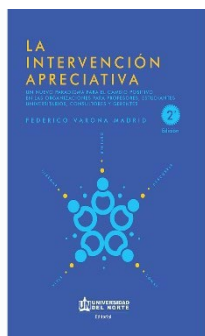
<https://www.amazon.com/APPRECIATIVE-PARADIGM-Methodology-Paradigm-Paradigm/>



Varona, Federico (2025). **Paradigma Apreciativo: De la Metodología al Paradigma. Un Nuevo Paradigma para las Ciencias Sociales y el Cambio Personal y Social.** Publicado en Amazon.com (Impreso y e-book-Kindle)

<https://www.amazon.com/PARADIGMA-APRECIATIVO-metodolog%C3%ADa-paradigma-paradigma/>

COLOMBIA



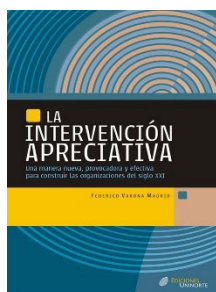
Varona Madrid, Federico (2020). **La Intervención Apreciativa: Un nuevo paradigma para el cambio positivo en las organizaciones para profesores, estudiantes universitarios, consultores y gerentes.** Barranquilla, Colombia: Ediciones Uninorte, 2020.

ISBN: 978-958-789-216-1 (PDF) 258 páginas.

ISBN 978-958-789-215-4 (Impreso) 258 páginas

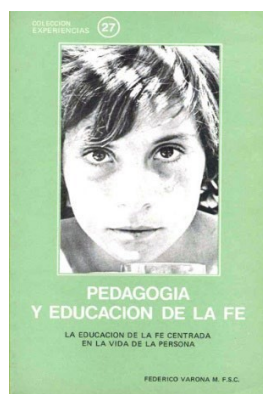
To Buy (Para Pedidos) via Internet: www.lalibreriadelaun.com

or <http://www.uninorte.edu.co/publicaciones/>



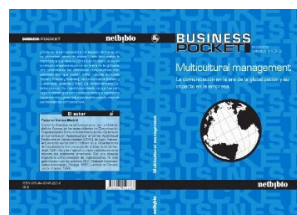
Varona Madrid, Federico (2009). **La Intervención Apreciativa: Una manera nueva, praevocadora y efectiva para construir las organizaciones del siglo XXI.** Barranquilla, Colombia: Ediciones Uninorte. ISBN: 978-958-8252-89-6.

<https://a.co/d/4cojrkF>

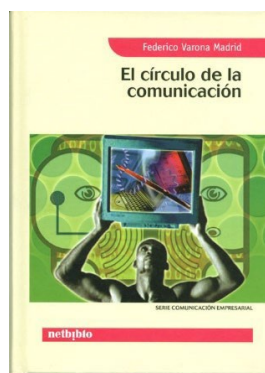


Varona Madrid, Federico (1979). **Pedagogía y Educación de la Fe Bogotá, Colombia: Indo-American Press Service.**

SPAIN



Varona Madrid, Federico (2007). **Multicultural management. La comunicación en la era de la globalización y su impacto en la empresa.** La Coruña, España: Editorial Netbiblo. ISBN: 978-84-9745-223-6



Varona Madrid, Federico (2005). **El Círculo de la Comunicación**. La Coruña, España: Editorial Netbiblio ISBN: 84-9745-089-2

USA

Saavedra, D. E., Mitchell, I. , and Varona, F., (Eds.) (1989) Personal Communication Workbook. Edina , Michigan : Bellwether Press.

PUBLICATIONS

(Articles)

USA

Varona Madrid, Federico. (May 2023). *“The Appreciative Paradigm. From Methodology to Paradigma. New Integrative Approach. New Paradigm for Social Change. New Paradigm in Social Sciences.* Accepted for Publication by Appreciative Inquiry Practitioner International Journal <https://aipracticitioner.com/>

Varona Madrid, Federico (2022). *“La Comunicación Apreciativa. Desde el Paradigma Apreciativo”*. Essay in Process of Publication.

Varona Madrid, Federico. (2022). *“El Paradigma Apreciativo: De la Metodología al Paradigma.”* Essay in Process of Publication.

VENEZUELA

Varona Madrid, Federico. (2010). "La intervención apreciativa: Un manera nueva y eficaz para promover el cambio positivo en las empresas y organizaciones". Revista *Comunicación. Estudios Venezolanos de Comunicación* N° 152, Páginas 12-18. Caracas, Venezuela.

COLOMBIA

Varona, Federico, Vaahterikko-Mejia, y Perez, Mariela. (2007). “Diferencias en el estilo de comunicacion entre empleados finlandeses y mexicanos cuando se comunican con sus jefes: un estudio comparativo. [*“Differences in communication style between finish and mexican*

employees when they communicate with their superiors: a comparative study"] Revista Signo y Pensamiento. No. 51, Páginas 137-149. Pontificia Universidad Javeriana. Bogotá. Colombia.

Varona, Federico (2007). La intervención apreciativa: una nueva manera de descubrir, crear, compartir e implementar conocimiento para el cambio en instituciones gubernamentales o privadas. Revista Investigación y Desarrollo. Volumen 15 - No 2 (Diciembre) Universidad del Norte, Barranquilla, Colombia.

BRAZIL

Varona, Federico, Vaahterikko-Mejia, y Perez, Mariela. (2007). "Diferencias en el estilo de comunicacion entre empleados finlandeses y mexicanos cuando se comunican con sus jefes: un estudio comparativo. [*"Differences in communication style between finish and mexican employees when they communicate with their superiors: a comparative study"*]. ORGANICOM Revista brasileira de Comunicação Organizacional e Relações Públicas. Año 4 - Número 6, páginas 177-195.

