

RALPH A. GIGLIOTTI, PH.D.

Director of Leadership Development and Research, [Center for Organizational Leadership](#)
Part-Time Lecturer, [Department of Communication](#)
Affiliate Faculty Member, [Ph.D. Program in Higher Education](#)
Rutgers University
412.848.6683 (C)
gigliotti.ralph@gmail.com

EDUCATION

- Rutgers University, New Brunswick, NJ** 2012-2017
Ph.D. – Communication
Graduate Fellow, Rutgers Center for Organizational Leadership
Graduate Fellow, PreDoctoral Leadership Development Institute
- **Dissertation:** The Social Construction of Crisis in Higher Education: Implications for Crisis Leadership Theory and Practice
- Villanova University, Villanova, PA** 2010-2011
M.P.A. – Public Administration
M.A. – Strategic Communication 2007-2010
- **Graduate thesis:** University Crises: Sensemaking and Discursive Leadership in Moments of Uncertainty
- Duquesne University, Pittsburgh, PA** 2003-2007
B.S.Ed. - Secondary Education, magna cum laude
B.A. - English & Integrated Marketing Communication, magna cum laude
- **Honors:** Lambda Pi Eta, Mortar Board, Omicron Delta Kappa, Sigma Tau Delta, Pi Lambda Theta, Kappa Delta Epsilon, Golden Key

PUBLICATIONS

Books:

- Goldthwaite, C. & Gigliotti, R. A. (in progress). *Leadership in academic health centers: Core concepts and critical cases*. Dubuque, IA: Kendall Hunt.
- Gigliotti, R. A. (2020). *Crisis leadership in higher education: Theory and practice*. New Brunswick, NJ: Rutgers University Press.
- Ruben, B. D. & Gigliotti, R. A. (2020). *Leadership, communication, and social influence: A theory of resonance, activation, and cultivation*. Bingley, UK: Emerald.
- Gigliotti, R. A., Ruben, B. D., & Goldthwaite, C. (2017). *Leadership: Communication and social influence in personal and professional settings*. Dubuque, IA: Kendall Hunt.
- Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2017). *A guide for leaders in higher education: Core concepts, competencies, and tools*. Sterling, VA: Stylus.

Edited Books:

- Levy Shankman, M. & Gigliotti, R. A. *Using inventories and assessments to enhance leadership development*. New Directions for Student Leadership. Hoboken, NJ: Wiley.

- Gigliotti, R. A. (2019). *Competencies for effective leadership: A framework for assessment, education, and research*. Bingley, UK: Emerald.

Refereed Journal Articles:

- Gigliotti, R. A., Dwyer, M., Brescia, S. A., Gergus, M., & Stefanelli, J. (under review). Learning leadership in higher education: Implications for graduate education.
- Ruben, B. D. & Gigliotti, R. A. (2019). The Excellence in Higher Education model: A Baldrige-based tool for organizational assessment and improvement for colleges and universities. *Global Business and Organizational Excellence*, 38(4), 26-37.
- Fortunato, J. & Gigliotti, R. A. (2019). Non-causality crisis response and organizational reputation: The response of CVS to the opioid epidemic. *Journal of Brand Strategy*, 8(1), 86-99.
- Fortunato, J., Gigliotti, R. A., & Ruben, B. D. (2018) 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*, 26(4), 510-518.
- Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2018). Academic leadership development programs: Conceptual foundations, structural and pedagogical components, and operational considerations. *Journal of Leadership Education*, 17(3), 241-254.
- Ruben, B. D. & Gigliotti, R. A. (2017). Are higher education institutions and their leadership needs unique? Vertical and horizontal perspectives. *Higher Education Review*, 49(3), 27-52.
- Fortunato, J. A., Gigliotti, R. A., & Ruben, B. D. (2017). Racial incidents at the University of Missouri: The value of leadership communication and stakeholder relationships. *International Journal of Business Communication*, 54(2), 199-209.
- Gigliotti, R. A. (2017). An exploratory study of academic leadership education within the Association of American Universities. *Journal of Applied Research in Higher Education*, 9(2), 196-210.
- Ruben, B. D. & Gigliotti, R. A. (2017). Communication: Sine qua non of organizational leadership theory and practice. *International Journal of Business Communication*, 54(1), 12-30.
- Gigliotti, R. A. & Ruben, B. D. (2017). Preparing higher education leaders: A conceptual, strategic, and operational approach. *Journal of Leadership Education*, 16(1), 96-114.
- Ruben, B. D. & Gigliotti, R. A. (2016). Leadership as social influence: An expanded view of leadership communication theory and practice. *Journal of Leadership and Organizational Studies*, 23(4), 467-479.
- Gigliotti, R. A. (2016). Leader as performer; leader as human: A post-crisis discursive construction of leadership. *Atlantic Journal of Communication*, 24(4), 185-200.

- Gigliotti, R. A. (2016). Institutional identification and sense of community: An analysis of a new online graduate public administration program. *Journal of Public Affairs Education*, 22(3), 399-414.
- Gigliotti, R. A. & Dwyer, B. (2016). Cultivating dialogue: A central imperative for servant leadership. *Journal of Servant Leadership: Theory and Practice*, 3(1), 69-88.
- Immordino, K. M., Gigliotti, R. A., Ruben, B. D., & Tromp, S. (2016). Evaluating the impact of strategic planning in higher education. *Educational Planning*, 23(1), 35-47.
- Gigliotti, R. A. (2015). Cultivating alumni engagement in undergraduate leadership education: The Villanova University Student Leadership Forum. *Journal of Leadership Education*, 14(3), 152-158.
- Gigliotti, R. A. (2015). "Streams of influence" in student affairs: A renewed emphasis on leadership education. *Journal of Student Affairs Research and Practice*, 52(4), 427-439.
- Gigliotti, R. A. (2015). Discursive shifts and 360-degree feedback: Applied managerial movements towards human capital leadership. *Journal of Leadership, Ethics, and Accountability*, 12(2), 41-49.
- Miltenberger, L., Gigliotti, R. A., & Middlebrooks, T. (Under Review). Connecting nonprofits, human capital, and mission: A model for enhancing leadership.

