Ralph A. Gigliotti, Ph.D. | gigliotti.ralph@gmail.com

BIOGRAPHY

Dr. Ralph Gigliotti serves as Chief of Staff to the President at Rutgers, The State University of New Jersey. As a senior advisor and strategic partner to the President, he advances institutional priorities through coordination, counsel, and execution across a complex Big Ten research university. He provides leadership on presidential initiatives, oversees the development and implementation of the University's strategic aims, and ensures alignment across presidential and cabinet-level operations.

A member of the President's Cabinet and Administrative Council, Dr. Gigliotti serves as a trusted intermediary among executive leadership, Board members, the University Senate, and external stakeholders, translating presidential vision into actionable strategies and supporting effective decision-making at the highest levels of the institution. His portfolio includes oversight of presidential and cabinet-level operations, the Office of the Secretary, and strategic initiatives, and he coordinates the University's response to major challenges and crises, working in close partnership with University Communications and Marketing.

Dr. Gigliotti also holds affiliated faculty appointments in the Department of Communication, School of Communication and Information; doctoral program in higher education, Graduate School of Education; Department of Family Medicine and Community Health, Robert Wood Johnson Medical School; and Rutgers Business School.

His research and consulting interests explore topics related to leadership, crisis, strategy, team dynamics, organizational communication, and training and development within the context of higher education. Dr. Gigliotti is author and editor of 10 books, and over 50 peer-reviewed journal articles and book chapters. He is president of the Network for Change and Continuous Innovation and a member of the Malcolm Baldrige National Quality Award Board of Examiners. He is the recipient of numerous national and local teaching, research, and service awards.

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

Academy for Innovative Higher Education Leadership 2024-2025
Arizona State University/Georgetown University

PROFESSIONAL EXPERIENCE

Rutgers University, New Brunswick, NJ
Chief of Staff to the President January 2026-present
Office of the President

- Advise and partner with the President on institutional priorities, enabling coordinated execution of presidential initiatives across a large, complex Big Ten research university.
- Lead the development, implementation, and ongoing alignment of the University's strategic aims, strengthening coherence across presidential, cabinet, and executive operations.
- Facilitate effective governance and decision-making by serving as a liaison among executive leadership, the Board, the University Senate, and key external stakeholders.
- Provide executive oversight of presidential and cabinet-level operations, University Communications and Marketing, the Office of the Secretary, and institution-wide strategic initiatives.
- Coordinate the University's response to significant challenges and crises, supporting timely, informed leadership decisions and institutional stability.

Assistant Vice President for Organizational Leadership July 2023-December 2025
University Academic Affairs

- Provide executive leadership for a portfolio of programs and services that seek to build academic leadership capacity, strengthen organizational effectiveness, and cultivate a culture of continuous improvement across the institution.
- Serve as an executive advisor for senior leaders across Rutgers University in the areas of change leadership, crisis leadership, organizational strategy, and continuous improvement.
- Consult with the President's Cabinet and Chancellor leadership teams to establish and align strategic priorities, design action plans, and clarify decision-making and accountability processes.
- Oversee the alignment and coordination of unit, department, and school planning and priority setting activities with major university goals.
- Design and deliver applied consultations for units, departments, schools, and campuses to enhance academic and research excellence, cultivate meaningful engagement, and strengthen the reputation and profile of the institution, including customized strategic planning engagements with chancellor-led units, schools, and centers/institutes.
- Partner with academic leaders to advance change and transformation projects of strategic importance to the institution (e.g., Rutgers School of Medicine integration, campus- and school-wide crisis and change leadership consultations).
- Serve on the University Academic Affairs leadership team and collaborate in addressing strategic areas of focus related to academic planning, assessment, and accreditation.
- Engage in special projects to enhance the visibility and effectiveness of University Academic Affairs.
- Administrative duties include supervision of five 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 Office of Organizational Leadership.