SPAIN

Varona, Federico (2005). "El Valor de la Comunicación Estratégica Interna". La Maquina del Café/Kafe Marina. Ayuntamiento de Vitoria, Guipúzcoa, Spain, page 5.

BRAZIL

Varona, Federico (2004) "Todavía es posible soñar": Teoría Apreciativa y Comunicación Organizacional. ORGANICOM Revista brasileira de Comunicacio organizacional e Relaciones Públicas. Año 1 - Número 1, pages 13-33. Setembro 2004. Summary of article:

Varona, Federico (2002). "Desafíos de la Comunicación Globalizada en la Cultura y la Comunicación Organizacional" Article Publisher in Revista Científica Digital "Pensamiento Comunicacional Latinoamericano" Volume 3 – Número 2. Janerio/Fevereiro/Marzo 2002. Pp. 110. Sao Paulo, Brazil.

USA

Varona, Federico (2002) "Conceptualization and Management of Communication Satisfaction and Organizational Commitment in Three Guatemalan Organizations." Article to be published in the refereed online American Communication Journal. Volume 5, Issue 3, Spring 2002.

SPAIN

Varona, Federico (2001) "Una Dimensión Olvidada de la Comunicación Interna en las Empresas: La Comunicación Intercultural" [A Forgotten Dimension of Internal Communication in Corporations: Intercultural Communication]. Cuadernos de Comunicación Interna, No. 1, septiembre 2001, páginas 1-15. Madrid, Spain. [Published by ADECIN (The Spanish Association of Organizational Communication). Madrid, Spain.]

Varona, Federico (2000). "Nuevas Teorías sobre las Formas de Trabajo y la Comunicación Interna en las Organizaciones para el Nuevo Milenio" [New Millennium Theories for News

Ways of Working & Communicating in Organizations]. *Comunicación Interna. Noticias*, Año XV. #s. 199 & 200. May & June 2000, 1-3. Madrid, Spain. [Online Publication by ADECIN (The Spanish Association of Organizational Communication). Madrid, Spain.]

Varona, Federico (1999). “Comunicación Estratégica Interna” [Internal Strategic Communication]. *Comunicación Interna. Noticias*, Año XIV. No.189. Junio, 1-3. Madrid, Spain.

Varona, Federico (1999). “La enseñanza de la comunicación empresarial en los Estados Unidos” [The teaching of organizational communication in the U.S.A]. La Comunicación Interna en España. Guía Oficial 1999, pp. 32-35. Madrid, Spain.

ECUADOR

Varona, Federico (Dec. 1998). “La comunicación computarizada y su impacto en las organizaciones” [The impact of computerized communication in Organizations]. CHASQUI. Revista Latinoamericana de Comunicación, No. 64: 46-50.

SPAIN

Varona, Federico (1997). “Las Auditorías de la Comunicación desde una Perspectiva Académica”. [Communication Audits from an Academic Perspective]. *Anuario Comunicación 1997*, pages 118-119. Published by Asociación de Directivos de Comunicación. Madrid, Spain.

USA

Varona, Federico. (1996). Relationship between Communication Satisfaction and Organizational Commitment in Three Guatemalan Organizations. The Journal of Business Communication, 33, 2: 111-140.

JAPAN

Cal W. Downs , Allyson Downs A., William Ticehurst, Tammie Potvin, and Federico Varona (1996). Cultural Comparisons of the Relationships among Communication and Organizational Commitment. Chiba, Japan: Pan-Pacific Conference XIII Proceedings, 351-353.

SPAIN

Varona, Federico (1995). Las Nuevas Tecnologías de la Comunicación y su Impacto en la Cultura y la Comunicación Organizacional [The Impact of New Communication Technologies on Organizational Culture and Communication]. Comunicación Interna. Informes, 29:1-19. Madrid, Spain.

Varona, Federico (1995). Comunicación y Compromiso Organizacional [Communication and Organizational Commitment]. Comunicación Interna. Informes, 45:1-12. Madrid, Spain.

Varona, Federico y Downs, Cal W. (1994). Un Estudio Comparativo de la Satisfacción con la Comunicación y la Satisfacción con el Trabajo en dos Compañías Guatemaltecas [A Comparative Study of Communication Satisfaction and Job Satisfaction in two Guatemalan Companies]. Revista de Ciencias de la Información, 10, 125-144. Madrid. Spain.

COLOMBIA

Varona, Federico. (1994). Las Nuevas Tecnologías de la Comunicación: Impacto en la Cultura y la Comunicación Organizacional. Revista Comunicación, 17: 92-105. Medellín. Colombia.

PERU

Varona, Federico. (1994). Las Auditorías de la Comunicación Organizacional desde una Perspectiva Académica Estadounidense [Organizational Communication Audit from an U.S. Academic Perspective]. Dia.logos de la Comunicación, 39, 55-64. Lima, Perú.

Varona, Federico. (1993). Conceptualización y Supervisión de la Comunicación y el Compromiso Organizacional [Conceptualization and Management of Organizational Communication and Organizational Commitment]. Dia.Logos de la Comunicación, 35: 68-77. Lima. Perú.

COLOMBIA

Varona, Federico y Downs, Cal. (1993). Un Estudio Comparativo de la Satisfacción con la Comunicación y la Satisfacción con el Trabajo en dos Compañías Guatemaltecas [A Comparative Study of Communication Satisfaction and Job Satisfaction in two Guatemalan Companies]. Cuadernos de Dia.logos de la Comunicación, 28: 1-16. Bogotá, Colombia.