Book Chapters:

- Gigliotti, R. A. & Ruben, B. D. (2018). The role of communication theory in leadership training and development. In J. D. Wallace & D. Becker (Eds.), *The Handbook of Communication Training* (pp. 238-252). New York: Routledge.
- Dwyer, B. & Gigliotti, R. A. (2017). From institutional diversity and inclusion to societal equity and justice: Higher education as a leadership training ground for the public good. In Boitano, A. & Schockman, H. E. (Eds.), *Breaking the zero-sum game: Transforming societies through inclusive leadership* (pp. 285-304). Bingley, UK: Emerald Group Publishing.
- Gigliotti, R. A., Dwyer, B., & Ruiz-Mesa, K. (2017). Campus unrest in American higher education: Challenges and opportunities for strategic diversity leadership. In Chin, J. L., Trimble, J. E., & Garcia, J. E. (Eds.), *Global and culturally diverse leaders and leadership: New dimensions, opportunities and challenges for business, industry, education and society* (211-231). Bingley, UK: Emerald Group Publishing.
- Gigliotti, R. A. (2016). The role of leadership education: Benefits and challenges for at-risk students. In L. Wood & Y. Breyer (Eds.), *Success in higher education: Transitions to, within and from University* (pp. 189-202). New York: Springer Publishing House.
- Gigliotti, R. A., Agnew, B., Goldthwaite, C., Sahay, S., Dwyer, M., & Ruben, B. D. (2016). Scholar in training; leader in training: The Rutgers University PreDoctoral Leadership Development Institute. In P. Blessinger & D. Stockley (Eds.), *Emerging directions in doctoral education* (pp. 39-59). Bingley, UK: Emerald Group Publishing.

- Aakhus, M., Dadlani, P., Gigliotti, R. A., Goldthwaithe, C., Kosterich, A., & Sahay, S. (2016). Communication expertise as organizational practice: Competing ideas about communication in the market for solutions. In J. Treem & P. Leonardi (Eds.), *Expertise, communication, and organizing*. Oxford, UK: Oxford University Press.
- Dwyer, B., Gigliotti, R. A., & Lee, H. H. (2014). *Intergroup dialogue: Mindfulness and leadership development for social change*. In K. G. Schuyler, J. E. Baugher, K. Jironet, & L. Lid-Falkman (Eds.), *Leading with spirit, presence, & authenticity*. San Francisco: Jossey-Bass.

Book Review:

- Gigliotti, R. A. (2013). [Review of Ronald C. Arnett's *Communication ethics in dark times: Hannah Arendt's rhetoric of warning and hope*], *International Journal of Communication*, 7, 1576-1577.
- Arnett, R., Fritz, J., & Bell, L. (2008). *Communication ethics literacy: Dialogue & difference*. Thousand Oaks, CA: Sage Publications, Inc.

Book Contributions:

- Ruben, B. D. & Gigliotti, R. A. (forthcoming). Organizational Communication. In *The SAGE encyclopedia of higher education*.
- Miltenberger, L. & Gigliotti, R. A. (2019). Human capital management and leadership: Investing in your human resources. In A. Middlebrooks, et al., *Discovering leadership: Designing your success*. Thousand Oaks, CA: Sage.
- Christie, E. & Gigliotti, R. A. (2017). Contingent workforce. In C. R. Scott & L. K. Lewis (Eds.), *International encyclopedia of organizational communication*. Hoboken, NJ: Wiley.
- Gigliotti, R. A. (2014). Organizational leadership. In B. Ruben & L. Stewart, *Communication and human behavior*. (5th ed.) New York: Pearson.

Editorial Assistant:

- Scott, C. R. & Lewis, L. K. (Eds.), (2017). *International encyclopedia of organizational communication*. New York: Wiley.

Benchmark Studies:

- Gigliotti, R. A. & Ruben, B. D. (2018). *Snapshots of Academic and Senior Administrator Leadership Programs at Big Ten Academic Alliance (BTAA) Universities* (4th ed.). New Brunswick, NJ: Center for Organizational Leadership, Rutgers University.
- Gigliotti, R. A., Ruben, B. D. & Wade, J. (2017). *Snapshots of Academic and Senior Administrator Leadership Programs at Big Ten Academic Alliance (BTAA) Universities* (3rd ed.). New Brunswick, NJ: Center for Organizational Development and Leadership, Rutgers University. Presented to BTAA Academic Leadership Liaisons in February 2017.
- Gigliotti, R. A. & Ruben, B. D. (2015). *Snapshots of Academic and Senior Administrator Leadership Programs at Committee on Institutional Cooperation (CIC) Universities* (2nd ed.). New Brunswick, NJ: Center for Organizational Development and Leadership, Rutgers University.

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- Ruben, B. D. & Gigliotti, R. A. (2014). *Snapshots of Academic and Senior Administrator Leadership Programs at Committee on Institutional Cooperation (CIC) Universities*. New Brunswick, NJ: Center for Organizational Development and Leadership, Rutgers University. Presented to CIC Academic Leadership Liaisons in July 2014.
- Gigliotti, R. A. (2013). *Academic Leadership Development Matrix*. Prepared for the *Office of Organizational Development & Leadership, Rutgers University*.

News Articles:

- Gigliotti, R. A. & Scott, K. (2019, June 20). [Advancing quality and excellence in higher education](#). *eCampus News*.
- Gigliotti, R. A. & Qadri, M. J. (2017, September 12). [Doctoral students as academic leaders](#). *Inside Higher Ed*.
- Ruben, B. D. & Gigliotti, R. A. (2016, April 14). [An honest look into what it takes to “manage change”](#). *eCampus News*.

