

Keith L. Herndon, Ph.D.
Professor of Practice, Journalism
William S. Morris Chair in News Strategy and Management
Director, James M. Cox Jr. Institute for Journalism Innovation, Management and Leadership
College of Journalism and Mass Communication, University of Georgia

120 Hooper Street, Suite 110, Athens, GA 30602

Email: klhern@uga.edu

Phone: 404-643-2924

PROFESSIONAL SUMMARY

An accomplished media industry leader with exceptional academic achievements. Expertise in journalism, news and media management, media technology and applied research; demonstrated ability to translate those skills into effective classroom instruction and industry-academic partnerships.

Journalist and Media Executive: Reported on Turner Broadcasting and Coca-Cola as a business writer at *The Atlanta Journal-Constitution*; interviewed President Reagan at the White House; edited award-winning coverage of Eastern Airlines' bankruptcy; managed multi-million dollar upgrade of facilities and publishing technology as the newspaper's Administrative Editor; was a founding executive of Cox Enterprises' Internet division and served as Vice President overseeing operations and product development; led technical diligence on \$500 million in new media investments.

Consultant and Entrepreneur: Founded Internet Decisions, LLC, a firm that produced strategic research for media and technology clients; was President and investor at a technology incubator and was on the board of directors of a technology start-up company; published two books on innovation and entrepreneurship.

Scholar and Educator: Doctoral dissertation received Curtin University's highest academic honor; dissertation published as a peer-reviewed book by Peter Lang and favorably reviewed in the *Newspaper Research Journal*; named journalism department's Teacher of the Year in 2014; appointed Professor of Practice and Director of the Cox Institute in 2016; appointed Morris Chair in News Strategy and Management in 2018; received UGA's Creative Teaching Award in 2019 and named a University Writing Fellow in 2020.

EDUCATION

Doctor of Philosophy, Media and Information (Internet Studies) – Curtin University (Perth, AU – 2011)

Dissertation: "*The U.S. Newspaper Industry's Relationship with Online Media 1980-2005.*"

- Dissertation received Chancellor's Commendation for Excellence.
- Dissertation committee included two prominent U.S. independent examiners: Steve Jones, Ph.D., Distinguished Professor of Communication at the University of Illinois – Chicago, and John Pavlik, Ph.D., Professor and former Chair of the Department of Journalism and Media Studies at Rutgers University.
- Dissertation updated and published as a peer-reviewed book by Peter Lang Publishing in 2012.

Master of Liberal Studies – University of Oklahoma (Norman, OK – 1997)

Thesis: "*The 90s Newspaper Debate: Profits vs. the Public Trust.*"

- Interdisciplinary degree in journalism, law and political science.
- Recipient of merit-based Alumni Scholarship Award.
- Completed the degree as part of Cox Enterprises' employee education assistant program.

Bachelor of Arts in Journalism – University of Georgia (Athens, GA – 1982)

Minor included courses in accounting, economics, finance, management, marketing and public administration.

- Graduated with honors: Cum Laude.
- Received the senior student's service award.
- Awarded scholarships by the Georgia Press Association and the News Election Service.
- Interned at *The Macon (GA) Telegraph* and held paid reporting positions at *The Athens (GA) Banner-Herald*, *The Anderson (SC) Independent* and *The Elbert (GA) Beacon*.

TEACHING/UNIVERSITY EXPERIENCE

University of Georgia, College of Journalism and Mass Communication
William S. Morris Chair in News Strategy and Management
August 2018 - Present

Professor of Practice, Journalism Department
Director, James M. Cox Jr. Institute for Journalism Innovation, Management and Leadership
August 2016 – Present

- Advanced Reporting and Writing
- Entrepreneurial Journalism
- Financial Journalism
- First Year Odyssey on Leadership
- Investigative Reporting
- Journalism Ethics and Diversity
- Managing News Organizations
- Media, News and Consumers
- Media Management (Graduate seminar)
- Multiplatform Projects (Capstone)
- Writing and Reporting Across Platforms

Ongoing activities:

- Manage the Cox Institute’s Levin Leaders program; leadership training for 12-15 students each spring.
- Plan and direct the Journalism Innovation Lab; extracurricular training for faculty-nominated students.
- Direct the Cox Innovation and Morris Media Fellows; students assigned to various projects and internships.
- Produce “The Lead,” a student podcast featuring interviews with news media leaders.
- Serve as elected faculty representative on the University Council (three-year term started Fall 2020).
- Coordinate the Industry Fellows program that brings a news leader to campus for guest lectures.
- Serve as affiliate faculty in the college’s Business and Public Communications Fellows Program.
- Manage the Independent Journalists Resource Coalition (IJRC).
- Coordinate student fellowships with the Society for Advancing Business Editing and Writing (SABEW).
- Train students through College Connect, a personal finance writing workshop in partnership with SABEW and the National Endowment for Financial Education.
- Host annual NewsCraft event, a journalism skills workshop for students and professionals.
- Coordinate college’s participation in UGA Entrepreneurship Certificate; serve on the oversight committee.
- Host an Entrepreneurial Journalism Symposium with industry presenters who train 300+ students.
- Serve on the faculty selection committee for students in the McGill Fellows program.
- Oversee Cox Institute affiliation with the Google News Initiative.
- Host the Cox Institute’s Management Seminar for College News Editors (MSCNE).
- Oversee the Journalism Writing Lab, a project funded by the Morris Chair.

