

Brent David Ruben, ph.d.

OFFICES

Executive Director
Rutgers Center for Organizational Leadership
335 George Street, Suite 2250
Rutgers University
New Brunswick, NJ 08901-8554
(848) 932-3968 – Fax (732) 932-1422
<http://www.odl.rutgers.edu/>

Distinguished Professor of Communication
School of Communication and Information
255 Friedrich House – 192 College Avenue
College Ave Campus
New Brunswick, NJ 08901-1071
(732) 932-7500
<http://comminfo.rutgers.edu/directory/bruben/index.html>

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

Director, Rutgers Leadership Academy
University Center for Organizational Development and Leadership
Administrative Services Building II – Cook Campus
Rutgers University
New Brunswick, NJ 08901-8554
(848) 932-3968 – Fax (732) 932-1422

EDUCATION

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

ACADEMIC and Administrative POSITIONS

- 2013- Adjunct Professor, Department of Family Medicine and Community Health, Robert Wood Johnson School of Medicine, Rutgers University; Co-director, Distinction in Leadership in Academic Healthcare
- 2015- Director, Rutgers Leadership Academy
<http://odl.rutgers.edu/leadership-programs/>
- 2009- Adjunct Professor, Graduate School of Education, Rutgers University; Member, Ph.D. Program in Higher Education, 2014- ; Member, Executive Committee, 2014-

- 2009- Director, Predoctoral Leadership Development Institute
<http://www.odl.rutgers.edu/pldi/index.html>
- 2004-05 Visiting Researcher, Wisconsin Center for the Advancement of Postsecondary Education, University of Wisconsin-Madison
- 1993- Executive Director, Center for Organizational Leadership
 (formerly, the Center for Organizational Development and Leadership)
 Rutgers University
- OL reports to the Office of the Senior Vice President for Academic Affairs. The Center is a university and national resource for research, development, and the implementation of programs for organizational effectiveness, academic and senior administrative leadership development, and communication and change in higher education.
- 1997- Faculty, Graduate School of Applied and Professional Psychology,
 Rutgers University
- 1987- Distinguished Professor of Communication, 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- Fellow, Douglass College, Rutgers University
- 1986- Member, Institute for Health, Health Policy and Aging, Rutgers University
- 1982- Fellow, Rutgers College, Rutgers University
- 1980-87 Professor of Communication, Rutgers University
- 1975- Member, Graduate Faculty, 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

- 2018 Recipient, National Communication Association (NCA), Sue DeWine Distinguished Scholarly Book Award, Applied Communication Division, for: *A Guide for Leaders in Higher Education: Core Concepts, Competencies, and Tools*.
- 2018 Recipient, The Baldrige Foundation, Inaugural National Leadership Excellence Award – Education Sector
- 2012 Recipient, Network for Change and Continuous Innovation in Higher Education (NCCI) Formerly, National Consortium for Continuous Improvement in Higher Education) (NCCI), Leveraging Excellence Award.
- 2011 Rutgers University Athletics, Faculty Excellence Award.
- 2006 Network for Change and Continuous Innovation in Higher Education (NCCI), Brent D. Ruben Award. First Recipient of annual award named in my honor initiated to recognize distinguished contributors to the advancement of excellence in higher education.
- 2004 National Communication Association, Gerald Phillips Award for Distinguished Applied Scholarship.
- 2003 National Association of College and University Business Officers, Professional Development and Scholarship Award.
- 2000 Daniel Gorenstein Memorial Award for Outstanding Scholarly Achievement and Professional Contributions to Rutgers University (2000).
- 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, 1984.

SPECIAL APPOINTMENTS

- Rutgers Liaison, Big Ten Academic Alliance, Department Executive Officers (DEO), 2013-
- Rutgers Liaison, Big Ten Academic Alliance, Academic Leadership Program (ALP), 2013-
- Faculty, Rutgers Washington Mandela Washington Fellowship Program, Center for Global Advancement and International Affairs, Rutgers University, 2015-18.
- Middle States Council on Higher Education Accreditation Review Team, 2007, Binghamton University, State University of New York, 2010.
- Member/Negotiator, United States Department of Education, Higher Education Accreditation Rule-Making Advisory Group, 2007.
- Faculty, Center for Management Development, Rutgers University, 2003-present. Designed and presented programs on leadership
- Middle States Council on Higher Education Accreditation Review Team, 2007, University of Maryland-College Park.
- Middle States Council on Higher Education Accreditation Review Team, 2005, Penn State University.

- Middle States Council on Higher Education Accreditation Review Team, 2004, State University of New York, Stony Brook, 2005.
- Faculty Member, Rutgers Herbert Humphrey Scholars Program, 1997-2002.
- 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, 1999-2001.
- Project Director, Kellogg Foundation Leadership for Institutional Change Initiative-Rutgers, 1998-2000.
- Member, Governing Board, Quality Education New Jersey, 1998-2000
- Member, National Pilot Advisory Team, Malcolm Baldrige National Quality Awards, Education and Healthcare Sector, Department of Commerce, National Institute of Science and Technology, 1994-1995
- Examiner, Malcolm Baldrige National Quality Awards, Department of Commerce, National Institute of Science and Technology, 1994-1995.
- Judge, Quality New Jersey, Quality Awards Program, 1996-1997.
- Chair, National Higher Education Quality Council, Conference Board, 1995-96.
- Program Advisor, Fox Chase Cancer Center, Cheltenham, PA, 1992-94.
- Distinguished Program Review Consultants Panel, National Communication Association, 1992.
- Chairman, Steering Committee, National Digestive Disease Education Program, National Institutes of Health, 1983-84.
- Member, U.S. Department of Health and Human Services, National Digestive Diseases Advisory Board, 1982-84.
- Special Consultant, Canadian Royal Commission on Conditions of Foreign Service, 1980-81.
- Member, Franklin (New Jersey) Township Human Relations Commission, 1973-75.

GRANTS, FUNDED RESEARCH AND DEVELOPMENT

- Senior Consultant, Lumina Foundation – National Association of College and University Business Officers, Challenge 2010, Malcolm Baldrige Higher Education Project, 2009-2012.
- 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, 2001-2002.
- Project Director, Rutgers-Johnson & Johnson Knowledge Networking Group, \$150,000, 2001-2004.
- Project Director, Rutgers-AT&T organizational partnership, \$500,000, 1993-2001.
- Rutgers Project Director, Mid-Atlantic Regional Academic Leadership Development Institute Kellogg Foundation \$300,000, 2000-2003.
- Project Director, Leadership Development, AT&T Foundation, \$40,000, 2000-2001.
- 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

- Member, Editorial Advisory Board, *Leadership & Organization Development Journal*, 2006-.
- Member 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-
- 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, *Communication Yearbook*, 1978-80.
- Editor 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 LECTURES, programs AND PROFESSIONAL CONSULTATION

- The Ohio State University, 2018-19
- University of Maryland, 2018
- University of Iowa, 2017
- University of Cincinnati, 2017
- University of Wisconsin-Madison, 1998, 2000-01, 2004-05, 2015-16,
- Nazareth College, 2009, 2012, 2016-17
- College of the North Atlantic-Qatar, 2012-13
- Indiana University-Purdue University Indianapolis, 2012-13
- Carleton University, 2012, 2014
- Robert Wood Johnson School of Medicine, 2010
- National Association of College and University Business Officers, 1998-2008, 2012-2013
- American Council for Education, 2012
- Rice University, 2011, 2012
- Mansfield University, 2011-12
- University of Florida, 2010
- Eastern Association of College and University Business Officers, 2010, 2015
- American Council on Education (ACE), 2008-09
- American University, 2008-2010
- Marist College, 2009, 2014
- Catholic University of Chile, Santiago, Chile, 2008
- Cornell University, 2008, 2004
- Penn State University, 2002, 2005, 2008
- University of South Florida, 2007

- Armstrong Atlantic State University, 2006, 2007
- Middle States Accrediting Commission (MSCHE), 2005-05
- Association of College and University Accreditors (ACUA), 2006
- University of Toledo, 2006
- University of Alabama, 2005
- Sheffield Hallam University, Sheffield, England, 2005
- State University of New York at Binghamton, 2005
- University of Ulster, Belfast, Northern Ireland, 2005, 2004, 2003
- University of California-Berkeley, 1996, 1998-2003
- Arizona State University, 2003
- Texas State University, 2004
- Miami University, 2000, 2002, 2003, 2005
- University of Cincinnati, 2005, 2002
- Association of College and University Housing Officers-International (ACUHO) 2002-03
- Raritan Valley Community College, 2001-02, 2004
- Massachusetts Institute of Technology, 2001
- Kent State University, 2001
- Auburn University, 2001
- University of Kentucky, 2001
- State University of New York at Buffalo, 2001
- University of Minnesota System, 2000
- University of San Diego, 2000
- Yale University, 1998-99
- West Virginia University Medical School, 1989-90
- University of Pennsylvania, 1999,
- University of North Carolina-Chapel Hill, 1998
- Johnson & Johnson Quality Institute, 1998
- American Association for Higher Education (AAHE), 1995-96
- Howard University, 1997-98
- Howard University-Ford Symposium, 1997
- University of Texas-Ford Symposium, 1996
- The Conference Board, 1996
- Wayne State University, 1995
- Robert Wood Johnson/University of Medicine and Dentistry of New Jersey, 1994
- University of Iowa, 1994, 1993
- University of Texas-Austin, 1991

MEMBERSHIPS

- International Leadership Association, 2017-
- Network for Change and Continuous Innovation in Higher Education (NCCI), 1999-
President, 1999-2001
Member of Board, 2002-2009
- International Communication Association, 1968-
- National Communication Association, 1982-
- Higher Education Quality Council, Conference Board, Chair, 1995-96
- Academic Quality Consortium, American Association for Higher Education, 1995-97
Rutgers Representative, 1995-97
- Quality New Jersey
Advisory Board, 1997-
Education Focus Group
- Quality Education New Jersey, 2001-2003 (Board of Governors)

- American Society for Quality, 1983-2008
- Eastern Communication Association, 1975-2000
- American Society for Information Science, 1983-2000
- Society for Intercultural Training, Education, and Research, 1980-85
United States Representative
Publications Committee
- Society for General Systems Research, 1975-78
Vice-Chairperson, Northeast Division, 1975-76
- Kappa Tau Alpha
- Alpha Kappa Psi

SELECTED RUTGERS UNIVERSITY ACTIVITIES

University Level (Selected External)

- Rutgers Liaison, Big 10 Academic Alliance (BTAA—formerly CIC), Academic Leadership Program, 2014-
Member, Program Evaluation Task Force, 2014-2015
- Rutgers Liaison, Big 10 Academic Alliance (BTAA—formerly CIC), Departmental Executive Officers Program, 2014-
- Planning and Facilitation, Johnson & Johnson International Conference on Public/Private Partnerships to Enhance and Improve Health Systems, 2015.