Assistant Vice President, Strategic Programs (promoted June 2021) June 2021-June 2023
Office of University Strategy

- Supported the Senior Vice President for Strategy in the design of a pilot Cabinet-level Office of University Strategy that was designed to identify, develop, and coordinate major strategic initiatives and to develop or help execute plans that move the institution toward a stronger "One Rutgers" position.

- Provided executive leadership for a portfolio of university-wide consultation services, including strategic planning, priority setting, culture and climate assessment, and organizational review.
- Assisted with projects designed to enhance institutional clarity, such as coordination with a faculty-led committee to review the five-year merger of Rutgers Law School, advisement of a new Office for Climate Action, and support of an organizational review and restructuring of Rutgers Libraries.
- Participated in university-wide committees addressing various topics of institutional importance, including employee excellence and recognition (Presidential Employee Excellence Committee), inclusive leadership (Inclusive Leadership Network), digital badges and alternative credentials (Digital Badge Evaluation and Selection Sub-Committee), and a coordinated approach to student and employee wellness at Rutgers (Scarlet Well).

Director (promoted January 2020) January 2020-present
Rutgers Office of 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 office's role as a hub for leadership development, consultation, and research.
- In collaboration with 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 from Rutgers-New Brunswick), Faculty Leadership Program-Camden (faculty leaders from 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 Biocon Biologics, Bristol Meyers Squibb, Brother

International Corporation, Mini-Circuits, Johnson and Johnson, New Jersey Transit, Novo Nordisk, Ocean Network Express, Renesas Electronics Corporation, R&D Altanova, U.S. Army, U.S. Golf Association, USV Private Limited, and VEGA Americas.
- 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 a 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, Sophomore Experience Committee, and VUSeniors Committee.
- Administrative duties included 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. (2025). *Post-crisis leadership: Resilience, renewal, and reinvention in the aftermath of disruption.* Rutgers University Press.

- Goldthwaite, C., Gigliotti, R. A., & Spear, S. (2023). *Leadership in digital contexts.* 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:

- Nguyen, A. M., Williams, A. M., Mikesell, L., Purkayastha, A., Marcello, S., Szabo, A., Gigliotti, R. A., Crabtree, B. (under review). Who needs to lead? The dimensions of leadership needed for system-wide integrated behavioral health adoption.

- Murtha, A. P., Johnson, R. L., Gigliotti, R. A., Soto-Greene, M. L., & Terregino, C. A. (under review). Forging the future of academic medicine at Rutgers University: Cultivating a shared vision in pursuit of organizational change and integration.

- Shapiro, K., DiGiovanni, J., Jia, J., Rothpletz-Puglia, P., Gigliotti, R. A. (under review). Fast enough to matter: A hybrid, Delphi-informed methodology for inclusive and accelerated strategic planning.

- Araten, S., Gokhale, S., Mathew, B., Gigliotti, R. A., & Pradhan, A. (under review). Using strengths-based training to develop growth mindset in first-year medical students.

- Gigliotti, R. A. & Alvarez-Robinson, S. (2025). Workplace communication during times of disruption: Crisis readiness, resilient leadership, and the role of leadership communication. *Behavioral Sciences, 15*(9), 1260.

- Herman, N. L., & Gigliotti, R. A. (2025). Examining the relationship between knowledge sharing and leadership learning among staff in higher education institutions. *Journal of Higher Education Policy and Leadership Studies, 6*(2), 48-66.

- Gigliotti, R. A., Blank Shavelsky, M., Goldthwaite, C., Spear, S. E., & Waran, V. (2025). Retrospective review of leadership development programs: Alumni perceptions of value, influence, and organizational outcomes. *Journal of Leadership Studies, 18*(4), 18-35.