Other activities and highlights:

- Recognized with a University Creative Teaching Award (2019).
- Received the Darwin-Davis Award, reflecting the college’s spirit (2019).
- Directed the Mobile News Lab before relaunching it as Journalism Innovation Lab (2019-2016).
- Lectured visiting journalists from Ethiopia, Kazakhstan, South Korea and China (2019-2017).
- Recognized by Career Services for contributing to student career development (2019-2016).
- Lectured in First Year Odyssey class: “*The Intersection of Innovation and Leadership*” (2019-2017).
- Spoke about innovation at Georgia Scholastic Press Association conference (2019-2016).
- Hosted Matter VC industry boot camp on design thinking; sponsored by Google (2018).
- Served on the college’s Scholarship and Awards Committee (2018-2017).
- Chaired selection committee seeking new Knight Chair in Health and Medical Journalism (2017).
- Coached entrepreneurship team that represented university at the SEC Pitch Competition (2017).
- Developed and hosted the Georgia Press Association’s “J-School” training program (2017).
- Lectured in Emerging Media M.A. program: “*The Art and Science of Product Development*” (2017-2016).
- Participated in MediaShift’s Journalism Hackathon held at UGA (2016).
- Facilitated Stats Camp with Sense About Science USA; more than 250 students participated (2016).
- Developed and hosted a privacy conference in collaboration with Family and Consumer Sciences (2016).

Reynolds Visiting Professor in Business Journalism, Journalism Department

January 2016 – July 2016

- Business Journalism
 - Entrepreneurial Journalism
 - Public Affairs Reporting
 - Leadership Development
- Facilitated \$150,000 gift for the Cox Institute's leadership development program (2016).
 - Taught at Management Seminar for College News Editors (2016).
 - Awarded Reynolds grant for business journalism student internships at *Fortune* magazine and NPR (2016).
 - Managed a Reynolds lecture series featuring 10 professional business journalists (2016).
 - Hosted lecture on identity theft and privacy featuring two prominent expert authors (2016).

Visiting Professor, Journalism Department

August 2012 – December 2015

- Advanced Reporting and Writing
 - Business Journalism
 - Entrepreneurial Journalism
 - Financial Literacy for Communicators
 - Journalism Ethics
 - Magazine Journalism
 - Managing News Organizations
 - Newswriting and Reporting
 - Mobile News Lab
 - Leadership Development
- Recognized as an Atlanta Mobility Star for creating and directing the Mobile News Lab (2015).
 - Organized college's first Entrepreneurial Journalism Symposium (2015).
 - Named to UGA committee on university-wide Entrepreneurship Certificate (2015).
 - Taught at Management Seminar for College News Editors (2015, 2013).
 - Recognized by Career Services for contributing to student career development (2015, 2014).
 - Named Journalism Department's Teacher of the Year (2014).
 - Led Cox Institute's name change and advisory board launch (2014).
 - Led creation of Mobile News Lab as part of Cox Institute's innovation initiative (2014).
 - Developed and launched "Cox Institute Presents" industry lecture series (2014).
 - Served as a faculty judge for the Peabody Awards (2014).
 - Hosted healthcare reporting conference for SABEW (2014).
 - Created student fellowship with SABEW for selected students to study in New York (2014).
 - Hosted digital skills workshop presented by the Society of Professional Journalists (2013).
 - Conceived and produced symposium: "Managing News @ the Digital Edge" (2013).
 - Created Cox Institute's leadership development program (2013).
 - Developed digital and eBook publishing practicum for four top journalism students (2013).
 - Participated in Faculty Learning Community on classroom best practices (2012-13).

Lecturer, Journalism Ethics, Journalism Department

August 2011 – December 2011

- Invited by dean and department chair to launch a program development initiative for the Cox Institute.
- Facilitated faculty meeting with Dr. Matthew Allen, an Australian scholar in internet studies.
- Led a series of mentoring sessions with journalism students.

Other Professional Engagement with UGA

- Served on the college's advisory board of directors (1999-2002).
- Facilitated a \$100,000 license grant from Proxicom Inc. for internet publishing software (1998).
- Taught at Management Seminar for College News Editors (1996-97).
- Served as Executive-in-Residence; lectured in various courses including newswriting and reporting, copy editing and newspaper management (1994).

Kennesaw State University, College of Humanities
Adjunct Faculty, Communication Department
August 2005 – July 2012

- Communication Research Methods
 - Contemporary Issues in Media
 - First-Year Seminar (Leadership)
 - Introduction to Mass Communication
 - Media Management
 - Uses and Effects of Mass Media
- Received Career Services Center citation for “making a difference in the life of a graduate” (2012).
 - Hosted Australian Scholar Dr. Matthew Allen; keynote sponsored by Institute for Global Initiatives (2011).
 - Mentored students in China study abroad program; accompanied 35 students as part of international communication and consulting program with Shanghai International Studies University (2011).
 - Recognized for excellent teaching in the First-Year Seminar (2010).

INDUSTRY CAREER

Internet Decisions, LLC: Founder and President
January 2005 – July 2016

Founded information services firm that produced strategic research for business planning; conducted leadership training; specialized in the media and technology sectors. Clients included: CSM Research (Crisp Media, ACS and Disney); SWOT Management Group (Sun Microsystems, Oracle, Hitachi, and CA Technologies); eOne Group, Cyspan, The New York Times Co., and the Technology Association of Georgia (TAG).

- Completed more than 200 research projects including six “State of the Industry” reports for TAG.
- Developed custom research for analyzing deployed technologies, determining customer satisfaction, evaluating usability and assessing market potential. (See Industry and Applied Research section below).
- Implemented a collaborative content management system and client engagement platform using wiki-based technology, saving a client more than \$175,000 over traditional systems.

Hartwell Industries: Vice President and General Manager, One Source Pro
May 2004 – December 2004

Hired by private equity owner to upgrade technology platforms and restructure website operations of this e-commerce fulfillment company.

- Managed deployment of an e-commerce solution based on the software-as-a-service model developed by eOne Group, an IBM solutions partner.
- Developed custom web interfaces for key customers including Office Depot and Verizon Wireless.
- Reduced website development time by more than 50 percent.

