Ralph A. Gigliotti, Ph.D.

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BACKGROUND

Assistant Vice President, Strategic Programs | Office of University Strategy
Director | Rutgers Center for Organizational Leadership
Part-Time Lecturer 2 | Department of Communication
Associate Faculty Member | Ph.D. Program in Higher Education
Adjunct Associate Professor | Department of Family Medicine and Community Health
Part-Time Faculty | Rutgers Business School
Rutgers University

Adjunct Professor | Villanova School of Business
Adjunct Professor | College of Professional Studies
Adjunct Professor | Department of Public Administration
Villanova University

EDUCATION

Ph.D., Communication   2012-2017
Rutgers University, New Brunswick, NJ
Dissertation: The social construction of crisis in higher education: Implications for crisis leadership theory and practice

M.P.A., Public Administration   2009-2011
M.A., Communication   2007-2009
Villanova University, Villanova, PA
Graduate thesis: University crises: Sensemaking and discursive leadership in moments of uncertainty

B.S.Ed., Secondary Education, *magna cum laude*   2003-2007
B.A., Integrated Marketing Communication, *magna cum laude*
B.A., English, *magna cum laude*
Duquesne University, Pittsburgh, PA
Honors: Lambda Pi Eta, Mortar Board, Omicron Delta Kappa, Sigma Tau Delta, Pi Lambda Theta, Kappa Delta Epsilon, Golden Key

PROFESSIONAL EXPERIENCE

Rutgers University, New Brunswick, NJ
Assistant Vice President, Strategic Programs (promoted June 2021)   June 2021-present
Office of University Strategy
- Support the Senior Vice President for Strategy in the design of a new Cabinet-level Office of University Strategy that identifies, develops, and coordinates major strategic initiatives and works across the university, and in partnership with chancellor-led and operational units, to develop or help execute plans that move the institution toward a stronger "One Rutgers" position.
- Provide executive leadership for the portfolio of university-wide consultation services, including strategic planning, priority setting, culture and climate assessment, and organizational review.

- Oversee the alignment and coordination of unit, department, and school strategic planning activities with major university goals.
- Assist with projects designed to enhance institutional clarity, such as a review of the governance and strategy of professional schools, coordination with a faculty-led committee to review the five-year merger of Rutgers Law School, and advisement of a new Office for Climate Action.
- Participate in university-wide committees addressing various topics of institutional importance, including inclusive leadership (Inclusive Leadership Network), digital badges and alternative credentials (Digital Badge Evaluation and Selection Sub-Committee), and a coordinated approach to student, faculty, and staff wellness at Rutgers (Scarlet Well).
- Administrative duties include supervision of four full-time and four part-time employees; involvement in office planning, hiring, and job analysis processes; and oversight of the strategic direction and management of budget for the leadership education, consultation, and research portfolio.

Director (promoted January 2020)   January 2020-present
Rutgers Center for Organizational Leadership
- Provided executive leadership for the planning, delivery, and assessment of signature programs and services, and engaged with academic and administrative leaders across the institution in strengthening the Center's role as a hub for leadership development, consultation, and research.
- In collaboration with Center staff and strategic partners across the institution, successfully designed and launched new academic leadership development programs for nearly 1,000 program participants, including the Rutgers Leadership Academy (mid-career faculty and staff), Academic Leadership Program-RBHS (faculty administrators from the academic health center), Department Leaders Program-New Brunswick (department leaders at Rutgers-New Brunswick), Faculty Leadership Program-Camden (faculty leaders at Rutgers-Camden), and PreDoctoral Leadership Development Academy (doctoral students from across Rutgers).
- Convened a university-wide academic leadership development network to ensure consistency of program goals, competencies, and evaluation metrics, and to identify topics, trends, and modules of future interest.
- Facilitated hundreds of sessions and customized workshops for units, departments, and schools across Rutgers.
- Coached school, department, and senior university leaders on topics related to leadership, strategy, communication, change, culture, planning, crisis, assessment, and organizational excellence.
- Established a virtual Academic Leadership Hub in response to the COVID-19 pandemic as a way of engaging with colleagues from across the institution on salient leadership topics and exchanging resources and strategies.
- Synthesized and analyzed results from each of the reporting units of the Senior Vice President for Academic Affairs in preparing an Academic Affairs self-study report for the University Equity Audit.
- Consulted with leaders and departments across the institution in the design of partnered leadership programs and workshops, including, but not limited to, the Office for Research, Rutgers Business School, Robert Wood Johnson Medical School, Department of Anesthesiology and Perioperative Medicine, Rutgers University Libraries, Rutgers Honors College, Rutgers Global, Residence Life, and Department of Leadership and Experiential Learning.