DOCUMENTARIES

GUATEMALA

(These audiovisual productions included: Didactic Guide, Slides, and Audio)

Varona M., Federico (1978). "Guatemala, Dolor y Esperanza". Centro Audiovisión. Guatemala City, Guatemala.

Varona M., Federico (1978). "La Iglesia en Guatemala". Centro Audiovisión. Guatemala City, Guatemala.

Varona M., Federico (1979). "Volver a los Pobres". Centro Audiovisión. Guatemala City, Guatemala.

Varona M., Federico (1979). "Jesús". Centro Audiovisión. Guatemala City, Guatemala.

Varona M., Federico (1980). "Cáritas Arquidiocesana". Centro Audiovisión. Guatemala City, Guatemala.

Varona M., Federico (1980). "Programa de Vivienda Social de Cáritas Arquidiocesana". Centro Audiovisión. Guatemala City, Guatemala.

Varona M., Federico (1981). "Programa Nutricional Educativo de Cáritas Arquidiocesana". Centro Audiovisión. Guatemala City, Guatemala.

Varona M., Federico (1981). "Christian Children Fund en Guatemala". Centro Audiovisión. Guatemala City, Guatemala.

Varona M. Federico (1978 -1985) "Mensajes Visualizados" a series of 18 different titles. Centro Audiovisión. Guatemala City, Guatemala.

Newspaper Articles

GUATEMALA

Weekly articles in the Catholic newspaper supplement Vida. Guatemala City , Guatemala . 1983-1985.

Weekly articles in La Tarde. Newspaper. Guatemala City , Guatemala . 1982-1983.

CONFERENCES PAPERS

GERMANY

Varona, Federico, Pérez Chavarría, Mariela y Vaahterikko-Mejía, Paivi. "A Comparative Study of Employee/Superior Communication Style between Finnish and Mexican Employees" Presented at the ICA Convention, Dresden , Germany . June 22, 2006.

USA

Varona, Federico. (2005). "The Health of the Discipline: How does the Basic Course Fair?" Panel's Chair presented at NCA (National Communication Association) Convention. Boston , November 17-20, 2005.

SPAIN

Varona, Federico. (2005). " Appreciative Pedagogy: A New and Revolutionary Way of Learning and Teaching by Focusing on the Positive" Presented at The Twelfth International Conference on Learning Granada, Spain. July 11-14, 2005.

USA

Varona, Federico. (2003). "Suggestion System in the Spanish Corporation Culture" Presented at ICA (International Communication Association) CONVENTION San Diego, California May 23-27, 2003.

Varona, Federico. (2003). "Research in Service-Learning" Presented at NCA (National Communication Association) CONVENTION Miami , November 19-23, 2003.

Varona, Federico (2002). "Organizational Communication In Latin American Universities". Paper Presented: WSCA (Western States Communication Association). Long Beach, California , March 2-5, 2002.

Varona, Federico. (2001). "Academia as Christian Vocation in the Secular College/University: The Challenge of Integrating Worldview for Teaching, Research, and Service" Paper presented at NCA 2001 Convention Atlanta, November 1-4, 200.

Varona, Federico. (2000). "Latinas' Order of Talk: Talking about Diversity in High Tech Companies in Silicon Valley. Yvonne L. Quevedo & Federico Varona . Paper presented at NCA (National Communication Association) Convention in Seattle , November 9-12, 2000.

Varona, Federico. (2000). "Organizational Communication Pedagogy: My Personal Experience" Paper presented in the panel on Organizational Communication Pedagogy at the 2000 ICA (International Communication Association) Convention in Acapulco, México - June 1-5, 2000. I also was the respondent to the panel. This panel was one of three panels on "Latin AmericanNorth American Dialogue on Organizational Communication Pedagogy, Research, and Practice". I was one of the co-organizers of these three panels.

Varona, Federico. (2000). "Organizational Communication in Spain and Latin America" Paper presented in the Panel on "Centering Organizational Communication in International Communities" at the 2000 WSCA Convention, Sacramento, CA, February 25-29, 2000.

Varona, Federico. (1998). "The Quantitative Theoretical and Methodological Perspective in the US " in the panel "Towards a Negotiated Agenda: U.S. and Latin American Perspectives in Organizational Communication Research." The Annual Speech Communication Association Convention (SCA). New York City . November 1998.

PERU

Varona, Federico (1997). "Desafíos de la Comunicación Globalizada en la Cultura y la Comunicación Organizacional: Impacto de la Intranet-Internet en las Organizaciones" [The Challenges of Global Communication in Organizational Culture and Communication: The Impact of Intranet-Internet in Organizations] Paper presented at the IX Latin American Meeting of Communication Schools, Lima, Perú, October 28, 1997 . Meeting Coordinator of Latin American Professors of Organizational Communication.

COLOMBIA

Varona, Federico. (1996). "Se Comunica la Organización Computarizada? Impacto de la Comunicación Computarizada en las Organizaciones." ["Does the Computerized Organization Communicate?. The Impact of Computerized Communication in Organizations]. Keynote Speaker at the III Latin American Symposium of Organizational Communication. Santiago de Cali, Colombia, May 8-10 , 1996.

Varona, Federico. (1996). "Auditorías de la Comunicación Organizacional" [Organizational Communication Audits]. Paper presented at the III Latin American Symposium of Organizational Communication. Santiago de Cali, Colombia, May 8-10, 1996.