Cox Radio Interactive, unit of Cox Radio: Director of Operations
January 2001 – May 2004

Led website development, content development, technology operations and audience data analysis. Unit developed and maintained more than 80 websites in 17 markets for stations and on-air personalities.

- Managed development of an analog-to-digital interface allowing Cox Radio to become the first commercial radio company to display song titles on the internet simultaneously with over-the-air broadcasts.
- Led deployment of streaming platform that pioneered commercial radio’s first internet-only advertising.
- Managed development of an internal web-based content publishing platform; system appraised at 15 times its development costs.

Red Hot Technology Accelerator: President, COO and Equity Investor
May 2000 – December 2005

Worked with emerging technology and new media companies on their business planning and fundraising.

- Served as president and chief operating officer May-December 2000.
- Assisted firm in raising operational capital and early stage funding for a dozen portfolio companies.
- Managed client engagements and business planning; exited investment in 2005.

**Cox Interactive Media, a division of Cox Enterprises: Vice President
October 1996 – May 2000**

Launched division as one of six founding executives; served as Vice President of Operations and later as Vice President of Planning and Product Development.

- Oversaw development of company-wide internet publishing systems, including a public-facing community publishing tool that allowed thousands of non-profit organizations to create their first web presence.
- Led technical diligence for Cox's strategic internet investments of about \$500 million; served on the board of directors of Enkia Corp., an investment recipient.
- Negotiated streaming media partnership with Yahoo Broadcast that generated \$1 million in revenue.

The Atlanta Journal and Constitution: various reporting and editing positions

Administrative Editor

August 1990 – October 1996

Managed newsroom operations including \$50 million in operating and capital budgets; chaired technology oversight committee.

- Led conversion of mainframe publishing to client/server; managed \$6 million upgrade of the newsrooms, including extensive workflow and technology integration; project received global recognition for newsroom innovation; spoke at a leading European media operations conference to explain the project.
- Managed logistics for coverage of the 1996 Atlanta Olympics, including development of an intranet-based reporting database and a print-on-demand system for souvenir editions in partnership with Xerox.
- Managed multi-year conversion to digital photography in cooperation with photo department, allowing the AJC to be among the first newspapers to close its darkrooms.

Deputy Business Editor

January 1989 – July 1990

Supervised 40-person business news staff; responsible for story selection and assignments.

- Directed coverage of Eastern Airlines bankruptcy, which won Best of Cox award for deadline reporting.
- Edited "Chaos on Wall Street" series by Bill Hendrick, which won Best of Cox award for specialty and explanatory journalism.
- Developed and taught a financial literacy program for reporters throughout the newsroom.

Assistant Business Editor

February 1988 – January 1989

Supervised team of reporters responsible for coverage of retailing, airlines and the media

- Served in dual role as a night production editor.
- Recognized by editor-in-chief for outstanding performance on deadline.
- Developed internal training programs for covering business and financial news.

Business Writer

September 1982 – January 1988

Started as a general assignment reporter and wrote extensively about Georgia's rural economy; promoted to cover high-profile media and marketing beat including Turner Broadcasting and Coca-Cola Co.

- Interviewed President Reagan in the White House about farm policy.
- Reported details of Turner's attempted acquisition of CBS based on sealed federal deposition obtained through sources.
- Developed Wall Street sources and reported plans of a stock split by Coca-Cola before it was announced.

GRANTS, GIFTS AND SPONSORSHIPS

Adam Levin and Levin Family Foundation (New York, NY – 2016-2020)

Facilitated pledges and gifts totaling over \$300,000 from author and consumer advocate Adam Levin and his family foundation in support of the Cox Institute leadership education program. It was named the Levin Leaders Initiative in January 2019.

Scripps Howard Foundation (Cincinnati, OH – 2020)

Awarded grant of \$7,500 for the Cox Institute to revive the Reporting on Poverty initiative in Fall 2020.

Mandela Washington Fellowship - U.S. Department of State (Washington, DC – 2020)

Shared in a grant of \$20,000 with colleagues Valerie Boyd and Tudor Vlad with assistance from the Office of Global Engagement and the Fanning Institute; project supported online training in digital media and storytelling for the Mandela Washington Fellowship, which trains 700 young African leaders each year.

Online News Association Innovation Challenge Grant – Research Prize (Washington, DC – 2020)

Shared in prize of \$15,000 recognizing research completed as part of a project exploring how immersive 360-degree video can be used in explanatory news. Shared with principal investigator Bartosz Wojdyski and co-investigator Ivanka Pjesivac. (See 2017 Challenge Grant).

College Connect, Society for Advancing Business Editing and Writing (Phoenix, AZ – 2016-2020)

Awarded grants totaling \$16,000 to fund student workshops in personal finance reporting; program runs in partnership with the National Endowment for Financial Education.

Various Private Donors (2014-2020)

Raised more than \$30,000 to fund student fellowships and experiential learning initiatives of the Cox Institute.

TrueFiduciary Institute (Reston, VA – 2019)

Gift of \$25,000 in matching funds to support a research project about transparency at the intersection of financial journalism and financial technology. Project is in partnership with the Digital Media Attention and Cognition Lab and the College of Family and Consumer Sciences.

Georgia Association of Broadcasters' Program Sponsorships (Atlanta, GA – 2015-2019)

Awarded sponsorship funds totaling \$15,000 to fund leadership education and the Mobile News Lab.

Barron's Readership and Business Journalism Sponsorship (New York, NY – 2018-2019)

Arranged two-year gift of \$9,000 from PagnatoKarp, a wealth adviser, to sponsor a Barron's readership program and the Cox Institute's fellowship program with the Society for Advancing Business Editing and Writing.

Online News Association Innovation Challenge Grant (Washington, DC – 2017)

Awarded grant of \$35,000 to produce and study virtual reality for explanatory news. Shared with principal investigator Bartosz Wojdyski and co-investigator Ivanka Pjesivac.