- Partnered with Rutgers Business School Executive Education in the design and delivery of content for the Rutgers Mini-MBA and customized consultations for various national and international clients, including Ocean Network Express, Brother International Corporation, U.S. Golf Association, and USV Private Limited.
- Collaborated with Rutgers Global and the Community Leadership Center at Rutgers-Camden on the design of a USAID-funded partnership with the leadership team of the Universidad Nacional de Asuncion (UNA) in Paraguay.
- Developed models, tools, and frameworks to support leaders across higher education, and presented on this work at national and international conferences.
- Formed partnerships, facilitated in-person workshops, led virtual webinars, and conducted research projects and benchmark studies in support of various national and international professional associations, including the Big Ten Academic Alliance (BTAA), Network for Change and Continuous Innovation (NCCI), National Communication Association (NCA), International Leadership Association (ILA), and University Professional and Continuing Education Association (UPCEA).
- Led and conducted research projects on topics related to leadership, communication, crisis, training and development, strategy, planning, and organizational excellence in higher education.
- Designed and taught graduate and undergraduate courses in leadership, communication, higher education, strategy, and public administration.

Rutgers University, New Brunswick, NJ
Director of Leadership Development and Research   September 2015-January 2020
Rutgers Center for Organizational Leadership
- Coordinated the portfolio of academic and administrative leadership development programs and initiatives sponsored by the Center.
- Collaborated in the development and facilitation of existing and new academic leadership development programs.
- Collaborated with the President's Office and Rutgers Global in the coordination, design, and facilitation of a series of residential and virtual leadership development initiatives for senior officials representing The Republic of Botswana, Africa.
- Formed and led an interdisciplinary research team for graduate students with an interest in higher education leadership

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 within the Association of American Universities (AAU) and Big Ten Academic Alliance (BTAA) institution websites, which resulted in published benchmarking reports.
- Co-designed preliminary curriculum for the Rutgers Leadership Academy, a new leadership development program for mid-career faculty and staff.
- 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   May 2008-August 2015
Inaugural Associate Director of Student Development (promoted January 2015)
Assistant Director of Student Development (promoted July 2011)
Advisor for Fraternity and Sorority Life

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.
- Formed partnerships with academic representatives from each of the schools and colleges to advance the work of the office.
- Contributed to the community through service as one of the first Sexual Assault Resource Coordinators and involvement in many university-wide committees, including the State of Alcohol Task Force, University Assessment Council, and Sophomore Experience Committee, and VUSeniors Committee.
- 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 departmental programs and services.

PUBLICATIONS

Books:

- Gigliotti, R. A. (in press). *Resilience and renewal in higher education: Concepts and strategies for post-crisis leadership.* Rutgers University Press.

- Goldthwaite, C., Gigliotti, R. A., & Spear, S. (forthcoming). *Leadership in a digital context.* Kendall Hunt.

- Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2021). *A guide for leaders in higher education: Core concepts, competencies, and tools.* (2nd ed). Stylus.

  - Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2017). *A guide for leaders in higher education: Core concepts, competencies, and tools.* (1st ed). Stylus.

- Gigliotti, R. A., & Goldthwaite, C. (2021). *Leadership in academic health centers: Core concepts and critical cases.* Kendall Hunt.

- Gigliotti, R. A. (2019). *Crisis leadership in higher education: Theory and practice.* Rutgers University Press.

- Ruben, B. D. & Gigliotti, R. A. (2019). *Leadership, communication, and social influence: A theory of resonance, activation, and cultivation.* Emerald.

- Gigliotti, R. A., Ruben, B. D., & Goldthwaite, C. (2017). *Leadership: Communication and social influence in personal and professional settings.* Kendall Hunt.

Edited Books:

- Shankman, M. L., & Gigliotti, R. A. (2021). *New directions for student leadership: No. 170. Using inventories to enhance leadership development.* Wiley.

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

Refereed Journal Articles:
- Gigliotti, R. A., Horton, D. B., Reichman, N. E., & Rotondo, A. (under review). The art of team science: Perspectives from sports, architecture, and other fields.

- Goldthwaite, C., Spear, S. E., & Gigliotti, R. A. (under review). Leading interdisciplinary and translational collaborations for addressing health disparities.

- Weintraub, D. S. & Gigliotti, R. A. (under review). Student involvement and leadership before and during the pandemic: Points of comparison and differentiation.

- Gigliotti, R. A., & Spear, S. E. (2022). Essential leadership concepts and models for graduate and professional school learners. *New directions for student leadership: No. 176. Leadership education for graduate and professional school students.* Wiley.

- Gigliotti, R. A. (2022). Crisis leadership in higher education: Historical overview, organizational considerations, and implications. *The Oxford Encyclopedia of Crisis Analysis*.

- Sahay, S., Gigliotti, R. A., & Dwyer, M. (2022). Role conflict, job crafting, stress, and resilience among nurses during COVID-19. *Journal of Contingencies and Crisis Management.*

- Gigliotti, R. A. (2021). Department chair perspectives on leading through prolonged and intersecting crises. *The Department Chair, 32*(3), 12-15.

- Ruben, B. D. & Gigliotti, R. A. (2021). Explaining incongruities between leadership theory and practice: Integrating theories of resonance, communication, and systems. *Leadership & Organization Development Journal, 42*(6), 942-957.

- Gigliotti, R. A. (2021). The impact of COVID-19 on academic department chairs: Heightened complexity, accentuated liminality, and competing perceptions of reinvention. *Innovative Higher Education, 46*(1), 429-444.