USA

Allyson Downs Adrian, Cal W. Downs, Tammie C. Potvin, Federico Varona, John S. Gribas. (1996). "Cross-Cultural Hypotheses of the Relationship among Communication Satisfaction and Commitment." Paper presented at the 46th Annual Conference of the International Communication Association. Albuquerque, New Mexico, May 23-27, 1996.

Varona, Federico. (1995). "Conceptualization and Management of Communication Satisfaction and Organizational Commitment". Paper presented at the 81 Annual Convention of the Speech Communication Association. November 18-21, 1995. San Antonio, Texas.

Varona, Federico. (1995). Similarities and Differences in Employee-Supervisor

Communication Style between Hispanics and Euro-Americans. Paper presented at the Annual Speech Communication Association Convention. November 18-21, 1995. San Antonio, Texas.

Cal W. Downs, Allyson Downs Adrian, Tammie C. Potvin, Federico Varona, John S. Gribas, William Ticehurst. (1995). "A Cross-cultural Comparison of Relationships Between Organizational Commitment and Organizational Communication." Paper presented at the 45th Annual Conference of the International Communication Association. Albuquerque, New Mexico, May 25-29, 1995.

Varona, Federico. (1995). "Relationship Between Communication Satisfaction and Organizational Commitment in Three Guatemalan Organizations". Paper presented at the WSCA Conference. February 10-14, 1995. Portland, Oregon.

COLOMBIA

Varona, Federico. (1994). "Las Nuevas Tecnologías de la Comunicación y su Impacto en la Cultura y la Comunicación Organizacional" [The Impact of New Communication Technologies on Organizational Culture and Communication]. The 8th Conference of the Latin American Association of School of Social Communication (FELAFACS). Cali. October 24-28, 1994.

USA

Varona, Federico & Blubaugh, Jon. (1991). "A Study of Differences and Similarities between Hispanic and American Teams". The Eighth Annual Intercultural International Communication Conference. Miami, April 22, 1991.

Varona, Federico. (1990). "A Comparative Study of Communication Satisfaction in Two Guatemalan Companies" The Seventy-sixth Annual Meeting. Speech Communication Association (SCA). Chicago, November 1-4, 1990.

Varona, Federico. (1989). "The Guatemalan Perspective on Communication Policy and the Role of Academics Scholars." The 39th Annual Conference of the International Communication Association (ICA). San Francisco, California, 1989.

INTERNATIONAL LECTURES/SEMINARS/WORKSHOPS

MÉXICO

Seminario sobre Intervención Apiciativa y Cambio Organizacional. Universidad de Sonora. Hermosillo, México. March 22-26, 2009.

COLOMBIA

Ponencia sobre La Intervención Apiciativa: Una Nueva Manera de Descubrir, Crear, Compartir, e Implementar Conocimiento para el Cambio en Instituciones Gubernamentales y Privadas. CONGRESO INTERNACIONAL DE COMUNICACIÓN CORPORATIVA. Universidad del Norte, Barranquilla, Colombia. Septiembre 6 y 7 de 2007.

MÉXICO

VI Congreso de COMUNICACIÓN Y MERCADOTECNIA: Innovación y Posicionamiento "COMMUNICATION AND MARKETING:

Innovation and Position". Tecnológico de Monterrey, Monterrey, México. 28 y 29 de septiembre de 2006

Ponencia: "Cómo Mejorar La Comunicación En Una Institución Universitaria A Través De La Intervención Apiciativa"

Taller: "Experimentar la Intervención Apiciativa para potenciar la Comunicación Empleado(a)-Jefe(a) en una Institución Universitaria"

VENEZUELA

SEMINARIO SOBRE INTERVENCION APRECIATIVA Y CAMBIO ORGANIZACIONAL. Para GSP de Venezuela. Caracas, VENEZUELA. 27- 30 de mayo de 2006.

SPAIN

II JORNADAS: NUEVOS ENFOQUES DE LA GESTIÓN DE RRHH EN LAS ADMINISTRACIONES PÚBLICAS DE ESPAÑA. Organizadas por el Ayuntamiento de Vitoria-Gasteiz. Palacio de Congresos Europa. Vitoria-Gasteiz, ESPAÑA. 21, 22 y 23 de junio de 2006.

Ponencia: "La Investigación Apiciativa: Una Nueva Manera De Generar Conocimiento Para El Cambio En Las Organizaciones".

Taller: “Cómo realizar una intervención apreciativa para potenciar la comunicación empleadojefe (superior)”.

Keynote Speaker at the XIII Jornadas Formativas de la Asociación de Gabinetes de Comunicación de Universidades Españolas y Centros de Investigación (AUGAC) Públicas y Privadas. Topic:” Auditorias de la comunicación interna (o comunicación organizacional empresarial) desde la perspectiva de la teoría apreciativa". Universidad de Burgos, Burgos, España, 31 de mayo de 2002.

“Seminario sobre Auditorías e Investigación Apreciativa de la Comunicación Organizacional.” Federico Varona . International Seminar organized by the Esne-World University . Campus de Burgos. Burgos, 27 de diciembre de 2001.

FINLAND

International Lecture, via Internet, for the Organizational Communication and Public Relations Division, Department of Communication, University of Jyväskylä, Finland . March 15, 2002 : Topic: Appreciative Inquiry and Organizational Communication.

Seminar on “A new perspective on Organizational Communication Assessment: Appreciative Inquiry” at The Department of Communication Studies at the University of Jyväskylä, Finland invited me as an International Guest Lecturer. September 7, 2001.