National Association of Broadcasters' PILOT Innovation Initiative (Washington, DC – 2017)

Awarded sponsorship (terms not disclosed) for virtual reality equipment for the Mobile News Lab.

Reynolds National Center for Business Journalism – Arizona State University (Phoenix, AZ – 2016)

Received \$40,000 visiting professor grant to teach business journalism in spring semester; additional \$10,000 funded lecture series with business journalists. Other grants of \$16,000 provided internships at *Fortune* and NPR.

Microbilt's Integra Financial Benchmarking (Atlanta, GA – 2014)

Received an academic use grant for proprietary data to study financial performance of various media industries.

Georgia Technology Authority (Atlanta, GA – 2013)

Awarded a grant of about \$25,000 to produce case studies on two broadband internet projects in rural Georgia.

FELLOWSHIPS

University of Georgia Writing Fellows – Center for Teaching and Learning (Athens, GA – 2020-21)
Part of a faculty cohort of “writing fellows” studying best practices for teaching student writing.

Ted Scripps Leadership Institute – Society of Professional Journalists (Atlanta, GA – 2015)
Scripps Howard Foundation Fellowship to attend SPJ leadership training.

Reynolds National Center for Business Journalism – Arizona State University (Phoenix, AZ – 2013)
Business Journalism Professor Fellowship to attend training for teaching business and economic journalism.

Postdoctoral Fellowship – Curtin University (Perth, Australia – 2011-2012)
Adjunct, external appointment that provided resources for editing dissertation into a published book.

Cox Industry Fellowship with Cox Institute – University of Georgia (Athens, GA – 1991-1993)
Served as a mentor and adviser to selected journalism students.

Davenport Fellowship in Business & Economics Reporting - University of Missouri (Columbia, MO – 1984)
Residence-based certificate program with intensive study of accounting, finance and economics taught in partnership with the University of Pennsylvania’s Wharton School of Business.

Pulliam Journalism Fellowship (Indianapolis, IN – 1982)
Post-undergraduate internship in business journalism at *The Indianapolis News*.

BOOKS AND PUBLICATIONS

Norsworthy, C.F. and Herndon, K.L. (2020). Leading by Ear: Podcasting as an Educational Leadership Tool. *Journal of Leadership Education*, special Association of Leadership Educators conference edition, 19(3), 61-68.

Herndon, K.L., Norsworthy, C.F., and Kor-Sins, R. (2020). Democrat or Republican? Using Political Stereotypes as a Bias Discussion Exercise. *Journal of Leadership Education*, 19(2), 97-104.

Norsworthy, C.F. and Herndon, K.L. eds. (2020). *News Leadership: Conversations about Journalism and Its Future*. Dubuque, IA: Kendall Hunt Publishing. [Note: Received two gold medals in the 2020 eLit Book Awards for excellence in digital publishing; awarded in the current events category and the category recognizing best use of multimedia.]

Herndon, K.L. and Kor-Sins, R. (2019). Developing Thought Leaders: An Industry Practicum Approach. *Journal of Leadership Education*, 18(1), 174-182.

Herndon, K.L. and McCline, R. (2017). Leadership as a Way of Being: A Way Forward for a News Industry in Chaotic Transition. *Journal of Leadership Education*, Special Issue, 16(4), 135-147.

Herndon, K. L. and Krueger, V. (2016). Leadership Training in an Industry Context: Preparing Student Leaders for a Chaotic News Media. *Journal of Leadership Education*, 15(2), 48-57.

Herndon, K. L., ed. (2013). *Managing News @ The Digital Edge*. Athens, GA: Cox Institute. [Note: Proceedings from a media leadership symposium compiled by Lindsey Cook, Kelsey Deans, Polina Marinova and Cody Schmelter].

Herndon, K. L. (2012). *The Decline of the Daily Newspaper: How an American Institution Lost the Online Revolution*. New York, NY: Peter Lang Publishing.

Herndon, K. L. (2008). *Entrepreneurs and Innovation: Creating Value with Emerging Technologies*. Atlanta, GA: Innovations Publishing. [Note: Published in partnership with the Robinson College of Business entrepreneurship program at Georgia State University; adopted by entrepreneurship courses at UGA’s Terry College of Business.]

Herndon, K. L. (2007). *Raising Capital When You Don’t Have a Silicon Valley Address*. Atlanta, GA: Innovations Publishing. [Note: Published in partnership with the Robinson College of Business entrepreneurship program at Georgia State University; adopted by entrepreneurship courses at UGA’s Terry College of Business.]

Herndon, K. L., ed. (1997). *Database Metrics for Internet Traffic Analysis: A Comprehensive Guide* (industry whitepaper). Atlanta, GA: Cox Interactive Media.

CONFERENCE PAPERS/PRESENTATIONS

Herndon, K.L. and Windham, C. (2020). Entrepreneurial Leadership: Teaching Product Development Principles Using the Perceived Attributes of Innovation. Paper presented during annual conference of the Association of Leadership Educators, virtual online conference, July.

Norsworthy, C.F. and Herndon, K.L. (2020). Leading by Ear: Podcasting as an Educational Leadership Tool. Paper presented during annual conference of the Association of Leadership Educators, virtual online conference, July. [Note: Received the Distinguished Innovation Practice Paper Award].

Windham, C.; Herndon, K.; Adams-Pope, B.; Lake, K. (2020). Teaching Entrepreneurial Leaders Through a Lens of the Perceived Attributes of Innovation. Training workshop accepted at the Student Global Leadership Conference (Foundation for International Education), London, UK, April. [Note: event cancelled due to pandemic.]

