

Brent David Ruben, Ph.D.

Distinguished Professor
Department of Communication | School of Communication and Information

Senior University Fellow and Founder
Office of Organizational Leadership

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

Secondary Faculty Appointments

Department of Family Medicine and Community Health, Robert Wood Johnson Medical School

Ph.D. Program in Higher Education, Graduate School of Education/School of Graduate Studies

Institute for Health

Rutgers Global Health Institute

Rutgers University
bruben@rutgers.edu
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Wiki: https://en.wikipedia.org/wiki/Brent_David_Ruben

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

Offices

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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 University Academic Affairs,
Rutgers University
- 2020- Senior University Fellow, Communication and Organizational Leadership,
Office of the Senior Vice President for University Academic Affairs, Rutgers University
- 2018- Faculty Affiliate, Rutgers Global Health Institute
- 2013- Adjunct Professor, Department of Family Medicine and Community Health,
Robert Wood Johnson School of Medicine, Rutgers University
- 2009- Adjunct Professor, Graduate School of Education, Rutgers University
- 2014- Distinguished Professor, Ph.D. Program in Higher Education
Graduate School of Education

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)—now the Office of Organizational Leadership—reports to the Office of the Executive Vice President for University Academic Affairs. OL is a national leader and resource for Rutgers University and the higher education community. OL provides leadership development programs and consulting in the areas of leadership, communication, and organizational competencies, planning, assessment, change, culture, and crisis. 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/Rutgers Health
- 2018 Inaugural Recipient, National Leadership Excellence in Education Award, The Malcolm Baldrige Foundation
- 2018 Sue DeWine Distinguished Scholarly Book Award, National Communication Association (NCA), Applied Communication Division, recognizing *A Guide for Leaders in Higher Education: Core Concepts, Competencies, and Tools*, Stylus, 2017
- 2012 National Leveraging Excellence Award. Network for Change and Continuous Innovation in Higher Education (NCCI)
- 2011 Faculty Excellence Award, Rutgers University Division of Athletics
- 2006 Brent D. Ruben Award, Network for Change and Continuous Innovation in Higher Education (NCCI) Award. First recipient of annual award created in my name to recognize distinguished contributors to higher education.
- 2004 Gerald Phillips Award for Distinguished Applied Scholarship, National Communication Association
- 2003 Professional Development and Scholarship Award, National Association of College and University Business Officers
- 2000 Daniel Gorenstein Memorial Award for Outstanding Scholarly Achievement and Professional Contributions, Rutgers University
- 2000 Higher Education Quality Pioneer Award-USA, International Quality Awards Committee

- 2005 Distinguished Research Award, School of Communication and Information, Rutgers University
- 2003 Distinguished Service Award, School of Communication and Information, Rutgers University
- 1993 Distinguished Teaching Award, School of Communication and Information, Rutgers University
- 1984 Distinguished Service Award, National Coalition of Digestive Disease Organizations

Special Appointments

- 2022 Fellow, U.S. Army Research Institute for the Behavioral and Social Sciences. Leader Competencies for Complexity and Uncertainty Project, Consortium Research Fellows Program, Department of the Army.
- 2018-2020 Director, Leadership Development Program, Botswana-Rutgers Collaborative Partnership
- 2013-19 Rutgers Liaison, Big Ten Academic Alliance, Department Executive Officers (DEO)
- 2013-19 Rutgers Liaison, Big Ten Academic Alliance, Academic Leadership Program (ALP)
- 2015- Faculty, Rutgers Washington Mandela Washington Fellowship Program, Center for Global Advancement and International Affairs, Rutgers University
- 2010 Accreditation Evaluation Team—Binghamton University, Middle States Council on Higher Education Accreditation
- 2007 Accreditation Evaluation Team—University of Maryland—College Park, Middle States Council on Higher Education Accreditation
- 2007 Member/Negotiator, United States Department of Education, Higher Education Accreditation Rule-Making Advisory Group
- 2005 Accreditation Evaluation Team—Pennsylvania State University, Middle States Council on Higher Education Accreditation
- 2004 Accreditation Evaluation Team— State University of New York, Stony Brook Middle States Council on Higher Education Accreditation
- 2003-12 Faculty, Center for Management Development, Rutgers University
- 1997-2002 Faculty, Rutgers Herbert Humphrey Scholars Program
- 1999-2001 Founding Member and 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 Member, Governing Board, Quality Education New Jersey

