

# Brent David Ruben, Ph.D.

Distinguished Professor  
Department of Communication | School of Communication and Information

Senior University Fellow and Founder  
Rutgers Center for Organizational Leadership

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

## Additional Faculty Appointments

Department of Family Medicine and Community Health, Robert Wood Johnson Medical School  
Ph.D. Program in Higher Education, Graduate School of Education  
Graduate School of Applied and Professional Psychology

Rutgers University  
(848) 932-3968  
[bruben@rutgers.edu](mailto:bruben@rutgers.edu)

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## Offices

Rutgers Center for Organizational Leadership  
335 George Street, Suite 2250  
Rutgers University  
New Brunswick, NJ 08901-2036  
(848) 932-3968 – Fax (732) 932-1422  
[bruben@rutgers.edu](mailto:bruben@rutgers.edu)  
<http://www.ol.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  
(848) 932-3968  
[bruben@rutgers.edu](mailto:bruben@rutgers.edu)  
<https://comminfo.rutgers.edu/ruben-brent>

Wiki: [https://en.wikipedia.org/wiki/Brent\\_David\\_Ruben](https://en.wikipedia.org/wiki/Brent_David_Ruben)

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

## Education

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

## Current Academic and Administrative Positions

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

- 2020- Advisor for Strategy and Planning,  
Office of the Executive Vice President for Academic Affairs, Rutgers University
- 2020- Senior University Fellow, Rutgers Center for Organizational Leadership,  
Rutgers University
- 2013- Adjunct Professor, Department of Family Medicine and Community Health,  
Robert Wood Johnson School of Medicine, Rutgers University
- 2013- Adjunct Professor, Graduate School of Education, Rutgers University; Member,  
Ph.D., 2009 Program in Higher Education; 2014-17, Member, Executive  
Committee,

### **Previous University Positions**

- 1993-2020 Founder and Executive Director, Center for Organizational Leadership,  
Rutgers University  
  
Founded in 1993, The Rutgers Center for Organizational Leadership (OL) reports to the Office of the Senior Vice President for Academic Affairs. The Center is a national leader and resource for Rutgers University and the higher education community. OL provides programs, consulting, and coaching services for faculty, staff, and students in the areas of leadership, communication, and organizational competencies, planning, assessment, change, culture, crisis, and leadership development. Core programs include Rutgers Leadership Academy (RLA), Rutgers Biomedical and Health Sciences-Academic Leadership Program (ALP-RBHS), PreDoctoral Leadership Academy (PLDA), Robert Wood Johnson Medical School-Distinction in Leadership in Academic Healthcare (DILAH).
- 2004-05 Visiting Researcher, Wisconsin Center for the Advancement of Postsecondary  
Education, University of Wisconsin-Madison
- 1997- Adjunct Distinguished Professor, Graduate School of Applied and Professional  
Psychology, Rutgers University,
- 1986- Faculty Affiliate, Institute for Health, Rutgers University
- 1975- Member, Graduate Faculty, Rutgers University,
- 1984-93 Director, Ph.D. Program, School of Communication and Information, Rutgers  
University,  
  
Administrative responsibility for interdisciplinary doctoral program with 43 faculty and staff from the Departments of Communication, Library and information Studies Journalism and Mass Media, and Speech and Hearing Science; 85 students and 25 teaching assistants and fellows.
- 1980-84 Chairman, Department of Communication, Rutgers University,  
  
Administrative responsibility for department with 18 full-time faculty and staff members, 800 majors and 6,000 student enrollments per year in interpersonal, organizational, intercultural, international, health, speech, and mass communication, and public relations.
- 1987-90 Fellow, Douglass College, Rutgers University

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

### **Awards and Honors**

- 2019 Dean's Citation Award, Rutgers School of Health Professions, RBHS.
- 2018 Inaugural Recipient, National Leadership Excellence in Education Award, The Malcolm Baldrige Foundation
- 2018 Sue DeWine Distinguished Scholarly Book Award, National Communication Association (NCA), Applied Communication Division, recognizing *A Guide for Leaders in Higher Education: Core Concepts, Competencies, and Tools*, Stylus, 2017
- 2012 National Leveraging Excellence Award. Network for Change and Continuous Innovation in Higher Education (NCCI)
- 2011 Faculty Excellence Award, Rutgers University Division of Athletics
- 2006 Brent D. Ruben Award, Network for Change and Continuous Innovation in Higher Education (NCCI) Award. First recipient of annual award created in my name to recognize distinguished contributors to higher education.
- 2004 Gerald Phillips Award for Distinguished Applied Scholarship, National Communication Association
- 2003 Professional Development and Scholarship Award, National Association of College and University Business Officers
- 2000 Daniel Gorenstein Memorial Award for Outstanding Scholarly Achievement and Professional Contributions, Rutgers University
- 2000 Higher Education Quality Pioneer Award-USA, International Quality Awards Committee
- 2005 Distinguished Research Award, School of Communication and Information, Rutgers University
- 2003 Distinguished Service Award, School of Communication and Information, Rutgers University
- 1993 Distinguished Teaching Award, School of Communication and Information, Rutgers University
- 1984 Distinguished Service Award, National Coalition of Digestive Disease Organizations