- Gigliotti, R. A., & Wear, A. (2021). The evolving role of internal organization development offices in higher education: Perspectives from Australia and the United States. *Organization Development Review, 53*(2), 54-60.

- Gigliotti, R. A. (2020). Sudden shifts to fully online: Perceptions of campus preparedness and implications for leading through disruption. *Journal of Literacy and Technology, 21*(2), 18-36.

- Gigliotti, R. A. (2020). The perception of crisis, the existence of crisis: Navigating the social construction of crisis. *Journal of Applied Communication Research, 48*(5), 558-576.

- Gigliotti, R. A., Ruben, B. D., Goldthwaite, C., & Strom, B. L. (2020). The collaborative design of a leadership education and development program for an academic health center: Implications for leadership education practice. *International Journal of Leadership in Education.*

- Gigliotti, R. A., Dwyer, M., Brescia, S. A., Gergus, M., & Stefanelli, J. (2020). Learning leadership in higher education: Implications for graduate education. *Atlantic Journal of Communication, 28*(4), 209-223*.*

- 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.

Book Chapters:
- Jarvis, J., Gigliotti, R. A., & Kolligian, J. (2023, in press). "The Princeton outbreak": A case study of a university health crisis and implications for communicating science. In H. D. O'Hair & M. J. O'Hair (Eds.), *Communication and catastrophic events: Strategic risk and crisis management*. Wiley Blackwell.

- Gigliotti, R. A. (forthcoming). Crisis leadership in liberal arts colleges. In I. Jung & K. H. Mok (Eds.), *The reinvention of liberal learning around the globe.* Springer.

- Gigliotti, R. A., Kramer, S. G., & Magnoni, D. (2021). Applying design concepts for the cultivation of cross-university partnerships. *Leadership and management strategies for creating agile universities* (pp. 155-168)*.* IGI Global.

- Ruben, B. D., Mahon, G., Gigliotti, R. A., & Goldthwaite, C. (2021). Leadership and organizational revitalization in a period of disruption and change: A case study of adaption and innovation in the Rutgers School of Health Professions. *Excellence in university leadership and management: Case histories* (pp. 19-39)*.* Academic Conferences Publishing.

- 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: A best practices framework for assessing and developing competence* (pp. 238-252). 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)*.* Emerald.

- 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)*.* Emerald.

- 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). Springer.

- 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). Emerald.

- 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 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*. Jossey-Bass.

Book Review:
- Gigliotti, R. A. (2022). [Review of Jeffrey L. Buller's *Retaining your best college professors*], *The Department Chair, 32*(4), 31.

- 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*. SAGE Publications.

Book Contributions:
- Gigliotti, R. A. (2022). Crisis leadership. In A. Middlebrooks, et al., *Discovering leadership: Designing your success*. (2nd ed). SAGE Publications.

- Ruben, B. D. & Gigliotti, R. A. (2020). Organizational communication. In *The SAGE encyclopedia of higher education*. SAGE Publications.

- 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*. SAGE Publications.

- Christie, E. & Gigliotti, R. A. (2017). Contingent workforce. In C. R. Scott & L. K. Lewis (Eds.), *International encyclopedia of organizational communication.* Wiley.

- Gigliotti, R. A. (2014). Organizational leadership. In B. Ruben & L. Stewart, *Communication and human behavior*. (5th ed.). Pearson.

Digital Research Modules:

- Gigliotti, R. A. (2021). Influence module. SAGE Business Skills Digital Resource. SAGE Publications.

Editorial Assistant:
- Scott, C. R. & Lewis, L. K. (Eds.), (2017). *International encyclopedia of organizational communication*. 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.)*.* Rutgers Center for Organizational Leadership.

- 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.)*.* Rutgers Center for Organizational Leadership. 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.)*.* Rutgers Center for Organizational Leadership.

- Ruben, B. D. & Gigliotti, R. A. (2014). *Snapshots of academic and senior administrator leadership programs at Committee on Institutional Cooperation (CIC) Universities.* Center for Rutgers Center for Organizational Leadership. Presented to CIC Academic Leadership Liaisons in July 2014.

- Gigliotti, R A. (2013). Academic Leadership Development Matrix. Prepared for the Rutgers Center for Organizational Leadership.

News Articles, Opinion Essays, White Papers, and Invited Blog Contributions:
- Gigliotti, R. A. (2021, November 11). [Department chairs in distress.](#) *Inside Higher Ed.*

- Gigliotti, R. A., Kramer, S., & Magnoni, D. (2021, May 24). [Applying design concepts for the cultivation of cross-university partnerships.](#) *eCampus News.*

- Gigliotti, R. A. (2021, February 19). [2020 year in review: COVID-19.](#) *ACUI Bulletin.*

- Gigliotti, R. A. (2020, October 28). [The impact of COVID-19 on department chairs.](#) *Inside Higher Ed.*

- Gigliotti, R. A. (Summer 2020). [Crisis leadership in higher education: Keys to building and maintaining a "reservoir of goodwill."](#) *Duquesne University Issues and Insights White Paper Series.*

- Gigliotti, R. A. (2020, August 10). [Punctuating leadership education and development into before and after](#). *International Leadership Association: Leadership for the Greater Good.*