University Level (Selected Internal)

- President's Administrative Council, 1996-
- Middle States Accreditation, 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, Executive Committee, Steering Committee, 2010-12
- Chair, Search Committee, University Vice President for Faculty and Staff Resources, 2008-09
- Member, Executive Council for Assessment, 2007-
- Member, 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, Executive Committee, Steering Committee, 2006-08
- Administrative Leadership Team, University Human Resources, 2004-
- 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
- University Constituency Research Project, 2004-2005
- University Communication Advisory Council, 2003-2006
- 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, 2000-2001
- 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, 1998-1999
- 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
- University Marketing/Communication Study Planning Committee, 1993-95
- University Budget Advocacy Planning Committee, 1993-94
- Continuing Education Dean Search Committee, 1995
- University Public Affairs Strategic Planning Committee, 1992-93.
- Chair, Community Affairs and Outreach Strategic Planning Subcommittee, 1992-93.
- Chair, University Senate Committee on Rutgers and the Public, 1992-93
- New Brunswick Campus Strategic Planning Steering Committee, 1992-93.
- New Brunswick Campus Continuing Education Strategic Planning Committee, 1993.
- Senator-at-Large – New Brunswick, Rutgers University Faculty Senate, 1990-
- Search Committee, Dean of the School of Communication, Information and Library Studies, 1983
- Administrative Council, Rutgers College, 1981-82
- Chair, Instruction and Honors Committee, Rutgers College, 1977-80

School of Communication and Information (Selected)

- 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, 1984-93
- Chair, Strategic Planning Committee, 1993
- Chair, Tenth Anniversary Committee, 1992-93
- Chair, Literacy for the Information Age Symposium Series, 1992-93
- Director, Vision 2000, 1992-1994
- Planning Committee, 1990-1991
- Dean's Capital Fund Coordinating Committee, 1988-90
- Curriculum Committee, 1987-1994
- Executive Committee, Ph.D. Program, 1981-83

Department of Communication (Selected)

- Department Chair, 1980-84
- Chair or Member, Personnel Committee, 1971-2008
- Chair or Member, Search Committee, 1971-97

HEALTHCARE, CORPORATE, GOVERNMENT Engagement

- Robert Wood Johnson Medical School, 2010-12
- Lincoln Center Institute, 2006
- The Cedar/Hunter Group 1999-2003

- Bell Atlantic, 1998
- GlaxoWellcome Pharmaceuticals, 1997
- K. Hovnanian Enterprises, 1998-99
- Ford Motor Company
 - University of Texas Partnership, 1996
 - Howard University Partnership, 1996
 - Wayne State University Partnership, 1995
- State of New Jersey
 - Department of Transportation, 2005
 - Department Office of Quality, 1995-98
 - Department of Environmental Protection, 1995-97
 - Department of Personnel, 1996-98
- AT&T
 - Faculty Member, School of Business, Somerset, NJ, 1995-1997
 - International Learning Division, Morristown, NJ, 1989
- Johnson & Johnson, New Brunswick, NJ
 - Quality Institute, New Brunswick, NJ, 1993-94
 - Hospital Services, New Brunswick, NJ, 1986-1990
 - Live for Life Institute, New Brunswick, NJ, 1979-1981
- Merck Sharp & Dohme
 - Health Science Liaison Program, West Point, PA, 1990-
 - Managed Health Care Division, West Point, PA, 1991-
- Humana
 - Humana Hospital-San Antonio, San Antonio, TX, 1991
 - Health Care Plans, San Antonio, TX, 1991
 - Humana Hospital-Sunrise, Las Vegas, NV, 1987-88
- Sanas/New York Life Health Care Systems
 - Houston, TX, 1992
 - Dallas/Ft. Worth, TX, 1992-93
- Dartmouth-Hitchcock Medical Center/Mathew Thornton Health Plan, Nashua, NH, 1993
- Yale University Health Service, New Haven, CT, 1987-88
- West Virginia University Medical School, 1990-91
- New Jersey Bell
 - Quality of Work Life Program, Trenton, NJ, 1988
 - Operator Services, Newark, NJ, 1985-87
- Bell Canada
 - International Training Division, Toronto, Ontario, 1978-80
- Canadian International Development Agency, Ottawa, Ontario
 - Cross Cultural Briefing Centre, 1975-80
- *The New York Times*, New York, NY, Education Services, 1983
- Columbia-FreeState Health System, Timonium, MD, 1987-88
- Morristown Memorial Hospital, Morristown, NJ
 - Department of Training and Development, 1984-86
- Cathedral Health Care Systems, Newark, NJ, 1987-89

Brent D. Ruben, Ph.D.

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; and 5) Experiential Learning Theory and Practice. In each section books, chapters and journal articles, and monographs are listed in reverse chronological order. (B=Book; C=Chapter; A=Refereed Article; I=Invited Article; E=Electronic publication)

1. Higher Education Leadership and Organizational Studies

Ruben, B. D., and R. A., Gigliotti, ***Leadership, Communication, and Social Influence: A Theory of Resonance, Activation, and Cultivation***. Bingley/West Yorkshire, UK: Emerald Publishing. 2019 (in preparation). (B)

Ruben, B. D., An Overview of the Leadership Competency Framework. In Ralph A. Gigliotti, ***Competencies for Effective Leadership: A Framework for Assessment, Education, and Research***, Bingley/West Yorkshire, UK: Emerald Publishing. 19-28, 2019 (in press). (C)

Ruben, B. D., and R. A. Gigliotti, A Two-dimensional Approach to Preparing Leaders.” In Ralph A. Gigliotti, ***Competencies for Effective Leadership: A Framework for Assessment, Education, and Research***, Bingley/West Yorkshire, UK: Emerald Publishing. 19-28, 2019 (in press). (C)

Ruben, B. D., and R. A., Gigliotti, Organizational Communication, ***The SAGE Encyclopedia of Higher Education***. 5v. edited by M. E. David and M. J. Amey, 2019 (in press). (A)

Ruben, B. D., and R. A., Gigliotti, Are Higher Education Institutions and their Leadership Needs Unique? The Vertical Versus Horizontal Perspective, ***Higher Education Review***, 49(3) 27-52, 2017. (A)

Gigliotti, R. A., B. D. Ruben, and C. Goldthwaite. ***Leadership: Communication and Social Influence in Personal and Professional Contexts***. Dubuque, IA: Kendall-Hunt, 2017. (B)

Ruben, B. D., R. De Lisi, and R. A. Gigliotti. Academic Leadership Development Programs: Conceptual Foundations, Structural and Pedagogical Components, and Operational Considerations" ***The Journal of Leadership Education***, 2017, (under review) (A).

Fortunato, J., R. A. Gigliotti, and B. D. Ruben, Analyzing the Dynamics of Crisis Leadership in Higher Education: A Study of Racial Incidents at the University of Missouri. ***Journal of Contingencies and Crisis Management***, 2017, (in press) (A).

Ruben, B. D., R. De Lisi, and R. A. Gigliotti, ***A Guide for Leaders in Higher Education: Core Concepts, Competencies, and Tools***. Sterling, VA: Stylus Publishing, 2017. (B)

Ruben, B. D. and R. A. Gigliotti, Communication: *Sine Qua Non* of Organizational Leadership Theory and Practice. ***International Journal of Business Communication***, 54(1) 12-30, 2017. (A)

<http://job.sagepub.com/cgi/reprint/54/1/12.pdf?ijkey=q5OwQeMmwWoQnMp&keytype=finite>

Gigliotti, R. A., and B. D. Ruben, Preparing Higher Education Leaders: A Conceptual, Strategic, and

Operational Approach, *The Journal of Leadership Education, Special Issue*, 16(1) 96-114, 2017. (A) http://www.journalofleadershiped.org/attachments/article/478/0570_gigliotti.pdf.

Fortunato, J., R. A. Gigliotti, and B. D. Ruben, Racial Incidents at the University of Missouri: The Value of Leadership Communication and Stakeholder Relations, *International Journal of Business Communication*, 54(2) 199-209, Jan, 2017. (A) <http://journals.sagepub.com/doi/pdf/10.1177/2329488416687056>

Ruben, B. D., and R.A. Gigliotti. Leadership as Social Influence: An Expanded View of Leadership Communication Theory and Practice. *Journal of Leadership and Organizational Studies*, 23(4) 467-479, May, 2016. (A) <http://journals.sagepub.com/doi/pdf/10.1177/1548051816641876>

Ruben, B. D., *The Excellence in Higher Education Guide: A Framework for the Design, Assessment, and Continuous Improvement of Institutions, Departments and Programs - Eighth Edition*. Sterling, VA: Stylus Publishing. 2016. (B)

Ruben, B. D., (2016) *Excellence in Higher Education Guide: Workbook and Scoring Instructions*. Sterling, VA: Stylus Publishing. 2016. (B)

Ruben, B. D., *Excellence in Higher Education: Facilitator's Guide*. Sterling, VA: Stylus Publishing. 2016. (E)

Gigliotti, R. A, and B. D. Agnew, C. Goldthwaite, S. Sahay, and M. Dwyer, and B. D. Ruben. Scholar-in-Training; Leader-in-Training: The Rutgers University PreDoctoral Leadership Development Institute, *Emerging Directors in Doctoral Education, Innovations in Higher Education Teaching and Learning*, Edited by P. W. Blessinger, Vol. 6 pp. 39-59. Published online Mar 31, 2016, <http://dx.doi.org/10.1108/S2055-364120160000006011>. (A)

Immordino, K.M., R.A. Gigliotti, B.D. Ruben, and S. Tromp, Evaluating the Impact of Strategic Planning in Higher Education, *Educational Planning*, Volume 23, No. 1, pp. 35-47, 2016. (A)

Ruben, B.D., 布兰特•罗本, 卓越高等教育指南:大学评测、(*Excellence in Higher Education Guide: An Integrated Approach to Assessment, Planning and Improvement in Colleges and Universities*). 规划和改进整合方法 (2010版), 武汉大学出版社 中国武汉 (Wuhan, China: Wuhan University Press), 2015. Translation. (B)

Ruben, B.D., 布兰特•罗本,卓越高等教育指南:大学评测、(*What Leaders Need to Know and Do: A Leadership Competencies Scorecard*).规划和改进整合方法 (2006版), 武汉大学出版社, 中国武汉, (Wuhan, China: Wuhan University Press), 2015. Translation. (B)

Tromp, S.A., 谢里•邓普, 布兰特•罗本, (Ruben, B.D), 高等教育战略规划领导者手册(第二版), (*Strategic Planning in Higher Education: A Leader's Guide*), (2010版),武汉大学出版社, 中国武汉, (Wuhan, China: Wuhan University Press), 2015. Translation. (B)

Ruben, B. D., The Excellence in Higher Education Model: A Framework for Integrated Planning, Design, Assessment and Improvement. *Academic Pioneers InfoLetter*, Academic Leadership Center, No. 07, April, 2014. King Fahd University of Petroleum and Minerals, Kingdom of Saudi Arabia (I).

Ruben, B.D., Strategic Planning: A Critical Tool for Higher Education, *Academic Pioneers*

InfoLetter, Academic Leadership Center, No. 06, Nov, 2013. King Fahd University of Petroleum and Minerals, Kingdom of Saudi Arabia (I).

