

## ARSEV UMUR AYDINOĞLU

Design Factory

Middle East Technical University

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### RESEARCH INTERESTS

Research collaboration, interdisciplinary studies, teamwork, virtual teams, research data management, bibliometrics, astrobiology, origin(s) of life, design thinking, science communication, complex adaptive systems theory.

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### EMPLOYMENT

**Deputy Director & Coordinator for Education** – Middle East Technical University, Design Factory (2016-present)

**Tübitak-Marie Curie FP7 CoFund Fellow** – Middle East Technical University, Research Center for Science and Technology Policies (2014-2016)

**NASA Postdoctoral Program Fellow** – NASA Astrobiology Institute (2012-2014)

**Visiting Assistant Professor** – University of South Carolina, School of Library and Information Science (2011)

**Graduate Assistant** – University of Tennessee, College of Communication and Information (2008 - 2011)

**Public Information Assistant** – World Bank Turkey Office (2003-2007)

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### EDUCATION

**PhD, Communication and Information Science** (2011), University of Tennessee, USA

Dissertation: “*Complex Adaptive Systems Theory Applied to ‘Big Science’: The Case of DataONE*”

Dissertation Committee: Suzie Allard (Information Science), Carol Tenopir (Information Science),

Virginia Kupritz (Communication Studies), and Heather Douglas (Philosophy).

**MSc, Public Relations and Information** (2006), Gazi University, Turkey

Thesis: “*Grunig’s Public Information Model: An Application by Turkish Armed Forces*”

**BSc, Economics** (2001), Hacettepe University, Turkey

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### REFEREED PUBLICATIONS

1. **Aydinoglu, A.U.** & Taskin, Z. (2017). Origins of life research: A bibliometric approach. *Origins of Life and Evolution of Biospheres*, doi: 10.1007/s11084-017-9543-4
2. Kaygan, P. & **Aydinoglu, A.U.** (2017). The role of space in interdisciplinary collaboration in design education. *International Journal of Technology and Design Education*, doi:10.1007/s10798-017-9407-2

3. **Aydinoglu, A.U.**, Dogan, G. & Taskin, Z. (2017). Research data management in Turkey: Practices and attitudes. *Library Hi Tech*, 35(2), doi: 10.1108/LHT-11-2016-0134
4. **Aydinoglu, A.U.**, Allard, S., Mitchell, C. (2016). Measuring diversity in disciplinary collaboration in research teams: An ecological perspective. *Research Evaluation*, 25(1), 18-36, doi: 10.1093/reseval/rvv02
5. Scharf, C., Virgo, N., Cleaves, H.J. II, Aono, M., Aubert-Kato, N., **Aydinoglu, A.**, Barahona, A., Barge, L.M., Benner, S.A., Biehl, M., Brassler, R., Butch, C.J., Chandru, K., Cronin, L., Danielache, S., Fischer, J., Hernlund, J., Hut, P., Ikegami, T., Kimura, J., Kobayashi, K., Mariscal, C., McGlynn, S., Menard, B., Packard, N., Pascal, R., Pereto, J., Rajamani, S., Sinapayen, L., Smith, E., Switzer, C., Takai, K., Tian, F., Ueno, Y., Voytek, M., Witkowski, O., & Yabuta, H. (2015). A strategy for origins of life research. *Astrobiology*, 15(12): 1031-1042, doi:10.1089/ast.2015.1113
6. Taskin, Z. & **Aydinoglu, A.U.** (2015) Collaborative interdisciplinary astrobiology research: A bibliometric study of the NASA Astrobiology Institute. *Scientometrics*, 103(3), 1003-1022, doi: 10.1007/s11192-015-1576-8
7. **Aydinoglu, A.U.**, Suomela, T., Malone, J. (2014). Data management practices among astrobiology researchers. *Astrobiology*, 14(6), 451-461, doi: 10.1089/ast.2013.1127.
8. **Aydinoglu, A.U.** (2013). Towards a new understanding of virtual research collaborations: Complex adaptive systems framework. *Sage Open*, 3 (4), doi: 10.1177/2158244013507269.
9. Allard, S. & **Aydinoglu, A.U.** (2012). Environmental researchers' data practices: An exploratory study in Turkey. In *E-Science and Information Management* (pp. 13-24). Springer Berlin Heidelberg, doi: 10.1007/978-3-642-33299-9\_5
10. Tenopir, C., Allard S., Douglass K., **Aydinoglu A.U.**, Wu L., Read E., Manoff, M., Wilson, B. (2011). Data sharing by scientists: Practices and perceptions. *PLoS ONE*, 6 (6), doi: 10.1371/journal.pone.0021101.
11. **Aydinoglu, A.U.** (2010). Scientific collaborations as complex adaptive systems. *Emergence: Complexity and Organizations (E:CO)*, 12 (4), 15-29.

