

ROBERT R ULMER  
Department of Speech Communication  
University of Arkansas at Little Rock  
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Little Rock, AR 72204-1099  
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#### EDUCATION

- Ph.D. Wayne State University, Detroit MI, Communication--December 1998  
M.A. North Dakota State University, Fargo, ND, Speech Communication--May 1995  
B.A. University of Saskatchewan, Saskatoon, SK, Canada, Sociology--May 1992

#### EMPLOYMENT HISTORY

*University of Arkansas at Little Rock*

- Professor July 2007 - present  
Associate Professor (with tenure) August, 2002 - June 2007  
Assistant Professor August 1998 - June 2002

#### ADMINISTRATIVE EXPERIENCE

- Department Chair June 30, 2004 - present

9 Tenure Track Faculty  
5 Full Time Lecturers

Development of Inter-Disciplinary Masters level track in Health Communication—  
Established Fall 2005--Includes Department of Speech Communication, University of  
Arkansas Medical Sciences—College of Public Health, Department of Mass  
Communication, Health Services Administration

## KEY BOOKS ON RISK AND CRISIS COMMUNICATION

Sellnow, T. L., Ulmer, R. R., Seeger, M. W., Littlefield, R. (2009). *Effective Risk Communication: A Message-Centered Approach*. Springer: New York

Seeger, M. W., Sellnow, T. L., Ulmer, R. R. (Eds.) (2008). *Crisis communication and the public health*. Hampton Press: Cresskill, NJ

Ulmer, R. R., Sellnow, T. L., & Seeger, M.W. (2007) *Effective crisis communication: Moving from crisis to opportunity*. Thousand Oaks, CA: Sage.

Seeger, M.W., Sellnow, T. L., & Ulmer, R.R. (2003). *Communication and organizational crisis*. Westport, CT: Praeger Press

## KEY ESSAYS ON CRISIS COMMUNICATION AND ORGANIZATIONAL RENEWAL

Reierson, J. L., Sellnow, T. L., & Ulmer, R. R. (in press). Complexities of crisis renewal over time: Learning from the case of tainted Odwalla apple juice. *Communication Studies*.

Seeger, M. W., Sellnow, T. L., & Ulmer, R. R. (in press). From image restoration to renewal: Expanding the parameters of post crisis discourse in cases of PR hoaxes. In Tim Coombs and Brian Sowa (eds.). *Case Studies in Public Relations*, pp. XX. Sage.

Ulmer, R. R., Sellnow, T. L., & Seeger, M. W. (in press). Crisis Communication and Renewal: Understanding the Potential for Positive Outcomes in Crisis Communication. In *Handbook of Risk and Crisis Communication*.

Ulmer, R. R., Seeger, M. W., & Sellnow, T. L. (2007). Post Crisis Communication and Renewal: Expanding the Parameters of Post Crisis Discourse. *Public Relations Review*, 33, 130-134.

Seeger, M. W., Ulmer, R. R., Novak, J., & Sellnow, T. L. (2005). Post crisis discourse and organizational change, failure, and renewal. *Journal of Organizational Change Management*, 18, 78-95.

Ulmer, R. R. & Sellnow, T. L. (2002). Crisis management and the discourse of renewal: Understanding the potential for positive outcomes of crisis. *Public Relations Review*. 28, 361-365

Seeger, M. W., & Ulmer, R. R. (2002). A post crisis discourse of renewal: The cases of Malden Mills and Cole Hardwoods. *Journal of Applied Communication Research*, 30, 126-142.

Ulmer, R. R. (2001). Effective crisis management through established stakeholder relationships: Malden Mills as a case study. *Management Communication Quarterly*, 14, 590-615.

## KEY ESSAYS ON ORGANIZATIONAL CRISIS AND COMMUNICATION ETHICS

Seeger, M. W., & Ulmer, R. R. (2003). Explaining Enron: Communication and responsible leadership. *Management Communication Quarterly*, 17, 58-84.

Seeger, M. W., & Ulmer, R. R. (2001). Virtuous responses to organizational crisis: Aaron Feuerstein and Milt Cole. *Journal of Business Ethics*, 31, 369-376.

Ulmer, R. R. (2000). Responsible speech in crisis communication: The case of General Motors v. Dateline NBC. In M. W. Seeger (Ed.), *Free Speech Yearbook*. (pp. 155-168). Washington, DC: National Communication Association.

Ulmer, R. R., & Sellnow, T. L. (2000). Consistent questions of ambiguity in organizational crisis communication: Jack in the Box as a case study. *Journal of Business Ethics*, 25, 143-155.

Sellnow, T. L., Ulmer, R. R., & Snider, M. (1998). The compatibility of corrective action in organizational crisis communication. *Communication Quarterly*, 46, 60-74.

Ulmer, R. R., & Sellnow, T. L. (1997). Strategic ambiguity and the ethic of significant choice in the tobacco industry's crisis communication. *Communication Studies*, 48, 215-233

Sellnow, T. L., & Ulmer R. R. (1995). Ambiguous argument as advocacy in organizational crisis communication. *Argumentation and Advocacy*, 31, 138-150.

## KEY ESSAYS ON CHAOS THEORY AND APPLICATIONS TO LARGE SCALE CATASTROPHIC EVENTS

Sellnow, T. L., Ulmer, R. R., Seeger, M. W., & Veil, S. R. (2008). Terrorism as chaos: A chaos model for managing random acts of terror. In D. O'hair, Robert L. Heath, Kevin J. Ayotte, & Gerald R. Ledlow (Eds.). *Terrorism: Communication and Rhetorical Perspectives*, pp. 411-424. Hampton Press.

Spence, P. R., Westerman, D., Skalski, P. D., Seeger, M., Sellnow, T. L & Ulmer, R. R. (2006). Gender and age effects on information seeking after 9/11. *Communication Research Reports*, 23, 217-223.

Sellnow, T. L., Seeger, M. W., & Ulmer, R. R. (2005). Constructing the "New Normal" through post-crisis discourse. In H. Dan O'hair, Robert L. Heath, & Gerald R. Ledlow (Eds.) *Community preparedness and response to terrorism: Communication and the media* (pp.167-189). Praeger.

Spence, P. R., Westerman, D., Skalski, P. D., Seeger, M., Ulmer, R. R., Venette, S., & Sellnow, T. L. (2005). Proxemic effects on information seeking after the September 11 attacks *Communication Research Reports*, 22, 39-46.

Sellnow, T. L., Seeger, M. W., & Ulmer, R. R. (2002). Chaos theory, informational needs, and natural disasters. *Journal of Applied Communication Research*, 30, 269-292.

Seeger, M. W., Venette, S., Ulmer, R. R., & Sellnow, T. L. (2002). Media use, information seeking, and reported needs in post-crisis contexts. In B. S. Greenberg (Ed.), *Communication and Terrorism: Public and media responses to 9/11*. (pp. 53-63). Hampton Press

Seeger, M. W., & Sellnow, T. L., Ulmer, R. R. (2001). Ambiguity, uncertainty and chaos: Public relations and crisis communication. In R. L. Heath (Ed.), *Handbook of Public Relations*. (pp. 155-165). Thousand Oaks: Sage.