- Gigliotti, R. A. (2020, July). [Looking beyond COVID-19: Crisis leadership implications for chairs](#). *The Department Chair.*

- Ruben, B. D., Gigliotti, R. A., Immordino, K. M., Goldthwaite, C., & Blank Shavelsky, M. (2020, May 31). The Botswana-Rutgers Leadership Summit: An application of leadership in the public sector framework. public administration times. *Public Administration Times.*

- Gigliotti, R. A. (2020, March 18). Crisis leadership: Understanding, navigating, and leading in the complexity of crisis. *ACUI Bulletin.*

- Gigliotti, R. A. (2020, March 17). Crisis leadership and the higher education response to the COVID-19 outbreak. *The EvoLLLution.*

- Gigliotti, R. A. & Scott, K. (2019, June 20). Advancing quality and excellence in higher education. *eCampus News.*

- Gigliotti, R. A. (2019, May 28). Leadership competencies: A framework for leadership assessment, education and research. *The EvoLLLution.*

- Gigliotti, R. A. & Qadri, M. J. (2017, September 12). Doctoral students as academic leaders. *Inside Higher Ed.*

- 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*.

- Ruben, B. D. & Gigliotti, R. A. (2016, April 14). An honest look into what it takes to "manage change". *eCampus News.*

Published Interviews, Podcasts, and Quotes:
- Mobley, J. S. (2022, September 26). 4 essential leadership competencies department chairs need to lead in the new normal. *Academic Impressions.*

- Jackson, L. (2022, August 18). Helping colleagues navigate stressful times. *Higher Ed Jobs.*

- Gigliotti, R. A. (2022, August 3). Communication and leadership in higher education: Building a beloved community. *Social-Emotional and Character Development on Demand.*

- Zahneis, M. (2022, February 4). The faculty job (almost) no one wants. *Chronicle of Higher Education.*

- Gigliotti, R. A., & Shankman, M. L. (2021, December 15). NDSL #170: Using inventories and assessment. *The Leadership Educator Podcast.*

- Levine, A. (2021, September 17). Post-pandemic: The power of crisis management planning. *Science Magazine.*

- Shankman, M. L., & Gigliotti, R. A. (2021, September 15). Leadership assessments: The good, the bad, & the ugly. *Phronesis: Practical Wisdom for Leaders.*

- Gigliotti, R. A. (2020, November 29). Crisis leadership: An eye towards innovation, learning, and transformation. *Phronesis: Practical Wisdom for Leaders.*

- Bauer-Wolf, J. (2020, October 5). How can colleges talk about coronavirus deaths on campus? *Education Dive.*

- Teske, D. (2020, September 30). 'Collision of crises' make change inevitable for higher ed. *eCampus News.*

- Gigliotti, R. A. (2020, September 8). What academic leaders can do to navigate crisis. *The Leadership Educator Podcast.*

- Deese, H. (2020, July 24). College was never like this. *The Nashville Ledger.*

- Zamudio-Suaréz, F., & Brown, S. (2020, May 8). The quandary: How can I represent my department in a season of budget cuts? *Chronicle of Higher Education.*

- Musselwhite, R. (2020, April 27). Learning at a distance. *Community Health.*

- Gigliotti, R. A. (2020, March 26). Crisis leadership education and exploration. *International Leadership Association Pause for Pedagogy.*

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

PRESENTATIONS

Conference/Seminar Papers, Panels, and Colloquia:
- Gigliotti, R. A. Adapting leadership development curriculum in an academic context.
  (National Communication Association Annual Convention, New Orleans, LA, November 2022)

- **Top Panel Award, Training & Development Division**
  Gigliotti, R. A., et al. Embracing transformational opportunities for successful client engagements by training & development scholars, consultants, students, and practitioners in the post-COVID teaching and development field.
  (National Communication Association Annual Convention, New Orleans, LA, November 2022)

- Gigliotti, R. A. Post-crisis leadership: A framework for organizational renewal, healing, and strategy.
  (International Leadership Association Global Conference, Washington, DC, October 2022)

- Gigliotti, R. A. An overview of core concepts for leadership in academic health centers.
  (International Leadership Association Virtual Conference, October 2022)

- Gigliotti, R. A., Faust, J., Robinson, S. Navigating unchartered waters: Building leadership capacity and resilience.
  (Network for Change and Continuous Innovation, Virtual Conference, October 2022)

- Jarvis, J., Gigliotti, R. A., & Kolligian, J. "The Princeton outbreak": A case study of a university health crisis and implications for communicating science.

