

Brent David Ruben, Ph.D.

Distinguished Professor of Communication
Department of Communication | School of Communication and Information

Senior University Leadership Fellow

Advisor for Strategy and Planning
Office of the Executive Vice President for Academic Affairs

Secondary Faculty Appointments

Department of Family Medicine and Community Health, Robert Wood Johnson Medical School
Ph.D. Program in Higher Education, Graduate School of Education/School of Graduate Studies
Institute for Health, Health Care Policy, and Aging Research
Rutgers Global Health Institute

Rutgers University
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Offices

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Wiki: https://en.wikipedia.org/wiki/Brent_David_Ruben

Google Scholar: <https://scholar.google.com/citations?user=8PDU3Y4AAAAJ&hl=en>

Education

Ph.D., University of Iowa, 1970, Communication
M.A., University of Iowa, 1968, Mass Communication
B.A., University of Iowa, 1966, Psychology, Advertising

Current Primary Positions

1987- Distinguished Professor, Department of Communication,
School of Communication and Information, Rutgers University

- 2020- Advisor for Strategy and Planning,
Office of the Executive Vice President for Academic Affairs, Rutgers University
- 2020- Senior University Leadership Fellow
Office of the Senior Vice President for Academic Affairs, Rutgers University
- 2013- Adjunct Professor, Department of Family Medicine and Community Health
Robert Wood Johnson School of Medicine, Rutgers University

Previous University Positions

- 1993-2020 Founder and Executive Director, Center for Organizational Leadership,
Rutgers University
Founded in 1993, The Rutgers Center for Organizational Leadership (OL) reports to the Office of the Senior Vice President for Academic Affairs. The Center is a national leader and resource for Rutgers University and the higher education community. OL provides programs, consulting, and coaching services for faculty, staff, and students in the areas of leadership, communication, and organizational competencies, planning, assessment, change, culture, crisis, and leadership development. Core programs include Rutgers Leadership Academy (RLA), Rutgers Biomedical and Health Sciences-Academic Leadership Program (ALP-RBHS), PreDoctoral Leadership Academy (PLDA), Robert Wood Johnson Medical School-Distinction in Leadership in Academic Healthcare (DILAH).
- 2020- Affiliate, Rutgers Global Health Institute
- 2004-05 Visiting Researcher, Wisconsin Center for the Advancement of Postsecondary Education, University of Wisconsin-Madison
- 2013- Adjunct Professor, Graduate School of Education, Rutgers University; 2009 Founding Member, Ph.D., Program in Higher Education, 2014-17, Member, Executive Committee,
- 1986- Faculty Affiliate, Institute for Health, Rutgers University
- 1975- Member, Graduate Faculty, Rutgers University
- 1984-93 Director, Ph.D. Program, School of Communication and Information, Rutgers University,
Administrative responsibility for interdisciplinary doctoral program with 43 faculty and staff from the Departments of Communication, Library and information Studies Journalism and Mass Media, and Speech and Hearing Science; 85 students and 25 teaching assistants and fellows.
- 1980-84 Chairman, Department of Communication, Rutgers University,
Administrative responsibility for department with 18 full-time faculty and staff members, 800 majors and 6,000 student enrollments per year in interpersonal, organizational, intercultural, international, health, speech, and mass communication, and public relations.

- 1987-90 Fellow, Douglass College, Rutgers University
- 1982-90 Fellow, Rutgers College, Rutgers University
- 1980-87 Professor of Communication, Rutgers University
- 1976-80 Assistant Chairperson, Department of Communication, Rutgers University
- 1974-80 Associate Professor of Communication, Rutgers University
- 1971-74 Assistant Professor of Communication, Rutgers University
- 1970-71 Assistant Professor of Mass Communication, University of Iowa
- 1968-70 Instructor of Mass Communication, University of Iowa