Ruben, B.D., and V. Fernández. HR's Role in Understanding and Addressing Higher Education's Leadership Challenges. *The Higher Education Workplace*, Vol. 4, No. 3, 2012-13, 32, 37-40. (I)

Ruben, B.D., and S. Jurow., *Case Studies for Higher Education Leaders: Leading in Tough Times*. Washington, D.C., Lumina Foundation/National Association of College and University Business Officers, 2012. (E)
http://www.nacubo.org/Documents/BusinessPolicyAreas/Lumina_Case_Studies_FINAL.pdf

Jurow, S, and B. D. Ruben. Change Artists, *Business Officer*, National Association of College and University Business Officers, 45(7) Feb, 2012, 28-36 (I)

Ruben, B.D., *Understanding, Planning, and Leading Organizational Change*. Indianapolis, IN: The College Network/Washington, D.C.: National Association of College and University Business Officers, 2012. (E)

B. D. Ruben, K.M. Immordino, S. Tromp, and B. Agnew. Using Interactive, Scenario-Based Simulations for Leadership Development. *Handbook of Research on Improving Learning and Motivation through Educational Games: Multidisciplinary Approaches*, ed. by Patrick Felicia. Hershey, PA. IGI Global Publishers, 2010. (A)

Tromp, S., and B. D. Ruben, *Strategic Planning in Higher Education: A Leader's Guide, Second Edition*, Washington, D.C.: National Association of College and University Business Officers, 2010. (B)

Ruben, B. D., *Excellence in Higher Education Guide: An Integrated Approach to Assessment, Planning and Improvement in Colleges and Universities*. Washington, D.C.: National Association of College and University Business Officers, 2010, 110 pp. (B) Collateral publications:

Ruben, B. D., *Excellence in Higher Education: Workbook and Scoring Instructions*. Washington, D.C.: National Association of College and University Business Officers, 2009, 163 pp. (B)

Ruben, B. D., *Excellence in Higher Education: Facilitator's Guide*. Washington, D.C.: National Association of College and University Business Officers, 2009. (E)

Ruben, B.D., *Understanding, Planning, and Leading Organizational Change*. Washington, D.C.: National Association of College and University Business Officers, 2009. (B & E)

Ruben, B. D., Immordino, K. M., and Tromp, S. A., Applying Business Insight and Strategy Within the Academy: An Idea Whose Time Has Come. In *The Business of Higher Education*, ed. by J. Knapp and D. Siegel, Praeger Perspectives Series, pp. 225-263, 2009. (C)

Ruben, B. D., L. Lewis, L. Sandmeyer, T. Russ, S. Smulowitz, and K. Immordino. *Assessing the Impact of the Spellings Commission: The Message, the Messenger, and the Dynamics of Change in Higher Education*. Washington, D.C.: National Association of College and University Business Officers, 2008, 196 pp. Also available: http://www.nacubo.org/documents/business_topics/full%20study.pdf. (B)

Ruben, B. D., L. Lewis, L. Sandmeyer, T. Russ, S. Smulowitz, and K. Immordino. *Assessing the Impact of the Spellings Commission: The Message, the Messenger, and the Dynamics of Change in Higher Education. Summary Policy Information Report*. Washington, D.C.: National

Association of College and University Business Officers, 2008, 4 pp. Also available:
http://www.nacubo.org/documents/business_topics/Summary.pdf. (E)

Ruben, B. D., L. Lewis, L. Sandmeyer, T. Russ, S. Smulowitz, and K. Immordino. *Assessing the Impact of the Spellings Commission: The Message, the Messenger, and the Dynamics of Change in Higher Education. Survey Instrument and Summary of Interview Responses*. Washington, D.C.: National Association of College and University Business Officers, 2008, 111 pp.
http://www.nacubo.org/documents/business_topics/spellings.pdf. (E)

Torok, T. and Ruben, B. D. 2010, *Assessing and Improving Student Organization*. National Association for Campus Activities and the American College Personnel Association (in press). (B)

Ruben, B. D., *Excellence in Higher Education Guide: An Integrated Approach to Assessment, Planning and Improvement in Colleges and Universities*. Washington, D.C.: National Association of College and University Business Officers, 2007. 94 pp. (B) Collateral publications:

Ruben, B. D., *Excellence in Higher Education: Workbook and Scoring Instructions*. Washington, D.C.: National Association of College and University Business Officers, 2007, 119 pp. (B)

Ruben, B. D., *Excellence in Higher Education: Facilitator's Guide*. Washington, D.C.: National Association of College and University Business Officers, 2007. (E)

Ruben, B. D. Higher Education Assessment: Linking Accreditation Standards and the Malcolm Baldrige Criteria. *New Directions for Higher Education*. In Susan C. White and Theodore S. Glickman, eds., New York: Wiley, Spring, Volume 137, Spring, 2007, 59-83. (C)

Ruben, B. D., T. Russ, S. M. Smulowitz, and S. L. Connaughton. Evaluating the Impact of Organizational Self-Assessment in Higher Education: The Malcolm Baldrige/Excellence in Higher Education Framework. *Leadership and Organizational Development Journal*, 28(3), 2007. 230-249. (A)

Tromp, S., J. Lopez and B. D. Ruben, *Organizational Assessment and Performance Measurement*, Organizational Development Series. Washington DC: National Association of College and University Business Officers, 2007. (E)

Tromp, S., J. Lopez, and B. D. Ruben, *Process Excellence*, Organizational Development Series. Washington DC: National Association of College and University Business Officers, 2007. (E)

Tromp, S. and B. D. Ruben, *Organizational Climate Assessment*, Organizational Development Series. Washington, CD: National Association of College and University Business Officers, 2007. (E)

Ruben, B. D., and S. M. Smulowitz, *Core Communication. A Guide to Organizational Assessment, Planning and Improvement*. San Francisco: International Association of Business Communicators, 2007, 99 pp. (B) Collateral publication:

Ruben, B. D., and S. M. Smulowitz, *Core Communication. Workbook and Scoring Instructions. A Guide to Organizational Assessment, Planning and Improvement*. San Francisco: International Association of Business Communicators, 2007, 99 pp. (B)

Ruben, B. D., *What Leaders Need to Know and Do: A Leadership Competencies Scorecard*.

Washington, DC: National Association of College and University Business Officers, 2006, 79 pp. (B)

Ruben, B. D., Departmental Effectiveness: What Is It? Why Is It Important? How Can It Be Achieved? *Effective Practices for Academic Leaders*, 1(12), 2006. (A)

Abstracted and discussed in Reis, R., "Managing a Career Versus Managing a Program or Department," No. 782, tomorrows-professor@lists.stanford.edu, March 9, 2007. (E)

Ruben, B. D., Linking Accreditation and the Malcolm Baldrige Framework. *Academic Leader*, May 2006, 22(5) 1,5. (A)

Ruben, B. D., *The Leadership Style Inventory (LSI): Becoming a Strategic Leader*. Organizational Development Series. Washington, DC: National Association of College and University Business Officers, 2006. (E)

Ruben, B. D., *The Communication Style Inventory (CSI): A Guide to Social and Professional Competence*. Organizational Development Series. Washington, DC: National Association of College and University Business Officers, 2006. (E)

Ruben, B. D., *Excellence in Higher Education: An Integrative Approach to Assessment, Planning and Improvement in Colleges and Universities*. Washington, D.C.: National Association of College and University Business Officers, 2005, 94 pp. (B) Collateral publications:

Ruben, B. D., *Excellence in Higher Education: Workbook and Scoring Guides*. Washington, D.C.: National Association of College and University Business Officers, 2005, 119 pp. (B)

Ruben, B. D., *Excellence in Higher Education: Facilitator's Guide*. Washington, D.C.: National Association of College and University Business Officers, 2005. (E)

Ruben, B. D., Linking Communication Scholarship and Professional Practice in Colleges and Universities. *Journal of Applied Communication Research*, 33(4), Nov 2005, 294-304. (A)

Ruben, B. D., The Center for Organizational Development and Leadership at Rutgers University: A Case Study, "Organization Development and Change in Universities. A special issue of *Advances in Developing Human Resources*, 7(3), 2005, 368-395. (C)

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). Hershey, PA: Idea Group, Inc. (C)

Reprinted in S. Kelsey & K. St. Amant (Eds.) *Handbook of Research on Computer Mediated Communication, vol. 1, 2008* (pp. 146-166). Hershey, PA: Idea Group, Inc. (C)

Ruben, B. D., *Pursuing Excellence in Higher Education: Eight Fundamental Principles*. San Francisco: Jossey-Bass, 2004, 420 pp. (B)

Tromp, S., and B. D. Ruben, *Strategic Planning in Higher Education: A Leader's Guide*, Washington, D.C.: National Association of College and University Business Officers, 2004, 117 pp. (B) Collateral publication:

Tromp, S., and B. D. Ruben, *Facilitator's Guide to Strategic Planning in Higher Education:*

A Leader's Guide CD ROM, Washington, D.C.: National Association of College and University Business Officers, 2004. (E)

Connaughton, S. L., F. L. Lawrence, and B. D. Ruben, Leadership Development as a Systematic and Multidisciplinary Enterprise, *Journal of Education for Business*, 79(1), Sept/Oct 2003, 46-51. (A)

Ruben, B. D., *Excellence in Higher Education 2003-2004: A Baldrige-Based Guide to Organizational Assessment, Improvement and Leadership*. Washington, D.C.: National Association of College and University Business Officers, 2003, 62 pp. (B) Collateral publications:

Ruben, B. D., *Excellence in Higher Education 2003-04: Scoring Guide and Workbook*. Washington, D.C.: National Association of College and University Business Officers, 2003, 109 pp. (B)

Ruben, B. D., *Excellence in Higher Education 2003-04: Facilitator's Guide*. CD ROM. Washington, D.C.: National Association of College and University Business Officers, 2003, 109 pp. (E)

Doerfel, M. L., and B. D. Ruben, Benchmarking in Higher Education: Becoming More Adaptive, Innovative and Interactive Organizations, in *Benchmarking in Higher Education*, ed by J. Schuh and B. Bender, San Francisco: Jossey-Bass, 2002, 5-26. (A)

Ruben, B. D., Excellence in Higher Education Organizational Checklist. *NACUBO Electronic Bulletin*, Washington, DC: NACUBO, The National Association of College and University Business Officers, http://www.nacubo.org/institutional_effectiveness/. Sept. 12, 2002. (E)

Ruben, B. D., *Excellence in Higher Education 2001-2002: A Baldrige-Based Guide to Organizational Assessment, Planning and Improvement*. Washington, D.C.: National Association of College and University Business Officers, 2001, 79 pp. (B) Collateral publications:

Ruben, B. D., *Excellence in Higher Education 2001-2002: Organizational Assessment, Planning and Improvement Workbook*. Washington, D.C.: National Association of College and University Business Officers, 2001, 118 pp. (B)

Ruben, B. D., *Excellence in Higher Education 2001-02: Facilitator's Guide*. CD ROM. Washington, D.C.: National Association of College and University Business Officers, 2001. (E)

Ruben, B.D., We Need Excellence Beyond the Classroom, *The Chronicle of Higher Education*, 47(44) July 13, 2001, B15-16. (A)

Ruben, B., and L. Sandmeyer, The National Consortium for Continuous Improvement's Role in Higher Education, *Business Officer*, Aug, 2001. (I)

Ruben, B. D., Take Charge of Our Own Destiny: Educational Self-Assessment Using a Baldrige Framework. *American Association for School Administrators Quality Toolbox*, March-April, 2001, 11(20). (A)

Ruben, B., and A. Fridrich, Reshaping the Future of Service. *Business Officer*, Dec, 2000. (I)

Ruben, B. D., *Excellence in Higher Education 2000: A Guide to Organizational Assessment, Planning and Improvement*. Washington, D.C.: National Association of College and University Business Officers, 2000, 77 pp. (B) Collateral publications:

Ruben, B. D., *Excellence in Higher Education 2000: Organizational Assessment, Planning and Improvement Workbook*. Washington, D.C.: National Association of College and University Business Officers, 2000, 91 pp. (B)

Ruben, B. D., *Excellence in Higher Education 2000: Organizational Assessment, Planning and Improvement Facilitator's Guide and Case Study*. Washington, D.C.: National Association of College and University Business Officers, 2000. (E)

Ruben, B. D. and Lehr, J. K., Excellence in Higher Education: A Baldrige-based Self-Assessment Guide for Higher Education. *Assessment Update*, 11(1), Jan/Feb, 1999. (A)