(International Crisis and Risk Communication Conference, Orlando, FL, March 2022)

- Gigliotti, R. A. The study and practice of crisis leadership in higher education: Considerations for values-based leadership.
  (International Leadership Association Conference, Geneva, Switzerland, October 2021)

- Gigliotti, R. A., et al. Global leadership development: Insights from three communication leadership book authors.
  (International Leadership Association Conference, Geneva, Switzerland, October 2021)

- Gigliotti, R. A. The impact of COVID-19 on department chairs.
  (International Crisis and Risk Communication Virtual Conference, March 2021)

- Gigliotti, R. A., et al. New Directions in student leadership: Using inventories and assessments to enhance leadership development.
  (International Leadership Association Virtual Conference, November 2020)

- Gigliotti, R. A. & Ruben, B. D. Leadership in academic health: The design of a collaborative leadership development program.
  (International Leadership Association Virtual Conference, November 2020)

- Gigliotti, R. A. Crisis leadership in higher education: Central research themes and reflections.
  (Rutgers School of Communication and Information Ph.D. Colloquium, New Brunswick, NJ, February 2020)

- **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)

- Gigliotti, R. A. Current approaches to academic and administrative leadership development at NCCI member institutions.
  (Network for Change and Continuous Innovation, 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 Master's Degree 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)

- 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, 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**
  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 Intergroup Relations 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*)

- 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.
  (*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*)

- 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. Crisis leadership considerations. *(Villanova University Department of Public Administration, June 2020).*

- Gigliotti, R. A. Crisis leadership. *(Rutgers Business School, June 2020).*

- Gigliotti, R. A. Leading in crisis. *(Furlough Network Webcast, May 2020).*

- Gigliotti, R. A. Crisis leadership. *(Florida State University Division of Student Affairs, May 2020).*

- Gigliotti, R. A. Leading effectively through crisis. *(RMIT University, Australia, April 2020).*

- Gigliotti, R. A. Crisis leadership in higher education. *(International Leadership Association, April 2020).*

- 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:
- Crisis Leadership in Higher Education, *Rutgers University, Ph.D Program in Higher Education*
- 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*
- Team Science: Collaborations in Biomedical Sciences (online), *Rutgers University, Rutgers Biomedical and Health Sciences*
- Power and Social Influence Leadership Mastery, *Villanova University, Executive MBA*
- 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*
- Applied Data Analysis (online), *Villanova University, Public Administration*
- Risk Management in Education (online), *Villanova University, Education and Counseling*

Undergraduate Courses:
- Public Speaking (online, hybrid, and in-person), *Rutgers University, Communication*
- Approaches to Leadership (hybrid and in-person), *Rutgers University, Communication*
- Exploring Leadership (Leadership Learning Community), *Rutgers University, Communication*
- Organizational Development and Management Capstone (online), *Villanova University, College of Professional Studies*
- Building Habits for Effective Leadership (online), *Villanova University, College of Professional Studies*
- Leadership Symposium (online and in-person), *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*

Selected 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
- Promoted to Part-Time Lecturer 2 based on comprehensive evaluation of teaching accomplishments at Rutgers University
- Received the 2021 Award for Excellence as a Part-Time Faculty Member at Rutgers University School of Communication and Information
- Partnered with university stakeholders and community practitioners in the design of a dynamic and highly rated Leadership Symposium for the Villanova University College of Professional Studies on the topics of leading reinvention; innovation, entrepreneurship, and leading with a growth mindset; and inclusive leadership
- 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

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FUNDED PROJECTS

- Leadership in Higher Education Institute, National University of Asuncion   2022
  - Collaborated with Rutgers Global and the Community Leadership Center at Rutgers-Camden on the design of a USAID-funded partnership with the leadership team of the Universidad Nacional de Asuncion (UNA) in Paraguay.
  - Funding source: USAID (United States Agency for International Development)

- Co-Lead, Team Science Core   2021-Present
  New Jersey Alliance for Clinical and Translational Science (NJ ACTS)
  - Co-led the design and delivery of the first team science course for Rutgers University for NJ ACTS TL1 Trainees and KL2 Scholars, collaborated on various team science research activities, and supported the portfolio of team science seminars and consultation activities.
  - Funding source: NIH Clinical and Translational Science Award (CTSA) Program (NIH's largest infrastructure and training award)

- Co-Director, Botswana-Rutgers Leadership Development Partnership   2019-2021
  - Collaborated with the President's Office and Rutgers Global in the coordination, design, and facilitation of a series of residential and virtual leadership development initiatives for senior officials representing The Republic of Botswana, Africa.
  - Funding source: Rutgers University and the Republic of Botswana

LEADERSHIP AND ORGANIZATIONAL CONSULTATION ENGAGEMENTS

Villanova University, School of Business Graduate Programs	2015-2023
Villanova University, College of Professional Studies	2019-2023
Princeton University, Division of Finance and Administration	2023
Villanova University, Graduate Business Department	2020-2022
Airgas, Human Resources Leadership Team	2022
Sword Health, Executive Leadership Team	2022
Ocean Network Express, Executive Leadership Team	2022
Brother International Corporation, Executive Leadership Team and Directors	2022
Princeton University, Human Resources	2022
Princeton University, Academic Managers Group	2021, 2022
Excelsior College, Enrollment Management and Student Success	2021
Villanova University, Office of Mission and Ministry	2021
Datastrong, Department of State Resource Managers and Team Members	2021
Drexel University, Honors College	2021
Streamline Health, Executive Leadership Team	2020
Radiological Society of North America, Board of Directors	2020
ERT, Clinical Trial Technology Solutions	2020
The College of New Jersey, Department of Communication Studies	2019-2020
Congreso de Latinos Unidos, Education and Workforce Services Division	2019
Syracuse University, University College Division	2018
TD Bank, Mt. Laurel, NJ Regional Leadership Team	2018
University of Oklahoma, Department of Athletics	2018
Agilent Technologies, Enterprise Team	2018
Vanguard, Institutional Division	2018
Vanguard, Institutional Investor Services Sub-Division	2018
IKEA, Multichannel Logistics Division	2017
Temple University, University College Division	2017