Wojdyski, B.; Pjesivac, I.; Jihoon, K.; Binford, M.; Herndon, K. (2019). Look Around and Learn: Effects of 360-Degree Video in Online News. Presented by Wojdyski and Binford at the Association for Education in Journalism and Mass Communication annual conference, Toronto, Canada, August.

Herndon, K.L., Norsworthy, C.F., and Kor-Sins, R. (2019). Democrat or Republican? Using Political Stereotypes as a Bias Discussion Exercise. Presented at the Association of Leadership Educators annual conference, Albuquerque, NM, July.

Pjesivac, I.; Wojdyski, B.; Binford, M.; Jihoon, K.; Herndon, K. (2019). Using Directional Cues in Immersive Journalism: The Impact on Information Processing, Narrative Transportation, Presence, News Attitudes, and Credibility. Presented by Pjesivac at the International Communication Association annual conference, Washington, DC, May.

Herndon, K.L. and Kor-Sins, R. (2018). Labor Productivity: Proposing the Economic Metric as an Empirical Leadership Proxy. Presented at the International Leadership Association annual conference, West Palm Beach, FL, October.

Walker, B., Herndon, K.L., and McCline, R. (2018). Teaching Leadership in a Management Course: Using Q Methodology to Engage Students in Theory Building. Presented at the Association of Leadership Educators annual conference, Chicago, IL, July.

Herndon, K.L. and Kor, R. M. (2017). Industry Practicum: Teaching Skills, Producing Thought Leaders. Presented at the Association of Leadership Educators annual conference, Charleston, SC, July.

Keib, K.M., Herndon, K.L. and Williams, D.E. (2017). Television Broadcasting Employment Defies the Forces Reshaping Labor in the Media Industries. Presented by Williams at Society for Cinema and Media Studies annual conference, Chicago, IL, March.

Herndon, K.L. and McCline, R. (2016). Leadership as a Way of Being: An Authentic Leadership Model for Emerging Millennial Leaders in the News Media. Presented at International Leadership Association annual conference, Atlanta, GA, November.

Herndon, K.L. and Williams, D.E. (2016). Mission Accomplished: A Three-State Labor Analysis Confirms Tax Credits Increase Film Labor. Presented at Society for Cinema and Media Studies annual conference, Atlanta, GA, April.

Keib, K.M. and Herndon, K.L. (2016). Reshaping Broadcast Television: Employment Patterns Reflect Shifting Work in a Consolidating Sector. Presented by Keib at Association for Education in Journalism and Mass Communication midwinter conference, Norman, OK, February.

Herndon, K. L. (2015). Profitability in Newspapers: Industry Benchmarking Data Shows Newspaper Industry Makes Money and is Less Risky Following Layoffs and Restructuring. Presented at Association for Education in Journalism and Mass Communication annual conference, San Francisco, CA, August.

Herndon, K. L. and Williams, D. E. (2015). Broadband Demand in Rural America Sparks Community Action: A South Georgia Case Study. Presented by Williams at Southern States Communication Association annual conference, Tampa, FL, April.

Herndon, K. L. (2015). No Economies of Size and Scale in the Newspaper Industry: Analysis of Industry Benchmarking Data Shows Larger Newspapers No More Profitable Than Smaller Ones. Presented at Association for Education in Journalism and Mass Communication midwinter conference, Norman, OK, March. [Note: Received top paper abstract award in media management and economics division.]

Lee, J. H., Leblebici H., and Herndon, K. L. (2014). How Rhetorical History Influences the Change in the U.S. Newspaper Industry in the 21st Century. Presented by Lee at the 30th European Group for Organizational Studies colloquium, Rotterdam, The Netherlands, July.

Allen, M. and Herndon, K. L. (2012). The Rise and Fall of the New Century Network: American Newspapers and the Quest for Control of Online News in the 1990s. Paper presented at Southern States Communication Association annual conference, San Antonio, TX, April. [Note: Selected as a top paper in the mass communication division.]

Herndon, K. L. (2011). Understanding the Present, Re-evaluating the Past. Panel discussion regarding media history at Southern States Communication Association annual conference, Little Rock, AR, March.

Herndon, K. L. (2009). Newspapers in the Mid-1990s: At a Crossroads with Online Media. Paper presented at Association of Internet Researchers annual conference, Milwaukee, WI, October.

Herndon, K. L. (2007). The History and Hype of Early Online Media Endeavors. Paper presented at Association of Internet Researchers annual conference, Vancouver, BC, October.

INVITED PRESENTATIONS AND KEYNOTES (academic)

Herndon, K.L. (2020). Journal of Leadership Education Author Advice Session, panel discussion during annual conference of the Association of Leadership Educators, invited panelist, virtual online conference, July.

Herndon, K.L. (2020). Writing & Thriving: Supporting Student Writers and Writing Instruction Across the Curriculum, Write@UGA, University of Georgia, invited panelist, Athens, GA, February.

Herndon, K.L. (2020). Six Trends Driving Media Innovation, Georgia Press Institute, Athens, GA, February.

Herndon, K.L. (2019). Six Trends Redefining Media, Osher Lifelong Learning Institute, Athens, GA, September.

Herndon, K.L. (2019). Six Trends Driving the Future of News, Georgia Press Institute, Athens, GA, February.

Herndon, K.L. (2018). New Ideas for Covering News, Georgia Press Institute, Athens, GA, February.

Herndon, K.L. (2017). The Future of News. Department of Journalism, Ethics and Democracy, University of Notre Dame, invited panelist, South Bend, IN, September.

Herndon, K.L. (2017). News on the Small Screen: Getting Information to Readers Every Way You Can. Georgia Press Institute, Macon, GA, February.

Herndon, K.L. (2016). From Zombies to Transformers: The Myths and Realities of Today's News Market. Westminster Schools, journalism writing workshop, Atlanta, GA, November.

Herndon, K.L. (2016). Reaching Readers on the Go: How News Shifted to the Small Screen. College Media Association, annual fall conference, Atlanta, GA, October.