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#### REFEREED PRESENTATIONS

1. **Aydinoglu, A.U.** & Kaygan, P. (2016). *Do-it-yourself but do it together: Interdisciplinary Design Studio*. [Paper presented at the Annual Conference of the Society for the Social Studies of Science in Barcelona, Spain.]
2. **Aydinoglu, A.U.** (2016). *Methodological and interdisciplinary problems: Interdisciplinarity of the origin(s) of life research* presented at the EON Workshop on History and Philosophy of Origins Research in Tokyo, Japan.
3. **Aydinoglu, A.U.** & Kaygan, P. (2016). *Interdisciplinary collaborative design process in an educational setting: The Interdisciplinary Design Studio*. [Paper presented at the Science of Team Science Conference (SciTS) 2016, Phoenix, AZ, USA.]

4. Kaygan, P.; Gurdere, S.; **Aydinoglu, A.U.**; Kaygan, H. & Demir, O. (2016). *Do you know what a sensor is?: Peer learning in interdisciplinary design teams*. [Paper presented at the Interdisciplinary Learning and Teaching: Frameworks and Practice Conference in Sheffield, UK.]
5. **Aydinoglu, A.U.** & Dodson, K.E. (2015). *An assessment of virtual events organized and supported by the NASA Astrobiology Institute*. [Poster presented at the Astrobiology Science Conference 2015 in Chicago, IL, USA.]
6. **Aydinoglu, A.U.** (2015). *Interdisciplinary education in astrobiology*. [Poster presented at the Astrobiology Science Conference 2015 in Chicago, IL, USA.]
7. **Aydinoglu, A.U.** (2015). *Astrobiology & interdisciplinary Research: Filling the Gap*. [Paper presented at the Annual Meeting of the Association for the Advancement of American Science (AAAS) in San Jose, CA, USA.]
8. **Aydinoglu, A.U.** (2014). *The social, technical, and policy landscape of research data management in environmental sciences in Turkey*. [Paper presented at the 5<sup>th</sup> International Symposium on Information Management in a Changing World at Antalya, Turkey]
9. **Aydinoglu, A.U.** (2014). *The challenges and responses in interdisciplinary research collaborations: Researchers' perspective in astrobiology research*. [Paper presented at the 5<sup>th</sup> Annual International Science of Team Science Conference in Austin, TX, USA.]
10. **Aydinoglu, A.U.** (2013). *The barriers to and facilitators of interdisciplinary research: The case of astrobiology*. [Paper presented at the Annual Conference of the Society for the Social Studies of Science in San Diego, CA, USA.]
11. **Aydinoglu, A.U.**, Mitchell, C., & Allard, S. (2013). *Evolution of Virtual Research Collaborations*. [Paper presented at the 27<sup>th</sup> Annual Conference of the American Evaluation Association in Washington, D.C., USA.]
12. **Aydinoglu, A.U.**, Mitchell, C., & Allard, S. (2013). *Measuring interdisciplinary interaction in distributed networks: The case of NASA Astrobiology Institute*. [Paper presented at the 4<sup>th</sup> Annual International Science of Team Science Conference in Evanston, IL, USA.]
13. **Aydinoglu, A.U.** & Dodson, K.E. (2013). *Leadership in virtual research collaborations: A NASA case study*. [Paper presented at the 28<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology in Houston, TX, USA.]
14. **Aydinoglu, A.U.** & Wu, L. (2013). *The comparison of natural scientists' and social scientists' research data practices*. [Paper presented at the 21<sup>st</sup> BOBCATSSS Conference in Ankara, Turkey.]
15. **Aydinoglu, A.U.** (2012). *Complex Adaptive Systems Framework to evaluate virtual research collaborations*. [Paper presented at the 26<sup>th</sup> Annual Conference of the American Evaluation Association in Minneapolis, MN, USA].