INVITED LECTURES AND FACILITATIONS

- Rutgers Executive MBA   2022
  Invited workshop: Change management strategy
  Newark, NJ

- Brother International Corporation Leadership Summit   2022
  Keynote workshop: CliftonStrengths for managers: Forging strengths-based partnerships to fuel Brother's leadership
  Princeton, NJ

- Princeton University Client Services Team   2022

Invited workshop: Post-crisis leadership and strategy: Reflections and applications
Princeton, NJ

- Rutgers University School of Communication and Information 2022
  Guest lecture: Leading amid times of crisis: Central research themes and reflections
  Graduate course: Transformational Library Leadership

- Rutgers University Graduate School of Education 2022
  Guest lecture: Leading amid times of crisis: Central research themes and reflections
  Graduate course: Organization and Administration in Higher Education

- Rutgers University School of Communication and Information 2022
  Guest lecture: Perspectives on conflict in the workplace
  Graduate course: Conflict Management

- California Association of Deans and Directors of Social Work 2022
  Invited workshop: Crisis and post-crisis leadership in higher education: A summary of key
  research findings and strategies for renewal and reinvention

- University of Virginia 2022
  Invited workshop: Strategic planning: Key considerations for effective, inclusive, and
  values-based approaches to planning and priority setting

- Visiting Nurse Association Health Group Management Skills Course 2021-2022
  Invited workshop: Effective leadership communication: Principles and applications

- Robert Wood Johnson Medical School 2020-2022
  Invited opening speaker for all first-year medical students in their Physicianship 1 course

- Robert Wood Johnson Medical School 2020-2022
  Invited keynote speaker for annual Chief Residents Retreat

- Mandela Washington Fellowship for Young African Leaders 2019, 2022
  Delivery of Common Leadership Curriculum for Civic Engagement Fellows
  New Brunswick, NJ

- Rutgers Institute for Pharmaceutical Industry Fellowships 2020-2021
  Developed and facilitated in-person and virtual workshops on strengths-based leadership,
  crisis leadership, and leading from a growth perspective for nearly 400 industry fellows
  New Brunswick, NJ

- Society for Radiation Oncology Administrators 2021
  Keynote presentation: Crisis leadership in a time of pandemic: Teamwork, collaboration,
  and engagement
  Chicago, IL

- American Association of State Colleges and Universities 2021
  Keynote presentation: Effective crisis leadership in higher education: Preparation,
  perceptions, and principles

- Municipal Clerks' Association of Essex County, New Jersey   2021
  Invited workshop: Leadership and communication connections

- National Communication Association Summer Chairs' Institute   2021
  Invited workshop: Leadership lessons from the pandemic: A summary of research findings and reflections on renewal and reinvention

- Association for Theatre in Higher Education Leadership Institute   2021
  Invited workshop: Crisis leadership in higher education: Key concepts and considerations

- Salisbury University   2021
  Guest Lecture: Leadership and Communication Connections

- Florida State University   2021
  Guest lecture: The use of assessments and instruments in leadership education
  Graduate course: Leadership Educator Graduate Seminar

- Graduate Medical Education Grand Rounds Workshop, Rutgers Health   2021
  Invited workshop: Crisis leadership competencies: Considerations for training, development, and applied practice

- California State University Department Chairs Forum   2021
  Invited workshop: The impact of COVID-19 on department chairs: A summary of research findings and strategies for renewal and reinvention

- Villanova University Department Chairs Peer Network   2021
  VISIBLE: Villanova Initiative to Support Inclusiveness and Build Leaders
  (NSF ADVANCE Institutional Transformation Grant-funded Initiative)
  Invited lecture: The impact of COVID-19 on department chairs: A summary of research findings and strategies for renewal and reinvention

- Network for Change and Continuous Innovation (NCCI)   2021
  Co-designed and facilitated a half-day leadership and team dynamics workshop for NCCI Board of Directors

- Rutgers University School of Communication and Information   2020
  Guest lecture: Leading amid times of crisis: Central research themes and reflections
  Graduate course: Transformational Library Leadership

- Texas A&M University   2020
  Guest lecture: Crisis leadership in higher education
  College of Education and Human Development

- University of Delaware   2020
  Guest lecture: Leadership and social influence
  Undergraduate course: Entrepreneurial Apprentice: Principled Leadership and Influence

- Indiana University of Pennsylvania   2020
  Guest lecture: Crisis leadership in higher education
  Graduate course: Leadership: A Case Study Approach

- Wilmington University   2020
  Guest lecture: Crisis communication and implications for crisis leadership
  Graduate course: Crisis Communication

- University Continuing and Professional Education Association (UPCEA)   2020
  Developed and facilitated virtual Board of Directors retreat on crisis leadership in
  higher education and implications for professional, continuing, and online education