Awards and Honors

- 2019 Dean's Citation Award, Rutgers School of Health Professions
Rutgers School of Biological and Health Sciences/Rutgers Health
- 2018 Inaugural Recipient, National Leadership Excellence in Education Award
The Malcolm Baldrige Foundation
- 2018 Sue DeWine Distinguished Scholarly Book Award, National Communication Association
(NCA), Applied Communication Division, recognizing *A Guide for Leaders in Higher
Education: Core Concepts, Competencies, and Tools*, Stylus, 2017
- 2012 National Leveraging Excellence Award. Network for Change and Continuous Innovation in
Higher Education (NCCI)
- 2011 Faculty Excellence Award, Rutgers University Division of Athletics
- 2006 Brent D. Ruben Award, Network for Change and Continuous Innovation in Higher Education
(NCCI) Award. First recipient of annual award created in my name to recognize distinguished
contributors to higher education.
- 2004 Gerald Phillips Award for Distinguished Applied Scholarship, National Communication
Association
- 2003 Professional Development and Scholarship Award, National Association of College and
University Business Officers
- 2000 Daniel Gorenstein Memorial Award for Outstanding Scholarly Achievement and Professional
Contributions, Rutgers University
- 2000 Higher Education Quality Pioneer Award-USA, International Quality Awards Committee
- 2005 Distinguished Research Award, School of Communication and Information, Rutgers
University
- 2003 Distinguished Service Award, School of Communication and Information, Rutgers University
- 1993 Distinguished Teaching Award, School of Communication and Information, Rutgers
University

1984 Distinguished Service Award, National Coalition of Digestive Disease Organizations

Special Appointments

- 2022 Fellow, U.S. Army Research Institute for the Behavioral and Social Sciences. Leader Competencies for Complexity and Uncertainty Project, Consortium Research Fellows Program, Department of the Army.
- 2018-2020 Director, Leadership Development Program, Botswana-Rutgers Collaborative Partnership
- 2013-19 Rutgers Liaison, Big Ten Academic Alliance, Department Executive Officers (DEO)
- 2013-19 Rutgers Liaison, Big Ten Academic Alliance, Academic Leadership Program (ALP)
- 2015- Faculty, Rutgers Washington Mandela Washington Fellowship Program, Center for Global Advancement and International Affairs, Rutgers University
- 2010 Accreditation Evaluation Team—Binghamton University, Middle States Council on Higher Education Accreditation
- 2007 Accreditation Evaluation Team—University of Maryland—College Park, Middle States Council on Higher Education Accreditation
- 2007 Member/Negotiator, United States Department of Education, Higher Education Accreditation Rule-Making Advisory Group
- 2005 Accreditation Evaluation Team—Pennsylvania State University, Middle States Council on Higher Education Accreditation
- 2004 Accreditation Evaluation Team— State University of New York, Stony Brook Middle States Council on Higher Education Accreditation
- 2003-12 Faculty, Center for Management Development, Rutgers University
- 1997-2002 Faculty, Rutgers Herbert Humphrey Scholars Program
- 1999-2001 Founding Member and First President, Network for Change and Continuous Innovation in Higher Education (NCCI)
- 1999-2001 Member, Implementation Task Force, W. K. Kellogg Commission on the Future of State Universities and Land Grant Colleges and Universities
- 1998-2000 Project Director, Kellogg Foundation Leadership for Institutional Change Initiative-Rutgers
- 1998-2000 Governing Board, Quality Education New Jersey
- 1994-95 National Pilot Advisory Team, Malcolm Baldrige National Quality Awards, Education and Healthcare Sector, Department of Commerce, National Institute of Science and Technology
- 1994-95 Examiner, Malcolm Baldrige National Quality Awards, Department of Commerce, National Institute of Science and Technology

- 1996-97 Judge, Quality New Jersey, Quality Awards Program
- 1995-96 Chair, National Higher Education Quality Council, Conference Board
- 1992-94 Program Advisor, Fox Chase Cancer Center, Cheltenham, PA
- 1992 Distinguished Program Review Consultants Panel, National Communication Association
- 1983-84 Chairman, Steering Committee, National Digestive Disease Education Program National Institutes of Health
- 1982-84 U.S. Department of Health and Human Services, National Digestive Diseases Advisory Board; Member, Research Task Force on Perceptions of Digestive Diseases
- 1980-81 Special Adviser, Canadian Royal Commission on Conditions of Foreign Service Canadian International Development Agency
- 1973-75 Franklin (New Jersey) Township Human Relations Commission