## Special Appointments

- 2020- Advisory Board, International Future Talent Council for Faculty and Staff Development
- 2018- Director, Leadership Development Program, Botswana-Rutgers Collaborative Partnership
- 2013-19 Rutgers Liaison, Big Ten Academic Alliance, Department Executive Officers (DEO)
- 2013-19 Rutgers Liaison, Big Ten Academic Alliance, Academic Leadership Program (ALP)
- 2015- Faculty, Rutgers Washington Mandela Washington Fellowship Program, Center for Global Advancement and International Affairs, Rutgers University
- 2010 Accreditation Evaluation Team—Binghamton University, Middle States Council on Higher Education Accreditation
- 2007 Accreditation Evaluation Team—University of Maryland—College Park, Middle States Council on Higher Education Accreditation
- 2007 Member/Negotiator, United States Department of Education, Higher Education Accreditation Rule-Making Advisory Group
- 2005 Accreditation Evaluation Team—Pennsylvania State University, Middle States Council on Higher Education Accreditation
- 2004 Accreditation Evaluation Team— State University of New York, Stony Brook Middle States Council on Higher Education Accreditation
- 2003-12 Faculty, Center for Management Development, Rutgers University
- 1997-2002 Faculty, Rutgers Herbert Humphrey Scholars Program
- 1999-2001 Founding Member and First President, Network for Change and Continuous Innovation in Higher Education (NCCI)
- 1999-2001 Member, Implementation Task Force, W. K. Kellogg Commission on the Future of State Universities and Land Grant Colleges and Universities
- 1998-2000 Project Director, Kellogg Foundation Leadership for Institutional Change Initiative-Rutgers
- 1998-2000 Governing Board, Quality Education New Jersey
- 1994-95 National Pilot Advisory Team, Malcolm Baldrige National Quality Awards, Education and Healthcare Sector, Department of Commerce, National Institute of Science and Technology
- 1994-95 Examiner, Malcolm Baldrige National Quality Awards, Department of Commerce, National Institute of Science and Technology
- 1996-97 Judge, Quality New Jersey, Quality Awards Program
- 1995-96 Chair, National Higher Education Quality Council, Conference Board

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

### **Funded Research, Training and Development Grants**

- Director, Leadership Development Program, Botswana-Rutgers Collaborative Partnership, 2018-20
- Senior Consultant, Lumina Foundation/National Association of College and University Business Officers, Challenge 2010, Malcolm Baldrige Higher Education Project, 2009-12
- Project Director, Spellings Commission on the Future of Higher Education in the United States: A Case Study, National Association of College and University Business Officers, 2007
- Project Director, Rutgers-Johnson & Johnson, Organizational Assessment and Improvement Partnership and Graduate Assistantships, \$750,000, 1993-2006
- Project Director, Leaders of Tomorrow Program, AT&T Foundation, \$40,000, 2001-02
- Project Director, Rutgers-Johnson & Johnson Knowledge Networking Group, \$150,000, 2001-04
- Project Director, Rutgers-AT&T organizational excellence partnership, \$500,000, 1993-2001
- Rutgers Project Director, Mid-Atlantic Regional Academic Leadership Development Institute Kellogg Foundation \$300,000, 2000-03
- Project Director, Leadership Development, AT&T Foundation, \$40,000, 2000-01
- Principal Investigator, Skills and Competencies Needed by College Graduates in the Workplace. The Conference Board, \$1,000, 1997-98
- Co-Principal Investigator, Organizational Best Practices Dissemination and Utilization. AT&T, \$10,000, 1997-98
- Co-Principal Investigator, Extending the domain of Teaching Effectiveness Assessment, Office of Undergraduate Education, Rutgers University, \$4,800, 1997-98
- Senior Consultant, New Jersey Collegiate Consortium for Health in Education, Centers for Disease Control, Rutgers University, \$500,000, 1991-93
- Project Co-Director, National Survey of Public Perceptions of Digestive Health and Disease. National Digestive Diseases Advisory Board and Louis Harris and Associates, \$60,000, 1982-84