SPAIN

“Seminario sobre Auditorías e Investigación Apreciativa de la Comunicación Organizacional.” Federico Varona. International Seminar organized by the Esne-World University. Campus de Burgos. Spain. December 27, 2001.

BOLIVIA

Seminar on "Organizational Communication Assessment", for students of the Master Program in Organizational Communication. The Department of Communication Studies at the Universidad Privada de Santa Cruz de la Sierra, Bolivia invited me to teach a 30-hour March 12-17, 2001.

BRAZIL

Seminar in Organizational Communication Audits. Pontificia Universidade Católica do Rio Grande do Sul. Faculdade dos Medios de Comunicacion Social. August 19-22, 1996. Porto Alegre. Brazil.

Seminar in Organizational Communication Audits. Universidade de Sao Paulo. Escola de Comunicação e Artes. August 26-30, 1996. Sao Paulo. Brazil.

Seminar in Organizational Communication Audits. Associacao Brasileira de Comunicação Empresarial (ABERJE). August 28, 1996. Sao Paulo. Brazil.

Seminar in Organizational Communication Audits. Associacao Brasileira de Relaciones Públicas (ABRP). September 2, 1996. Rio de Janeiro, Brazil.

SPAIN

Videoconference with ADECIN (The Spanish Association for the Development of Organizational Communication). Madrid, Spain. March 14, 1996. The themes of the videoconference were corporate communication in Silicon Valley High-tech Companies and teaching organizational communication at the University.

USA

Videoconference with University of Jyväskylä, Finland. November 15, 1995. This is the first of a series of videoconference activities between our department and the Communication Department at the University of Jyväskylä with which we have established a sister-department relationship.

BRAZIL

Lecture on Organizational Communication Audits. Associacao dos Diplomados da Escola Superior de Guerra. August 23, 1996. Porto Alegre, Brazil.

SPAIN

Guest speaker for ADECIN , The Spanish Organizational Communication Association. Topic: La Comunicación Organizacional en los Estados Unidos: Enseñanza y Asociaciones Profesionales [Organizational Communication in the USA: Teaching and Professional Associations] Madrid, July 19, 1995. Spain.

COLOMBIA

Guest speaker for Facultad de Comunicaciones. Universidad de Antioquia. Topic: Las Nuevas Tecnologías de la Comunicación y su Impacto en la Cultura y la Comunicación Organizacional [The Impact of New Communication Technologies on Organizational Culture and Communication]. Medellín. October 27, 1994. Colombia .

Workshop on "Organizational Communication Assessment", for University Professors and Corporate Organizational Communication Directors. Universidad Pontificia Bolivariana, Medellín, October 31-November 2, 1994. Colombia

USA

Guest Speaker by the Cupertino Chamber of Commerce. April 27, 1994. The topic of my presentation was: "Communicating Effectively in Multicultural Organizations"

COLOMBIA

Keynote Speaker at I Seminario-Taller Latinoamericano de Formación para la Comunicación Organizacional. Topic: "Las Auditorías de la Comunicación Organizacional desde una Perspectiva Académica Estadounidense "[Organizational Communication Audit from an U.S. Academic Perspective]. Bogotá, Colombia. November, 8-13, 1993.

USA

Teaching the Basic Course Program. Communication Studies Department. University of Kansas. 1990-1991.

GUATEMALA

A set of 12 different Training Workshops on the topic "Communication and Human Development". (12 hours each). Participants: Community Leaders, and High and Elementary School Teachers. Centro Audiovisual Semilla. Guatemala City. 1983-1985.

A set of 8 different Training Workshops on the topic "Communication and Education". (8 hours each). Participants: Elementary and High School Teachers. Proyecto Nueva Vida. Guatemala City. 1981-1982.

A set of 14 different Training Workshops on the topic "Communication and Church". (12 hours each). Participants: Priests, Catholic Nuns and Brothers, Community leaders and High and Elementary School Teachers. Centro Audiovisión. Guatemala City. 1978-1980.

PANAMA

Training Workshop on the topic "Communication and Education". (40 hours). Participants: La Salle High and Elementary School Teachers. Colón, Panamá. 1982.

MEXICO

Training Workshop on the topic "Audiovisual Communication and Education". (24 hours). Participants: High and Elementary School Teachers. Universidad de La Salle. Mexico City. 1977.

EL SALVADOR

Training Workshop on the topic "Small Group Communication Media in Education". (40 hours) Participants: Salesian Priests and Brothers. San Salvador, El Salvador. 1977.

NICARAGUA

Training Workshop on the topic "Audiovisual Communication and Education". (40 hours) Participants: High and Elementary School Teachers. Managua, Nicaragua. 1977.

POFESSIONAL CONTRIBUTIONS

CUBA

FIFTH COMMUNICATION CONFERENCE OF THE AMERICAS (2009) Sponsored by NCA (National Communication Association) and FELAFACS (Latin American Federation of Schools of Social Communication). Havana, Cuba , October 22, 2008 (1 day). **Role**: Chair of the Steering Committee.

USA

FOURTH COMMUNICATION CONFERENCE OF THE AMERICAS (2008) Sponsored by NCA (National Communication Association) and FELAFACS (Latin American Federation of Schools of Social Communication). San Diego , November 1, 2008 (1 day). **Role:** Chair of the Steering Committee.

THIRD COMMUNICATION CONFERENCE OF THE AMERICAS (2007) Sponsored by NCA (National Communication Association) and FELAFACS (Latin American Federation of Schools of Social Communication). Chicago November 1 , 2006 (1 day). **Role:** Chair of the Steering Committee.