Herndon, K. L. (2016). Leverage: Using Existing Resources to Create a Killer Course in Business Journalism. Reynolds National Center for Business Journalism at Arizona State University, business journalism professors training, Phoenix, AZ, January.

Herndon, K. L. (2015). Leadership in the Digital Era: Your Generation is Poised for Success. University of Georgia Phi Kappa Literary Society, awards banquet keynote, Athens, GA, April.

Herndon, K. L. (2015). Not All Leaks Are Equal: Journalistic Plumbing is Necessary in an Era of Free Flowing Information. University of Georgia Phi Kappa Literary Society, invited oration, Athens, GA, January.

Herndon, K. L. (2013). Cox Poynter Leaders: Leveraging the News University for Leadership Development. Panel discussion organized by the Poynter Institute at Association for Education in Journalism and Mass Communication annual conference, Washington, DC, August.

Herndon, K. L. (2012). Digital Disruption of Media and the Effects on Political Involvement. Kennesaw State University Constitution Week sponsored by the American Democracy Project, Kennesaw, GA, September.

Herndon, K. L. (2012). *The Decline of the Daily Newspaper: How an American Institution Lost the Online Revolution*. Book presentation organized by Peter Lang Publishing at Association for Education in Journalism and Mass Communication annual conference, Chicago, IL, August.

Herndon, K. L. (2012). Researching the State of the Technology Industry in Georgia. Kennesaw State University International Center for Innovation in Technologies, lecture series, Kennesaw, GA, April.

Herndon, K. L. (2011). Transforming a Teaching Philosophy into a Learning Strategy. Kennesaw State University, adjunct instructor training, Kennesaw, GA, July.

Herndon, K. L. (2011). Leadership in the Digital Era: Collaboration Trumps Charisma. Association of Non-Traditional Students in Higher Education, national conference keynote, Kennesaw, GA, March.

Herndon, K. L. (2010). Leadership in the Digital Era: Substance Supplants Style. Kennesaw State University National Society of Collegiate Scholars, induction ceremony keynote, Kennesaw, GA, October.

INDUSTRY AND APPLIED RESEARCH

Proprietary research projects and white papers in the media and technology industries. Examples include:

Entrepreneurial Journalism Symposium: Connecting Students with Innovators. (2017). Editor; white paper written by Ryan Kor. Athens, GA: Cox Institute, April. <http://coxinstitute.grady.uga.edu/activities/white-paper-entrepreneurial-journalism-symposium/>.

State of the Technology Industry in Georgia Annual Report. (2011-2016). Analyses of U.S. Bureau of Labor Statistics and U.S. Commerce Department data and proprietary surveys of technology decision makers. Atlanta, GA: Technology Association of Georgia, March. Example at <http://tagstateoftheindustry.com/2016/>.

American Top 40: Mobile Web and App Design in the 40 Top U.S. Web News Sites. (2015). Study of major news organizations' use of the mobile web. UGA faculty collaborators: Bartosz Wojdyski and Mark Johnson. Student researchers: Savannah Brock, Aashka Dave, Hayden Field, Kathryn Harris, Brittini Ray, John Roark and Erin Smith. Athens, GA: Cox Institute, February. <http://grady.uga.edu/CoxInstitute/wp-content/uploads/2015/01/Mobile-News-Lab-Research-Report.pdf>.

Documenting the Origins of Key Rural Broadband Initiatives: Case Studies of the North Georgia Network and the South Georgia Regional Information Technology Authority (2013). Primary field interviews and primary document research; internal document. Atlanta, GA: Georgia Technology Authority, September.

Youth Today's Audience and Readership: Assessing the Value Proposition after Kennesaw State University Takes Control of the Publication (2102). Survey of 400+ readers; readership analysis; internal presentation of findings. Research partner: Burruss Institute. Kennesaw, GA: Center for Sustainable Journalism, October.

Key Mobile Trends Reshaping the Media Landscape (2012). Analysis of primary industry documents and published sources; proprietary client document. Atlanta, GA: Internet Decisions, LLC, August.

Newspaper Industry Revenue Rebounds from Recession: Are the Gains Sustainable? (2012). Analysis of benchmarking database; proprietary client document. Atlanta, GA: Internet Decisions, LLC, September.

Exploring the Evolving Digital Strategy of The Weather Channel in the Emerging Mobile Era (2011). Primary material research; internal document. Alpharetta, GA: ProCom Consulting, April.

The Technology Strategy of a Business Information Publisher: A Case Study of Reed Elsevier in North America (2010). Primary material research; internal document. Hillsborough, NJ: SWOT Management Group, March.

Selling Enterprise Security in an Era of Data Breaches and Privacy Concerns: Evaluating the Strategies of Symantec, SecureWorks and Solutionary (2010). Primary interviews and published industry material; client document. Atlanta, GA: Internet Decisions, LLC, November.

Muzak's Bankruptcy and the Future of the Captive Music Market: An Overview of Emerging Competitors (2009). Primary interviews and material research; internal presentation of findings. Atlanta, GA: Croft & Bender, April.

Customer Assessment of PreVisor's Revised E-Commerce Strategy: Documenting Usability Responses Using Prototype Models (2009). Primary customer interviews. Research Partners: Jeff Garbers and Jill Terrell; internal document. Atlanta, GA: CSM Research, December.

Media Insights into a Mobile Software Provider: A Customer Satisfaction Study of the Crisp Media Platform (2008). Primary interviews; internal document. Atlanta, GA: CSM Research, October.

The Effects of Music Digitization on Independent Recording Labels: Industry and Demographic Trends (2008). Primary material research; internal presentation of findings. Atlanta, GA: Wise Marketing, June.