- Gigliotti, R. A.,° Weidner, M., ° Jansen, M., Greenberg, P., Bachmann, G., Dominguez-Bello, M. G., Parmar, V., Panettieri, R. A., Reilly, N., Ayers, C. A., Cohen, B., Denzin, L. K., Feldman-Zohn, C. Fiedler, N., Jimenez, M. E., Laumbach, R. J., Malin, S. K., Mazzaferro, N., Pai, S., Rosen, T., Rossman-Murphy, L., Salvatore, J. E., Schmitz, K. H., Shapses, S. A., Shiau, S., Zarbl, H., Reichman, N. E., Barrett, E. S., Blaser, M. J., Horton, D. B. (2024). Assessments of working group effectiveness in the planning of the New Jersey Kids Study: An applied mixed-methods study on the science of team science. *Journal of Clinical and Translational Science, 8*(1), e163. °Equal contributions.

- Gigliotti, R. A., Arends, R., & Waran, V. (2024). Advancing graduate leadership education for institutional alignment. *Journal of Leadership Studies, 18*(2), 52-58.

- Gigliotti, R. A. (2024). Leadership generativity and the social, emotional, and pragmatic pivot from crisis to post-crisis, *18*(1), 36-41. *Journal of Leadership Studies.*

- 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. (2022). 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, 27*(1), 85-98.

- 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:

- Gigliotti, R. A., Smulowitz, S., Egan, C., Cunningham, C., & Lawrence-Hughes, D. (forthcoming). Social construction of leadership and change: Cases from higher education.

In S. Pensoneau-Conway, N. Bardhan, & S. Eddington (Eds.), *Leadership communication theory and practice: An advanced introduction.* Routledge.

- Goldthwaite, C., Spear, S. E., & Gigliotti, R. A. (2026). Interprofessional collaboration and health disparities in public health interventions: An exploratory leadership framework. In K. Fujitani and D. Prentice (Eds.), *Promoting integrated healthcare systems through team-based healthcare* (pp. 67-90). IGI Global.

- Gigliotti, R. A. (2025). Situational and contingency theories of leadership. In K. Guthrie and R. Whitney (Eds.), *Leadership Theories, Frameworks, and Approaches in Practice*. Information Age Press.

- Gigliotti, R. A., & Ruben, B. D. (2025). Leadership communication and social influence. In G. Jian & G. Fairhurst (Eds.), *Routledge Handbook of Organizational Leadership Communication.* Routledge.

- Gigliotti, R. A., & Shankman, M. (2025). Self-assessments and instruments. In D. M. Rosch, S. J. Allen, & D. M. Jenkins (Eds.), *Moving the needle: What we know (and don't know) about developing leaders*. Information Age Press.

- Weintraub, D. S., Gigliotti, R. A., Glascock, T., Dyer, G., & Mena, S. B. (2024). Relationship between student involvement, leadership, and belonging before and during the pandemic: Points of comparison and differentiation. *Challenges and Transitions in Education in Times of Crisis.* IGI Global.

- Gigliotti, R. A., Rotondo, A. M., Horton, D. B., & Reichman, N. E. (2023). The art of team science: Exploring team dynamics and implications for leadership practice. In D. Roache (Ed.), *Transformational leadership styles, management strategies, and communication for global leaders*. IGI Global.

- Jarvis, J., Gigliotti, R. A., & Kolligian, J. (2023). "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. (2023). 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 adaptation 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. (2025). Crisis leadership case study. In S. Marshall, *Strategic leadership of change in higher education*.

- Gigliotti, R. A. (2025). Network for Change and Continuous Innovation case study. In S. Marshall, *Strategic leadership of change in higher education*.

- Gigliotti, R. A. (2023). 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. (2025, February 7). The pursuit of post-crisis leadership in higher education. *eCampus News.*

- Gigliotti, R. A. (2024). The importance of leadership development. Society for Radiation Oncology Administrators, *34*(3).
- Glynn, T., Magnoni, D., Oldenburg, S., & Gigliotti, R. A. (2023, October 16). Building a learning community for faculty and staff engagement. *Academic Leader.*
- Gigliotti, R. A., & Goldthwaite, C. (2023, July 7). Understanding leadership in a digital context. *eCampus News*.
- 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:

- Horvath, G. (2025, November 21). University administrator publishes research on leadership, crisis management. *The Daily Targum.*

- Gigliotti, R. A. (2025, September 6). Post-crisis leadership. *Steve Adubato's Lessons in Leadership with Co-host Mary Gamba*, *News 12+*.