- University Continuing and Professional Education Association (UPCEA)   2019-2020
  Developed and facilitated pre-conference program and coordinated emerging
  leadership initiative for professional, continuing, and online higher education professionals
  at virtual regional conferences

- Rutgers Biomedical and Health Sciences Mentor Symposium   2019
  Keynote speaker: Effective mentor-mentee relationships: Cultivating leadership,
  growth, and engagement

- 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*

- New Jersey Municipal Clerks, Rutgers Center for Government Services   2018-2019
  New Brunswick, NJ

- University Continuing and Professional Education Association (UPCEA)   2017
  Mid-Atlantic Regional Division, New Brunswick, NJ

- Information Science and Technology Study Group, Defense Advanced Research   2017
  Projects Agency (DARPA)
  Communicating Intent for Autonomy Workshop, Arlington, VA

- Big Ten Academic Alliance Academic Leadership Program   2017
  Invited workshop: Anticipating and responding to campus crisis (with R. Kaler, University
  of Illinois)
  New Brunswick, NJ

- Rutgers University Ph.D. Program in Higher Education   2016
  Panel participant: Advice and insights for new doctoral students in higher education

- Villanova University VSB Week   2015
  Invited workshop: Dealing with rejection & disappointment: An opportunity for leadership
  growth
- Rutgers University, School of Communication and Information   2015

Guest lecture: Organizational communication and leadership connections
Graduate course: Organizational Communication

- Rutgers University, School of Communication and Information   2015
  Guest Lecture: Leadership theory in a community leadership context
  Graduate Course: Community Communication

- William Penn Charter School   2014-2015
  Invited workshop on preparing and delivering effective capstone presentations
  Philadelphia, PA

- Villanova University Department of Public Administration   2014
  Invited faculty workshop: Virtual community & institutional identification: Implications for
  the online Public Administration program

- Villanova University Center for Multicultural Affairs   2012-2014
  Invited workshop on male identity & leadership

- Villanova University Center for Campus Ministry   2011-2014
  Invited workshop on servant leadership for mission trip student leaders

- Villanova University Center for Multicultural Affairs   2012-2014
  Invited workshop: 3-day program for Villanova Initiative for Engaging Women

- Villanova University College of Engineering   2007, 2010-2014
  Invited workshop on effective teamwork and team dynamics

- Haverford College Office of Academic Resources   2013
  Invited workshop on preparing and delivering effective presentations
  Lower Merion, PA

- Drexel University Division of Student Affairs   2013
  Invited workshop on servant leadership
  Philadelphia, PA

- Alex's Lemonade Stand   2012-2013
  Invited facilitator for Alex's Lemonade Stand Leadership Academy
  Villanova, PA

- Archmere Academy   2011-2012
  Invited leadership development workshop facilitator
  Claymont, DE

- Villanova University Department of Communication   2009-2010
  Guest lecture: Small group communication and leadership
  Undergraduate course: Organizational Communication

- Widener University   2010
  Invited workshop: Risk management and leadership

Chester, PA

- Learning to Lead 2010
  Invited workshop: Define U: A Program for High School Student Leaders
  Philadelphia, PA

- Philadelphia University Residence Life 2010
  Invited workshop on effective teamwork and team dynamics
  Philadelphia, PA

- Villanova University Community Leadership Series 2008-2010
  Invited workshops on leadership, team dynamics, strategy, and goal setting

- Loch Raven High School 2008
  Invited workshop on leadership, goal setting, and student success
  Baltimore, MD

PROFESSIONAL ORGANIZATION INVOLVEMENT & SERVICE

Professional Membership:
- Network for Change and Continuous Innovation 2016-2022
- International Communication Association 2015-2022
- International Leadership Association 2014-2022
- National Communication Association 2006-2022
- Association for the Study of Higher Education 2020-2021
- 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 Communication Research in Environmental Crises
  National Communication Association Annual Convention, New Orleans, LA
  Applied Communication Division
  November 2022

- Crisis Leadership at the Crossroads: Administrative Perspectives
  National Communication Association Annual Convention, Virtual Convention
  Association for Communication Administration

November 2020

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

Panel Chair
- Top paper session: Contemporary approaches and considerations for training and development
  National Communication Association Annual Convention, Virtual Convention
  Training and Development Division
  November 2020

- New directions in student leadership: Using inventories and assessments to enhance leadership development
  International Leadership Association Virtual Conference
  November 2020

- 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
- *Atlantic Journal of Communication*
  2017-2022

- *American Behavioral Scientist*
  2021

- *International Journal of Public Leadership*
  2021

- *Management Communication Quarterly*
  2021

- *Global Business and Organizational Excellence*
  2021

- *International Journal of Leadership in Higher Education*
  2020

- *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

- *Journal of Applied Research in Higher Education*
  2017-2019

- *Group and Organization Review*
  2017

Conference Reviewer
- Organizational Communication Division, International Communication Association
  2017-2022

- Organizational Communication Division, National Communication Association
  2017-2022

- Training and Development Division, National Communication Association
  2017-2022