*Applying E-Commerce Best Practices to the Online Financial Marketplace: A Technology Profile of E*Trade Financial* (2007). Primary interviews and material research; internal document. Hillsborough, NJ: SWOT Management Group, June.

Major League Baseball and its Online Media Investments: A Case Study of MLB.com (2007). Primary interviews and material research; internal document. Hillsborough, NJ: SWOT Management Group, May.

Cyspan's Application Development Methodologies for Media and FinTech Customers (2006). Primary interviews and propriety documentation; client document. Atlanta, GA: Internet Decisions, LLC, December.

Assessing Disney's Employee Satisfaction with Internal Technology Platforms (2006). Primary interviews; internal presentation of findings. Atlanta, GA: CSM Research, August.

Customer Assessment of LifeWire as a Web Content Syndication Service (2006). Primary interviews; internal presentation of findings. New York, NY: The New York Times Co., June.

Lincoln Financial's Sports Media Strategy: The Aftermath of the Jefferson-Pilot Acquisition (2005). Primary interviews and published material; internal document. Hillsborough, NJ: SWOT Management Group, Oct.

INDUSTRY PRESENTATIONS/ENGAGEMENTS (selected examples)

- Georgia Association of Broadcasters conference: *“What Every Broadcast Leader Needs to Know About Hiring in Today’s Labor Market”* (2019).
- Georgia Association of Broadcasters conference: *“Six Technology Trends Every Broadcast Leader Must Understand”* (2019).
- Alliance of Area Business Publishers, national conference: *“Newsroom 2029”* (2019).
- Society of Professional Journalists, Georgia chapter freelance fair: *“Six Steps to Building a Freelance Business”* (2019, 2018).
- Society of American Business Editors and Writers: judge in awards competition (2019, 2017-2015).
- Georgia Association of Broadcasters conference: *“Here Come the Zoomers and Other Dynamic Changes in the Workplace”* (2018)
- Society of Professional Journalists, Region 3 conference: *“Six Steps to Building a Foundation for Freelancing,”* with Lori Johnston (2018).
- Georgia Association of Broadcasters conference: *“Leading Across Generations”* (2017).
- Atlanta Press Club: panelist for *Media Literacy 101* (2017).
- Technology Association of Georgia: *“State of the Technology Industry in Georgia,”* venues included Atlanta, Athens, Augusta and Macon (2016-2011).
- Technology Association of Georgia, Entrepreneurship Society: *“The Art and Science of Product Development: Bringing Innovations to Market”* (2016).
- Commerce Club, Atlanta: *“Frontline Leadership: Managing the Generational Shift”* (2016).
- Commerce Club, Atlanta: *“Frontline Leadership: Managing Change in the Digital Era”* (2016).
- Georgia Association of Broadcasters conference: *“Frontline Leadership”* (2015).
- Georgia Association of Broadcasters conference: *“Managing Millennials”* (2015).
- Community Newspapers Inc.: Company Awards Program, judge in editorial category (2015).
- National Public Health Information Coalition: Annual Awards; judge in website category (2015).
- Mobility Live: *“Developing a Mobile News Lab”* (2014).
- Journalism Next: *“Writing for Online Audiences”* (2014).
- Digital Atlanta Conference: *“New Media Ethics”* (2013).
- Digital Atlanta Conference: *“News Delivery: Form and Function”* (2013).
- Hypepotamus Startup Academy: *“Understanding the Pillars of Transformational Leadership”* (2013).
- Jackson Spalding Employee Training: *“Digital Disruption and The News Media”* (2012).
- William Mills Agency Employee Training: *“Five Truths Driving Today’s Media Marketplace”* (2012).
- Jabian Consulting Employee Conference: *“Understanding Georgia’s Technology Industry”* (2011).
- Strategic and Competitive Intelligence Professionals National Conference: *“C-Level Intelligence: Executive Interviewing for Insight.”* (2009).
- Chi Phi Club of Atlanta Executive Luncheon: *“The Importance of Innovation”* (2009).
- UGA Alumni Association: Organized and hosted *“Entrepreneurs and Innovation Summit”* (2009).
- Inventors Association of Georgia: *“Research for Bringing Ideas to Market”* (2009).
- UGA Terry College of Business Capital Seminar: *“Raising Capital in the Southeast”* (2008).
- Georgia State University Robinson College of Business Entrepreneur Banquet: *“Entrepreneurship and Innovation”* (2008).
- Atlanta Technology in Entertainment Forum: *“Streaming Media Increases in Importance”* (2003).
- UGA New Media Institute: *“Cox’s Streaming Innovations – Industry Firsts”* (2003).
- Atlanta Venture Capital Conference: *“Incubators and New Media Development”* (2000).
- Bank One Electronic Commerce Forum: *“The Cox Approach to Central Internet Control”* (1999).
- The IFRA Media Technology Forum: *“Creating a Newsroom for the Digital Future”* (1995).
- The Atlanta Journal-Constitution University: *“Overcoming the Fear of Reporting Numbers”* (1994).

MEDIA ENGAGEMENTS (selected examples)