- Gigliotti, R. A. (2025, June 11). Building personal and institutional resilience. *Holding Space Podcast.*

- Gigliotti, R. A. (2025, May 4). Resilience redefined: Leading in turbulent times. *Life in Higher Ed Podcast.*

- McClure, K. R. (2025, April 8). Higher ed's paltry investment in training its own leaders. *Chronicle of Higher Education.*

- Segal, E. (2025, February 1). How and why the lack of imagination could lead to crisis situations. *Forbes.*

- Gigliotti, R. A. (2024, December 18). Post-crisis leadership. *Phronesis: Practical Wisdom for Leaders.*

- Gigliotti, R. A. (2024, March 13). Why leadership development matters. *Society for Radiation Oncology Administrators Soundboard.*

- Gigliotti, R. A. (2023, October 10). What should faculty and staff know about the future of higher education and leadership education, training, and development? *The Leadership Educator Podcast.*

- McCausland, T. (2023). Succession planning. *Society for Radiation Oncology Administrators, 33(3).*

- 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. The evolution of leadership: A conversation with the authors of new theory book.
  (International Leadership Association Global Conference, Prague, Czech Republic, October 2025)

- Gigliotti, R. A. Leading innovation and transformative change in response to crisis in higher education.
  (International Leadership Association Global Conference, Prague, Czech Republic, October 2025)

- Nguyen, A. M. (presenter), Williams, A. M., Mikesell, L., Purkayastha, A., Marcello, S., Szabo, A., Gigliotti, R A., Crabtree, B. F. Who needs to lead? Dimensions of leadership needed for system-wide, sustainable, integrated behavioral health implementation. Session: Sustainability and Sustainment of Programs in Health Systems.

(18th Annual Conference on the Science of Dissemination and Implementation in Health. National Harbor, MD. December 2025)

- Gigliotti, R. A., Jenkins, K., Wernoski, K., & Johnson, R. The role of change leaders in driving organizational effectiveness in a dynamic environment.
  (Network for Change and Continuous Innovation, Atlanta, GA, July 2025)

- Gigliotti, R. A., & Shapiro, K. Delphi-informed approach to strategic planning.
  (Network for Change and Continuous Innovation, Atlanta, GA, July 2025)

- Araten, S., Gokhale, S., Mathew, B., Gigliotti, R. A., & Pradhan, A. Using strengths-based training to develop growth mindset in first-year medical students.
  (AAMC NEGEA, NEGSA, NEOSR Joint Conference, New Brunswick, NJ, April 2025)

- Gigliotti, R. A., et al. Social Construction of leadership and change: Cases from higher education
  (International Leadership Association Conference, Chicago, Illinois, November 2024)

- Gigliotti, R. A., Goldthwaite, C., Parikh, P. Diagnosing organizational health: Integrating continuous improvement methods for organizational excellence.
  (Network for Change and Continuous Innovation, Palm Springs, CA, July 2024)

- Gigliotti, R. A. The promise and pitfalls of reinvention in the aftermath of crisis.
  (International Crisis and Risk Communication Conference, Orlando, FL, March 2024)

- Gigliotti, R. A., et al. Disciplining freedom: Best practices and tactics by training and development professionals (consultants, teachers, trainers) to manage learner autonomy and business requirements.
  (National Communication Association Annual Convention, National Harbor, MD, November 2023)

- Gigliotti, R. A., & Goldthwaite, C. Investing for impact: The organizational value of leadership development programs.
  (International Leadership Association Global Conference, Vancouver, Canada, October 2023)

- Gigliotti, R. A., Goldthwaite, C., & Waran, V. Exploring the individual, interpersonal, and organizational impact of leadership development programs.
  (Network for Change and Continuous Innovation, Baltimore, MD, July 2023)

- 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

Faculty Appointments:

Rutgers University

- Lecturer, Department of Communication, School of Communication and Information
- Associate Faculty Member, Ph.D. Program in Higher Education, Graduate School of Education
- Adjunct Associate Professor, Department of Family Medicine and Community Health, Robert Wood Johnson Medical School
- Part-Time Faculty, Executive MBA Program, Rutgers Business School
- Core Faculty Member, Rutgers Global Health Institute, Rutgers Health

Villanova University

- Adjunct Professor, Executive MBA Program, Villanova School of Business
- Adjunct Professor, College of Professional Studies
- Adjunct Professor, Department of Public Administration, School of Arts and Sciences

Graduate Courses:

- Global Leadership (Singapore), *Rutgers University, Executive MBA Program*
- Crisis Leadership in Higher Education, *Rutgers University, Ph.D Program in Higher Education*

- Leadership in Higher Education: Theory, Research, Practice (in-person and online), *Rutgers University, Ph.D Program in Higher Education*
- Organizational Leadership (online and in-person sections), *Rutgers University, Communication*
- Corporate Leadership, *Rutgers University, Executive MBA Program*
- 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*
- Vocation of Public Service (online), *Villanova University, College of Professional Studies*
- 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*

Continuing Education Certificate:

- Fundamentals of Crisis Communication (online), *Rutgers University, Communication*
- Leadership Symposium (online and in-person), *Villanova University, College of Professional Studies*

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 Lecturer level 4 (of 5) based on comprehensive evaluation of teaching accomplishments at Rutgers University

- Assisted in the design of a six-month online Crisis Communication and Reputation Management Certificate program for the School of Communication and Information at Rutgers University
- Received the 2024 and 2023 Award for Excellence in Teaching of Leadership Mastery at Villanova University School of Business
- 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; inclusive leadership; leading in a digital environment, and change 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

FUNDED PROJECTS

- Co-Lead, Team Science Core 2021-2025
  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.
  - Designed Team Science module for the T32 Predoctoral Training Award ASCENT Program.
  - Collaborated with colleagues from Rutgers University, Princeton University, and NJ Institute for Technology to support team science efforts across the consortium.
  - Funding source: NIH Clinical and Translational Science Award (CTSA) Program (NIH's largest infrastructure and training award)

- Coaching for Competency Development Groundwork Team 2023-2025
  - Partnered with colleagues from Robert Wood Johnson Medical School on a grant-funded initiative to collectively develop innovations aligned with coaching for competency development.
  - Funding source: American Medical Association

- 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-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 2015-2026
- Villanova University, College of Professional Studies 2019-2026
- Princeton University, Office of the Dean of the Faculty 2024-2026
- University of Tennessee, Knoxville, Division of Student Life 2025-2026
- Princeton University, Human Resources 2022-2025
- Tulane University, Division of Student Affairs 2025
- American College Health Association 2024-2025
- University of Tennessee, Knoxville, University Housing 2024-2025
- Association of College Unions International (ACUI) 2023-2024
- Ocean Network Express, Singapore Residency Program for Managers 2023-2024
- The College of New Jersey, School of Science 2024
- Airgas, Human Resources Leadership Team 2022-2023
- Princeton University, Division of Finance and Treasury 2023
- Florida Atlantic University, Department of Music 2023
- University of Florida, Department of Landscape Architecture 2023
- University of Delaware, Division of Student Life 2023
- Roxborough YMCA, Advisory Board 2023
- Villanova University, Graduate Business Department 2020-2022
- Sword Health, Executive Leadership Team 2022
- Ocean Network Express, Executive Leadership Team 2022
- Brother International Corporation, Executive Leadership Team and Directors 2022
- Princeton University, 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

- Villanova University Department of Public Administration 2026
  Invited speaker: Leading with purpose while managing change

- American Research University Human Resources Institute 2025
  Opening plenary speaker: Leading through crisis: People-centered, principle-driven leadership in higher education

Washington, DC

- Big Ten Academic Alliance Department Executive Officer Program 2025
  Invited workshop: Communication
  Rosemont, IL