Scanlan, P. M., S. Pick, and B. D. Ruben, Total Quality Management Applied to New Jersey Shore Clean Up, *Renewable Resources Journal*, 16(3), Autumn, 1998. (A)

Ruben, B. D. and J. Lehr, *Excellence in Higher Education: A Guidebook for Self-Assessment, Strategic Planning and Improvement in Higher Education*. Dubuque, IA: Kendall-Hunt, 1997, 47 pp. (B)
Collateral publication:

Ruben, B. D. and J. Lehr, *Excellence in Higher Education: A Workbook for Self-Assessment, Strategic Planning and Improvement in Higher Education*. Dubuque, IA: Kendall-Hunt, 1997, 69 pp. (B)

Tromp, S. A., D. D. Warner, B. D. Ruben, and D. Waldman, *Process Improvement in Higher Education*. Dubuque, IA: Kendall-Hunt, 1997, 104 pp. (B)

Ruben, B. D., *The Face of Higher Education: An Introduction to Service Excellence and Quality on the Front Line*. Dubuque, IA: Kendall-Hunt, 1996, 124 pp. (B)

Ruben, B. D., *Quality in Higher Education*, New Brunswick, NJ: Transaction Books, 1995, 321 pp. (B)

Ruben, B. D., The Quality Approach in Higher Education: Concepts and Context for Change. In *Quality in Higher Education* (B.D. Ruben, ed.), New Brunswick, NJ: Transaction Books, 1995, 1-34. (C)

Ruben, B. D., Defining and Assessing "Quality" in Higher Education: Beyond TQM. In *Quality in Higher Education* (B.D. Ruben, ed.), New Brunswick, NJ: Transaction Books, 1995, 157-171. (C)

Ruben, B. D., What Students Remember: Teaching, Learning and Human Communication. In *Quality in Higher Education* (B.D. Ruben, ed.), New Brunswick, NJ: Transaction Books, 1995, 189-199. (C)

Ruben, B. D., *Tradition of Excellence: Higher Education Quality Self-Assessment Guide*. Dubuque, IA: Kendall-Hunt, 1994, 60 pp. (B)

Ruben, B. D., What Undergraduate Students Remember: Thoughts on Teaching, Learning, and Interpersonal Communication. *New Jersey Institute for Collegiate Teaching and Learning Newsletter*, 4(1), Spring, 1993. (A)

Other Leadership and Organizational Publications

Ruben, B. D., and R. Gigliotti, "Use the 5X5 Matrix for Planned Change," *eCampus News*, April 14, 2016, pp. 2-4. <http://www.ecampusnews.com/featured/featured-on-ecampus-news/change-management-leaders/>.

Ruben, B. D., and R. Gigliotti, *Snapshots of Academic and Senior Administrator Leadership Programs at Big Ten Institutions (CIC)*, New Brunswick, NJ: Center for Organizational Development and Leadership/Champaign: IL: Committee on Institutional Cooperation: Academic Leadership Development Program, 2014. <http://www.odl.rutgers.edu/>

Gigliotti, R. A., B. D., Ruben, , and J. Wade *Snapshots of Academic and Senior Administrator Leadership Programs at Big Ten Institutions (BTAA), 3rd Ed.* New Brunswick, NJ: Center for Organizational Development and Leadership/Champaign: IL: Big Ten Academic Alliance: Academic Leadership Development Program, 2017. <http://www.odl.rutgers.edu/>

Ruben, B. D. "Set in Your Ways," An Interview on Organizational Change by Susan Jurow, *Business Officer*, National Association of College and Business Officers, 39(8) Feb 2006, 18-21. (I)

2. Communication and Information Systems

Ruben, B.D., & L. Stewart. *Communication and Human Behavior. Sixth Edition*. Dubuque, IA: Kendall-Hunt, 2016. (B)

Ruben, B. D., L. Stewart, and B. Householder. *Communication and Human Behavior. Updated 5th Edition*. Dubuque, IA: Kendall-Hunt, 2015. (B)

Ruben, B. D., R Reis, B. K. Iverson, and G Belmas, *Mass Communication: Producers and Consumers. Second Edition*. Dubuque, IA: Kendall-Hunt, 2010, 328 pp. (B)

Ruben, B. D., Introduction, R. L. Ackoff and F. E. Emery, *An Interdisciplinary Analysis of Individual and Social Behavior as a System of Purposeful Events. Revised Edition*. New Brunswick, NJ: Aldine-Transaction, 2006, ix-xi. (C)

Ruben, B. D., and L. Stewart *Communication and Human Behavior. Fifth Edition*. Boston: Allyn-Bacon, 2005, 387 pp. (B)

Ruben, B. D., General Systems Theory, Organizational Assessment and Leadership. In *Communication Theory: A Reader. Second Edition*. Edited by L. Lederman, and W. D. Gibson M. Taylor. Dubuque, IA: Kendall-Hunt, 2005, 149-171. (C)

Ruben, B. D., Communication and the Quality of Healthcare: Understanding the Role of Communication in Caregiver-Patient Encounters. In *Communication Theory: A Reader*. Edited by L. Lederman, W. D. Gibson, and M. Taylor. Dubuque, IA: Kendall-Hunt, 2005, 433-340. (C)

Budd, R. W. and B. D. Ruben, eds., *Interdisciplinary Approaches to Human Communication. Second Edition*, New Brunswick, NJ: Transaction, 2003, 173 pp. (B)

Ruben, B. D., Animal Communication. In *Encyclopedia of Communication and Information*. New York: Macmillan, Vol. 1, 2002, 25-29. (C)

Ruben, B. D., Communication Study. In *Encyclopedia of Communication and Information*. New

- York: Macmillan, Vol. 1, 2002, 155-158. (C)
- Ruben, B. D., Culture and Communication. In *Encyclopedia of Communication and Information*. New York: Macmillan, Vol. 1, 2002, 206-209. (C)
- Ruben, B. D., Group Communication: Roles in Responsibilities. In *Encyclopedia of Communication and Information*. New York: Macmillan, Vol. 2, 2002, 386-389. (C)
- Ruben, B. D., Evolution of Communication Theory. In *Encyclopedia of Communication and Information*. New York: Macmillan, Vol. 1, 2002, 299-300. (C)
- Ruben, B. D., Models of Communication. In *Encyclopedia of Communication and Information*. New York: Macmillan, Vol. 2, 2002, 207-608. (C)
- Ruben, B. D., Human Information Processing. In *Encyclopedia of Communication and Information*. New York: Macmillan, Vol. 2, 2002, 415-420. (C)
- Ruben, B. D., Organizational Quality and Performance Excellence. In *Encyclopedia of Communication and Information*. New York: Macmillan, 2002, 691-694. (C)
- Ruben, B. D., Paradigm and Communication. In *Encyclopedia of Communication and Information*. New York: Macmillan, Vol. 2, 2002, 697-698. (C)
- Ruben, B. D., Systems Theory and the Quality Approach to Organizations. In *Communication Theory: A Casebook Approach*. (L. Lederman and W. D. Gibson, ed.), Dubuque, IA: Kendall Hunt, 2000, 173-201. (C)
- Ruben, B. D., Organizational Communication and Systems Theory. In *Communication Theory: A Reader*. (L. Lederman, ed.), Dubuque, IA: Kendall Hunt, 1998, 169-196. (C)
- Ruben, B. D., and L. Stewart, *Communication and Human Behavior. Fourth Edition*. Boston: Allyn-Bacon, 1998, 396 pp. (B)
- Ruben, B. D., *Communication and Human Behavior. Third Edition*. Englewood Cliffs, NJ: Prentice-Hall, 1992, 460 pp. (B)
- Ruben, B. D., *Communication and Human Behavior. Third Edition (Japanese Edition)*. Tokyo: Kirihara Shoten, 1994. (B)
- Hunt, T., and B. D. Ruben, *Mass Communication: Producers and Consumers*. New York: HarperCollins, 1993, 506 pp. (B)
- Schement, Jorge, and B. D. Ruben, eds., *Information and Behavior: Volume 4. Between Communication and Information*. New Brunswick, NJ: Transaction, 1993, 537 pp. (B)
- Ruben, B. D., Integrating Concepts for the Information Age: Communication, Information, Mediation, and Institutions. In *Information and Behavior: Volume 4. Between Communication and Information*. (J. R. Schement and B. D. Ruben, eds.), New Brunswick, NJ: Transaction Books, 1993, 219-239. (C)
- Ruben, B. D., The Communication-Information Relationship: A System-Theoretic Perspective, *Journal of the American Society for Information Science*, 43(1), 1992, 14-27. (A)

Mokros, H., and B. D. Ruben, Understanding the Communication-Information Relationship: Levels of Information and Contexts of Availabilities, *Knowledge*, 12(1), 1991, 373-388. (A)

Ruben, B. D., En la Era de la Información: Información, Tecnología y Estudio del Comportamiento, *Documentación de las Ciencias de la Información*, 13, 1990, 53-72. (A)

Ruben, B. D., Redefining the Boundaries of Graduate Education in Communication, Information, and Library Studies: Theoretical and Practical Considerations. In *Information Science as a Discipline: The Interdisciplinary Context* (J. M. Pemberton and A. E. Prentice, ed.), Neal-Schuman, 1990, 70-83. (C)

Ruben, B. D., J. D. Anderson, and Q. (Peter) Wang, Disciplinary Foundations for Ph.D. Programs in Library Science and Information Science. In *Prospectives en Bibliothéconomie et en Sciences de L'information: Hommages à Laurent-G. Denis* (P. Rolland-Thomas, ed.), Montreal: ASTED, 1990, 5-66. (C)

Ruben, B. D., and L. Lievrouw, eds., *Information and Behavior: Volume 3. Theoretical Advances in Mediation, Information and Communication Processes*. New Brunswick, NJ: Transaction, 1989, 456 pp. (B)

Ruben, B. D., *Communication and Human Behavior. Second Edition*. New York: Macmillan, 1988, 431 pp. (B)

Ruben, B. D., *Communication and Human Behavior. Second Edition (Arabic Edition)*. Institute of Public Administration: Kingdom of Saudi Arabia, 1991. (B)

Ruben, B. D., ed., *Information and Behavior: Volume 2*. New Brunswick, NJ: Transaction, 1988, 472 pp. (B)

Budd, R. W., and B. D. Ruben., *Beyond Media: New Approaches to Mass Communication. Second Edition*. New Brunswick, NJ: Transaction, 1988, 292 pp. (B)

Ruben, B. D., Intrapersonal, Interpersonal and Mass Communication Processes in Individual and Multi-Individual Systems. In *General Systems Theory and Human Communication* (B. D. Ruben and J. Y. Kim, eds.), Rochelle Park, NJ: Hayden, 1975, 164-190. (C) Reprinted in:

Ruben, B. D., Intrapersonal, Interpersonal and Mass Communication Processes in Individual and Multi-Individual Systems. In *Intermedia: Interpersonal Communication in a Media World. Third Edition* (G. Gumpert and R. Cathcart, eds.), New York: Oxford University Press, 1986. (C)

Ruben, B. D., Intrapersonal, Interpersonal and Mass Communication Processes in Individual and Multi-Individual Systems. In *Intermedia: Interpersonal Communication in a Media World, Second Edition* (G. Gumpert and R. Cathcart, eds.), New York: Oxford University Press, 1983, 110-131. (C)