Funded Research, Training and Development Grants

- Director, Organizational Evaluation, Rutgers Suicide Prevention and Research Center Proposal (SPARC), National Institutes of Health P50 Proposal, 2022-23 (Not funded)
- Rutgers Camden Coordinating Team, Leadership Development Program for the Universidad Nacional de Asuncion (UNA) San Lorenzo, Paraguay, 2021-22
- Director, Leadership Development Program, Botswana-Rutgers Collaborative Partnership, 2018-20
- Senior Consultant, Lumina Foundation/National Association of College and University Business Officers, Challenge 2010, Malcolm Baldrige Higher Education Project, 2009-12
- Project Director, Spellings Commission on the Future of Higher Education in the United States: A Case Study, National Association of College and University Business Officers, 2007
- Project Director, Rutgers-Johnson & Johnson, Organizational Assessment and Improvement Partnership and Graduate Assistantships, \$750,000, 1993-2006
- Project Director, Leaders of Tomorrow Program, AT&T Foundation, \$40,000, 2001-02
- Project Director, Rutgers-Johnson & Johnson Knowledge Networking Group, \$150,000, 2001-04
- Project Director, Rutgers-AT&T organizational excellence partnership, \$500,000, 1993-2001
- Rutgers Project Director, Mid-Atlantic Regional Academic Leadership Development Institute Kellogg Foundation \$300,000, 2000-03
- Project Director, Leadership Development, AT&T Foundation, \$40,000, 2000-01
- Principal Investigator, Skills and Competencies Needed by College Graduates in the Workplace. The Conference Board, \$1,000, 1997-98
- Co-Principal Investigator, Organizational Best Practices Dissemination and Utilization. AT&T, \$10,000, 1997-98

Co-Principal Investigator, Extending the domain of Teaching Effectiveness Assessment, Office of Undergraduate Education, Rutgers University, \$4,800, 1997-98

Senior Consultant, New Jersey Collegiate Consortium for Health in Education, Centers for Disease Control, Rutgers University, \$500,000, 1991-93

Project Co-Director, National Survey of Public Perceptions of Digestive Health and Disease. National Digestive Diseases Advisory Board and Louis Harris and Associates, \$60,000, 1982-84

Senior Consultant, Fund for the Improvement of Post-Secondary Education (FIPSE) Grant, U.S. Department of Education, \$150,000, 1984-86

Project Co-Director, Title IV Institute on Educational Problems of School Desegregation, U.S. Office of Education, \$100,000, 1969-70

Project Co-Director, National Association of Broadcasters Research Grant, \$1,000, 1970

Selected Editorial Positions

Editorial Board, *Higher Education Quarterly*, 2018-20

Editorial Advisory Board, *Leadership & Organization Development Journal*, 2006-

Editorial Board, *International Journal of Game-Based Learning*, 2010-

Associate Editor, *Encyclopedia of Communication and Information*, Vols. I-III, Macmillan, 2002

Consulting Editor, *A Culture for Academic Quality*. ERIC-ASHE Volume 25, No. 1, 1997

Consulting Editor, *International Journal of Intercultural Relations*, 1983-90

Reviewer, *Simulation and Games*, 1999-

Reviewer, *Journal of the American Society for Information Science*, 1987-99

Editor, *Information and Behavior*, Vols. 1-6, 1983-96

Reviewer, *Critical Studies in Mass Communication*, 1992

Editorial Board, *Communication Quarterly*, 1979-90

Reviewer, *Human Communication Research*, 1989-93

Editorial Board, *Society*, 1983-86

Founder and First Editor, *Communication Yearbook*, 1975-78
Contributing Editor, 1978-80

Reviewer, *Behavioral Science*, 1974-77

Series Editor, Hayden Communication and Human Behavior Series, 1978-79
Human Communication Theory: The History of a Paradigm. N. Harper, 1979
Intercultural Communication. L. E. Sarbaugh, 1979

Higher Education, Healthcare, Corporate, Government Consultation/Engagement (Selected)