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

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

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

### **Selected Editorial Positions**

Reviewer, *Higher Education Quarterly*, 2018-20

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

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

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

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

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

Reviewer, *Simulation and Games*, 1999-

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

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

Reviewer, *Critical Studies in Mass Communication*, 1992

Editorial Board, *Communication Quarterly*, 1979-90

Reviewer, *Human Communication Research*, 1989-93

Editorial Board, *Society*, 1983-86

Founder and First Editor, *Communication Yearbook*, 1975-78

Contributing Editor, 1978-80

Reviewer, *Behavioral Science*, 1974-77

Series Editor, Hayden Communication and Human Behavior Series, 1978-79

*Human Communication Theory: The History of a Paradigm*. N. Harper, 1979

*Intercultural Communication*. L. E. Sarbaugh, 1979

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

#### **Higher Education**

- American University
- Arizona State University
- Armstrong Atlantic State University
- Auburn University
- Carleton University
- Catholic University of Chile, Santiago, Chile
- College of the North Atlantic-Qatar
- Cornell University

- Howard University
- Indiana University
- Indiana University-Purdue University Indianapolis
- Kent State University
- Mansfield University
- Marist College
- Massachusetts Institute of Technology
- Miami University
- Nazareth College
- Ohio State University
- Ohio University
- Pennsylvania State University
- Princeton University
- Raritan Valley Community College
- Rice University
- Sheffield Hallam University, Sheffield, England
- State University of New York at Binghamton
- State University of New York at Buffalo
- Texas State University
- University of Alabama
- University of California-Berkeley
- University of Cincinnati
- University of Florida
- University of Iowa
- University of Kentucky
- University of Maryland
- University of Minnesota System
- University of North Carolina-Chapel Hill
- University of Pennsylvania
- University of San Diego
- University of South Florida
- University of Toledo
- University of Ulster, Belfast, Northern Ireland
- University of Wisconsin-Madison
- West Virginia University Medical School
- Wayne State University
- Yale University

### **Higher Education Associations**

- American Council on Education (ACE)
- American Association for Higher Education (AAHE)
- Association of College and University Accreditors (ACUA)
- Association of College and University Housing Officers-International (ACUHO)
- Eastern Association of College and University Business Officers
- Lincoln Center Institute

- Middle States Accrediting Commission (MSCHE)
- National Association of College and University Business Officers (NACUBO)
- The Conference Board

## **Medicine and Healthcare**

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

## **Corporate**

- AT&T, Faculty Member, School of Business, Somerset, NJ; International Learning Division,
- Bell Canada, International Training Division, Toronto, Ontario
- Bell Atlantic
- Ford Motor Company, University of Texas Partnership, Howard University Partnership, Wayne State University Partnership
- K. Hovnanian Enterprises
- New Jersey Bell, Quality of Work Life Program, Trenton, NJ, Operator Services, Newark, NJ
- Nuventive LLC
- The Cedar/Hunter Group
- The *New York Times*, New York, NY

## **Government**

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

## **Memberships and Offices**

- International Leadership Association
- Network for Change and Continuous Innovation in Higher Education (NCCI)

Founding President, 1999-2001; Member of Board, 2002-09

- International Communication Association
- National Communication Association
- Higher Education Quality Council, Conference Board, Chair, 1995-96
- Academic Quality Consortium, American Association for Higher Education
- Quality New Jersey  
Advisory Board, 1997-99
- Quality Education New Jersey  
Board of Governors, 2001-03
- American Society for Quality
- Eastern Communication Association
- American Society for Information Science
- Society for Intercultural Training, Education, and Research
- United States Representative; Publications Committee
- Society for General Systems Research  
Vice-Chairperson, Northeast Division
- Kappa Tau Alpha
- Alpha Kappa Psi