Invited Blog Contributions:

- Gigliotti, R. A. (2019, May 28). [Leadership competencies: A framework for leadership assessment, education and research](#). *The EvoLLLution*.
- Gigliotti, R. A. (2017, May 23). [6 critical components of effective crisis leadership](#). *International City County Management Association Leadership Reimagined Blog*.
- Gigliotti, R. A. (2017, February 6). [5 critical competencies for public administration leadership](#). *International City County Management Association Leadership Reimagined Blog*.

Published Interviews:

- Gigliotti, R. A. (2019, November 1). [The best way to prepare for disaster: Crisis leadership and higher education](#). *The EvoLLLution*.

PRESENTATIONS

Conference/Seminar Papers and Panels:

- **Top Panel Award, Training & Development Division**
Gigliotti, R. A., et al. *Surviving scrutiny: Incorporating research and practice into training and development programs*.
(*National Communication Association Annual Convention, Baltimore, MD, November 2019*)
- Gigliotti, R. A. *The perception of crisis, the existence of crisis: Navigating the social construction of crisis in higher education*.
(*National Communication Association Annual Convention, Baltimore, MD, November 2019*)
- Ruben, B. D. & Gigliotti, R. A. *Reconceptualizing the relationship between leadership, communication and social influence: Resonance, activation, and cultivation*.
(*International Leadership Association Global Conference, Ottawa, Canada, October 2019*)

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- Gigliotti, R. A. Current approaches to academic and administrative leadership development at NCCI member institutions.
(Network for Change and Continuous Innovation in Higher Education, Denver, CO, July 2019)
- Dwyer, M., Gigliotti, R. A., et al. Engaging students in an in-person, hybrid, and online public speaking course.
(New Jersey Communication Association, Montclair State University, Montclair, NJ, April 2019)
- Gigliotti, R. A. Understanding crisis and crisis leadership in the context of higher education.
(International Crisis and Risk Communication Conference, Orlando, FL, March 2019)
- Gigliotti, R. A., et al. Learning leadership in higher education: Implications for graduate education.
(National Communication Association Annual Convention, Salt Lake City, UT, November 2018)
- Gigliotti, R. A. Guided by core values: Adopting principles of leadership communication in large group situations.
(National Communication Association Annual Convention, Salt Lake City, UT, November 2018)
- Gigliotti, R. A. Crisis leadership in higher education: Current trends and concepts.
(International Leadership Association Global Conference, West Palm Beach, FL, October 2018)
- Gigliotti, R. A. & Ruben, B. D. Developing future leaders in higher education: The Rutgers PreDoctoral Leadership Development Academy.
(International Leadership Association Global Conference, West Palm Beach, FL, October 2018)
- Gigliotti, R. A., et al. Organizational communication Masters pre-conference.
(Organizational Communication Mini Conference, New Brunswick, NJ, October 2018)
- Ruben, B. D., De Lisi, R., & Gigliotti, R. A. The Rutgers University Leadership Academy.
(Higher Education Leadership Forum 2018, Sheffield, United Kingdom, September 2018).
- Gigliotti, R. A. Understanding and navigating crisis in higher education.
(Society for Applied Anthropology Annual Meeting, Philadelphia, PA, April 2018)
- Gigliotti, R. A., et al. Contemporary leadership and conflict management: An integration of research and practice in training and development.
(National Communication Association Annual Convention, Dallas, TX, November 2017)
- Gigliotti, R. A. Crisis leadership in higher education: Considerations and implications for training and development.
(National Communication Association Annual Convention, Dallas, TX, November 2017)
- Gigliotti, R. A. Excellence in Higher Education: A model for assessment, planning, and improvement.
(Leadership in Higher Education Conference, Baltimore, MD, October 2017)
- **Pre-Conference Organizer and Facilitator:** Gigliotti, R. A., et al. Leading with impact in higher education: Strategies for current and aspiring leaders.
(International Leadership Association Global Conference, Brussels, Belgium, October 2017)

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- Gigliotti, R. A. Preparing higher education leaders: A conceptual, strategic, and operational approach.
(International Leadership Association Global Conference, Brussels, Belgium, October 2017)
- Gigliotti, R. A. & Ruben, B. D. Preparing higher education leaders: A conceptual, strategic, and operational approach.
(Network for Change and Continuous Innovation in Higher Education, Minneapolis, MN, August 2017)
- Miltenberger, L., Gigliotti, R. A., Middlebrooks, T. Human capital management and transformational leadership: A model for nonprofit leaders to address issues of employee engagement.
(American Society for Public Administration, Atlanta, GA, March 2017)
- Gigliotti, R. A., et al. Hybrid and online approaches to teaching communication courses in a civic-minded academy: Strengths, weaknesses, opportunities, and threats.
(National Communication Association Annual Convention, Philadelphia, PA, November 2016)
- Gigliotti, R. A., et al. Using performance and dialogue to advance student leadership.
(National Communication Association Annual Convention, Philadelphia, PA, November 2016)
- Gigliotti, R. A. Academic leadership development: Perspectives from deans and associate deans.
(International Leadership Association Global Conference, Atlanta, GA, November 2016)
- Gigliotti, R. A. Faculty and staff leadership development in higher education: An overview of the Rutgers Leadership Academy.
(Poster presented at the International Leadership Association Global Conference, Atlanta, GA, November 2016)
- Ruben, B. D. & Gigliotti, R. A. Excellence in higher education: A model for assessment, planning, and improvement within administrative and business units.
(Eastern Association of College and University Business Officers Annual Meeting, Washington, DC, October 2016)
- Gigliotti, R. A. Faculty and staff leadership education: An overview of the Rutgers Leadership Academy.
(Leadership in Higher Education Conference, Atlanta, GA, October 2016)
- Ruben, B. D. & Gigliotti, R. A. Campus cultures and intercultural tensions: The leader as organizational ethnographer and cross-cultural communicator.
(Eastern Communication Association Convention, Baltimore, MD, April 2016)
- Ruben, B. D. & Gigliotti, R. A. Leadership and social influence: A promising area for organizational communication scholarship.
(Organizational Communication Traditions, Transitions, and Transformations Conference, Austin, TX, February 2016)
- **Top Four Paper Award, Training & Development Division**

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Gigliotti, R. A. A communicative exploration of academic leadership development initiatives within the Association of American Universities (AAU).