Higher Education

- American University
- Arizona State University
- Armstrong Atlantic State University
- Auburn University
- Carleton University
- Catholic University of Chile, Santiago, Chile
- College of the North Atlantic-Qatar (Doha, Qatar)
- Cornell University
- Howard University
- Indiana University
- Indiana University-Purdue University Indianapolis
- Kent State University
- Mansfield University
- Marist College
- Massachusetts Institute of Technology
- Miami University
- Nazareth College
- Ohio State University
- Ohio University
- Pennsylvania State University
- Princeton University
- Raritan Valley Community College
- Rice University
- Sheffield Hallam University, Sheffield, England
- State University of New York at Binghamton
- State University of New York at Buffalo
- Texas State University
- University of Alabama
- University of California-Berkeley
- University of Business & Technology (Jeddah, Saudi Arabia)
- University of Cincinnati
- University of Florida
- University of Iowa
- University of Kentucky
- University of Maryland
- University of Minnesota System
- University of North Carolina-Chapel Hill
- University of Pennsylvania
- University of San Diego
- University of South Florida
- University of Toledo
- University of Ulster (Belfast, Northern Ireland)

- University of Wisconsin-Madison
- West Virginia University Medical School
- Wayne State University
- Yale University

Higher Education Associations

- American Council on Education (ACE)
- American Association for Higher Education (AAHE)
- Associated Colleges of the Midwest (ACM)
- Association of College and University Accreditors (ACUA)
- Association of College and University Housing Officers-International (ACUHO)
- Association of Presbyterian Colleges & Universities
- Eastern Association of College and University Business Officers
- Lincoln Center Institute
- Middle States Accrediting Commission (MSCHE)
- National Association of College and University Business Officers (NACUBO)
- The Conference Board

Medicine and Healthcare

- Cathedral Health Care Systems, Newark, NJ
- Columbia-FreeState Health System, Timonium, MD
- Dartmouth University-Hitchcock Medical Center
- Mathew Thornton Health Plan, Nashua, NH
- GlaxoWellcome Pharmaceuticals
- Johnson & Johnson, New Brunswick, International, Hospital Services, Live for Life Institute, Quality Institute
- Merck Sharp & Dohme
- Health Science Liaison Program
- Managed Health Care Division
- Morristown Memorial Hospital, Morristown, NJ
- Humana Health Care Plans, Humana Hospital-Sunrise/Las Vegas, Humana Hospital/San Antonio
- Robert Wood Johnson Medical School, New Brunswick
- Rutgers Biomedical Health Sciences (RBHS)
- Sanas/New York Life Health Care Systems, Houston, Dallas/Ft. Worth
- College of the North Atlantic-Qatar, College of Health Professions
- West Virginia University Medical School
- Yale University Health Service

Corporate

- AT&T, Faculty Member, School of Business, Somerset, NJ; International Learning Division,
- Bell Canada, International Training Division, Toronto, Ontario
- Bell Atlantic
- Ford Motor Company, University of Texas Partnership, Howard University Partnership, Wayne State University Partnership

- K. Hovnanian Enterprises
- New Jersey Bell, Quality of Work Life Program, Trenton, NJ, Operator Services, Newark, NJ
- Nuventive LLC
- The Cedar/Hunter Group
- The *New York Times*, New York, NY

Government

- Republic of Botswana, Cabinet and Ministers, University of Botswana Medical School
- Canadian International Development Agency, Ottawa, Ontario, Cross Cultural Briefing Centre
- State of New Jersey, Departments of Transportation, Environmental Protection, Personnel, and Office of Quality

Memberships and Offices

- International Leadership Association, 2019-
- Network for Change and Continuous Innovation in Higher Education (NCCI)
Founding President, 1999-2001; Member of Board, 2002-09
- International Communication Association
- National Communication Association
- Higher Education Quality Council, Conference Board, Chair, 1995-96
- Academic Quality Consortium, American Association for Higher Education
- Quality New Jersey
Advisory Board, 1997-99
- Quality Education New Jersey
Board of Governors, 2001-03
- American Society for Quality
- Eastern Communication Association
- American Society for Information Science
- Society for Intercultural Training, Education, and Research
- United States Representative; Publications Committee
- Society for General Systems Research
Vice-Chairperson, Northeast Division
- Kappa Tau Alpha
- Alpha Kappa Psi

University Level External Leadership Appointments (Selected)

Director, Leadership Development Program, Botswana-Rutgers Collaborative Partnership, 2018-

Rutgers Liaison, Big 10 Academic Alliance (BTAA—formerly CIC),
Academic Leadership Program, 2013-19
Member, Program Evaluation Task Force, 2014-15