16. Allard, S. & **Aydinoglu, A.U.** (2012). Environmental researchers' data practices: An exploratory study in Turkey. [Paper presented at the 3<sup>rd</sup> International Symposium on Information Management in a Changing World at Hacettepe University, Ankara, Turkey]
17. Page, S., **Aydinoglu, A.U.**, Boutin, Jr., P., Colon-Aguirre, M., Freberg, K., Hughes, J., and Spasovska, K. (2012). *The hybrid model of mediated public diplomacy: A comprehensive model for policy makers*. [Paper presented at the 10<sup>th</sup> International Symposium Communication in the Millennium (CIM) in Istanbul, Turkey].
18. **Aydinoglu, A.U.** & Allard, S. (2012). *Understanding virtual scientific organizations Using Transdisciplinary Index*. [Poster presented at the Annual Meeting of the Association for the Advancement of American Science (AAAS) in Vancouver, BC, Canada].
19. Allard, S. & **Aydinoglu, A.U.** (2011). *Knowledge and attitudes towards scientific data practices & preservation among Turkish environmental scientists and information scientists*. [Poster presented at the 33<sup>rd</sup> Annual College of Communication and Information Research Symposium at the University of Tennessee in Knoxville, TN, USA].
20. **Aydinoglu, A.U.** (2010). *Emergence of a scientific collaboration: DataONE*. [Paper presented at the 35<sup>th</sup> Society for Social Studies of Science (4S) Annual Meeting in Tokyo, Japan].
21. **Aydinoglu, A.U.** (2010). *Information-seeking behaviors of international students*. [Paper presented at the 32<sup>nd</sup> Annual College of Communication and Information Research Symposium at the University of Tennessee in Knoxville, TN, USA and awarded by *Best Research Award*].
22. **Aydinoglu, A.U.** & Allard, S. (2010). *Connecting the public with science: Comic books and libraries*. [Paper presented at the 18<sup>th</sup> BOBCATSSS Conference in Parma, Italy, which is under the auspices of European Association for Library and Information Education and Research].
23. Allard, S. & **Aydinoglu, A.U.** (2010). *Collaborations between Library and Information Sciences (LIS) and Science: The DataONE case study*. [Paper presented at the Association for Library and Information Science Education (ALISE) Conference in Boston, MA, USA].

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#### **PUBLICATIONS IN TURKISH**

1. Alkan, S. & **Aydinođlu, A.U.** (2017). *Akademi – iş dünyası birlikte çalışırsa. ODTÜLÜ, 61, 54-55.*
2. **Aydinođlu, A.U.** & Kaygan, P. (2016). Çok aktörlü süreçler. *Yirmibir – Mimarlık, Tasarım, Mekân Dergisi. 149, 34-36.*

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#### **PRESENTATIONS AT TECHNICAL AND PROFESSIONAL MEETINGS (NON-REFEREED)**

1. **Aydinođlu, A.U.** (2017). METU Design Factory & Interdisciplinary Design Studio. [Seminar given at the Informatics Institute, Middle East Technical University, Ankara, Turkey]
2. **Aydinođlu, A.U.** (2016). Araştırma Verilerinin Yönetimi: Türkiye. [5. Ulusal Açık Erişim Konferansı, Ankara, Türkiye.]
3. **Aydinoglu, A.U.** (2015). *Complex adaptive systems framework for virtual teams*. [Business Administration MARC Seminar given at the Middle East Technical University, Ankara, Turkey.]