(National Communication Association Annual Convention, Las Vegas, NV, November 2015)

- Dwyer, B., Gigliotti, R. A., & Lee, H. Nurturing mindfulness and authentic leadership through intergroup relations.
(Northeastern IGR Conference, Saratoga Springs, NY, June 2015)
- Gigliotti, R. A. Cultivating alumni engagement in undergraduate leadership education.
(National Association of Student Personnel Administrators Region II Conference, Washington, DC, June 2015)
- Sahay, S., Dwyer, M., Gigliotti, R. A., Goldthwaite, C., & Agnew, B. Scholar-in-training, leader-in-training: The Rutgers University Predoctoral Leadership Development Institute.
(International Communication Association Conference, San Juan, Puerto Rico, May 2015)
- Dwyer, M., Gigliotti, R. A., Goldthwaite, C., Sahay, S., & Agnew, B. Theory and practice in doctoral leadership training.
(International Communication Association Conference, San Juan, Puerto Rico, May 2015)
- Gigliotti, R. A. Academic leadership development within the Association of American Universities (AAU): A communicative approach.
(Poster presented at the International Communication Association Conference, San Juan, Puerto Rico, May 2015)
- Gigliotti, R. A., et al. Public speaking can be taught effectively online with a little help from your friends.
(Eastern Communication Association Convention, Philadelphia, PA, April 2015)
- Kreiger, D. & Gigliotti, R. A. Cultivating community leadership through technology-mediated instruction and a robust course design.
(Poster presented at the New Jersey Research & Education Network Faculty Showcase, Jersey City, NJ, March 2015)
- Arapis, T., Gigliotti, R. A., & Nissen, S. Creating community in an online classroom: Lessons learned and strategies for success.
(Drexel University E-Learning Conference: Technology use in Teaching and Learning, Philadelphia, PA, March 2015)
- Gigliotti, R. A., et al. Awkward: Living, learning, and teaching across the lines of difference.
(Villanova University Freedom School Conference, Villanova, PA, January 2015)
- Immordino, K., Gigliotti, R. A., Ruben, B. D., & Tromp, S. Evaluating the impact of strategic planning in higher education.
(National Communication Association Annual Convention, Chicago, IL, November 2014).
- Gigliotti, R. A. Discursive shifts: Applied managerial movements towards human capital leadership.
(National Communication Association Annual Convention, Chicago, IL, November 2014)

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- Arapis, T., Gigliotti, R. A., & Nissen, S. Creating community through the use of technology: A look at Villanova's online MPA program.
(*Northeast E-Learning Consortium Conference, Villanova, PA, November 2014*)
- Gigliotti, R. A., et al. Leading with spirit, presence, & authenticity. The workshop was co-facilitated by authors from the ILA Building Leadership Bridges publication with this title.
(*International Leadership Association Global Conference, San Diego, CA, November 2014*)
- Gigliotti, R. A. Lessons from crisis leadership: A communication framework for leadership education.
(*Poster presented at International Leadership Association Global Conference, San Diego, CA, November 2014*)
- Gigliotti, R. A. Discursive shifts and human capital leadership.
(*International Leadership Association Conference, San Diego, CA, October 2014*)
- Kreiger, D. & Gigliotti, R. A. A hybrid course design model that promotes student success.
(*Online Learning Consortium's International Conference, Orlando, FL, October 2014*)
- Gigliotti, R. A. & Blake, L. "Streams of influence" in student affairs: The development of a new center for student leadership.
(*Association of Student Affairs for Catholic Colleges & Universities Conference, San Antonio, TX, July 2014*)
- Gigliotti, R. A., Graziano, K., Davis, N., & Malone, E. Student development & academic affairs: Bridging leadership education through an interdisciplinary partnership.
(*National Association of Student Personnel Administrators Region II Conference, Galloway, NJ, June 2014*)
- Donlan, T., Gigliotti, R., & Frank, M. "Is it the same as in the classroom: Can public speaking be taught effectively online?"
(*Eastern Communication Association Convention, Providence, RI, April 2014*)
- Kreiger, D. & Gigliotti, R. A. Facilitating independent learning and engaged students - A unique approach to hybrid course design.
(*New Jersey Research & Education Network Faculty Showcase, Lincroft, NJ, March 2014*)
- Gigliotti, R. A. & Ruiz-Mesa, K. Intergroup dialogue: A tool for cultivating mindfulness & authentic leadership development.
(*National Association of Student Personnel Administrators Multicultural Institute, Las Vegas, NV, December 2013*)
- Gigliotti, R. A., et al. Walking the talk of social justice: Connecting students through dialogue.
(*National Communication Association Conference, Washington, D.C., November 2013*)
- Gigliotti, R. A. University crises: Improvisational leadership during moments of uncertainty.
(*New York State Communication Association Annual Conference, Ellenville, NY, October 2013*)
- Gigliotti, R. A., Graziano, K., & Webb, A. Student development & academic affairs: Bridging leadership education through an interdisciplinary partnership.

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(National Association of Student Personnel Administrators Region II Conference, New York City, NY, June 2013)

- **Top Graduate Paper Award**

Gigliotti, R. A. Leader as performer; leader as human: A post-crisis discursive construction of leadership.

(New Jersey Communication Association Annual Conference, Teaneck, NJ, April 2013)

- Gigliotti, R. A. Discursive leadership in moments of crisis: A qualitative study of university presidents. *(Poster presented at the Eastern Communication Association Annual Meeting, Pittsburgh, PA, April 2013)*

- Gigliotti, R. A. Leadership in moments of crisis: A communication framework for leadership education.