Rutgers Liaison, Big 10 Academic Alliance (BTAA—formerly CIC),
Departmental Executive Officers Program, 2013-19

Planning and Facilitation, Johnson & Johnson International Conference on Public/Private
Partnerships to Enhance and Improve Health Systems, 2015

University and Chancellor Level Internal Leadership Appointments (Selected)

President's Administrative Council, 1996-

Rutgers Health/RBHS, Rutgers Medical Schools-Rutgers Health-RWJBarnabas Health Planning and Retreat 2023

Botswana-Rutgers Senior Leadership Development Partnership, Director 2018-2021

Rutgers Health/RBHS, Strategic Planning Coordinating Committee, 2019-2024

Rutgers Health/RBHS, Senior Leadership Retreat Program Design and Delivery, 2017-20

Rutgers-New Brunswick, Chancellor's and Provost's Faculty Excellence Awards Committee, 2020

Rutgers Health/RBHS, Institute for Health, Strategic Planning, 2018-20, 2022-24

Rutgers Health/RBHS, Rutgers Global Health Institute, Strategic Planning, 2018-19, 2023-24

School of Health Professions, Consultant to Dean and Executive Team, 2018-20

Rutgers Leadership Academy, Director, 2017- 2020

RBHS, Academic Leadership Program, Director, 2017-20

Rutgers Global, Strategic Planning, 2019-20

Member, Executive Council for Assessment, 2007-20

Member, Chancellor and Provosts Excellence Awards Committee, 2020

Middle States Accreditation, Rutgers University Executive Committee, Steering Committee, 2015-18

Member, Executive Committee, Higher Education Ph.D. Program, 2014-

Member, Dean's Search Committee, School of Communication and Information, 2014-15

Special Advisor to Chancellor-NB on Campus Strategic Planning, 2013-15

Member, NB Strategic Planning Committee, 2013-14

Member, RBHS Strategic Planning Committee on Leadership

Middle States Accreditation, Rutgers University Executive Committee, Steering Committee, 2010-12

Chair, Search Committee, University Vice President for Faculty and Staff Resources, 2008-09

Retired Faculty and Staff Advisory Council, 2012-

University Institutional Research Survey Advisory Committee, 2009-

University Relations Internal Communication Advisory Committee, 2009-11

Advisory Council, Graduate School of Education, Student Life Graduate Program 2008-10

External Member, School of Management and Labor Relations, PII A & P, 2010

Middle States Accreditation, Rutgers University Executive Committee, Steering Committee, 2006-08

Administrative Leadership Team, University Human Resources, 2004-2010

Member, SAS Ad Hoc Core Curriculum Planning Committee, 2007-08

Member, SAS Search Committee, Associate Dean for Assessment, 2007-08
Member, Rutgers Day President's Advisory Committee, 2007-08
Member, SCILS Dean Search Committee, 2007-08
Member, NB Core Curriculum Planning Committee, 2006
Member, University Constituency Research Project, 2004-05
University Communication Advisory Council, 2003-06
Fraternity/Sorority Task Force, 2001-03
Middle States Periodic Review Report Oversight Committee, 2002-03
Facilities Master Planning Committee, 2001-03
University Space Committee, 2001-03
University Welcome Program Planning Committee, 2001-02
Rutgers Information Administrative System Academic Advisory Committee, 2000-01
Board of Governor's Capital Campaign Communication Task Force, 2000-03
Advisory Committee to the 2000 Hall of Distinguished Alumni Award, 2000-01
University Compensation Advisory Committee, 1998-2000
Year of Technology Committee, 1998-99
Co-Chair, Middle States Accreditation Self-Study Committee/Rutgers QCI, 1996-97
School of Communication, Information, and Library Studies
 Dean's Search Committee, 1997-98
 Compensation Task Force, 1997-99
Information Systems Strategic Planning Committee, 1995-96
Member, Faculty Council, Committee on University Administrative Review, 1995-96
Cook College Dean's Search Committee, 1995-96

Department/School of Communication and Information Appointments (Selected)