4. **Aydinoglu, A.U.** (2015). *Collaborative practices in astrobiology research: The NASA Astrobiology Institute*. [NASA Postdoctoral Program Alumni Seminar given at NAI at NASA Ames, Moffett Field, CA, USA.]
5. **Aydinoglu, A.U.** (2014). *What is interdisciplinary research: Challenges and facilitators in collaborative research?* [Seminar given at the Graduate School of Social Sciences Lecture Series at the Middle East Technical University, Ankara, Turkey.]
6. **Aydinoglu, A.U.** (2014). *Multidisciplinarity in Forensic Sciences*. [Invited panel speaker at the 1<sup>st</sup> International Forensic Biology and Genetics Congress at Ankara University, Ankara, Turkey.]
7. **Aydinoglu, A.U.** (2014). *Cross-disciplinary research in the U.S.* [Invited panel speaker at the “Crossing Scientific Borders” event at the Middle East Technical University, Ankara, Turkey.]
8. **Aydinoglu, A.U.** (2013). *Knowledge transfer in the NASA Astrobiology Institute*. [Invited panel speaker at the National Organization of Research Development Professionals Annual Development Conference in Austin, TX, USA.]
9. **Aydinoglu, A.U.** (2012). *Research Networks: Insights from the NASA Astrobiology Institute and DataONE*. [Seminar given at METU-TEKPOL (Science and Technology Policies Center).]
10. **Aydinoglu, A.U.** (2012). *Data Usage: Current practices and perceptions*. [Presentation made at the Astrobiology Science Conference (AbSciCon) 2012 in Atlanta, GA, USA.]
11. **Aydinoglu, A.U.** (2011). *The emergence of multidisciplinary and multi-institutional scientific collaborations: DataONE case study*. [College of Communication and Information Doctoral Colloquium, University of Tennessee, Knoxville, TN.]

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#### WORK IN PROGRESS

Ozkan, O.; Aydin Son, Y., & **Aydinoglu, A.U.** Security and privacy of health and genetic data emerges as fundamental concerns in PHR design and infrastructure: An empirical study on data security and privacy in Turkey. [Submitted to *JMIR*]

**Aydinoglu, A.U.** Interdisciplinary Education in Astrobiology.

**Aydinoglu, A.U.** Emergence of DataONE: Complex Adaptive Systems Framework applied to a case study.

**Aydinoglu, A.U.** Challenges and Facilitators in Interdisciplinary Astrobiology Research.

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#### RESEARCH EXPERIENCE

EON/ELSI Seed Grant – Earth-Life Science Institute, Tokyo Institute of Technology

- I am conducting a bibliometric analysis of ELSI, part of the World Premier International Research Center Initiative that studies the origin of Earth and life.
- I am investigating the ELSI Origins of Life Research Network (EON), an interdisciplinary and international research network, through bibliometric measures and network analysis.

Visiting Scholar at the Research Center for Science and Technology Policies, METU (ODTU-TEKPOL)

- I conducted a multilevel assessment (behavioral, policy, and technological) of Turkish environmental scientists' research data management practices (store, share, reuse) and developing a roadmap for Turkey.
- Together with Asst. Prof. Pinar Kaygan, we are investigating interdisciplinary research and education at the Interdisciplinary Design Studio that took place at the Design, Technology, and Innovation Center (TIM), METU.

NASA Postdoctoral Program Fellow, NASA Astrobiology Institute (NAI)

- I investigated NAI's collaborative practices and assessed the interdisciplinary interaction among NAI teams and researchers to provide insight and recommendations for their evolution and improvement, particularly with respect to remote communication, data sharing and analysis across distance, collaborative problem solving, interdisciplinary science, and institutional identity.

Visiting Assistant Professor, University of South Carolina, School of Library and Information Science

- I coordinated a qualitative job market study with Undergraduate Program Advisor using the alumni network of the School to explore the skill set needed from our graduates in the job market. The findings are used to update the Bachelor of Science in Information Science Program.

Research Assistant for the Center for Information and Communication Studies, University of Tennessee:

- DataONE, Fall 2009 & Spring 2011
- I assisted Dr. Carol Tenopir and Dr. Suzie Allard on baseline assessment surveys on scientific data management practices with different stakeholders: i) scientists, ii) librarians, and iii) libraries.
- User Experience Lab, Summer & Fall 2009  
In this lab, researchers can study how people use computers and engage with the Internet. My responsibility was helping the researchers and subjects using the facility and software.
- National Science Foundation (NSF) Grants, Spring & Fall 2008  
My responsibility was comparing the newly announced NSF grants to the research interests of the faculty in order to identify possible grant opportunities for the College.