(Poster presented at the Annual Conference of the American College Personnel Association, Las Vegas, NV, February 2013)

- Gigliotti, R. A., et al. Awkward: Living, learning, and teaching across the lines of difference. *(Villanova University Freedom School Conference, Villanova, PA, January 2013)*

- Gigliotti, R. A. & Brown, J. Igniting your journey within Catholic higher education: Informed by the past; transforming the future.

(Association of Student Affairs for Catholic Colleges & Universities Conference, South Bend, IN, July 2012)

- Gigliotti, R. A., et al. Collaboration: A key to systemic, creative, and sustainable change in student affairs.

(National Association of Student Personnel Administrators Conference, Phoenix, AZ, March 2012)

- Gigliotti, R. A., Italiano, J. & Jamrozik, R. Advancing the fraternal movement at Catholic and mission-driven universities.

(Association for Fraternity Advisors Annual Meeting, Phoenix, AZ, December 2010)

- Gigliotti, R. A. University crises: Sensemaking and discursive leadership in moments of uncertainty.

(National Communication Association Conference, San Francisco, CA, November 2010)

- Gigliotti, R. A., et al. It's more than a network: Advancing city wide Greek Life in Philadelphia.

(Association for Fraternity Advisors Annual Meeting, Jacksonville, FL, December 2009)

- Gigliotti, R. A. The "Hokie Spirit": Rhetorically exposing the culture of Virginia Tech in a moment of crisis through an organizational lens.

(National Communication Association Conference, Chicago, IL, November 2009)

- Gigliotti, R. A. Just one of the guys? An analysis of Hillary Clinton's liminal performance of the presidential male.

(Eastern Communication Association Conference, Pittsburgh, PA, May 2008)

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- Gigliotti, R. A. An ethical look at Victor Hugo's *The Hunchback of Notre Dame*. (Pennsylvania Communication Association Conference, Beaver, PA, October 2006)
- Gigliotti, R. A. The role of the novel in a Communication Ethics classroom. (Pennsylvania Communication Association Conference, Beaver, PA, October 2006)

International & National Webinars:

- Gigliotti, R. A. Servant leadership and authentic dialogue: Why and how can you cultivate dialogic skills as a servant leader? (*Vitality EQ Conference, March 2015*).
- Gigliotti, R. A. An introduction to servant leadership for Student Affairs practitioners. (*National Association of Student Personnel Administrators, September 2011*).

TEACHING

Graduate Courses:

- Leadership in Higher Education: Theory, Research, Practice, *Rutgers University, Ph.D Program in Higher Education*
- Organizational Leadership (online and in-person sections), *Rutgers University, Communication*
- Strategic Planning for Managers (online), *Villanova University, Public Administration*
- Public Personnel Management (online), *Villanova University, Public Administration*
- Human Capital Management (online), *Villanova University, Public Administration*
- Analysis & Research (online), *Villanova University, Public Administration*

Undergraduate Courses:

- Public Speaking (online, hybrid, and in-person sections), *Rutgers University, Communication*
- Approaches to Leadership, *Rutgers University, Communication*
- Exploring Leadership (Leadership Learning Community), *Rutgers University, Communication*
- Leadership Symposium, *Villanova University, College of Professional Studies*
- Professional Communication for Effective Leadership, *Villanova University, Professional Development, School of Arts and Sciences*
- The Leadership Experience, *Villanova University, Learning Community*
- Honors Culture & Leadership Workshop, *Villanova University, Learning Community*
- Interpersonal Communication Seminar, *Villanova University, Psychology*
- Leadership Seminar, *Villanova University, Psychology*
- Public Speaking (online), *Montgomery County Community College, Speech*
- Communication in Organizations (online), *Montgomery County Community College, Speech*
- Theories of Organizational Communication, *Villanova University, Communication*
- Introduction to Speech Communication, *Montgomery County Community College, Speech*
- Business and Professional Communication, *Villanova University, Communication*
- Intergroup Dialogue, *Villanova University, Communication*
- Public Speaking, *Villanova University, Communication*

High School Courses:

- Honors English 11, *Franklin Regional Senior High School*
- Honors English 09, *Franklin Regional Senior High School*
- Academic English 09, *Franklin Regional Senior High School*

Teaching Accomplishments:

- Recognized in the top quartile of departmental and college faculty on student evaluations at Rutgers University, Villanova University, and Montgomery County Community College
- Recognized as a top instructor of Public Speaking at Rutgers University based on student evaluations
- Led redesign of courses in the Leadership in Organizations and Community Specialization for Rutgers University Department of Communication
- Led redesign of online section of Public Speaking, the first online course at Rutgers University to receive Quality Matters certification

PROFESSIONAL EXPERIENCE

Rutgers University, New Brunswick, NJ

September 2015-present

Director of Leadership Development and Research

Rutgers Center for Organizational Leadership

- Designed curriculum and facilitated over 150 sessions for senior administrators, deans, department chairs, faculty, staff, graduate students, and medical students involved in our portfolio of leadership education programs, along with units requesting customized programs (full list of units/departments available upon request)
- Developed and coordinated new leadership development programs for mid-career faculty and staff (Rutgers Leadership Academy), chairs and institute directors in Rutgers Biomedical and Health Sciences (Academic Leadership Program-RBHS), university-wide doctoral students (PreDoctoral Leadership Development Academy), medical students in Robert Wood Johnson Medical School (Distinction in Leadership in Academic Healthcare)
- Coached and consulted with units and their leaders from across Rutgers University on topics related to leadership, communication, change, culture, planning, crisis, assessment, and organizational excellence
- Assisted with the coordination, design, and facilitation of a series of in-person and virtual leadership development initiatives for senior government officials and public administrators from The Republic of Botswana, Africa, in collaboration with the President's Office
- Developed models, tools, and concepts on leadership, communication, and training and development in higher education, and shared this work at national and international conferences
- Formed partnerships, facilitated workshops, and led research projects and benchmark studies with national and international professional associations, including the Big Ten Academic Alliance (BTAA), Network for Change and Continuous Innovation in Higher Education (NCCI), National Communication Association (NCA), International Leadership Association (ILA), and University Professional and Continuing Education Association (UPCEA)
- Led and conducted numerous research projects on the topics of leadership, communication, crisis, training and development, planning, and organizational excellence in higher education
- Formed an interdisciplinary research team for graduate students with an interest in higher education leadership, and led collaborative research initiatives with members of this team
- Taught graduate and undergraduate courses in leadership, communication, higher education, and public administration