SECOND COMMUNICATION CONFERENCE OF THE AMERICAS . Sponsored by NCA (National Communication Association) and FELAFACS (Latin American Federation of Schools of Social Communication). San Antonio , Texas , November 15, 2006 (1 day). **Role:** Chair of the Steering Committee.

Organizational Communication Division the Latin American- North American Conversation. Panel Session: Chair and Presenter ICA (International Communication Association) CONVENTION San Diego , California , May 23-27, 2003

MEXICO

FIRST COMMUNICATION CONFERENCE OF THE AMERICAS This conference was organized by the Speech Communication Association (SCA) and the Federación Latinoamericana de Facultades de Comunicación Social (FELAFACS). February 1-4, 1997 at the Camino Real in Mexico City. I was very involved as a mediator contact between these two Communication Associations. Member of the committee that organized the conference.

Meeting in Mexico City to prepare the FIRST COMMUNICATION CONFERENCE OF THE AMERICAS. March 10-14, 1996. I met in Mexico City with James Gaudino, SCA Executive Director and Luis Núñez, President of FELAFACS (Latin American Federation of Schools of Social Communication) to organize the First Communication Conference of the Americas. The conference will be held in Mexico City, February 2-4, 1997 (3 days). The themes for the conference are Communication Technology, Diversity, and Democracy.

FINLAND

International Doctoral Thesis Tribunal. Chair of the Doctoral Thesis entitled: "Cultural Differences in Ibero-Nordic Communication: Perceptions about Finnish and Colombian Negotiators" A Doctorate Thesis in Organizational Communication & PR by Paivi VaahterikkoMejía. Department of Communication. University of Jyväskylä. Jyväskylä, Finland. September 8, 2001

MEXICO

Co-organizer of three panels on “Latin American-North American Dialogue on Organizational Communication Pedagogy, Research, and Practice” Chair, presenter, and respondent in the panel on Organizational Communication Pedagogy. 2000 ICA (International Communication Association) Convention in Acapulco , México - June 1-5, 2000 . I invited 9 Latin American Panelists to participate in this first time ever dialogue with North American scholars.

USA/LATIN AMERICA

Member of the ICA Latin American Advisory Committee for the 50th Annual Conference. Acapulco, Mexico. June 1-5, 2000.

Member of the ICA’s (International Communication Association) Internationalization Committee. 2000. The task of this committee is to generate ideas and recommendations for expanding international participation in ICA (International Communication Association)

I am the coordinator of an E-group for Organizational Communication Scholars in the Americas (North, Central, and South). The group called “Acapulco 2000” was created at the 2000 ICA Convention in Acapulco, Mexico. The purpose of this group is to continue a dialogue between Latin American and North American scholars on the theoretical, methodological, and pedagogical perspectives that guide our research, teaching, and practice in the field of the organizational communication. Specifically, this group will focus on sharing our experiences and approaches to Organizational Communication Pedagogy, Research, and Practice as they are pursued in North, Central and South America. Web address:
<http://groups.yahoo.com/group/orgcomlana/>

On-line forum on Organizational Communication in Latin America sponsored by FELAFACS (Federación Latinoamericana de Facultades de Comunicación Social). This online forum is part of the web site of this Latin American Association. I was invited by this association to write the inviting message to participate in this online forum. The forum started in 1998

Coordinator of the task force for the publication in English of the Latin American Communication Journal: Dia.logos de la Comunicación. The FELAFACS (Latin American Federation of Communication Schools) asked me to study the possibilities of publishing its Journal in English. SCA (Speech Communication Association) has made a commitment to publish this Journal online. 1997.

A Memorandum of Understanding and Cooperation was signed between The College of Communication Sciences and Technologies at San Ignacio de Loyola University in Lima , Perú and the Communication Studies Department at San Jose State University . Lela Noble, Dean signed the memorandum on July the 27, 1998.

Member of a Roundtable Discussion on “Reflections on the First Conference of the Americas”. 1997 NCA Convention. Chicago, November 21, 1997.

Organizer and Coordinator of the meeting of Latin American Organizational Communication Professors RIDACO (Network of American Organizational Communication Professors and Researchers). IX Latin American Meeting of Communication Schools. Lima , Perú, October 28, 1997.

Thanks to my involvement with FELAFACS (Federación Latinoamericana de Facultades de Comunicación Social), San Jose State University was accepted as an honorary member of this association that encompasses 240 member universities throughout Latin America . I was appointed by Provost Linda L. Blain to accept this honorary membership on behalf of the University. The plaque is in the President’s Office. Lima , Perú, on October 26, 1997 .

SCA Task Force Meeting on the Hemispheric Communication 1997 Conference. The Annual Meeting of the Eastern Communication Association (ECA). April 27-30, 1995. Pittsburgh, Pennsylvania.

Facilitator on a working table "Economic, Cultural and Ethnic Communities and Communication Technologies,” First Communication Conference of the Americas was organized by the Speech Communication Association (SCA) and the Federación Latinoamericana de Facultades de Comunicación Social (FELAFACS) February 1 - 4, 1997 at the Camino Real in Mexico City.

Respondent to panel on “Lost in Translation: Communication, Technology, and Diversity... and Two Dogs Surfing the Net in Mexico . SCA Conference, Chicago , November 21, 1997 .

I provide regular advice to the following Communication Association: **FELAFACS**: Federación Latinoamericana de Facultades de Comunicación Social. I am a member of the Editorial board of Diálogos de la Comunicación. Lima, Perú.

USA

Chair of the Research-in-Progress panel at The Annual Meeting Of The Western States Communication Association (WSCA) San José , California , February, 3-27, 1994.