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## **TEACHING EXPERIENCE**

### **As Principal Instructor**

#### ***Qualitative Research Methods in Science and Technology Studies***

Graduate class in Science and Technology Policies, Middle East Technical University, Spring 2015  
This course addresses both the practical "how to" dimensions of qualitative methodology, and the epistemological and theoretical commitments and stances that are tied to these methods.  
Class size: 10

#### ***Technologies for Information Retrieval***

Minor in Information Studies and Technology Program, University of Tennessee, Fall 2009 (traditional class), Spring 2010 (online class)  
I designed and taught undergraduate level class on information technology for students who are having a minor in information studies. Topics included hardware, application and system software, the Internet and World Wide Web, communications, societal issues, and database management. Class size: 20

### ***Public Speaking***

Communication Studies, University of Tennessee, Fall 2008, Spring 2009

I taught Public Speaking class for undergraduate students; lectured to advance the knowledge of public speaking process and evaluated six public speeches for each student. Topics include self-introduction speech, informative speech, persuasive speech, special occasion speech, doing research for speeches, and using technology for speeches. Class size: 20

### ***Web Site Design and Maintenance, and Library Database***

- World Bank West Bank and Gaza Office, May 2006  
Taught e-publishing software to the communication staff at the World Bank Office in Jerusalem.
- World Bank Turkey Office, September 2006, February 2007, May 2007, July 2007  
Taught the use of library database software to information staff at the World Bank Office in Ankara and the Economic Policy Research Foundation of Turkey (TEPAV).

### ***As Co-lecturer***

#### ***Interdisciplinary Teamwork in Design Thinking***

Interdisciplinary Design Studio, Middle East Technical University, Fall 2015, Spring 2016, Fall 2016, Spring 2017. My modules for this Studio covered interdisciplinary collaborative work, conflict management, and public speaking. Class size: 30 to 45

#### ***Research Methods in Science and Technology Studies***

Science and Technology Policies Program, Middle East Technical University, Fall 2014. My module for this graduate level class was about the epistemological aspects of social science research and case study research design. Class size: 17

### ***As Guest Lecturer***

#### ***Design Management***

Department of Industrial Design, Middle East Technical University. Fall 2015. In this graduate course, I discussed the importance of collaboration and teamwork in design process, and barriers to and facilitators of collaborative work.

#### ***Architectural Research Studio***

Department of Architecture, Middle East Technical University, Fall 2015. For this master's level class, I lectured on what is life, different life forms on Earth, astrobiology, and possible life forms in the universe.

#### ***Industrial Design III***

Industrial Design, Middle East Technical University, Fall 2015, 2016. The subject was teamwork in design projects. Students learned how teams evolve, understood other team members' role, improved their communication skills, and conducted teamwork exercises.

#### ***Recent Trends in Science and Technology Policy Making***

Science and Technology Policies Program, Middle East Technical University, Fall 2014. I lectured on interdisciplinary research (IDR) and how funding agencies measure and develop policies to support IDR.

### ***Doctoral Seminar in Communications Culture and Technology***

Communications Media and Instructional Technology, Indiana University in Pennsylvania, Spring 2013. I lectured on interdisciplinary research, approaches to cross-disciplinarity, challenges and benefits in interdisciplinary research.

### ***Sustaining Scientific Collaborations***

Earth System Modeling and Supercomputing, NASA Ames Research Center, Summer 2012. In this two week NASA Short Summer School, I lectured on how scientific collaborations emerge, behave, and are evaluated.

### ***Communication and Information in Science, Technology, Engineering, and Medicine (STEM)***

Communication and Information Sciences Program, University of Tennessee, Fall 2009 & Spring 2011. This doctoral course explores the role of communication and information in each of these domains. I discussed the role of data in scientific development in Fall 2009 and the impact of virtual scientific collaborations in research in Spring 2011.

### ***Information Science – Special Topics: Environmental Informatics***

Minor in Information Studies and Technology Program, University of Tennessee, Spring 2010. This class explore the intersection of environmental and information sciences by investigating the role of information and technology in environmental science. I covered scientists' data practices.

### ***Public Speaking and Presentation***

ProjectGRAD Summer Institute, University of Tennessee, Summer 2009, Summer 2010, Summer 2011

Co-instructed Communications track by teaching Public Speaking to high school students in ProjectGRAD Summer Institute, which is an effort to prepare disadvantaged students to academic life. Class size: 20.

### ***As Coordinator for Curriculum Development***

Bachelor of Science in Information Science Program, University of South Carolina, Fall 2011  
I worked with graduate teaching assistants to develop new courses for the undergraduate program in the School of Library and Information Science and evaluated their teachings.

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### **PANELS, SEMINARS AND WORKSHOPS**

Participant. “**Design Factory Bootcamp 2016**” – Aalto University Design Factory, 2016, Espoo, Finland.