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- Administrative duties include supervision of five full-time and part-time employees, involvement in office planning, hiring, and job analysis processes, and oversight of budget for the Center's leadership education and research portfolio

Rutgers University, New Brunswick, NJ

May 2014-September 2015

Graduate Fellow

Rutgers Center for Organizational Leadership

- Conducted a comprehensive review of academic leadership development programs at Association of American Universities (AAU) member institutions and Big Ten Academic Alliance (BTAA) institution websites, which resulted in published reports
- Co-designed preliminary curriculum for the Rutgers Leadership Academy, a new faculty and staff leadership development program
- Re-designed two undergraduate leadership courses, Approaches to Leadership and Leadership in Groups and Organizations, as part of the new leadership specialization in the Department of Communication

Villanova University, Villanova, PA

July 2011-August 2015

Assistant/Associate Director of Student Development for Leadership Programs

Office of Student Development

- Built a comprehensive portfolio of new leadership development programs and initiatives for undergraduate students, and designed leadership curricula and facilitated sessions for all related programs
- Offered nearly 200 co-curricular and curricular workshops on leadership, communication, ethics, and organizational excellence for undergraduate and graduate students
- Mentored hundreds of aspiring and active undergraduate and graduate student leaders from across disciplines
- Administrative duties include supervision of administrative assistant and part-time student workers, involvement in office planning, hiring, and job analysis processes, and oversight of budget for the leadership programs portfolio

Villanova University, Villanova, PA

May 2008-July 2011

Fraternity & Sorority Advisor

Villanova University, Villanova, PA

August 2007-May 2008

Graduate Assistant

Duquesne University, Pittsburgh, PA

August 2006-May 2007

Teaching Assistant

Franklin Regional Senior High School, Murrysville, PA

January 2007-April 2007

Student Teacher

Greensburg Central Catholic High School, Greensburg, PA

August 2003-May 2004

Substitute Teacher

LEADERSHIP COACHING, CONSULTING, & INVITED LECTURES/FACILITATIONS

- Villanova University Graduate Business Programs 2015-2020

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Villanova University, Villanova, PA

- Villanova University College of Professional Studies 2019-2020
Villanova University, Villanova, PA
- Radiological Society of North America 2020
Board Retreat Facilitation, Noord, Aruba
- Mandela Washington Fellowship for Young African Leaders 2019
New Brunswick, NJ
- University Continuing and Professional Education Association (UPCEA) 2019
Developed and facilitated pre-conference program and coordinated emerging leadership initiative for professional, continuing, and online higher education professionals at regional conferences in *Pittsburgh, PA; Orlando, FL; and Denver, CO.*
- University Continuing and Professional Education Association (UPCEA) 2018
Developed and facilitated pre-conference program and coordinated emerging leadership initiative for professional, continuing, and online higher education professionals at regional conferences in *St. Louis, MO; Bethesda, MD; Long Beach, CA; and Providence, RI* and annual conference in *Seattle, WA*
- Congreso de Latinos Unidos 2019
Philadelphia, PA
- New Jersey Municipal Clerks, Rutgers Center for Government Services 2018-2019
New Brunswick, NJ
- Syracuse University, University College Division 2018
Syracuse, NY
- TD Bank, Regional Leadership Team 2018
Mt. Laurel, NJ
- University of Oklahoma, Department of Athletics 2018
Norman, OK
- Agilent Technologies, Enterprise Team 2018
Wilmington, DE
- Vanguard, Institutional Division 2018
Malvern, PA
- Vanguard, Institutional Investor Services Sub-Division 2018
Malvern, PA
- IKEA, Multichannel Logistics Division 2017
Ambler, PA
- Temple University, University College Division 2017

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Philadelphia, PA

- University Continuing and Professional Education Association (UPCEA) 2017
Mid-Atlantic Regional Division, New Brunswick, NJ
- Strategic leadership: A rubric for leadership communication 2017
Information Science and Technology Study Group, Defense Advanced Research Projects Agency (DARPA)
Communicating Intent for Autonomy Workshop, Arlington, VA
- Anticipating and responding to campus crisis (with R. Kaler, University of Illinois) 2017
Big Ten Academic Alliance Academic Leadership Program, New Brunswick, NJ
- Advice and Insights for new doctoral students in higher education 2016
Rutgers University PhD Program in Higher Education, New Brunswick, NJ
- Dealing with rejection & disappointment: An opportunity for leadership growth 2015
Villanova University VSB Week, Villanova, PA
- Organizational communication and leadership connections 2015
Rutgers University, School of Communication & Information, New Brunswick, NJ
- Leadership theory in a community leadership context 2015
Rutgers University, School of Communication & Information, New Brunswick, NJ
- Effective Presentations: An Interactive Workshop 2014-2015
William Penn Charter School, Philadelphia, PA
- Virtual community & institutional identification: Implications on the 2014
online Public Administration program
Villanova University Public Administration Faculty, Villanova, PA
- Male identity & leadership 2012-2014
Villanova University Center for Multicultural Affairs, Villanova, PA
- Servant leadership: A workshop for mission trip leaders 2011-2014
Villanova University Center for Campus Ministry, Villanova, PA
- 3-day women and leadership program for Philadelphia high school students 2012-2014
Villanova University Center for Multicultural Affairs, Villanova, PA
- Teamwork for engineering success 2007, 2010-2014
Villanova University College of Engineering, Villanova, PA
- Writing and delivering an effective presentation workshop 2013
Haverford College Office of Academic Resources, Lower Merion, PA
- Introduction to servant leadership 2013
Drexel University Division of Student Affairs, Philadelphia, PA