- 1994-95 Appointed Member, National Pilot Advisory Team, Malcolm Baldrige National Quality Awards, Education and Healthcare Sector, Department of Commerce, National Institute of Science and Technology
- 1994-95 Examiner, Malcolm Baldrige National Quality Awards, Department of Commerce, National Institute of Science and Technology
- 1996-97 Judge, Quality New Jersey, Quality Awards Program
- 1995-96 Chair, National Higher Education Quality Council, Conference Board
- 1992-94 Program Advisor, Fox Chase Cancer Center, Cheltenham, PA
- 1992 Distinguished Program Review Consultants Panel, National Communication Association
- 1983-84 Chairman, Steering Committee, National Digestive Disease Education Program, National Institutes of Health
- 1982-84 U.S. Department of Health and Human Services, National Digestive Diseases Advisory Board; Member, Research Task Force on Perceptions of Digestive Diseases
- 1980-81 Special Adviser, Canadian Royal Commission on Conditions of Foreign Service, Canadian International Development Agency
- 1973-75 Franklin (New Jersey) Township Human Relations Commission

Funded Research, Training and Development Grants

- Director, Organizational Evaluation, Rutgers Suicide Prevention and Research Center Proposal (SPARC), National Institutes of Health P50 Proposal, 2022-2023
- 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, Sponsored by the 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, *Chronicle of Leadership and Management*, 2023-

Reviewer, *Higher Education Quarterly*, 2018-

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

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

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

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

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

Reviewer, *Simulation and Games*, 1999-

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

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

Reviewer, *Critical Studies in Mass Communication*, 1992

Editorial Board, *Communication Quarterly*, 1979-90

Reviewer, *Human Communication Research*, 1989-93

Editorial Board, *Society*, 1983-86

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

Reviewer, *Behavioral Science*, 1974-77

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

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

Higher Education

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

- University of Ulster (Belfast, Northern Ireland)
- University of Wisconsin-Madison
- West Virginia University Medical School
- Wayne State University
- Yale University

Higher Education Associations

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

Medicine and Healthcare

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

Business

- 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

Professional Memberships and Offices

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

Director, Leadership Development Program, Botswana-Rutgers Partnership, 2018-21

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/Service

President's Administrative Council, 1996-

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

Children's Health Institute, Strategic Planning Coordinating Committee, (2024)

Rutgers Health/RBHS, Rutgers Medical Schools-Rutgers Health-RWJBarnabas, (2023-)

Advisor, Medical School Merger (RSOM) Merger Deans and Executive Committee, 2023-

Coordinator, Rutgers Health/RBHS, Senior Leadership Retreat, Program design and delivery, 2017-23

RBHS Research Deans, Strategic Planning Coordinating Committee, (2019, 2022)

RBHS, Staff Professional Development Program Faculty (2022- E)

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, 2023-

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

Ernest Mario, School of Pharmacy, Strategic Planning Coordinating Committee, 2015-16, 2022

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

Rutgers Leadership Academy, Director, 2017- 2020

RBHS, Academic Leadership Program, Director, 2017-20

Office of Research and Economic Development, Strategic Planning and Assessment, 2014-2015

Rutgers Global, Strategic Planning, 2019-20

Member, Executive Council for Assessment, 2007-20

Member, Chancellor and Provosts Excellence Awards Committee, 2020

Member, Steering Committee, Rutgers Middle States Accreditation Team, 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

Member, Steering Committee, Rutgers Middle States Accreditation Team, 2010-12

Chair, Search Committee, University Vice President for Faculty and Staff Resources (UHR), 2008-09
Member, Retired Faculty and Staff Advisory Council, 2012-
Member, 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
Member, Steering Committee, Rutgers Middle States Accreditation Team, 2006-08
Administrative Leadership Team, University Human Resources, 2004-2010
Member, School of Arts and Sciences Ad Hoc Core Curriculum Planning Committee, 2007-08
Member, Search Committee for Assessment, School of Arts and Sciences, Associate Dean, 2007-08
Member, Rutgers Day President's Advisory Committee, 2007-08
Member, NB Core Curriculum Planning Committee, 2006
Member, University Constituency Research Project, 2004-05
Member, University Communication Advisory Council, 2003-06
Member, NB Fraternity/Sorority Task Force, 2001-03
Middle States Periodic Review Report Oversight Committee, 2002-03
Member, Facilities Master Planning Committee, 2001-03
Member, University Space Committee, 2001-03
Member, University Faculty and Staff Welcome Program Planning Committee, 2001-02
Member, Board of Governor's Capital Campaign Communication Task Force, 2000-03
Member, Advisory Committee to the 2000 Hall of Distinguished Alumni Award, 2000-01
Member, University Compensation Advisory Committee, 1998-2000
Member, Year of Technology Committee, 1998-99
Co-Chair, Middle States Accreditation Self-Study Committee/Rutgers Quality Initiative, 1996-97
Member, Dean's Search Committee, School of Communication, Information, and Library Studies, 1982, 1997, 2007, 2014
Member, Information Systems Strategic Planning Committee, 1995-96
Member, Faculty Council, Committee on University Administrative Review, 1995-96
Member, Cook College Dean Search Committee, 1995-96