Ruben, B. D., Intrapersonal, Interpersonal and Mass Communication Processes in Individual and Multi-Individual Systems. In *Intermedia: Interpersonal Communication in a Media World* (G. Gumpert and R. Cathcart, eds.), New York: Oxford University Press, 1979, 240-259. (C)

Ruben, B. D., The Coming of the Information Age: Information, Technology and the Study of Behavior. In *Information and Behavior: Volume 1* (B. D. Ruben, ed.), New Brunswick, NJ:

Transaction, 1985. (C)

Ruben, B. D., ed., ***Information and Behavior: Volume 1***. New Brunswick, NJ: Transaction, 1985, 548 pp. (B)

Ruben, B. D., A System-Theoretic Approach to Intercultural Communication, ***International and Intercultural Communication Annual***, 7, 1983, 131-145. (A)

Ruben, B. D., Josephine Holz and Jarice Hanson, Communication Systems, Technology, and Culture. In ***Communication and the Future*** (F. Didsbury, Jr., ed.), Bethesda, MD: World Futures Society, 1982, 255-266. (C)

Ruben, B. D., and J. Hanson, Technology and the Macho Image, ***Etc: A Review of General Semantics***, 39(1), 1982, 71-74. (A)

Ruben, B. D., ***Communication and Human Behavior***. New York: Macmillan, 1984, 336 pp. (B)

Ruben, B. D., ***Communication and Human Behavior***. (Japanese Edition): Tokyo: Kirihara Shoten, 1985. (B)

Ruben, B. D., Sunday Rides and the American Dream, ***Etc: A Review of General Semantics***, 37(4), 1980, 337-339. (A)

Budd, R. W. and B. D. Ruben, ***Beyond Media: New Approaches to Mass Communication***. Rochelle Park, NJ: Hayden, 1979, 286 pp. (B)

Ruben, B. D. and P. Soleri, Architecture: Medium and Message. In ***Beyond Media: New Approaches to Mass Communication*** (R. W. Budd and B. D. Ruben), Rochelle Park, NJ: Hayden, 1979, 214-233. (C)

Ruben, B. D., and J. M. Wiemann, The Diffusion of Scientific Information in the Communication Discipline: Conceptualization and Propositions, ***Communication Quarterly***, 27(2), 1979, 47-53. (A)

Ruben, B. D., Communication and Conflict: A System-Theoretic Perspective, ***Quarterly Journal of Speech***, 64(2), 1978, 202-210. (A)

Budd, R. W. and B. D. Ruben, eds., ***Interdisciplinary Approaches to Human Communication***. Rochelle Park, NJ: Hayden, 1979, 173 pp. (B)

Ruben, B. D., General Systems Theory. In ***Interdisciplinary Approaches to Human Communication*** (R. W. Budd and B. D. Ruben, eds.), Rochelle Park, NJ: Hayden, 1979, 95-118. (C)

Ruben, B. D., ed., ***Communication Yearbook 2***. New Brunswick, NJ: Transaction-International Communication Association, 1978, 585 pp. (B)

Ruben, B. D., ed., ***Communication Yearbook 1***. New Brunswick, NJ: Transaction-International Communication Association, 1977, 670 pp. (B)

Ruben, B. D. and J. Y. Kim, eds., ***General Systems and Human Communication Theory***. Rochelle Park, NJ: Hayden, 1975, 259 pp. (B)

Ruben, B. D., Human Communication, Semiotics and General Systems: Personal and Social Communication, ***Information Utilities: Proceedings of the American Society for Information***

Science Annual Meeting. Washington, DC: American Society for Information Science, 1974, 169-174. ***Resources in Education***. ED097033. (A)

Budd, R. W. and B. D. Ruben, eds., ***Approaches to Human Communication***. New York: Spartan, 1972, 464 pp. (B)

Ruben, B. D., General Systems Theory: An Approach to Human Communication. In ***Approaches to Human Communication*** (R. W. Budd and B. D. Ruben, eds.), New York: Spartan, 1972, 120-144. (C)

3. Medical and Health Communication

Ruben, B. D., Communication Theory and Health Communication Practice: The More Things Change, the More They Stay the Same. ***Health Communication***, 2015, 1-11. Available online: November 2014. <http://dx.doi.org/10.1080/10410236.2014.923086>.

Ruben, B. D., Communication and the Quality of Care: Understanding the Role of Communication in Patient-Caregiver Encounters. In ***Communication Theory: A Casebook Approach***. (L. Lederman and W. D. Gibson, ed.), Dubuque, IA: Kendall Hunt, 2005, 433-450. (C)

Ruben, B. D., Communication and the Quality of Care: Insights from the Hospital, the Factory, the Classroom and the Pet Shop. In ***Communication Theory: A Casebook Approach***. (L. Lederman and W. D. Gibson, ed.), Dubuque, IA: Kendall Hunt, 2000, 367-387. (C)

Ruben, B. D., What Patients Remember: A Content Analysis of Critical Incidents in Health Care, ***Health Communication***, 5(2), 1993, 99-112. (A)

Ruben, B. D., "Building Effective Client and Colleague Relationships: Insights from Patients, the Factory, the Classroom, and the Pet Shop," ***Caregiver-Patient Communication: Readings*** (B. D. Ruben and N. Guttman, eds.) Dubuque, IA: Kendall-Hunt, 1993, 197-214. (C)

Ruben, B. D., and Nurit Guttman, ***Caregiver-Patient Communication: Readings***. Dubuque, IA: Kendall-Hunt, 1993, 278 pp. (B)

Ruben, B. D., ***Communicating with Patients***. Dubuque, IA: Kendall-Hunt, 1992, 116 pp. (B)

Ruben, B. D., The Health Caregiver-Patient Relationship: Pathology, Etiology, Treatment. In ***Communication and Health: Systems and Applications*** (E. B. Ray and L. Donohew, eds.), Hillsdale, NJ: Lawrence Erlbaum, 1989, 51-68. (C)

Kreps, G. L., B. D. Ruben, M. W. Baker, and S. R. Rosenthal, A National Survey of Public Knowledge About Digestive Health and Diseases: Implications for Health Education, ***Public Health Reports***, 102(3), 1987, 270-277. (A)

Ruben, B. D., and J. C. Bowman, Patient Satisfaction: Critical Issues in the Theory and Design of Patient Relations Training, ***Journal of Healthcare Education and Training***, 1(1), 1986, 1-5. (A)

Bowman, J. C., and B. D. Ruben, Patient Satisfaction: Critical Issues in the Implementation and Evaluation of Patient Relations Training, ***Journal of Healthcare Education and Training***, 1(2), 1986, 24-27. (A)

Ruben, B. D., Public Perceptions of Digestive Health and Disease: Survey Findings and

Communication Implications, *Practical Gastroenterology*, 10(2), 1986, 35-38, 40, 42. (A)

Ruben, B. D., and others. *A National Survey of Public Perceptions of Digestive Health and Disease: Lack of Knowledge, Misinformation and Myth*. Bethesda, MD: National Digestive Diseases Advisory Board, 1984. (B)

Manuals and Case Studies

Ruben, B. D., *The Bottomline: A Patient Relations Training Program. (Revised)*. (Three Volumes) New Brunswick, NJ: Johnson & Johnson Hospital Services, 1989, 310 pp.

Ruben, B. D., *The Bottomline: A Patient Relations Training Program*. Morristown, NJ: Morristown Memorial Hospital, 1985, 137 pp.

4. Intercultural Communication

Ruben, B. D., Intercultural Communication Competence in Retrospect: Who Would have Gessed? *International Journal of Intercultural Relations*. 48, 2015 (April), 22-23. (A)

Ruben, B. D., Intercultural Behavioral Observation Indices, Compendium of Assessment and Research Tools, Denver, CO, January, 2003.
http://cart.rmcdenver.com/http://cart.rmcdenver.com/instruments/intercultural_behavior.pdf (E)

Ruben, B. D., and L. C. Lederman. Communication, Culture and Language: Interactive Simulations. In *Simulation, Gaming and Language Learning* (D. Crookall and R. Oxford, eds.), New York: Newbury House/Harper & Row, 1990, 205-214. (C)

Ruben, B. D., Cross-Cultural Communication Competence: Traditions and Issues for the Future, *International Journal of Intercultural Relations*, 13(3), 1989. (A)

Ruben, B. D., Human Communication and Cross-Cultural Effectiveness, *International and Intercultural Communication Annual*, 4, 1977, 95-105. (A) Reprinted in:

Ruben, B. D., Human Communication and Cross-Cultural Effectiveness. In *Intercultural Communication: A Reader, Fifth Edition* (L. A. Samovar and R. E. Porter, eds.), Belmont, CA: Wadsworth, 1988. (C)

Ruben, B. D., Human Communication and Cross-Cultural Effectiveness. In *Readings in Business and Professional Communication. Second Edition* (J. L. Whitehead, ed.), Lexington, MA: Ginn, 1986, 90-97. (C)

Ruben, B. D., Human Communication and Cross-Cultural Effectiveness. In *Intercultural Communication: A Reader, Fourth Edition* (L. A. Samovar and R. E. Porter, eds.), Belmont, CA: Wadsworth, 1985, 338-346. (C)

Ruben, B. D., Human Communication and Cross-Cultural Effectiveness. In *Toward Internationalism: Readings in Cross-Cultural Communication* (E.C. Smith and L. F. Luce, eds.), Newbury House, 1985. (C)

Ruben, B. D., Human Communication and Cross-Cultural Effectiveness. In *Readings in Business and Professional Communication* (J. L. Whitehead, ed), Lexington, MA: Ginn, 1985, 90-97. (C)

- Ruben, B. D., Human Communication and Cross-Cultural Effectiveness. In ***Intercultural Communication: A Reader, Third Edition*** (L. A. Samovar and R. E. Porter, eds.), Belmont, CA: Wadsworth 1982, 331-339. (C)
- Kim, Y. Y. and B. D. Ruben, Intercultural Transformation: A Systems Theory. ***International and Intercultural Communication Annual***, 12, 1988, 299-321. (C)
- Kealey, D. J. and B. D. Ruben, Cross-Cultural Personnel Selection: Issues, Criteria, Methods. In ***Handbook of Intercultural Training: Volume 1*** (R. W. Brislin and D. Landis, eds.), New York: Pergamon Press, 1983, 156-175. (C)
- Ruben, B. D., The Perception of Foreign Service Employees, Spouses, and Dependents. In ***Report of the Royal Commission on Conditions of Foreign Service***, Ottawa, Ontario: Canadian Government Printing Centre, 1981, 331-343. (C)
- Ruben, B. D., The Perceptions of the Foreign Service Community. In ***Royal Commission on Conditions of Foreign Service: Internal Working Papers***. Ottawa, Ontario: Canadian Government Printing Centre, 1981, 11-55. (C)
- Ruben, B. D., and D. J. Kealey, Behavioral Assessment of Communication Competency and the Prediction of Cross-Cultural Adaptation, ***International Journal of Intercultural Relations***, 3(1), 1979, 15-47. (A)
- Ruben, B. D., L. R. Askling, and D. J. Kealey, Cross-Cultural Effectiveness: An Overview. In ***Overview of Intercultural Education, Training and Research. Volume 1: Theory*** (D. S. Hoopes, P. B. Pedersen, and G. W. Renwick, eds.), Washington, DC: Society for Intercultural Education, Training and Research, 1977, 92-105. (C)
- Ruben, B. D., Guidelines for Cross-Cultural Communication Effectiveness, ***Group and Organization Studies***, 2(4), 1977, 470-479, <http://gom.sagepub.com/content/2/4/470.full.pdf+html>. (A)
- Ruben, B. D., Assessing Communication Competence for Intercultural Communication Adaptation, ***Group and Organization Studies***, 1(3), 1976, 334-354, <http://gom.sagepub.com/content/1/3/334.full.pdf>. (A)