Chair or Member, Personnel Committee, 1971-2024
Chair or Member, Search Committee, 1971-2015, 2019-22
Member, Strategic Planning Committee, 2013-14
Chair, Faculty Council, 2012-13
Coordinator, Organizational, Leadership, and Policy Studies, 2010-
Chairs and Directors Council, 2003-2008
Chair or Member, Appointments and Promotions Committee, 1983-2014
Member, Technology Policy Committee, 2002-2003
Director, Ph.D. Program, School of Communication and Information/SCILS) 1984-93

Publications

Publications are organized in the following categories:

- 1) Higher Education and Organizational Studies
- 2) Communication/Information Systems
- 3) Medical/Health Communication
- 4) Intercultural Communication
- 5) Experiential Learning Theory and Practice
- 6) Conference Papers and Presentations

1. Higher Education Leadership and Organizational Studies

Books

- Ruben, B. D., (2024). *What leaders need to know and do: A guide to becoming a better leader, second edition*, Kendall Hunt.
- Ruben, B. D., (2022). *Implementing sustainable change in higher education; Principles and practices of collaborative leadership*. Stylus/Routledge.
- Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2021). *A guide for leaders in higher education: Core concepts, competencies, and tools, second edition*, Stylus/Routledge.
- Ruben, B., & Gigliotti, R. (2019). *Leadership, communication, and social influence: A theory of resonance, activation, and cultivation*. Emerald.
- Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2017). *A guide for leaders in higher education: Core concepts, competencies, and tools*. Stylus/Routledge.
- Gigliotti, R. A., Goldthwaite, C., & Ruben, B. D. (2017). *Leadership: Communication and social influence in personal and professional contexts*. Kendall Hunt.
- Ruben, B.D. (2016). *The excellence in higher education guide: A framework for the design, assessment, and continuous improvement of institutions, departments and program, eighth edition*, Stylus/Routledge.
- Ruben, B. (2015). *Excellence in higher education guide: An integrated approach to assessment, planning and improvement in colleges and universities*. Wuhan, China: Wuhan University Press, Translation. 版.布兰特·罗本,卓越高等教育指南:大学评测、规划和改进整合方法 武汉大学出版社 中国武汉
- Ruben, B.D. (2015). *What leaders need to know and do: A leadership competencies scorecard*. Wuhan, China: Wuhan University Press, Translation. 版.布兰特·罗本,卓越高等教育指南:大学评测、规划和改进整合方法, 武汉大学出版社, 中国武汉,
- Tromp, S.A. & Ruben, B.D., (2015). *Strategic planning in higher education: A leader's guide*, Wuhan, China: Wuhan University Press, Translation. 谢里·邓普,布兰特·罗本,高等教育战略规划领导者手册(第二版),版),武汉大学出版社, 中国武汉,
- Ruben, B.D. (2010). *Excellence in higher education guide: An integrated approach to assessment, planning and improvement in colleges and universities*. National Association of College and University Business Officers.

- Tromp, S., & Ruben, B. D. (2010). *Strategic planning in higher education guide for leaders, second edition*. National Association of College and University Business Officers.
- Nolfi, T. & Ruben, B.D. (2010). *Assessing and improving student organizations: Resources for facilitators CD-ROM. The assessing and improving student organizations (AISO) program*. Stylus.
- Nolfi, T. & Ruben, B.D. (2010). *Assessing and improving student organizations: A guide for students. The assessing and improving student organizations (AISO) program*. Stylus/Routledge.
- Ruben, B. D., Lewis, L., Sandmeyer, L., Russ, T., Smulowitz, S., & Immordino, K. (2008). *Assessing the impact of the Spellings Commission: The message, the messenger, and the dynamics of change in higher education*. National Association of College and University Business Officers. Also available: <https://www.yumpu.com/en/document/read/48778440/assessing-the-impact-of-the-spellings-commission-nacubo>
- Ruben, B.D. (2007). *Excellence in higher education guide: An integrated approach to assessment, planning and improvement in colleges and universities*. National Association of College and University Business Officers.
- Ruben, B. D. (2006). *What leaders need to know and do: A leadership competencies scorecard*. National Association of College and University Business Officers.
- Ruben, B. D. (2005). *Excellence in higher education: An integrative approach to assessment, planning and improvement in colleges and universities*. National Association of College and University Business Officers.
- Ruben, B. D. (2004). *Pursuing excellence in higher education: Eight fundamental principles*. Jossey-Bass.
- Tromp, S., & Ruben, B. D. (2004). *Strategic planning in higher education: A leader's guide*. National Association of College and University Business Officers.
- Ruben, B. D. (2003). *Excellence in higher education 2003-2004: A Baldrige-based guide to organizational assessment, improvement and leadership*. National Association of College and University Business Officers.
- Ruben, B. D. (2001). *Excellence in higher education 2001-2002: A Baldrige-based guide to organizational assessment, planning and improvement*. National Association of College and University Business Officers.
- Ruben, B. D. (2000). *Excellence in higher education 2000: A guide to organizational assessment, planning and improvement*. National Association of College and University Business Officers.
- Tromp, S. A., Warner, D. D., Ruben, B. D, & Waldman, D. (1997). *Process improvement in higher education*. Kendall Hunt.
- Ruben, B. D. (1995). *Quality in higher education*. Transaction/Routledge.
- Ruben, B. D. (1994). *Tradition of excellence: Higher education quality self-assessment guide*. Kendall Hunt.