- University of North Carolina Project and Change Management COP Conference 2025
  Opening keynote speaker: Leading beyond the organizational hierarchy

- Princeton University, Office of the Dean of the Faculty 2025
  Invited workshop: Leading through crisis and disruption in higher education

- Penn State Lehigh Valley, All Campus Day 2025
  Invited keynote address: Leading through crisis, disruption, and change in higher education

- Rutgers University Board of Trustees 2025
  Invited workshop: Shared leadership in higher education: Crisis and post-crisis considerations

- Rutgers Robert Wood Johnson Medical School 2025
  Department of Pathology and Laboratory Medicine Grand Rounds
  Guest lecture: Communication concepts and strategies for team, departmental, and organizational effectiveness

- St. Edward's University 2025
  Guest lecture: Leadership generativity
  Doctoral course: Discerning the past and leading the future of education

- American Association of State Colleges and University (AASCU) 2023-2025
  Program faculty: Department Chairs Leadership Institute
  Invited workshop: Advancing excellence through effective leadership communication
  Washington, DC

- Villanova University Executive MBA 2023-2025
  Invited workshop: Leadership mastery: Power and social influence
  Villanova, PA

- Princeton University, Office of the Dean of the Faculty 2024
  Invited workshop: Leadership in higher education: Crisis and post-crisis considerations

- Northeast Association for Institutional Research 2024
  Invited plenary speaker: Leading in the aftermath of personal or professional disruption: A call to action for hope, healing, and inspiration

- Association of College Unions International (ACUI) 2024
  Senior Manager Professional Program
  Invited keynote workshop: Leadership communication concepts and strategies: An interactive workshop for senior managers and professionals
  Denver, CO

- Childhood Arthritis and Rheumatology Research Alliance (CARRA) 2024
  Invited lecture: Effective leadership in a team science environment

- Associated Colleges of the Midwest (ACM) 2024
  Program faculty: Academic Leadership Fellows Winter Meeting
  Invited workshop: Communication concepts and strategies for effective academic leadership

- Rutgers University School of Communication and Information 2024
  Guest panelist: Reflections on academic leadership and connections to organizational communication
  Graduate course: Organizational communication

- New Jersey Alliance for Clinical and Translational Science 2024
  Invited workshop: Team science: Overview and case studies from the NJ ACTS team science core (w/ Nancy Reichman and Daniel Horton)
  Sponsor: Biostatistics, Epidemiology, Research Design (BERD) Workshop Training Series

- University of Scranton 2024
  Guest lecture: Crisis leadership fundamentals
  Undergraduate course: Communication leadership

- Rutgers Robert Wood Johnson Medical School 2024
  Division of Cardiovascular Diseases and Hypertension Grand Rounds
  Guest lecture: Communication concepts and strategies for team, departmental, and organizational effectiveness

- Rutgers Health Division Chiefs 2024
  Invited lecture: Leadership: resilience, renewal, and reinvention in the aftermath of disruption

- Salisbury University 2021, 2024
  Guest Lecture: Leadership and Communication Connections

- Robert Wood Johnson Medical School 2020-2024
  Invited opening speaker for all first-year medical students in their Physicianship course

- Rutgers University School of Communication and Information 2022, 2024
  Guest lecture: Leading amid times of crisis: Central research themes and reflections
  Graduate course: Transformational Library Leadership

- Villanova University Executive MBA 2023-2025
  Invited workshop: Leadership mastery: Power and social influence
  Villanova, PA

- Rutgers Executive MBA 2022-2023
  Invited workshop: Change management strategy
  Newark, NJ

- Rutgers Executive MBA 2022-2023

Invited workshop: Strategic communication skills for virtual and in-person leadership
Newark, NJ

- Rutgers Health Division Chiefs 2023
  Invited lecture: Leadership in academic medicine: Core concepts and strategies

- Laboratory Animal Directors Research Camp 2023
  Keynote lecture: Responsible risk taking and learning from failure: Encouraging growth in higher education leadership
  New Brunswick, NJ