5. Experiential learning Theory AND Practice

- Ruben, B.D. Immordino, K.M., Tromp, S.A. and Agnew. LEADER.edu: An Interactive Scenario-Based Leadership Development Simulation in ***Handbook of Research on Improving Learning and Motivation through Educational Games: Multidisciplinary Approaches***, edited by Patrick Felicia, 2010 (in press). (A).
- Connaughton, S. L., and B. D. Ruben, Millennium Leadership Inc.: A Case Study of Computer and Internet-Based Communication in a Simulated Organization, In ***Internet-Based Workplace Communications: Industry and Academic Applications***, edited by Kirk St. Amant and Pavel Zemliansky, Hershey, PA: Information Science Publishing, 2004, 40-67. (C)
- Reprinted in: S. Kelsey & K. St. Amant (Eds.) (in press). ***Handbook of Research on Computer-mediated Communication***. Hershey, PA: Idea Group Inc. (C)

- Ruben, B.D., El Aprendizaje Basado en la Experiencia: La Búsqueda de un Nuevo Paradigma para la Enseñanza y el Aprendizaje, *Laboratorio de Simuladores on Administración y Gerencia*, 2003. <http://gerentevirtual.com/articulo.htm>. Translation of Ruben, B. D., Simulations, Games and Experience-Based Learning: The Quest for a New Paradigm for Teaching-and-Learning. *Simulations & Games*, 30(4), 1999, 498-505. (A)
- Ruben, B. D., Simulations, Games and Experience-Based Learning: The Quest for a New Paradigm for Teaching-and-Learning. *Simulations & Games*, 30(4), 1999, 498-505. (A)
- Ruben, B. D., The Introduction to Communication Course: Window to the Field. In *Communication Pedagogy: Approaches to Teaching Undergraduate Courses in Communication* (L. C. Lederman, ed.), Norwood, NJ: Ablex, 1992, 201-220. (C)
- Ruben, B. D., Communication Competence: The Application of Communication Theory. In *Instructor's Manual for Communication and Human Behavior, Second Edition* (G. Radford and B. D. Ruben), New York: Macmillan, 1988, 1-13. (C)
- Lederman, L. C., and B. D. Ruben, Systematic Assessment of Communication Games and Simulations: An Applied Framework, *Communication Education*, 13(2), 1984, 152-159. (A)
- Ruben, B. D., Communication Competence: The Application of Communication Theory. In *Instructor's Manual for Communication and Human Behavior* (L. C. Lederman and B. D. Ruben), New York: Macmillan, 1984, 5-14. (C)
- Ruben, B. D., Stress, Communication and Assertiveness: A Framework for Interpersonal Problem-Solving. In *The 1983 Annual for Facilitators, Trainers, and Consultants* (D. Goodstein and J. Pfeiffer, eds.), San Diego, CA: University Associates Press, 1983, 170-174. (C)
- Ruben, B. D., and L. C. Lederman, Validity, Reliability, and Utility in Instructional Simulation Gaming, *Simulation and Games*, 13(2), 1982, 233-344. (A)
- Ruben, B. D., Communication Games and Simulations: An Evaluation. In *The Guide to Simulations/Games for Education and Training: Fourth Edition* (R. E. Horn and A. Cleaves, eds.), Beverly Hills, CA: Sage, 1980, 11-25. (C)
- Lederman, L.C., and B. D. Ruben, Construct Validity in Instructional Communication Simulations, *Simulations and Games*, 9(3), 1978, 259-274. (A)
- Ruben, B. D., *Human Communication Handbook: Simulations and Games. Volume 2*. Rochelle Park, NJ: Hayden, 1978, 187 pp. (B)
- McBride, M.W., W. R. Todd-Mancillas, and B. D. Ruben, The Undergraduate Convention as a Communication Instruction Methodology, *Communication Education*, 27(3), 1978, 250-254. (A)
- Lederman, L. C., and B. D. Ruben, Simulation, Communication and Systems, *Proceedings of the 16th Annual Conference of the North American Simulation and Gaming Association*, Boston: North American Simulation and Gaming Association, 1978, 187-193. (A)
- Ruben, B. D. and R. W. Budd, Numbers: A Problem-Solving Activity. In *The 1978 Handbook for Small Group Facilitators* (J. E. Jones and J. W. Pfeiffer, eds.), La Jolla, CA: University Associates Press, 1978, 9-11. (C)

Ruben, B. D., Toward a Theory of Experience-Based Instruction, *Simulations and Games*, 8(2), 1977, 211-231. (A)

Ruben, B. D. and R. W. Budd, *Human Communication Handbook: Simulations and Games. Volume 1*. Rochelle Park, NJ: Hayden, 1975, 175 pp. (B)

Ruben, B. D., *Interact II: An Instructional Simulation for Communication Education*. Wayne, NJ: Avery Publishing Group, 1977, 110 pp. (B)

Ruben, B. D., The What and Why of Gaming: A Taxonomy of Experiential Learning Systems, *Proceedings of the 12th Annual Symposium of the National Gaming Council and the 4th Annual Conference of the International Simulation and Gaming Association*. Washington, DC: U.S. Government Printing Office, 1974, 40-55. (A)

Ruben, B. D., *Interact: An Instructional Simulation for Communication Education*. Kennebunkport, ME: Mercer House Press, 1973, 100 pp. (B)

Ruben, B. D., and H. G. LaBrie, III., The Classroom Pressbox: Sports Writing Can Be a Game, *Communication: Journalism Education Today*, 6, 1973, 8-9. (A)

Ruben, B. D., Games and Simulations: Materials and Sources. In *1972 Annual for Facilitators, Trainers, and Consultants*. La Jolla, CA: University Associates Press, 1972, 235-240. (A)

Ruben, B. D., and H. G. LaBrie, III., The Reporting Pretense: An Experience-Based Journalism Exercise, *Communication: Journalism Education Today*, 6, 1972, 7-8, 20. (A)

Ruben, B. D., A. D. Talbott, L. M. Brown, and H. G. LaBrie, III., *Intermedia: An Experience-Based Journalism Training Program*. Iowa City, IA: University Associates Press, 1971, 91 pp. (B)

Brown, L. M., and B. D. Ruben, Task Force Journalism, An Innovation, *Iowa Journalist*, Spring, 1970. (A)

Other Experiential Learning Theory and Practice Publications

Ruben, B. D., *Study Guide for Communication and Human Behavior, Fourth Edition*. Boston: Allyn-Bacon, 1998, 102 pp.

Ruben, B. D., *Leadership and Communication*. New Jersey. State Office of Quality, 1996, 43. pp.

Ruben, B. D., *An Overview of the Quality Approach for State Government*. New Jersey: State Office of Quality, 1996.

Ruben, B. D., and Hunt, T., *Communication and Quality*. New Jersey: State Office of Quality, 1996.

Ruben, B. D., *Communication Planning: Strategic Planning for Organizational Quality*. Somerset, NJ: AT&T School of Business, 1995, 99 pp.

Ruben, B. D., *Study Guide for Communication and Human Behavior*. Dubuque, IA: Kendall/Hunt, 1993, 88 pp.

Hunt, T., and B. D. Ruben, *Study Guide and Workbook for Mass Communication: Producers and*

Consumers. New York: HarperCollins, 1993, 187 pp.

Hunt, T., and B. D. Ruben, *Instructor's Manual for Mass Communication: Producers and Consumers*. New York: HarperCollins, 1993, 164 pp.

McCreadie, M, J. Pierson, and B. D. Ruben, *Instructor's Manual for Communication and Human Behavior. Third Edition*. Englewood Cliffs, NJ: Prentice Hall, 1992, 197 pp.

Radford, G., and B. D. Ruben, *Instructor's Manual for Communication and Human Behavior. Second Edition*. New York: Macmillan, 1988, 153 pp.

Ruben, B. D., *You Can Make A Difference: Communication Skills for Telecommunication Professionals*. Newark, NJ: New Jersey Bell, 1987.

Ruben, B. D., *Operator: Communication Skills for Telecommunication Professionals*. Newark, NJ: New Jersey Bell, 1986, 76 pp.

Lederman, L. C., and B. D. Ruben, *Instructor's Manual for Communication and Human Behavior*. New York: Macmillan, 1984, 98 pp.

Ruben, B. D. and L. C. Lederman, *Group Leadership: A Training Manual*. New Brunswick, NJ: Johnson & Johnson, Live for Life Institute, 1981, 97 pp.

Ruben, B. D. and R. D. Siegel, *Effective Interpersonal Relations: An Assertiveness Training Manual*. New Brunswick, NJ: Johnson & Johnson, Live for Life Institute, 1980.

Book Reviews and Review/Essays

Review: *The Dolphins Are Back* (by Phillip Scanlan), *Quality New Jersey Bulletin*, February 1998.

Review: *SIMCORP* (by Linda C. Lederman and Lea Stewart), *Simulations and Games*, Vol. 16, No. 2 (March) 1985, 109-110.

Review/Essay: *Technologies of Freedom* (Ithiel de Sola Pool), *Society*, Vol. 21, No. 6, (September/October) 1984, 80-82.

Review/Essay: *The International and Intercultural Annual: Volumes IV*, (with I. B Singh) in *International Journal of Intercultural Relations*, 5(4-5), 1981, 427-432

Review: *The Personal Communication Process* (J. R. Wenburg and W. W. Wilmot), *Journal of Communication*, 24(2), 1974.

Review: *Communication: The Study of Human Interaction* (C. D. Mortensen), *Journal of Communication*, 23(2), 1973.

Review: *Communication: The Study of Human Interaction* (C. D. Mortensen), in *Journalism Quarterly*, 50(1), 1973.

Conference Papers and Presentations

Developing Future Leaders in Higher Education: The Rutgers PreDoctoral Leadership Development Academy (PLDA). (with R. Gigliotti), West Palm Beach, FL. International Leadership Association, Oct, 2018.

Office of ????: Changing Nature of OD Offices in Higher Education Approach: (with D. Harris, R. Johnston, C. Lilly, and C. Mullaney), Network for Change and Continuous Innovation, Minneapolis, MN, July, 2017.

Preparing Higher Education Leaders: A Conceptual, Strategic, and Operational Approach: (with R. Gigliotti), Network for Change and Continuous Innovation, Minneapolis, MN, July, 2017.

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.

The Higher Education Landscape: Leadership Challenges and Opportunities. Keynote Address: CSWE Program Director Academy, Council on Social Work Education, Alexandria, VA, July, 2016.

Ruben, B. D. & Gigliotti, R. A. Campus Cultures and Intercultural Tensions: The Leader as Organizational Ethnographer and Cross-cultural Communicator. Presented at the Eastern Communication Association Convention, Baltimore, MD, April, 2016.

Leadership Concepts and Strategies. Presented at the 2016 Mandela Washington Fellowship Program, Rutgers University, July 2016.

Pragmatics of Leadership: Principles and Practices. Presented at the Academic Leadership Program Seminar, Committee on Institutional Collaboration, University of Chicago, Feb 2016.

Leadership & Social Influence: A Promising Area for Organizational Communication Research (with Ralph A. Gigliotti). Presented at the Conference on Organizational Communication Traditions, Transitions, and Transformations. Texas State University, Austin, Feb 11-16, 2016.