Book Chapters

- Ruben, B. D., Mahon, G. M., & Shapiro, K. (2022). Academic leader selection, development, evaluation, and recognition: Four critical higher education challenges. *International perspectives on leadership in higher education. International perspectives on higher education research*, Vol 15, In A. Blair, D. Evans, C. Hughes, & M. Tight (Eds.). Emerald, 115-138.

- Gigliotti, R. A., Ruben, B. D. & Goldthwaite, C. (2021). Organizational excellence in academic health: A systematic approach to continuous improvement. In R. A. Gigliotti & C. Goldthwaite (Eds.), *Leadership in academic health centers: Core concepts and critical cases*. Kendall Hunt, 145-168.
- Ruben, B. D., Goldthwaite, C., Gigliotti, R. A. &. (2021). Leadership and communication connections in academic health: A guide for strategic communication and difficult conversations. In R. A. Gigliotti & C. Goldthwaite. (Eds.), *Leadership in academic health centers: Core concepts and critical cases*. Kendall Hunt, 59-76.
- Goldthwaite, C., Gigliotti, R. A., & Ruben, B. D. (2021). Designing and leading contexts for change in academic health. In R. A. Gigliotti & C. Goldthwaite. (Eds.), *Leadership in academic health centers: Core concepts and critical cases*. Kendall Hunt, 109-132.
- Ruben, B., & Gigliotti, R. (2020). Organizational communication. In M. David, & M. Amey (Eds.), *The SAGE encyclopedia of higher education* (Vol. 1). Sage, 1126-1131.
<https://www.doi.org/10.4135/9781529714395.n418>
- Ruben, B. D. (2019). An overview of the leadership competency framework. In R. Gigliotti. (Ed.), *Competencies for effective leadership: A framework for assessment, education and research*. Emerald, 19-28.
- Ruben, B. D., & Gigliotti, R. A. (2019) The role of communication theory in leadership. In B.D. Ruben & R.A. Gigliotti. (Eds.), *Organizational Communication*. In M. E. David & M. J. Amey. (Eds.), *The SAGE Encyclopedia of higher education*, 5. Sage.
- Gigliotti, R. A., & Ruben, B. D. (2019). A two-dimensional approach to preparing leaders. In Ralph A. Gigliotti. (Ed.), *Competencies for effective leadership: A framework for assessment, education, and research*. Emerald, 29-38.
- Ruben, B. D., Immordino, K. M., & Tromp, S. A. (2009). Applying business insight and strategy within the academy: An idea whose time has come. In J. Knapp & D. Siegel. (Eds.), *The business of higher education*. Praeger, 225-263.
- Connaughton, S. L., & Ruben, B. D. (2005). Millennium leadership Inc: A case study of computer and internet-based communication in a simulated organization. In P. Zemliansky & K. St. Amant (Eds.), *Internet-based workplace communications: Industry and academic perspectives* (pp. 40-67). Idea Group. Reprinted in S. Kelsey & K. St. Amant (2008). *Handbook of research on computer mediated communication. (1)*. Idea Group, 146-166.
- Doerfel, M. L. & Ruben, B. D. (2002). Benchmarking in higher education: Becoming more adaptive, innovative and interactive organizations. In J. Schuh & B. Bender. (Eds.), *Benchmarking in Higher Education*, Jossey-Bass, 5-26.
- Ruben, B. D. (1995). Defining and assessing “quality” in higher education: Beyond TQM. In B. D. Ruben. (Ed.), *Quality in higher education*. Transaction/Routledge, 157-171.
- Ruben, B. D. (1995). The quality approach in higher education: Concepts and context for change. In B. D. Ruben. (Ed.), *Quality in higher education*. Transaction/Routledge, 1-34.
- Ruben, B. D. (1995). What students remember: Teaching, learning and human communication. In B. D. Ruben. (Eds.), *Quality in higher education*. Transaction/Routledge, 189-199.