Department/School of Communication and Information Leadership/Service (Selected)

Chair or Member, Personnel Committee, 1971-
Chair or Member, Search Committee, 1971-2015, 2019-2022
Member, Strategic Planning Committee, 2013-14
Chair, Faculty Council, 2012-13

Coordinator, Organizational, Leadership, and Policy Studies, 2010-2015

Chairs and Directors Council, 2003-2008

Chair or Member, Appointments and Promotions Committee, 1983-2014

Member, Technology Policy Committee, 2002-2003

Director, Ph.D. Program, School of Communication, Information, and Library Studies, 1984-93

Publications

In the following five sections, publications are organized by subdisciplinary categories. The final two sections cut across subdisciplinary areas.

1. Higher Education and Organizational Studies
2. Communication/Information Systems
3. Medical/Health Communication
4. Intercultural Communication
5. Experiential Learning Theory and Practice

- Book Reviews and Essays
- Conference Papers and Presentations

1. Higher Education Leadership and Organizational Studies

Books

- Ruben, B. D., (2024). *What leaders need to know and do: A guide to becoming a better leader. Second edition.* Kendall Hunt.
- Ruben, B. D., (2022). *Implementing sustainable change in higher education; Principles and practices of collaborative leadership.* Stylus/Taylor& Francis/Routledge
- Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2021). *A guide for leaders in higher education: Core concepts, competencies, and tools, second edition,* Stylus/Routledge.
- Ruben, B., & Gigliotti, R. (2019). *Leadership, communication, and social influence: A theory of resonance, activation, and cultivation.* Emerald.
- Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2017). *A guide for leaders in higher education: Core concepts, competencies, and tools.* Stylus./Routledge
- Gigliotti, R. A., Goldthwaite, C., & Ruben, B. D. (2017). *Leadership: Communication and social influence in personal and professional contexts.* Kendall Hunt.
- Ruben, B.D. (2016). *The excellence in higher education guide: A framework for the design, assessment, and continuous improvement of institutions, departments, and program, eighth edition,* Stylus/Routledge.
- Ruben, B. (2015). *Excellence in higher education guide: An integrated approach to assessment, planning and improvement in colleges and universities.* Wuhan University Press, Translation/adaptation 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 University Press. Translation/adaptation. 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 University Press, Translation/adaptation. 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/Routledge.
- Nolfi, T. & Ruben, B.D. (2010). *Assessing and improving student organizations: A guide for students. The assessing and improving student organizations (AISO) program*. Stylus/Routledge.
- Ruben, B. D., Lewis, L., Sandmeyer, L., Russ, T., Smulowitz, S., & Immordino, K. (2008). *Assessing the impact of the Spellings Commission: The message, the messenger, and the dynamics of change in higher education*. National Association of College and University Business Officers. Also available: <https://www.yumpu.com/en/document/read/48778440/assessing-the-impact-of-the-spellings-commission-nacubo>
- Ruben, B.D. (2007). *Excellence in higher education guide: An integrated approach to assessment, planning and improvement in colleges and universities*. National Association of College and University Business Officers.
- Ruben, B. D. (2006). *What leaders need to know and do: A leadership competencies scorecard*. National Association of College and University Business Officers.
- Ruben, B. D. (2005). *Excellence in higher education: An integrative approach to assessment, planning and improvement in colleges and universities*. National Association of College and University Business Officers.
- Ruben, B. D. (2004). *Pursuing excellence in higher education: Eight fundamental principles*. Jossey-Bass.
- Tromp, S., & Ruben, B. D. (2004). *Strategic planning in higher education: A leader's guide*. National Association of College and University Business Officers.
- Ruben, B. D. (2003). *Excellence in higher education 2003-2004: A Baldrige-based guide to organizational assessment, improvement, and leadership*. National Association of College and University Business Officers.
- Ruben, B. D. (2001). *Excellence in higher education 2001-2002: A Baldrige-based guide to organizational assessment, planning and improvement*. National Association of College and University Business Officers.
- Ruben, B. D. (2000). *Excellence in higher education 2000: A guide to organizational assessment, planning and improvement*. National Association of College and University Business Officers.
- Tromp, S. A., Warner, D. D., Ruben, B. D., & Waldman, D. (1997). *Process improvement in higher education*. Kendall-Hunt.
- Ruben, B. D. (1995). *Quality in higher education*. Transaction/Routledge.
- Ruben, B. D. (1994). *Tradition of excellence: Higher education quality self-assessment guide*. Kendall-Hunt.