### **University Level External Leadership Appointments (Selected)**

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

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

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

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

### **University and Chancellor Level Internal Leadership Appointments (Selected)**

President's Administrative Council, 1996-

Botswana-Rutgers Senior Leadership Development Partnership, Director 2018-

RBHS, Strategic Planning Coordinating Committee, 2019-

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

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

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

RBHS, Institute for Health, Strategic Planning, 2018-20

RBHS, Rutgers Global Health Institute, Strategic Planning, 2018-19

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

Rutgers Leadership Academy, Director, 2017-  
RBHS, Academic Leadership Program, Director, 2017-19  
Rutgers Global, Strategic Planning, 2019-20  
Member, Executive Council for Assessment, 2007-20  
Member, Chancellor and Provosts Excellence Awards Committee, 2020  
Middle States Accreditation, Rutgers University Executive Committee, Steering Committee, 2015-18  
Member, Executive Committee, Higher Education Ph.D. Program, 2014-  
Member, Dean's Search Committee, School of Communication and Information, 2014-15  
Special Advisor to Chancellor-NB on Campus Strategic Planning, 2013-15  
Member, NB Strategic Planning Committee, 2013-14  
Member, RBHS Strategic Planning Committee on Leadership  
Middle States Accreditation, Rutgers University Executive Committee, Steering Committee, 2010-12  
Chair, Search Committee, University Vice President for Faculty and Staff Resources, 2008-09  
Retired Faculty and Staff Advisory Council, 2012-  
University Institutional Research Survey Advisory Committee, 2009-  
University Relations Internal Communication Advisory Committee, 2009-11  
Advisory Council, Graduate School of Education, Student Life Graduate Program 2008-10  
External Member, School of Management and Labor Relations, PII A & P, 2010  
Middle States Accreditation, Rutgers University Executive Committee, Steering Committee, 2006-08  
Administrative Leadership Team, University Human Resources, 2004-2010  
Member, SAS Ad Hoc Core Curriculum Planning Committee, 2007-08  
Member, SAS Search Committee, Associate Dean for Assessment, 2007-08  
Member, Rutgers Day President's Advisory Committee, 2007-08  
Member, SCILS Dean Search Committee, 2007-08  
Member, NB Core Curriculum Planning Committee, 2006  
Member, University Constituency Research Project, 2004-05  
University Communication Advisory Council, 2003-06  
Fraternity/Sorority Task Force, 2001-03  
Middle States Periodic Review Report Oversight Committee, 2002-03  
Facilities Master Planning Committee, 2001-03  
University Space Committee, 2001-03  
University Welcome Program Planning Committee, 2001-02

Rutgers Information Administrative System Academic Advisory Committee, 2000-01  
Board of Governor's Capital Campaign Communication Task Force, 2000-03  
Advisory Committee to the 2000 Hall of Distinguished Alumni Award, 2000-01  
University Compensation Advisory Committee, 1998-2000  
Year of Technology Committee, 1998-99  
Co-Chair, Middle States Accreditation Self-Study Committee/Rutgers QCI, 1996-97  
School of Communication, Information, and Library Studies  
    Dean's Search Committee, 1997-98  
    Compensation Task Force, 1997-99  
Information Systems Strategic Planning Committee, 1995-96  
Member, Faculty Council, Committee on University Administrative Review, 1995-96  
Cook College Dean's Search Committee, 1995-96

### **Department/School of Communication and Information Appointments (Selected)**

Chair or Member, Personnel Committee, 1971-2020  
Chair or Member, Search Committee, 1971-2015, 2019-2020  
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

## Publications

Publications are organized in the following categories:

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

### 1. Higher Education Leadership and Organizational Studies

#### Books

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

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

## **Book Chapters**

- Gigliotti, R. A., Ruben, B. D. & Goldthwaite, C. (2021). Organizational excellence in academic health: A systematic approach to continuous improvement. In R. A. Gigliotti & C. Goldthwaite (Eds.), *Leadership in academic health centers: Core concepts and critical cases.* Kendall Hunt, 145-168.
- Ruben, B. D., Goldthwaite, C., Gigliotti, R. A. &. (2021). Leadership and communication connections in academic health: A guide for strategic communication and difficult

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

## Refereed Articles/Publications

- Calcado, A. M., Gracias, V., Ruben, B. D., St.Pierre, J, & Strom, B.L. (Jan 2022, in press). How one university harnessed internal knowledge and expertise to effectively combat the COVID-19 Pandemic. *Electronic Journal of Knowledge Management, Special Issue: The University of the Future*. 20(1), 1-16. <https://academicpublishing.org/index.php/ejkm/article/view/2439/2034>
- Ruben, B. D., Mahon, G., Gigliotti R. A., & Goldthwaite, C. (2021). Leadership and organizational revitalization in a period of disruption and change: Adaptation and innovation in the Rutgers School of Health Professions. *Excellence in University Leadership and Management, I*. Academic Conferences and Publishing International, 19-39.

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## 6. Conference Papers and Presentations

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

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

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

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

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

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

*Leadership Principles and Pragmatics*, Academic Leadership Program, Big Ten Academic Alliance (BTAA), Minneapolis, MN, October 2018.

*The Rutgers University Leadership Academy* (with Ruben, B. D., De Lisi, R., & Gigliotti, R. A.). Higher Education Leadership Forum 2018, Sheffield, United Kingdom, September 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.

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*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, February 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, October 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., December 3-6, 2014.

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

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*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.

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*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.

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*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.

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*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.

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*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.

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