Communication and Leadership Priority Setting: An Inbox Exercise. (with Ole Gram). Presented at the Departmental Executive Officers Seminar, Committee on Institutional Collaboration, Chicago, Oct 2015

Educating Tomorrow's Academic Leaders: The Rutgers PreDoctoral Leadership Development Institute Model (with Jerome Kukor, Susan E. Lawrence, and Christine Goldthwaite). Presented at the Council of Graduate Schools (CGS) Annual Meeting, Washington, D.C., Dec 3-6, 2014.

Looking Back, Looking Forward. Keynote address at the Carleton University Higher Education Annual Quality Forum, Carleton University, Ottawa, Canada, Nov 2014.

An Overview of Organizational and Leadership Challenges in American Higher Education. Rutgers-China Higher Education Administrators Program, New Brunswick, Aug 2014.

A Conversation about Campus Leadership and Leadership Development. Liaison Planning Meeting, Committee on Institutional Cooperation, Chicago, July 2014.

An Overview of Organizational and Leadership Challenges in American Higher Education. Rutgers-China Higher Education Administrators Program, New Brunswick, Aug 2013

Trends in Leadership Preparation (with Richard DeLisi), Council of Academic Deans from Research Education Institutions, Santa Barbara, CA, Oct 2012.

Human Resources and the Core Mission of Higher Education (with Vivian Fernández) Annual Conference of the College Personnel Association-Human Resources, Boston, Sept 2012.

Transformational Change in Higher Education: Implications for Strategic Planning. Strategic Planning Launch Retreat, Indiana University-Purdue University Indianapolis, Sept 2012.

Keynote Address: Excellence in Higher Education-A Case Study in Collaboration from Beginning to End. Annual Conference of the National Consortium for Continuous Improvement in Higher Education, Alexandria, VA, July 2012.

Innovating, Restructuring, Reinventing, and ... Stopping: Strategies for Leveraging Limited Resources. (with Madelyn Haynes, Louise Sandmeyer, Brian Levin-Stankevitch, and Mary Jane Brukardt) Annual Conference of the American Council for Education, Los Angeles, 2012.

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.

Strategies for Driving Change: Summary of the NACUBO-Lumina EHE Challenge 2010 Project (with S. Jurow and others), Annual Conference of the National Association of College and University Business Officers, Tampa, July 2011.

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.

The Rutgers MAAP Project: An Integrative Strategy for Mission Alignment, Assessment, and Planning. (with Susan E. Lawrence), Annual Conference of the National Consortium for Continuous Improvement in Higher Education, Tampa, 2011.

When Change Is a Necessity. (with P. Doolittle and Stan Nosek) National Association of College and University Business Officers. San Francisco, July 2010.

Business/Academics as a Second Language: The New Bilingualism Requirement for Higher Education Leaders. American Council on Education and National Association of College and University Business Officers. Washington, DC, July 2009.

Planning and Leading Change Efforts. National Association of College and University Business Officers, Boston, June, 2009.

The Business of Higher Education. Graduate School of Business, Fordham University, February, 2009.

New Challenges in Higher Education. In the Wake of the Spellings Commission. Annual Conference of the National Communication Association, San Diego, November, 2008.

The Leadership Imperative. Annual Conference of the National Association of College and University Business Officers, Chicago, July, 2008.

Leading Change in Higher Education. Annual Conference of the National Association of College and University Business Officers, Chicago, July, 2008.

The Dynamics of Change in Higher Education. Annual Conference of the American Council on Education, San Diego, February, 2008.

Pursuing a New Vision of Excellence in Higher Education, Fourth Congress on Higher Education Administration in South America, Santiago, Chile, January, 2008.

Linking Accreditation and Continuous Improvement. (with Louise Sandmeyer) Annual Conference of the Middle States Commission on Higher Education, Philadelphia, PA, December, 2006.

Leadership and the Communication Curriculum: The Rutgers Program (with Hui-Min Kuo and Stacey Connaughton). Annual Conference of the National Communication Association, San Antonio: TX. November, 2006.

A Leadership Competencies Scorecard. Annual Conference of National Consortium for Continuous Improvement in Higher Education (NCCI) in Honolulu, Hawaii, July, 2006

Leading Successful Change Efforts: The Knowing-Doing Paradox. Annual Conference on the Future of Higher Education, jointly sponsored by the Society for College and University Planning (SCUP), the National Association for College and University Business Officers (NACUBO), and the Association of Physical Plant Administrators (APPA), Honolulu, Hawaii, July, 2006.

Linking Accreditation Standards and the Malcolm Baldrige Framework: An Integrated Approach to Continuous Assessment, Planning and Improvement. Annual Conference of the Middle States Commission on Higher Education, Baltimore, MD, December, 2005.

Integrating the Malcolm Baldrige Framework with the Standards and Language of Accreditation: Excellence in Higher Education. Annual Conference of the National Association of College and University Business Officers, Baltimore, MD, July, 2005.

The Impact of Self-Assessment on Organizational Learning and Change Phase II: A Longitudinal Study of the Impact of the Baldrige/Excellence in Higher Education Program at Rutgers University (with Stacey L. Connaughton and Travis L. Russ). Annual Conference of the National Consortium for Continuous Improvement in Higher Education, Baltimore, MD, July, 2005.

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.

Excellence in the Classroom and Beyond, University Lecture, Penn State University, State College, April, 2005.

Assessing Organizational Development and Improvement Initiatives: Rationale, Methods, and Outcomes. University of Wisconsin-Madison, Wisconsin Center for Post-Secondary Education (WISCAPE), March, 2005.

Leading Organizational Change: Strategic Planning that Works. University Lecture, University of Cincinnati, March, 2005.

Academic Leadership and Communication: No Greater Opportunity; No Greater Challenge. University of Ulster, Conference on Academic Leadership, Coleraine, Northern Ireland, October, 2004.

Pursuing Excellence in Higher Education: The Rutgers University Approach to Organizational Development and Leadership. National webcast sponsored by the National Association of College and University Business Officers, Washington, DC, September, 2004.

What Impact Does the Baldrige/Excellence in Higher Education Self-Assessment Process Have on Institutional Effectiveness? Preliminary Research Findings. (with Stacey L. Connaughton, Kathleen Immordino, and Joseph M. Lopez). Annual Conference of the National Consortium for Continuous Improvement in Higher Education, Milwaukee, WI, July, 2004.

Strategic Planning That Works. Annual Conference of the National Association of College and University Business Officers, Milwaukee, WI, July, 2004.

Core Values and Organizational Transformation: Pursuing: A New Vision of Excellence. Senior Staff Conference, University of Ulster, Belfast, Northern Ireland, May, 2004.

Excellence in Practice: Eight Challenges Facing Higher Education, Keynote Address, President's Retreat on Leadership Engagement, Cornell University, Feb, 2004.

Leadership in Difficult Times. Academic and Administrative Leadership Group, Texas State University, San Marcos, TX, Oct, 2003.

Fundamental Challenges Facing Higher Education. University Lecture Series, Texas State University, San Marcos, TX, Oct., 2003.

The Faculty Is the University, Institute for Excellence in Teaching and Learning, Texas State University, San Marcos, TX, Oct. 2003.

Toward a New Vision of Excellence in Higher Education. Senior Staff Conference, University of Ulster, Belfast, Northern Ireland, May, 2003.

A New Vision of Excellence in Higher Education: The Critical Role of the Business Officer. National Association of College and University Business Officers, Nashville, July, 2003.

The Rutgers Excellence in Higher Education Program: 2002 Update and Lessons Learned. National Association of College and University Business Officers, Vancouver, July, 2002.

The Rutgers Excellence in Higher Education Assessment Framework: A Comparison with the Baldrige, North Central Accrediting Association (AQIP), and Middle States Accrediting Association Frameworks. National Consortium for Continuous Improvement in Higher Education (NCCI), Vancouver, July, 2002.

Higher Education Continuous Improvement Trends and Programs. Council of Higher Education Management Associations (CHEMA), Quebec City, May, 2002.

Higher Education Effectiveness: Corporate Techniques in Educational Planning. Center for the Advancement of Postsecondary Education Lecture Series, University of Wisconsin-Madison, April, 2002.

Advancing Service Excellence and Improving Campus Culture: Implications for the Core Mission. Keynote Lecture, University of Wisconsin Quality Showcase, University of Wisconsin-Madison, April, 2002.

Organizational Assessment, Planning and Improvement: Integrating Academic and Administrative Perspectives, Holy Family College, Philadelphia, April, 2002.

Baldrige-Based Approaches to Academic Assessment and Planning, Miami University, February, 2002.

Baldrige-Based Approaches to Academic Assessment and Planning, University of Cincinnati, February, 2002.

Why Do Bad Things Happen to Good Initiatives: Understanding and Managing Organizational Change, National Association of College and University Business Officers, Chicago, March, 2002

Confessions of a Converted Cynic. Administration Planning Retreat, Kent State University, Sept, 2001.

A Vision for Change: Strategies for Promoting Change at Rutgers. National Association of State Universities and Land-Grant Colleges, Atlanta, June, 2001

Applying the Framework to Academic and Administrative Assessment and Planning. An Introduction. Baldrige Goes to College Conference, Sponsored by the W.K. Kellogg Foundation, New Brunswick, NJ, June, 2001

Managing Organizational Change. National Association of College and University Business Officers, Denver, October 2000.

Keynote Address: Reflections on the Ivory Tower, National Consortium for Continuous Improvement in Higher Education-California State University System Higher Education Quality Conference, San Francisco, November, 2000.

Excellence in Higher Education: A Baldrige-Based Approach to Organizational Assessment, Planning, Leadership and Development-Overview and Results. Eastern Association of College and University Business Officers, Boston, October 2000.

Toward a Balanced Scorecard for Higher Education. Central Association of College and University Business Officers, Orlando, October 2000.

Excellence in Higher Education, A Baldrige-Based Approach to Assessment, Planning, and Organizational Development: Update. National Association of College and University Business Officers, Chicago, July 2000.

Strategic Planning and Measurement in Higher Education. University of California-Berkeley, September 2000.

The Ivory Tower-2000: Images, Ironies, Opportunities. Keynote video address at the International Convention on Quality in Higher Education 2000, Republic of Mauritius, July, 2000.

Challenges and Opportunities for Information and Guest Services Professionals, Annual Conference Keynote Address, Rutgers University, New Brunswick, June, 2000.

The Ivory Tower-2000: Images, Ironies, Opportunities. Daniel Gorenstein Memorial Lecture, Rutgers University, Apr, 2000.

The Baldrige in Higher Education: The Rutgers Case. National Quality Education Conference, Atlantic City, NJ, Oct, 1999.

Excellence in Higher Education: An Approach to Leadership Development (with Sherrie Tromp), Kellogg Foundation, Leadership for Institutional Change. Olympia, WA, July, 1999.

Mission-to-Measures: An Approach to Performance Measurement, National Association of College and University Business Officers (NACUBO), San Antonio, TX, 1999.

The Rutgers Higher Education Assessment Program. University of California-Berkeley, Oct, 1998.

Change in Higher Education. Kellogg Foundation Mid-Atlantic Conference on Leadership for Institutional Change. Rutgers University, New Brunswick, Oct, 1998.

Succeeding at Work: Skills and Competencies Needed by College and University Graduates in the Workplace (with Jocelyn Williams). Higher Education-Corporate Quality Forum, University of Wisconsin-Madison, Oct, 1998.

Rutgers' "Excellence in Higher Education" Assessment Program: A Baldrige-Based Framework for Colleges and Universities. National Association of College and University Business Officers (NACUBO), Las Vegas, July, 1998.