Refereed Articles/Publications

- Calcado, A. M., Gracias, V., Ruben, B. D., St.Pierre, J, & Strom, B.L. (Jan 2022). How one university harnessed internal knowledge and expertise to effectively combat the COVID-19 Pandemic. *Electronic Journal of Knowledge Management, Special Issue: The University of*

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6. Conference Papers and Presentations

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The Future of Continuous Improvement in a Return to a Not-So-Normal World. (with D. Teske), Network for Continuous Change and Innovation. October, 2022.

An Introduction to Effective Leadership in Higher Education: A Framework for Pursuing Excellence. (with R. Gigliotti, C. Goldthwaite, and K. Immordino). Universidad Nacional de Asuncion (UNA), Paraguay, August 2022.

Leadership Principles and Pragmatics (with C. Goldthwaite). Nacional de Asuncion (UNA) Paraguay, August 2022.

Leading Effective Organizational Change (with C. Goldthwaite). Universidad Nacional de Asuncion (UNA) Paraguay, August 2022.

Cultivating a People Centered Culture (with C. Goldthwaite). Universidad Nacional de Asuncion (UNA) Paraguay, August 2022.

Leading in Times of Disruption and Uncertainty: Three Imperatives. Keynote Address, President's Annual Retreat, Dallas, Texas, Association of Presbyterian Colleges and Universities, March, 2022.

Strategic Thinking and Leadership: Developing, Implementing, and Sustaining Change in Higher Education. University of Business and Technology, Jeddah, Saudi Arabia, March 2022.

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Internal Communication: Messaging and Meta-messaging, Academic Leadership Program, Big Ten Academic Alliance (BTAA), January 2021.

Leadership in Academic Health: The Design of a Collaborative Leadership Development Program (with R. Gigliotti). International Leadership Association, November 2020.

Leadership Principles and Pragmatics, Academic Leadership Program, Big Ten Academic Alliance (BTAA), October 2020.

Program Agility: How to Thrive During Leadership Transition (with S. Collie, M. Cotter, P. Gill). National Consortium for Innovation and Continuous Change, Atlanta, GA, July 2020.

Reconceptualizing the Relationship Between Leadership, Communication and Social Influence: Resonance, Activation, and Cultivation (with R. Gigliotti). Ottawa, Canada. International Leadership Association, October 2019.

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The Higher Education Landscape: Leadership vs. Management. Keynote Address, CSWE Program Director's Academy, Council on Social Work Education, Alexandria, VA, July 2017.

Core Leadership Competencies and Self-Assessment. CSWE Program Director's Academy, Council on Social Work Education, Alexandria, VA, July 2017.

Excellence in Higher Education: A Model for Assessment, Planning, and Improvement within Administrative and Business Units (with Ralph Gigliotti). Eastern Association of College and University Business Officers, Washington, October 2016.

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A Progress Report on the Rutgers MAAP Project: An Integrative Strategy for Mission Alignment, Assessment, and Planning in Complex University Communities. (with Susan E. Lawrence), Annual Conference of the National Consortium for Continuous Improvement in Higher Education, Alexandria, VA, July 2012.

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Building Consensus through Guided Case Study Discussions: A Method for Developing Strategic Leadership Competencies. Annual Conference of the National Association of College and University Business Officers, Tampa, July 2011.

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The Challenge of Excellence: Reframing the Mission of Higher Education. Keynote address. First International Conference on Integrative Excellence in Higher Education, Sheffield Hallam University, Sheffield, England. June 2005.

Organizational Self-Assessment: A Robust Tool for Addressing Challenges Facing Higher Education. Annual Conference of the Canadian Association of University Business Officers Association, June 2005.

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