- Shenandoah University purSUIT Program 2023
  Guest lecture: Psychology of leadership in higher education

- Rutgers Business School Asia Pacific 2023
  Invited workshop: Crisis leadership: Principles, strategies, and considerations for a post-pandemic environment
  Singapore

- 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 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 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

- 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
  Sponsor: 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 Projects Agency (DARPA) 2017
  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 2016-2026
- International Leadership Association 2014-2026
- National Communication Association 2006-2025
- International Communication Association 2015-2022
- 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

- *Journal of Communication Administration*
  2023-present

- *Atlantic Journal of Communication*
  2017-present

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/Moderator

- Pecha Kucha lightning talks
  International Leadership Association Global Conference, Chicago, IL
  November 2024

- An inside look at excellence: Perspectives from three universities
  Network for Change and Continuous Innovation, Baltimore, MD
  July 2023

- 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

Peer Review

- *Atlantic Journal of Communication*
  2017-2025

- *Management Communication Quarterly*
  2021, 2025, 2026

- *Routledge*
  2020, 2022, 2026

- *Communication Monographs*
  2025

- *Journal of Clinical and Translational Science*
  2025

- *Journal of Crisis and Contingencies and Crisis Management*
  2018, 2024

- *National Science Foundation: Science of Organizations Program*
  2024

- *Leadership*
  2024

- *Journal of Leadership Studies*
  2024

- *Higher Education Policy*
  2024

- *International Journal of Educational Management*
  2024

- *Leadership and Organization Development*
  2024, 2025

- *Human Resource Development Quarterly*

2024

- *Journal of Strategy and Management*
  2023

- *Communication Studies*
  2023

- *Journal of Communication Administration*
  2023

- *Journal of Education Human Resources*
  2023

- *Studies in Higher Education*
  2023

- *American Behavioral Scientist*
  2021

- *International Journal of Public Leadership*
  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

- *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
  2017-2024

- Organizational Communication Division, National Communication Association
  2017-2024

- Training and Development Division, National Communication Association
  2017-2024

- Applied Communication Division, National Communication Association
  2015-2019, 2022-2023

- Leadership Scholarship Interest Group, International Leadership Association
  2017-2023

- Leadership Education Interest Group, International Leadership Association
  2016-2023

- Applied Communication Division, Eastern Communication Association
  2015-2017

Curriculum Review

- Change management. College Business Management Institute.
  2024

Conference/Seminar/Working Group Activity:

- Led the development of a strategic partnership between NACUBO Consulting and the Network for Change and Continuous Innovation to oversee their Organizational Effectiveness and Excellence practice area.
  2025

- Led the design and implementation of an inaugural Organizational Effectiveness Institute for senior leaders across higher education, in partnership with the Network for Change and Continuous Innovation and HelioCampus.
  2025

- Participated in the Academy for Innovative Higher Education Leadership offered by Arizona State University and Georgetown University.
  2024-present

- Completed a week-long Birkman Method Certification course to become a Birkman Certified Professional.
  2024

- Facilitated a guided workshop on Post-Crisis Leadership: Implications for Pursuing Change and Innovation in Higher Education for change leaders across higher education.

Network for Change and Continuous Innovation
2024

- Participated in a Translational Science Competency-Based Assessment Working Group with representatives from NIH-funded Clinical and Translational Science Awards (CTSA) Programs from across the United States to develop, pilot test, and implement a competency-based assessment tool for the training of translational scientists.
  2023-2025

- 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
  2019-2025

- Participated in an eight-week American Hospital Association TeamSTEPPS (Team Strategies and Tools to Enhance Performance and Patient Safety) master trainer course. Team STEPPS is designed to help health care professionals improve patient safety and quality through effective communication and teamwork skills.
  2023

- Participated in a closing plenary panel on the topics of effective communication and project management support in higher education.
  Network for Change and Continuous Innovation
  Baltimore, MD
  2023