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- Alex Lemonade Stand Leadership Academy 2012-2013
Alex Lemonade Stand, Villanova, PA
- High school leadership development workshop 2011-2012
Archmere Academy, Claymont, DE
- Risk management and leadership 2010
Widener University, Philadelphia, PA
- Small group communication and leadership 2010
Villanova University Communication Department, Villanova, PA
- Define U: An inner-city leadership workshop 2010
Learning to Lead, Philadelphia, PA
- Effective teamwork: A workshop for Resident Assistants 2010
Philadelphia University, Philadelphia, PA
- Advanced leadership for emerging leaders 2010
Villanova University Community Leadership Series, Villanova, PA
- Small group communication and leadership 2009
Villanova University Communication Department, Villanova, PA
- Introduction to leadership 2008
Villanova University Community Leadership Series, Villanova, PA
- Leadership and goal setting: Achieving success at Loch Raven 2008
Loch Raven High School, Baltimore, MD

PROFESSIONAL ORGANIZATION INVOLVEMENT & SERVICE

Professional Membership:

- Network for Change and Continuous Innovation in Higher Education 2016-2020
- International Communication Association 2015-2020
- International Leadership Association 2014-2020
- National Communication Association 2006-2020
- Eastern Communication Association 2006-2017
- National Clearinghouse for Leadership Programs 2010-2015
- Student Affairs Administrators in Higher Education (NASPA) 2010-2015
- Association for Student Affairs at Catholic Colleges and Universities 2008-2015
- New Jersey Communication Association 2013-2014
- New York Communication Association 2013-2014
- American College Personnel Association 2012-2014
- Association for Fraternity and Sorority Advisors 2008-2011
- National Association for Campus Activities 2007-2010
- Pennsylvania Communication Association 2006-2009

Disciplinary Service: **Editorial Board**

- *Atlantic Journal of Communication*
2017-Current

Panel Respondent

- Applied Research in Risk and Crisis Communication.
National Communication Association Annual Convention, Philadelphia, PA
Applied Communication Division
November 2016

Panel Chair

- Applied Communication Division Top Student Paper Panel
National Communication Association Annual Convention, Salt Lake City, UT
Applied Communication Division
November 2018
- Staying Ahead of the Game: Leadership, Membership, and Organizational Planning
National Communication Association Annual Convention, Salt Lake City, UT
Applied Communication Division
November 2018
- New Directions, Places, and Approaches for Studying Organizational Communication
National Communication Association Annual Convention, Las Vegas, NV
Organizational Communication Division
November 2015

Journal Reviewer

- *Journal of Education Human Resources*
2019
- *Sage Open*
2019
- *Compensation and Benefits*
2019
- *Journal of Crisis and Contingencies and Crisis Management*
2018
- *Oxford Research Encyclopedia of Psychology*
2018
- *International Journal of Business Communication*
2018
- *Journal of College and University Law*
2018
- *Atlantic Journal of Communication*
2017-2019

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- *Journal of Applied Research in Higher Education*
2017-2019
- *Group and Organization Review*
2017

Conference Reviewer

- Organizational Communication Division, International Communication Association
2017-2019
- Organizational Communication Division, National Communication Association
2017-2019
- Training and Development Division, National Communication Association
2017-2019
- Applied Communication Division, National Communication Association
2015-2019
- Leadership Scholarship Interest Group, International Leadership Association
2017-2018
- Leadership Education Interest Group, International Leadership Association
2016-2018
- Applied Communication Division, Eastern Communication Association
2015-2017

Conference/Seminar Activity:

- Served on the Conference Leadership Team for the Higher Education Leadership Forum
2019-2020
- Selected from a competitive pool to participate in training and serve on the Board of Examiners for the Malcolm Baldrige Performance Excellence Program, the nation's highest honor for organizational innovation and performance excellence.
*United States Department of Commerce, National Institute of Standards and Technology
Gaithersburg, MD*
2019
- Served on the Conference Planning Committee for the 2018 Network for Change and Continuous Innovation in Higher Education Conference
Long Beach, CA
2017-2018
- Served as one of two Rutgers University liaisons for the Big Ten Leadership Educators Networking Summit
University of Illinois, Champaign, IL
2017
- Completed Gallup Accelerated Strengths Coaching Course

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Gallup, Philadelphia, PA
2017

- Presented and supported the Big Ten Academic Alliance Academic Leadership Program
Rutgers University, New Brunswick, NJ
2017
- Participated in Academic Leadership Academy
Penn State University, State College, PA
2016
- Organized and led seminars for undergraduate students on leadership development through Community Leadership Series and Villanova Leadership Academy
Villanova University, Villanova, PA
2007-2015
- Participated in Diversity Through Dialogue: Living Diversity, Communicating Justice Workshop
Villanova Conference Center, Villanova, PA
2014
- Completed certification training for *The Seven Habits of Highly Effective People 4.0*
Franklin Covey, Philadelphia, PA
2014
- Participated in Sociomateriality & Communication Theory Reading Groups
Rutgers University, New Brunswick, NJ
2014
- Participated in inaugural week-long Mission Integration Institute
University of San Diego, San Diego, CA
2013
- Completed Syllabus Ideas & Exchange Faculty Development Workshop, Core Curriculum Faculty Development Workshop, and Academic Integrity Workshop
Rutgers University, New Brunswick, NJ
2013
- Participated in semester-long online teacher certification program
Montgomery County Community College, Blue Bell, PA
2012
- Participated in diversity and leadership training seminar
Drexel University, Philadelphia, PA
2011
- Completed a week-long Catholic Social Teaching Curriculum Development Seminar
Villanova University, Villanova, PA
2011