Physician-Patient Communication Issues in the Diagnosis and Treatment of Migraine Patients. GlaxoWellcome National Physician Forum. Orlando, February, 1998.

Leadership in Higher Education Quality Programs. New Questions; Better Answers Require.

Conference on Higher Education Quality and Planning, Pennsylvania State University, April, 1998.

The Malcolm Baldrige Organizational Assessment Framework: A Tool for Organizational Intervention and Learning. Organizational Psychology Colloquium Series, Graduate School of Applied and Professional Psychology, Rutgers University, March, 1998.

Leadership, Communication and Quality. Hubert Humphrey Fellows Program. Bloustein School of Public Policy, Rutgers University, February, 1998.

Baldrige on Campus: The Excellence in Higher Education Approach to Quality Self Assessment, Strategic Planning and Improvement in Higher Education. University of North Carolina-Chapel Hill, October, 1997.

The Malcolm Baldrige Organizational Assessment Framework: A Tool for Assessment, Strategic Planning, and Organizational Learning. Faculty of Management Colloquium Series, School of Business, Rutgers University, November, 1997.

Excellence in Higher Education: Quality Self Assessment, Strategic Planning and Improvement in Higher Education. Howard University, October, 1997.

Excellence in Higher Education: A Baldrige-Based Approach to Quality Self Assessment, Strategic Planning and Improvement in Higher Education. The Milestone University Case. American Association of Higher Education, Washington, DC, September, 1997.

Succeeding at Work: Skills and Competencies Needed by College and University Graduates in the Workplace. (with J. Williams). The Conference Board, New York, November, 1997.

Provider-Patient Communication Issues and Skills in the Smoking Cessation Treatment. GlaxoWellcome National Speakers Symposium. Columbia, MD, 1997; Arlington, VA, 1997; Charleston, WVA, 1997.

Physician-Patient Communication in the Treatment of Migraine Patients. GlaxoWellcome National Speakers Symposium. Orlando, 1997; Phoenix, 1997.

Excellence in Higher Education: A Baldrige-Based Approach to Quality Self Assessment, Strategic Planning and Improvement in Higher Education – A Progress Report (with J. Lehr). American Association for Higher Education, Higher Education Quality Coordinator's Network, Orlando, February, 1997.

University Leadership Opportunities for the Field of Communication: The Case of Rutgers QCI – The Rutgers Program for Organizational Quality and Communication Improvement. (with J. Lehr). Speech Communication Association/Association of Communication Administrators, San Diego, November, 1996.

The Quality-Communication Linkage: A Critical Relationship for Higher Education. Ford Motor Company-University of Texas Symposium, Dearborn, MI, May, 1996.

Higher Education Quality Initiatives: The Communication Challenge. Business-Higher Education Total Quality Forum, Pittsburgh, March, 1996.

Communicating Quality: Lessons and Successes. New Jersey Quality Roundtable, Trenton State University, Trenton, NJ, April, 1996.

Higher Education Planning and Assessment: Uses of the 'Tradition of Excellence.' American Association of Higher Education, State Tech College, Memphis, January, 1996.

The Quality-Communication Linkage: A Critical Relationship for Higher Education. Ford Motor Company-Wayne State University Symposium, Detroit, October, 1995.

A Baldrige-Based Approach to Higher Education Self-Assessment, Strategic Planning and Quality Improvement. (with B. Bury, J. Lehr and M. Rison). American Association of Higher Education, Boston, June, 1995.

A Comprehensive Approach to Quality in Higher Education. National Conference on Quality and Retention, New York, July, 1995.

Tradition of Excellence: Baldrige-Based Assessment of Higher Education Quality. New Jersey Higher Education Roundtable, Pemberton, NJ, February, 1995.

The Faculty Role and the Culture of Higher Education: Implications for Quality Initiatives in Higher Education. The Conference Board, New York, July 1995.

Critical Dimensions in Health Care Encounters from the Patient Perspective: The Role of Interpersonal Communication Sensitivity and Skill. Association of Schools of Allied Health Care Professions, Orlando, FL, November 1992.

What Students Remember: Teaching, Learning, and Human Communication. Keynote Address. Rutgers University Teaching Assistant Orientation, New Brunswick, NJ, August 1992.

The College Health Service Experience: What Patients Remember (with N. Guttman and D. Christensen). International Communication Association, Miami, FL, May 1992.

Intercollegiate Consortium-Building for HIV/AIDS Education – Communication Strategies and Outcomes: A Progress Report (with W. David Burns, Fern Goodhart, Jeff Gould and Nurit Guttman). Third Annual University of Kentucky, Health Communication Conference, Lexington, KY, April 1992.

Stories Patients Tell: The Role of Interpersonal Communication In Patients' Narratives On Memorable Health Care Encounters And Experiences. International Communication Association, May 1991, Chicago. ERIC No. ED 334626, May 1991, 19 pp.

Building Effective Client and Colleague Relationships: Lessons from Patients, the Literature, and the Pet Shop. Mid-Atlantic College Health Association, Pittsburgh, PA, October 1990.

Physician-Patient Communication: The Literature and Its Implications. West Virginia Medical School, Morgantown, WV, August, September 1990.

System-Theoretic Approaches to Understanding the Communication-Information Relationship (with H. Mokros). International Communication Association, Dublin, June 1990.

Common Terms in Definitions of Communication and Information: The Ties That Bind (with J. Schement). International Communication Association, Dublin, June 1990.

Psycho-Social Issues and Barriers in Communication: Special Reference to Caregiver-Patient Communication with International Students. Health Care of International Students, New Brunswick, NJ, January 1990.

The Communication-Information Relationship: A System-Theoretic Perspective. American Society for Information Science. Washington, DC, November, 1989. Abstracted in the *Proceedings of the 1989 Annual Conference of the American Society for Information Science*, 26, 1989.

Intercultural Communication Competence in Systems Perspective (with Y. Y. Kim). Speech Communication Association, San Francisco, CA, November 1989.

Understanding and Managing the Bases of Organizational Influence: Institutional, Personal and Situational Power. American Hospital Association, National Society for Patient Representation and Consumer Affairs, Phoenix, AZ, October 1989.

Communication Between Caregiver and Patients in University Health Care Environments. American College Health Association. Washington, DC, May 1989.

Communication Competence in Intercultural Contexts. Speech Communication Association, New Orleans, LA, November 1988.

Physician-Patient Communication: Concepts and Skills. Physicians' Seminar at Columbia FreeState Health System. Timonium, MD, September 1988.

Caregiver-Patient Communication in University Health Care Environments. Mid-Atlantic College Health Care Association, Lambertville, NJ, July 1988.

Redefining the Boundaries of Graduate Education in Communication, Information, and Library Studies: Theoretical and Practical Considerations. Association for Library and Information Science Education, Chicago, IL, January 1987.

Health Information, Education and Prevention: A National Survey of Public Knowledge About Digestive Health and Disease. (with G. C. Kreps, M. W. Baker, and S. W. Rosenthal). International Communication Association, Honolulu, May 1985.

Patient Relations for Psychiatric Hospitals: An Overview (with J. Bowman). Second Annual Symposium of the Carrier Foundation and the National Association of Private Psychiatry Hospitals, Princeton, NJ, September 1985.

Changing Perspectives on the Communication Field: The View From Within and That From Without. Eastern Communication Association, Providence, RI, May 1985.

Dimensions of Intercultural Adaptation: Culture Shock, Personal Adjustment, and Communication Competence. Eastern Communication Association, Providence, RI, May 1985.

Having It Both Ways in Organizational Communication: Queen Christina's Chair (with L. C. Lederman, T. Hunt, and G. L. Kreps). International Communication Association, Honolulu, May 1985.

Instructional Simulation Helps Public Relations Students to Understand Roles in Organizational Communication (with T. Hunt, L. C. Lederman, and G. L. Kreps). Association for Education in Journalism and Mass Communication, Memphis, TN, August 1985.

Public Perceptions of Digestive Health and Disease: Lack of Knowledge, Misinformation, and Myth. Scientific Meetings of the American Association for the Study of Liver Diseases, American Gastroenterological Association, American Society for Gastrointestinal Endoscopy, Gastroenterology

Research Group, and Society for Surgery of the Alimentary Tract, New Orleans, May 1984.

Communication, Culture, and Cross-Cultural Communication: Propositions Toward a System-Theoretic Perspective—Preliminary Draft. Speech Communication Association, New York, NY, November 1980.

Stress, Interpersonal Communication and Assertiveness: Machine-Guns, Marshmallows, and Target Shooters. Eastern Communication Association, Philadelphia, PA, April 1981.

Cross-Cultural Adaptation and Training: The Bell Canada-Saudi Arabia Orientation Program. Presented to Bell Canada, Toronto, July 1980.

Culture Shock: The Skull and the Lady—Reflections on Cross-Cultural Adjustment and Stress. Society for Intercultural Training, Education, and Research, Mt. Pocono, PA, March 1980.

Efficacite Interculturelle: Apercu General (with L. R. Asking and D. J. Kealey). Presented to the Canadian International Development Agency, Ottawa, Ontario, 1978.

The Undergraduate Convention as a Communication Instruction Methodology (with W. R. Todd-Mancillas and M. W. McBride). Eastern Communication Association, Ocean City, MD, March 1978.

Communication, Systems, and Simulation II (with L. C. Lederman). Eastern Communication Association, Ocean City, MD, March 1978.

Cross-Cultural Effectiveness: Interpersonal and Group Communication Dimensions (with L. R. Askling, and D. J. Kealey). Society for Intercultural Education, Training, and Research, Chicago, February 1977.

A Sociology of Knowledge for Communication: Directions and Implications for a Method of Inquiry (with J. M. Wiemann). Speech Communication Association, San Francisco, CA, December 1976.

Communication, Systems, and Conflict. Eastern Communication Association, Philadelphia, PA, March 1976. Abstracted in *Resources in Education*, October, 1976.

The Academic Convention: Notes Toward an Evaluative Framework (with Gregory S. Andriate). International Communication Association, Chicago, IL, April, 1975. In *Resources in Education*, ED111032, January 1976.

Human Communication and General Systems Theory: Provocations (with J. Y. Kim). Northeast Division of the Society for General System Research, New York, NY, October 1973.

The Machine-Gun and the Marshmallow: Some Thoughts on the Concept of Communication Effectiveness. Western Speech Association, Honolulu, November 1972.

Communication Education: Bastard Child and Intellectual Frankenstein (with R. W. Budd). International Communication Association, Atlanta, GA, April 1972.

Family Television Behavior: Report I. National Association of Broadcasters Research Grant (with A. D. Talbott), Spring 1970.

Family Television Behavior: Report II. National Association of Broadcasters Research Grant (with A. D. Talbott), Spring 1970.

Producer and Viewer: The Television Program Interface (with A. D. Talbott and M. S. MacLean, Jr.). International Communication Association, Minneapolis, May 1970.

A Bibliography of Self-Instructional Learning Materials for Journalism and Communication Education. Institute for Communication Studies, University of Iowa, Iowa City, IA, May 1970.

The Communication System Simulation: An Overview (with A. D. Talbott). Second Annual Higher Education Colloquy on Leadership Development and Human Relations Training, Iowa City, February 1970.

Communication Training Through Simulation: Early Formulations (with A. D. Talbott). National Society for the Study of Communication, Cleveland, April 1969.

Patterns of Orientation Toward Television: An Exploratory Study (with A. D. Talbott and M. S. MacLean, Jr.). National Society for the Study of Communication, Cleveland, April 1969.

Updated: 11-13-2018