Book Chapters

- Ruben, B. D., (2024, in press). Leadership competencies for department chairs. *Just in time advice for department leaders*. C. R. Chambers, A. Muhammad, and E. Gomez (Eds.) SUNY Press.

- Ruben, B. D., Mahon, G. M., & Shapiro, K. (2022). Academic leader selection, development, evaluation, and recognition: Four critical higher education challenges. *International perspectives on leadership in higher education. International perspectives on higher education research*, Vol 15, In A. Blair, D. Evans, C. Hughes, & M. Tight (Eds.). Emerald, 115-138.
- Gigliotti, R. A., Ruben, B. D. & Goldthwaite, C. (2021). Organizational excellence in academic health: A systematic approach to continuous improvement. In R. A. Gigliotti & C. Goldthwaite (Eds.), *Leadership in academic health centers: Core concepts and critical cases*. Kendall Hunt, 145-168.
- Ruben, B. D., Goldthwaite, C., Gigliotti, R. A. &. (2021). Leadership and communication connections in academic health: A guide for strategic communication and difficult conversations. In R. A. Gigliotti & C. Goldthwaite. (Eds.), *Leadership in academic health centers: Core concepts and critical cases*. Kendall Hunt, 59-76.
- Goldthwaite, C., Gigliotti, R. A., & Ruben, B. D. (2021). Designing and leading contexts for change in academic health. In R. A. Gigliotti & C. Goldthwaite. (Eds.), *Leadership in academic health centers: Core concepts and critical cases*. Kendall Hunt, 109-132.
- Ruben, B., & Gigliotti, R. (2020). Organizational communication. In M. David, & M. Amey (Eds.), *The SAGE encyclopedia of higher education* (Vol. 1). Sage, 1126-1131.
<https://www.doi.org/10.4135/9781529714395.n418>
- Ruben, B. D. (2019). An overview of the leadership competency framework. In R. Gigliotti. (Ed.), *Competencies for effective leadership: A framework for assessment, education and research*. Emerald, 19-28.
- Ruben, B. D., & Gigliotti, R. A. (2019) The role of communication theory in leadership. In B.D. Ruben & R.A. Gigliotti. (Eds.), *Organizational Communication*. In M. E. David & M. J. Amey. (Eds.), *The SAGE Encyclopedia of higher education*, 5. Sage.
- Gigliotti, R. A., & Ruben, B. D. (2019). A two-dimensional approach to preparing leaders. In Ralph A. Gigliotti. (Ed.), *Competencies for effective leadership: A framework for assessment, education, and research*. Emerald, 29-38.
- Ruben, B. D., Immordino, K. M., & Tromp, S. A. (2009). Applying business insight and strategy within the academy: An idea whose time has come. In J. Knapp & D. Siegel. (Eds.), *The business of higher education*. Praeger, 225-263.
- Connaughton, S. L., & Ruben, B. D. (2005). Millennium leadership Inc: A case study of computer and internet-based communication in a simulated organization. In P. Zemliansky & K. St. Amant (Eds.), *Internet-based workplace communications: Industry and academic perspectives* (pp. 40-67). Idea Group. Reprinted in S. Kelsey & K. St. Amant (2008). *Handbook of research on computer mediated communication. (1)*. Idea Group, 146-166.
- Doerfel, M. L. & Ruben, B. D. (2002). Benchmarking in higher education: Becoming more adaptive, innovative and interactive organizations. In J. Schuh & B. Bender. (Eds.), *Benchmarking in Higher Education*, Jossey-Bass, 5-26.
- Ruben, B. D. (1995). Defining and assessing “quality” in higher education: Beyond TQM. In B. D. Ruben. (Ed.), *Quality in higher education*. Transaction, 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

- Calcado, A. M., Gracias, V., Ruben, B. D., St.Pierre, J., & Strom, B.L. (Jan 2022). How one university harnessed internal knowledge and expertise to effectively combat the COVID-19 Pandemic. *Electronic Journal of Knowledge Management, Special Issue: The University of the Future*. 20(1), 1-16. <https://academicpublishing.org/index.php/ejkm/article/view/2439/2034>
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