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- Participated in diversity and inclusion training workshops with Dr. Frances Kendall, Dr. Allen Johnson, Dr. Maura Cullen, and Dr. Kenji Yoshino
Villanova University, Villanova, PA
2011-2013
- Attended faculty/staff training sessions on “Diversity Conversations in the Classroom” and Intergroup Dialogue
Villanova University, Villanova, PA
2009-2010
- Received funding to present on the Philadelphia-wide Greek Advisors consortium
Association for Fraternity Advisors Annual Meeting, Jacksonville, FL
2009
- Received funding to participate in week-long Interfraternity Institute
Indiana University, Bloomington, IN
2009
- Supervised undergraduate student volunteers
Eastern Communication Association Conference, Philadelphia, PA
2009

STUDENT ADVISING

- Jay Stefanelli
Qualifying Exam Committee, Ph.D. in Higher Education Program, Rutgers University
May 2019
- Stephanie Brescia
Qualifying Exam Committee, Ph.D. in Higher Education Program, Rutgers University
May 2018

SERVICE

- National Examiner, Malcolm Baldrige Performance Excellence Program 2019-Present
United States Department of Commerce, National Institute of Standards and Technology
- Co-Secretary, Training and Development Division 2018-Present
National Communication Association
- Member, Board of Directors, *Network for Change and Continuous Innovation* 2018-Present
in Higher Education (NCCI)
- Membership and Outreach Committee, *Network for Change and Continuous* 2018-Present
Innovation in Higher Education (NCCI)
- Ex-officio member, Communications and Marketing Committee, 2018-Present
Alumni Board of Governors, *Duquesne University*
- Advisory Committee, *John Cardinal Foley Chair of Homiletics & Social* 2018-Present
Communications, Archdiocese of Philadelphia
- Chairperson, Philadelphia Alumni Chapter, *Duquesne University* 2011-Present
- Member, Alumni Board of Governors, *Duquesne University* 2012-2018

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- Panel Participant, Villanovans in Public Service Event, *Villanova University* 2016-2017
- Member, State of Alcohol Implementation Team, *Villanova University* 2014-2015
- Member, Sexual Assault Resource Committee, *Villanova University* 2014-2015
- Member, Carnegie Classification Committee, *Villanova University* 2013-2014
- Member, International Leadership Team, *Villanova University* 2013-2014
- Research Chat Coordinator, Doctoral Student Association, *Rutgers University* 2013
- Alumni Reunion Planning Chairperson, *Seton-La Salle High School* 2013
- Participated in activities for Villanova University's Day of Service 2007-2012
- Advised mission trip to Orphanage Outreach in MonteCristi, Dominican Republic 2009
- Advised week-long Habitat for Humanity trip in Lexington, Kentucky 2008
- Program Evaluator, Special Olympics Fall Festival, *Villanova University* 2008
- Member, Graduate Student Council, *Villanova University* 2007-2009
- Salvation Army Christmas Dinner Volunteer, Pittsburgh, PA 2007-2008
- Integrated Marketing Communication Professor Search Committee, *Duquesne U.* 2007
- Judge, Public Speaking Competition, *Duquesne University* 2006-2007
- Staff Coordinator, Freshman Orientation, *Duquesne University* 2006-2007
- Campus Security Review Committee, *Duquesne University* 2006-2007
- Middle States Commission Steering Committee, *Duquesne University* 2005-2007
- President, Student Government Association, *Duquesne University* 2006-2007
- Vice-President of Communication, Student Government Association, *Duquesne* 2005-2006
- President's Advisory Council on Diversity, *Duquesne University* 2005-2006
- Urban Service Plunge, Pittsburgh, PA 2005-2006

AWARD AND HONORS

- Recipient, Rising Star Award
Training and Development Division, National Communication Association
2019
- Sue DeWine Distinguished Scholarly Book Award
Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2017). *A guide for leaders in higher education: Core concepts, competencies, and tools*. Sterling, VA: Stylus.
Applied Communication Division, National Communication Association
2018
- Top Reviewer Award
Training and Development Division, National Communication Association
2018
- Nominee, Rising Star Award
Training and Development Division, National Communication Association
2018
- Best Edited Book
Editorial Assistant - Scott, C. R. & Lewis, L. K. (Eds.), (2017). *International encyclopedia of organizational communication*. New York: Wiley.
Organizational Communication Division, National Communication Association
2017

Ralph A. Gigliotti, Ph.D.

- Finalist, Fredric M. Jablin Doctoral Dissertation Award
International Leadership Association
2017
- Nominee, K. Patricia Cross Future Leaders Award
Association of American Colleges and Universities
2017
- Class of 2016 Emerging Leader for Bucks and Montgomery County, PA
The Intelligencer, Bucks County Courier Times, & Central Bucks Family YMCA
2016
- Top Four Paper Award, Training & Development Division
“A communicative exploration of academic leadership development initiatives within the Association of American Universities (AAU)”
National Communication Association Annual Convention, Las Vegas, NV
2015
- Recipient, Outstanding Continuing Doctoral Student
Rutgers University School of Communication & Information
2015
- Nominee, Outstanding Continuing Doctoral Student
Rutgers University School of Communication & Information
2014
- Top Graduate Paper Award
“Leader as performer; leader as human: A post-crisis discursive construction of leadership”
New Jersey Communication Association Annual Conference
2013
- Distinguished Service Award
BRIDGE Society, Villanova University
2012
- Honorary Membership Recognition
The National Society of Collegiate Scholars
2010
- Recipient, National Scholarship to attend Annual Meeting for Association for Fraternity Advisors in Jacksonville, FL
Order of Omega National Honor Society
2009
- Recipient, National Scholarship to attend Interfraternity Institute in Indianapolis, IN
Order of Omega National Honor Society
2009

Ralph A. Gigliotti, Ph.D.

- Beard Award for Ethical Leadership
Duquesne University
2007
- Pennsylvania College Communicator of the Year
Pennsylvania Communication Association
2007
- Student Commencement Speaker
School of Education, *Duquesne University*
2007
- Greek Man of the Year
Duquesne University
2006
- Multicultural Affairs Leadership Award
Duquesne University
2006