- 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

- 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 assisted in the coordination of the Big Ten Academic Alliance Academic Leadership Program visit to Rutgers University.
  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 and communication theory doctoral student reading groups.
  Rutgers University, New Brunswick, NJ
  2014

- Participated in an 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 a 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 a week-long Interfraternity Institute.
  Indiana University, Bloomington, IN
  2009

- Supervised undergraduate student volunteers.
  Eastern Communication Association Conference, Philadelphia, PA
  2009

GRADUATE STUDENT ADVISING

- Bryan Kerns
  Dissertation Third Reader, 2025
  Executive Doctorate in Higher Education Management Program, University of Pennsylvania

- Judy Jarvis
  Dissertation Co-Chair, 2024
  Qualifying Exam Committee, 2023
  Ph.D. in Higher Education Program, Rutgers University

- Ann Nguyen
  Advisor, Agency for Health Care Research and Quality KO1 Award

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

- Nicole Baron
  Dissertation Committee
  Ed.D. Program, Rutgers University

- Amir St. Clair
  Dissertation Committee, 2023
  Ph.D. Program in Organizational Leadership, Eastern University

- Dena Novak
  Dissertation Committee, 2022
  Ed.D. 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

- Strategic Advisor, Presidential Search Committee, *Rutgers University* 2025
- Middle States Commission on Higher Education Self-Study Working Group, *Rutgers University* 2024-Present
- Presidential Employee Excellence Committee, *Rutgers University* 2023-Present
  - Co-Chair 2025
- Inclusive Leadership Network, *Rutgers University* 2023-2025
- Guest Panelist, Assessment, Evaluation, and Research Course, *Rutgers University* 2025
- Search Committee Chair 2024
  - Director of Communications, University Academic Affairs, *Rutgers University*
- Scarlet Well Task Force, *Rutgers University* 2023
- Search Committee Participation 2023
  - Executive Director, Office of Residence Life, *Rutgers-New Brunswick*
  - Project Manager, Office of Academic Affairs, *Rutgers Biomedical and Health Sciences*
- 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 in Higher Education (NCCI)* 2018-Present
  - President 2024-Present
  - Chair, Community Engagement Committee 2025
  - President-Elect 2023-2024
  - Chair, Diversity, Equity, Inclusion, and Belonging Committee 2023-2024
  - Board Liaison, Education Council 2022-2023
  - Inaugural Chair, Global Education Task Force 2022
  - Governance Committee 2020-2022
  - Membership and Outreach Committee 2018-2020
  - Member, Alternative Revenue Streams and Opportunities Task Force 2020
  - Member, Board Competencies Task Force 2020
  - Convenor and Presenter, Leading Through Times of Turbulence in Higher Education Seminar Series 2020
  - Virtual Conference Advisory Committee 2020
- Ex-officio member, Communications and Marketing Committee, Alumni Board of Governors, *Duquesne University* 2018-Present
- Advisory Committee, *John Cardinal Foley Chair of Homiletics & Social Communications*, Archdiocese of Philadelphia 2018-Present
- Leadership Team, Philadelphia Alumni Chapter, *Duquesne University* 2011-Present
- Digital Badge Evaluation and Selection Sub-Committee, *Rutgers University* 2021-2022
- Judge, Public Speaking Competition, *Rutgers University* 2020-2022
- Leadership Team, Training and Development Division *National Communication* Association 2018-2021
- Member, Blue Ribbon Advisory Panel *ModernThink "Great Colleges to Work For" Program* 2020
- 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 Committee, *Seton-La Salle High School* 2013, 2023
- 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

- Inductee, Hall of Fame
  Seton-La Salle Catholic High School, Pittsburgh, PA
  2024

- Award for Excellence in Teaching of Leadership Mastery
  Villanova University Executive MBA
  2024

- Recipient, Chester A. Berry Scholar Award
  Association of College Unions International
  2023

- Award for Excellence in Teaching of Leadership Mastery
  Villanova University Executive MBA
  2023

- Program of Distinction Award: Public Speaking Team Recognition
  National Communication Association Basic Course Division
  2023

- 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