CONSULTING WORK FOR ORGANIZATIONS

USA

Teamwork Assessment for IBT (Internet Business Technology) Team of LSI (Large Scale Integration) LOGIC. Milpitas, California. March-July 2001. The tool used for the assessment was Larson and LaFasto's Team Excellence Instrument. Students of Comm 141: Small Group/Team Communication participated in the initial states of the assessment process during the spring 2001 semester. I continued the consulting work during the 2001 summer.

Six (6) one (1) hour seminars for Directors of “The Society of St. Vincent de Paul of Santa Clara County”. Organizational Communication. Fall Semester 2000

Organizational Communication Need Assessment for CoWare Inc. Silicon Valley, California. Students of Comm 274: Intercultural Organizational Communication Seminar participated in the assessment process during the fall 1997 semester.

Organizational Communication Need Assessment for Department of Public Safety. City of Sunnyvale. California. Students of Comm 274: Intercultural Organizational Communication Seminar participated in the assessment process during the fall 1997 semester.

Communication Audit for San Jose Water Company. City of San José, California. (San José State University graduate students were involved). 1995.

Communication Audit for Department of Communication Studies. San José State University. San José, California. (San José State University graduate students were involved). 1995.

NICARAGUA

Consulting for the Johns Hopkins University-Center for Communication Programs (JHU-CCP) in Nicaragua. July 10-August 10, 1998.

COLOMBIA

Facultad de Comunicaciones. Universidad de Antioquia. Medellín. Design a Master's Program in Organizational Communication. 1994.

USA

Varona, F. & San José State University Student Team. Communication Audit for CoWare Inc. Silicon Valley, California. 2000.

Varona, F. & San José State University Student Team. Communication Audit for Department of Public Safety. City of Sunnyvale. 1997.

Varona, F. & San José State University Student Team. Communication Audit for the San Jose State University Student Financial Services Organization. 1997

Varona, F. & San José State University Student Team. Communication Audit for Sybase (Computer Software Company). Mountain View Division. City of Mountain View, California. 1996.

Varona, F. & San José State University Student Team. Communication Audit for The Crow Nest (Restaurant). Santa Cruz, California. 1996.

Varona, F. & San José State University Student Team. Communication Audit for San Jose Water Company. City of San José, California. 1995.

Varona, F. & San José State University Student Team. Communication Audit for Department of Communication Studies. San José State University. San José, California. 1995.

Needs Assessment Report for Family and Children's Services Division of Santa Clara Valley Health and Hospital System. City of San José, California. (San José State University graduate students were involved). 1994.

Intercultural Organizational Communication Training Program for Family and Children's Services Division of Santa Clara Valley Health and Hospital System. City of San José, California. (San José State University graduate students were involved). 1994.

Communication Audit for Cupertino High School. City of Cupertino, California. (San José State University graduate students were involved). 1992.

Communication Audit for IBM , EDS Division. City of San José , California. (San José State University graduate students were involved). 1992.

Teamwork Assessment and Feedback for "Parks and Recreation Management Team" of the City of Sunnyvale , California . 1992.

GUATEMALA

Estudio de la Satisfacción con la Comunicación y del Compromiso del Personal del Hospital Infantil Juan Pablo II. [A Study of Communication Satisfaction and Organizational Commitment...]. Guatemala City. 1991.

Estudio de la Satisfacción con la Comunicación y del Compromiso del Personal del Colegio Sagrado Corazón. [A Study of Communication Satisfaction and Organizational Commitment...]. Guatemala City. 1991.

Estudio de la Satisfacción con la Comunicación y del Compromiso del Personal de la empresa Productos Alimenticios Rene, S.A. [A Study of Communication Satisfaction and Organizational Commitment...]. Guatemala City. 1991.

Estudio de la Satisfacción con la Comunicación, Satisfacción en el Trabajo y de la Productividad en Litografía Zadik, S.A. [A Study of Communication Satisfaction, Job Satisfaction and Productivity in Litografía Zadik, S.A.]. Guatemala City. 1988.

Estudio de la Satisfacción con la Comunicación, Satisfacción en el Trabajo y de la Productividad en Litografía Mayaprín, S.A. [A Study of Communication Satisfaction, Job Satisfaction and Productivity in Litografía Mayaprín, S.A.] Guatemala City. 1988.

Consultant for "Audiovisión", Center for Audiovisual Communication. Guatemala City. 1978-1982.

Consultant for "Centro Audiovisual Semilla". Guatemala City. 1984-1986.

Consultant for "Proyecto Nueva Vida". Christian Children's Fund. Guatemala City. 1982-1986.

CENTRAL AMERICA AND COLOMBIA

Consultant of Education for La Salle High Schools in Guatemala, Honduras, Nicaragua, Costa Rica, Panamá, and Cartagena (Colombia). 1976-1982.

ATTENDANCE TO INTERNATIONAL CONFERENCES

USA

Participate in the First meeting between ICA and FELAFACS (Latin American Federation of Communication Departments). The 43rd Annual Conference of International Communication Association. Washington, DC, 1993.

MEXICO

The 7th Conference of the Latin American Association of School of Social Communication. (FELAFACS). Acapulco, Mexico, 1992

IRELAND

The 40th Annual Conference of International Communication Association (ICA). Dublin, Ireland, 1990.

CANADA

The 37th Annual Conference of the International Communication Association (ICA). Montreal, Canada, 1987.

BRAZIL

The 4th Conference of the Latin American Association of Schools of Social Communication (FELAFACS). Theme: "National Communication Policies". Florianópolis, Brazil, 1983.