Participant. “**Hasso Plattner Institute Design Thinking Workshop**” – METU Design Factory, 2016, Ankara, Turkey.

Participant. “**ELSI Origins of Life Network (EON) Roadmap Workshop**” – Tokyo Institute of Technology, 2015, Tokyo, Japan.

Workshop co-organizer & presenter. “**Research Data Management in Astrobiology**” – the Astrobiology Science Conference 2015, Chicago, IL, US. Co-organizer, Estelle K. Dodson, NASA Ames.



Workshop organizer & presenter. **“Research Data Management: Getting Your Organization Started”** – the 5<sup>th</sup> International Symposium on Information Management in a Changing World, Antalya, Turkey, 2014.

Participant. **“An International Workshop on Research Data Management”** – Ankara, Turkey, 2014.

Session organizer. **“The insider, the embedded, and the independent: Three perspectives on interdisciplinary collaborative astrobiology research”** – the 5<sup>th</sup> Annual International Science of Team Science Conference in Austin, TX, USA.

Panel Chair, Panelist & Session Organizer. **“The Question is not ‘Are We Alone?’ but ‘Are We Ready?’ The Impact of Astrobiological Discoveries”**. The Annual Conference of the Society for the Social Studies of Science in San Diego, CA, USA, 2013. Other speakers included Margaret Race, SETI Institute; Brian P. Green, Santa Clara University; Linda Billings, National Institute of Aerospace; Kala Perkins, American Jewish University.]

Participant. **“Sci2: A Tool of Science of Science Research and Practice Workshop”**. The 4<sup>th</sup> International Science of Team Science Conference, Evanston, IL, USA, 2013.

Workshop Instructor & Organizer. **“Science Communication for the authors of Science and Technology Journal”** – Ankara, Turkey, 2013. Presenter for the following sessions: (1) Introduction to Science Communication; (2) Interviewing Scientists; (3) Scientific Information Seeking for Science Journalists. Other presenters included Suzie Allard, Bob Legg, and Dave Brill, University of Tennessee.

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## SERVICE

School of Library and Information Science, University of South Carolina

- Undergraduate Program Committee
- Information Technology Committee

College of Communication and Information, University of Tennessee

- On behalf of Julie Ann Winkelstein and Edwin-Michael Cortez (2010). *“How and why public libraries, can, should and do facilitate the use of the Internet by the homeless: a look at the programs, barriers and political climate”* presented at BOBCATSSS Conference in Parma, Italy.

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## FELLOWSHIPS, AWARDS, AND HONORS

EON/ELSI Seed Grant 2016 – awarded by the Earth-Life Science Institute, Tokyo Institute of Technology

Co-funded Brain Circulation Scheme 2013 – awarded by the Scientific and Technological Council of Turkey (TÜBİTAK) and the Marie Curie Action COFUND of the 7<sup>th</sup> Framework Programme (FP7) of the European Commission

Outstanding Dissertation Award 2012 - awarded by the College of Communication & Information, University of Tennessee

NASA Postdoctoral Program Fellowship, 2011 – awarded by NASA.

Best Research Award 2010 - awarded by the College of Communication and Information at the 32<sup>nd</sup> Annual Research Symposium, University of Tennessee.

Reeder-Siler Scholarship 2008, 2009, and 2010 – awarded by the College of Communication & Information, University of Tennessee.

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**MEMBERSHIPS**

- Blue Marble Space Institute of Science
- Science of Team Science (SciTS)
- Society for the Social Studies of Science (4S)

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**PROFESSIONAL LEARNING**

- CommNet Global Communications Forum 2007 (May 2007, 3 days)
- Web/Newsletter Writing Clinic (May 2006, 1 day)
- Ten Secrets to Powerful Writing (May 2006, 1 day)
- Advanced NewsPlus/Factiva (May 2006, 1 day)
- Development Data Platform (May 2006, 1 day)
- CommNet Global Communications Forum 2006 (May 2006, 3 days)
- Advanced Global Joint Library Information Systems (May 2005, 1 day)
- Global Joint Library Information Systems (JOLIS) for New Staff (May 2005, 2 days)
- CommNet Global Communications Forum (May 2005, 3 days)
- Art and Science of Strategic Communication (May 2004, 4 days)
- CommNet Global Communications Forum (May 2004, 3 days)