- Applied Communication Division, National Communication Association
  2015-2019, 2022

- Leadership Scholarship Interest Group, International Leadership Association
  2017-2022

- Leadership Education Interest Group, International Leadership Association
  2016-2022

- Applied Communication Division, Eastern Communication Association

2015-2017

Conference/Seminar Activity:

- Invited to chair the Network for Change and Continuous Innovation Global Education Task Force which was charged with reviewing the network's education and professional development efforts and proposing a competency-based structure for organizing current and future efforts.
  2022

- 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
  2019-2021

- Participated in a Workforce Crisis Roundtable sponsored by the New Jersey Association of Mental Health and Addiction Agencies (NJAMHAA)
  2021

- Participated in a two-day training program with the Villanova School of Business EMBA Program on the use and interpretation of the Hogan Assessments
  2021

- Moderated a follow-up virtual presidential panel with the presidents of Georgia State University, Georgia Institute of Technology, and Texas A&M University – San Antonio for the Network Change and Continuous Innovation Thought Leaders Roundtable
  2021

- Co-designed the call for papers and program schedule for the Training and Development Division of the National Communication Association
  Indianapolis, IN
  2020

- Moderated keynote presidential panel with the presidents of Georgia State University, Georgia Institute of Technology, and Texas A&M University–San Antonio for the Network Change and Continuous Innovation virtual conference
  2020

- In response to the COVID-19 pandemic, directed, coordinated, and presented a Virtual Seminar Series on the topic of Leading Through Times of Turbulence in Higher Education for the Network Change and Continuous Innovation, which was recognized as the most well-attended program in the organization's history
  2020

- Participated in Virtual Conference Advisory Committee for the Network Change and Continuous Innovation
  2020

- Served on the Conference Leadership Team for the Higher Education Leadership Forum

2019-2020

- Served on the Conference Planning Committee for the 2018 Network for Change and Continuous Innovation 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 using CliftonStrengths Assessment
  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

- 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

GRADUATE STUDENT ADVISING

- Amir St. Clair
  Dissertation Committee, Ph.D. Program in Organizational Leadership, Eastern University

- Ken Karamichael
  Dissertation Committee
  Qualifying Exam Committee, 2021
  Ph.D. in Higher Education Program, Rutgers University

- Jay Stefanelli
  Dissertation Committee, 2021
  Qualifying Exam Committee, 2019
  Ph.D. in Higher Education Program, Rutgers University

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

SERVICE

- National Examiner, Malcolm Baldrige Performance Excellence Program 2019-Present
United States Department of Commerce, National Institute of Standards and Technology
- Member, Board of Directors, *Network for Change and Continuous Innovation* 2018-Present
in Higher Education (NCCI)
  - o Board Liaison, Education Council 2022
  - o Chair, Global Education Task Force 2022
  - o Governance Committee 2020-Present
  - O Membership and Outreach Committee 2018-2020
  - O Member, Alternative Revenue Streams and Opportunities Task Force 2020
  - O Member, Board Competencies Task Force 2020
  - O Convenor and Presenter, Leading Through Times of Turbulence 2020
    in Higher Education Seminar Series
  - O Virtual Conference Advisory Committee 2020
- Digital Badge Evaluation and Selection Sub-Committee, *Rutgers University* 2021-2022
- 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
- Leadership Team, Philadelphia Alumni Chapter, *Duquesne University* 2011-Present
- Judge, Public Speaking Competition, *Rutgers University* 2020-2022
- Leadership Team, Training and Development Division 2018-2021
National Communication Association
- Member, Blue Ribbon Advisory Panel 2020
ModernThink "Great Colleges to Work For" Program
- Member, Alumni Board of Governors, *Duquesne University* 2012-2018
- 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
- Participant, Villanova University Day of Service 2007-2012
- Advisor, Orphanage Outreach Mission Trip, MonteCristi, Dominican Republic 2009
- Advisor, Habitat for Humanity, 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, New Student 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

AWARDS, FELLOWSHIPS, AND HONORS

- Recipient, Outstanding Service Award
  Training and Development Division, National Communication Association
  2022

- Nominated Faculty Speaker, Evening of Celebration
  Villanova University College of Professional Studies
  2022

- Award for Excellence as a Part-Time Faculty Member
  Rutgers University School of Communication and Information
  2021

- 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

- 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

- Fellow, Rutgers PreDoctoral Leadership Development Academy
  2013-2015

- Recipient, Outstanding Continuing Doctoral Student
  Rutgers University School of Communication & Information
  2015

- Nominee, Outstanding Continuing Doctoral Student
  Rutgers University School of Communication & Information
  2014

- Distinguished Service Award
  BRIDGE Society, Villanova University
  2012

- Honorary Membership Recognition
  The National Society of Collegiate Scholars
  2010

- Recipient, National Scholarship to attend Association for Fraternity Advisors Annual Meeting 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

- Recipient, Eugene P. Beard Student Award for Ethics in Leadership
  Duquesne University
  2007

- Pennsylvania College Communicator of the Year
  Pennsylvania Communication Association
  2007

- Student Commencement Speaker
  School of Education, *Duquesne University*
  2007