MEXICO

The 3rd Conference of the Latin American Conference of Schools of Social Communication (FELAFACS). Theme: "Higher Education for Social Communicators in Latin America". Mexico City, Mexico, 1982.

PERU

General Assembly of UNDA-AL (Latin American Association of Radio and Television). Theme: "Group Communication Media in Latin America". Lima, Perú, 1982.

COLOMBIA

Seminar of Latin American Communication Specialists. Theme: "Communication Training for Educators in Latin America". Bogotá, Colombia, 1980.

COSTA RICA

Seminar of Small Group Communication Facilitator and Media Producers of Central America and the Caribbean. Theme: "Small Group Communication". Tilarán, Costa Rica, 1980.

PERU

Seminar of Small Group Communication Facilitator and Media Producers of Latin America. Theme: "Small Group Communication Media: Motivation and Production". Lima, Perú, 1979.

COLOMBIA

Latin American Seminar of La Salle High Schools Educational Coordinators. Theme: "Realities and Priorities of Education in Latin America". Bogotá, Colombia, 1979.

MEXICO

First International Seminar of La Salle Universities. Theme: "The Role of the University in the World Today". Mexico City, Mexico, 1979.

Seminar of La Salle High Schools Educational Coordinators of Central America and the Caribbean Region. Theme: "Realities and Priorities of La Salle Education in Central America and the Caribbean Region". México City, México, 1978.

MALTA

World Conference of La Salle Alumni. Theme: "La Salle Education in Today's World". Valeta, Malta, 1976.

TRANSLATION OF RESEARCH INSTRUMENTS

Communication Audit Questionnaire (CAQ) Cal W. Downs (1990) Cuestionario de Auditoría de la Comunicaciónn Organizacional" (Spanish Version) Federico Varona (1991).

Team Excellence Assessment by Team Member. Team Excellence Assessment by Team Leader. Team: Excellence Assessment Individual Evaluation. By LaFasto, Frank and Larson, Carl (1987). El Equipo Eficaz. Evaluación de su Desarrollo por el Líder. El Equipo Eficaz. Evaluación de su Desarrollo por los miembros. El Equipo Eficaz. Evaluación de su Desarrollo. Evaluación Individual. (Spanish Version) Federico Varona (1991).

TEACHING AND COMMUNICATION TRAINING

USA

Engaged Department Institute on “Community Involvement, Service Learning, and Civic Engagement in Higher Education”. June 15-18, 2003 . Sponsored by the California State University and Campus Compact. Long Beach , California , USA .

Certified Representative of Learning Profiles, Inc. Littleton, Colorado. To conduct Teamwork Assessment and Feedback. 1993.

American Culture. University of Kansas. 1987.

GUATEMALA

Semiotic of Speech and Communication. Universidad Rafael Landívar. Guatemala City. 1984.

New Technology Applied to Information. Universidad Rafael Landívar. Guatemala City. 1984.

Formation and Requirements for the Professional Practice of the Social Communicator. Universidad Rafael Landívar. Guatemala City. 1983.

Private and Public Perceptions: The Influence of the Media. The United States Information Service. Guatemala City. 1983.

ECUADOR

Organizational Communication Planning. International Center of Higher Studies for Latin America. Quito, Ecuador. 1982.

PERU

Critical Readings of Mass Media. Latin American Office of Radio & Television. Lima, Perú. 1981.

GUATEMALA

Transactional analysis. Guatemala City. 1980.

Educational Planning in Latin America. Antigua Guatemala, Guatemala. 1972.

NICARAGUA

Training for community Development. Managua, Nicaragua. 1970.

Vocational Orientation. Managua, Nicaragua. 1969.

The Study of Character and Personality Applied to Education. Managua, Nicaragua. 1968.

SCHOLARSHIPS AND HONORS

USA

SJSU Excellence in Service-Learning Award (Provost's Award). Spring 2002.

SPAIN

I received from ADECIN (Spanish Association for the Development of Internal Communication in Organizations) the 1999 National Communication Award for my contributions to this association. Madrid, Spain.

USA

I receive from the NCA (National Communication Association) a Presidential Award for my involvement in the planning of the First Conference of the Americas. Chicago 1997.

Fulbright Scholar to pursuit graduate studies in Communication Studies in the USA. 1986-1990. Visitor's Grant to observe American University Programs in Communications. United States information Agency. 1984.

PROFESSIONAL ASSOCIATION MEMBERSHIP

USA

Member of NCA (National Communication Association) U.S.A. 1990- to Present.

Member of WSCA (Western States Communication Association). 1993- 2000.

Member of ICA (International Communication Association) U.S.A. 1987 to 2000.

SPAIN

Member of ADECIN (Internal Organizational Communication Association of Spain). 1993 to 2000.

EUROPE

Member of FEIEA (European Association of Internal Organizational Communication). 1993-1996.

LATIN AMERICA

Miembro del Consejo Editorial de Organicom. Revista Brasileira de Comunicação Organizacional y Relaciones Publicas 2003 - to Present.

Member of ADIACO/RIDACO (Asociación de Docentes e Investigadores de las Americas en Comunicación Organizacional [Association of Faculty and Researcher in Organizational Communication of the Americas). 1993-to Present.

Deputy member of OCIC-AL and UNDA-AL (International Catholic Organizations for Film, Radio, Television and Audiovisual Communication for Latin America). 1977-1986.

Deputy member of PROA (Alternate Productions). Latin American Organism for Small Group Communication Media). 1977-1986.

Deputy member of the Directive Council of FELAFACS (Latin American Association of Schools of Social Communication). 1982-1986.