- Interviewed by Jill Nolin for Georgia Recorder. *Local news ailing as it informs communities of coronavirus threat* (April 2, 2020).
- Featured in Sense about Science web article. *Using the Bureau of Labor Statistics data to understand the economy* (September 9, 2019).
- Included by Pamela Dorsett in Sizing up the South, SPJ Region 3 newsletter. *40 freelancers attend SPJ Georgia's annual job fair* (May 21, 2019).
- Quoted by Marcus Howard in *How Journalists and the Public Shape Our Democracy: From Social Media and "Fake News" to Reporting Just the Facts*, Georgia Humanities Council (March 2019).
- Interviewed by Stell Simonton for Sizing up the South, SPJ Region 3 newsletter. *Are you feeling vulnerable about freelancing? There is help available to guide journalists* (September 19, 2018).
- Featured in WABE newscast and online reporting by Martha Dalton, Marilyn Geewax and Grace Walker. *Cox Enterprises considers sale of WSB-TV* (July 24, 2018).
- Interviewed in Comstock's by Allen Young. *Breaking news: With a 161-year old legacy to protect, McClatchy is doubling down on media's digital future* (June 5, 2018).
- Interviewed in Pundit.business by Dan Baker. *Freelance & entrepreneurial skills now pivotal subjects at University of Georgia's journalism school* (March 3, 2018).
- Featured in Worldwide Editing by Tom Oder. *UGA extends a life line to freelancers* (January 30, 2018).
- Quoted in National Association of Broadcasters blog post by Charlotte Norsworthy. *Virtual reality project shows what's possible* (January 19, 2018).
- Interviewed by Adam Ragusea On Second Thought (Georgia Public Broadcasting). *The decline of alternative weekly newspapers* (January 12, 2018).
- Interviewed for WABE newscast by Kelly Fu. *Three Georgia newspapers now owned by New York publisher* (October 4, 2017).
- Featured in Poynter Institute newsletter. *Try This: Tools for Journalism* (August 21, 2017).
- Interviewed for WUGA by Alexia Ridley. *Gatehouse acquires Morris Communications* (August 9, 2017).
- Cited by Julie Jones in "Going Mojo: Students Covering Severe Weather, Sports, and Racial Conflict," chapter in *Global Journalism Education in the 21st Century: Challenges and Innovations*, Goodman & Steyn (eds.); Knight Center for Journalism in the Americas, University of Texas - Austin (June, 2017).
- Featured in Valdosta Daily Times editorial. *Does fake news exist?* (May 24, 2017).
- Wrote article for HUB magazine (Technology Association of Georgia). *Commitment to innovation keeps Georgia at the forefront of the nation's news industry* (September 27, 2016).
- Interviewed by Adam Ragusea for On Second Thought (Georgia Public Broadcasting). *Journalism ethics: Reporters and their relationship with law enforcement* (July 12, 2016).
- Wrote article for BusinessJournalism.org (Reynolds National Center for Business Journalism). *The art and craft of business reporting* (June 15, 2016).
- Quoted in Associated Press article by Tali Arbel. *40 percent of millennials pay for print, online news* (September 30, 2015).
- Quoted in Red & Black article by Nate Harris. *Georgia's technology sector increasing job demand, lacks supply* (August 25, 2015).
- Interviewed by TAG Radio (podcast of the Technology Association of Georgia). *Georgia's innovation economy and its influence on workforce development* (April 15, 2015).
- Quoted in Augusta Chronicle article by Wesley Brown. *Georgia taxpayers billed \$12,000 for Gov. Nathan Deal's press flight to Augusta* (February 25, 2014).
- Interviewed by Business RadioX. *Innovation and the information economy* (May 14, 2012).
- Interviewed by TAG Radio (a podcast of the Technology Association of Georgia). *Technology sector leads Georgia's economic recovery* (May 11, 2012).
- Interviewed by Business RadioX. *Innovation: Path to a bright future* (March 29, 2012).
- Quoted in Atlanta Business Chronicle article by Martin Sinderman. *Tech-based businesses leading state's recovery* (April 15, 2011).

PROFESSIONAL DEVELOPMENT (selected examples)

- Generation Z Training, Association for Leadership Educators (2019).
- Applied Leadership Development Training, Association for Leadership Educators and International Leadership Association conferences (2018).
- Tools for Covering Private Businesses, Society of American Business Editors and Writers (2017).
- Podcasting Best Practices, Online News Association (2017).
- Deploying Google News Lab Training, Roundtable discussion, Association for Education in Journalism and Mass Communication (2017).
- Creating Compelling Content, Poynter Institute Seminar, Georgia Association of Broadcasters (2017).
- Future of News Technology Seminar, Georgia Association of Broadcasters (2017).
- Leadership in the Digital Era Training, Association for Leadership Educators (2017).
- Leadership Education Training, International Leadership Association (2016).
- Leadership Education Training, Association for Leadership Educators (2016).
- Mobile Reporting Tools and Uses, Society of American Business Editors and Writers (2016).
- Mobile Research Platform Training, Mobile Marketing Research Association (2015).
- Global Leadership Development; earned certificate from UGA's International Student Affairs (2013).
- Industry Benchmarking Database Training, Microbilt/Integra (2010).
- Competitive Intelligence Seminar, Strategic and Competitive Intelligence Professionals (2009).
- Internet Research Training, Association of Independent Information Professionals (2007).
- American Seminar Leaders Association Training; earned designation as Certified Seminar Leader (2006).
- Practical Skills for Leading People, Cox Enterprises (2002).
- Managing Workplace Diversity, *The Atlanta Journal-Constitution* (1994).
- Electronic Publishing Conference, Seybold (1994).
- New Product Development, American Press Institute (1993).
- Reaching New Audiences, American Press Institute (1993).
- Finance and Accounting for Non-Finance Managers, Georgia State University (1993).
- Frontline Leadership Development, *The Atlanta Journal-Constitution* (1992).

MEMBERSHIPS

- Association for Education in Journalism and Mass Communication
- Association of Internet Researchers
- Association of Leadership Educators
 - Reviewer for annual conference 2017-2020
 - Conference sponsorship 2017-2019
 - Conference speaker committee 2019
- Atlanta Press Club
 - Awards sponsorship 2017-2020
- International Leadership Association
- Investigative Reporters and Editors
- Online News Association
 - Student chapter adviser 2016-2019
- Society of American Business Editors and Writers
 - Best of Business reporting competition, judge 2015-2018, 2020
- Society of Professional Journalists
 - Student chapter adviser 2016-2019
 - Named Region 3 Outstanding Chapter for 2018-19
- Technology Association of Georgia