

Dr. Ruby A. Daniels

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Ruby.Daniels@tcu.edu • (817) 257-4912

SUMMARY

An award-winning marketing, communication, and research professional with more than 25 years of experience teaching face-to-face, hybrid, and online business courses to traditional, non-traditional, and first-generation undergraduate and graduate students in higher education

EDUCATION

PhD - Marketing Communication, with an emphasis in marketing, communication, research, healthcare, persuasion, consumer behavior, team building, and interpersonal engagement, University of Connecticut (AACSB accredited), Departments of Marketing and Communication Sciences (1993)

Master of Arts - Speech Communication, with an emphasis in marketing, public relations, and nonprofit fundraising, University of Houston, Department of Speech Communication (1984)

Bachelor of Science - Journalism, with a minor in Speech Communication, Texas A&M University – College Station (1983)

ACADEMIC EXPERIENCE

Courses Taught

Marketing

Marketing Research
Marketing Analytics
Introduction to AI in Marketing
Principles of Marketing
Marketing Management
Service Marketing
Integrated Marketing Communication
Relationship Marketing
Healthcare Marketing
Fundraising & Budgeting

Organizational Leadership

Organizational Communication
Creating, Leading, & Managing Change
Building High-Performing Teams
Research in Organizations
Culture of Organizations

Communication

Business and Professional Speaking
Introduction to Communications
Persuasion

Recent Awards

University's Distinguished Teaching Award, Texas A&M – San Antonio (2022)

Inspirational Teaching Award, Department of Management and Marketing, College of Business, Texas A&M – San Antonio (2022)

Outstanding Service Award, Department of Management and Marketing, College of Business, Texas A&M – San Antonio (2023)

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Teaching

Assistant Professor of Practice in Marketing, Neeley School of Business, Texas Christian University – Responsible for facilitating on-campus undergraduate marketing research, marketing analytics, and introduction to AI in marketing (August 2024 – Present)

Instructional Assistant Professor, College of Business, Texas A&M-San Antonio – Responsible for teaching face-to-face, hybrid, and online (synchronous and asynchronous) undergraduate services marketing, principles of marketing, market research, marketing management, and integrated marketing communication (August 2019 – July 2024)

Adjunct Faculty & Canvas Curriculum Developer, University of Oklahoma – Responsible for teaching undergraduate and graduate online as well as face-to-face business, leadership, and research courses; extensive experience collaborating with faculty to develop and improve curriculum in the Canvas Learning Management System (April 2016 –2022)

Adjunct Faculty & Blackboard Curriculum Developer, Grace Christian University – Responsible for teaching online undergraduate marketing courses in Blackboard; developed marketing research and advertising/promotion courses (April 2018 – 2021)

Adjunct Faculty, Strayer University/San Antonio Campus – Responsible for teaching face-to-face undergraduate principles of marketing courses (June 2017 – 2019)

Associate Faculty & Certified Advanced Facilitator, School of Advanced Studies & School of Business, University of Phoenix – Responsible for curriculum development and facilitation of undergraduate and graduate courses, including business research, healthcare marketing, and relationship marketing (2005-2017)

Executive Director, University of Phoenix Research Institute – Responsible for leading the research and publication activities of this higher education think tank that conducted scholarly research focused on working learners and workforce advancement (2010 - 2011)

College Campus Chair, University of Phoenix – San Antonio Campus - Responsible for recruitment, training, supervision, and support for all on-ground University College faculty. Duties included interviewing faculty candidates, participation in new faculty assessment and certification, as well as mentorship training for existing faculty (January 2005-August 2005)

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Area Chair for Business Research & Statistics, Undergraduate Business Administration, University of Phoenix Online - Responsible for training and support for approximately 100+ research faculty in a virtual environment. Duties included daily interaction in the research faculty lounge, quarterly content area meetings, and steering committee reports to the administration (2004-2005)

Instructor, Undergraduate and Graduate Business Administration, University of Phoenix – Responsible for teaching online undergraduate and graduate level marketing, public relations, and research courses (1999-2004)

Instructor & Graduate Student Supervisor, Department of Communication Sciences, University of Connecticut – Responsible for teaching on-campus undergraduate public speaking as well as supervising other graduate students' teaching of the course (1988-1989)

Instructor, Departments of Speech & English, St. Mary's University – Responsible for various on-campus teaching assignments, including introduction to communications, introduction to mass media, small group discussion, organizational communication, persuasion, and argumentation/debate (1987-1988)

Instructor, Department of English, University of Texas at San Antonio – Responsible for teaching on-campus introduction to communication and public speaking (1985-1987)

Instructor, Department of Speech, San Antonio College – Responsible for teaching on-campus business and professional speaking (1987)

Instructor, Department of Speech Communication, Southwest Texas State University – Responsible for overseeing on-campus instruction of area high school students at the university's summer debate workshop (1986)

Instructor, Department of Speech, University of Arizona – Responsible for overseeing the on-campus instruction of university students from across the nation while at the Arizona Debate Institute (Summers 1983-1986)

Instructor, Department of Speech Communication, University of Houston – Responsible for on-campus teaching of public speaking (1983-1984)

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Service

2024-2025

Faculty Advisor, Texas Christian University's chapter of the American Marketing Association – Mentored a student executive team focused on leadership, membership, finance, programming, marketing, and analytics; supported experiential events and workshops aligned with the chapter's mission.

Marketing Department Representative, Generative AI Pilot Program at the Neeley School of Business – Collaborated in a school-wide initiative to integrate generative AI into teaching; participated in monthly meetings to share best practices and identify instructional challenges related to artificial intelligence.

2023-2024

Chair, Texas A&M-San Antonio's Faculty Compensation Advisory Committee – Collaborated with faculty from all 3 colleges to address issues about faculty pay.

Committee member, Texas A&M – San Antonio Vice President of University Advancement Search Committee – Currently serving on the committee to evaluate applicants for this senior leadership position; participated in an initial meeting with the University's president and other internal stakeholders; future activities include a listening session with an external search firm as well as Zoom and in-person interviews.

Committee member, College of Business Faculty Evaluation Committee – Reviewed annual reports for professional track faculty members in management, marketing, accounting, finance, and computer information systems.

Committee member, Ad hoc Artificial Intelligence (AI) Curriculum Committee – Collaborated with Texas A&M-San Antonio faculty to integrate artificial intelligence best practices into College of Business courses.

Volunteer, AI syllabus policies, Department of Management & Marketing – Developed a syllabus template with artificial intelligence policies for the department; within 1 month, the policies were adopted in the College of Business as well as the university.

Committee member, Department of Management & Marketing Business Law Search Committee – Reviewed applications; conducted virtual and in-person interviews.

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Volunteer graphic designer, Department of Management & Marketing –

Developed infographics for use at the University's Admissions Bootcamp to promote enrollment in the management and marketing programs; created promotional materials for the Fire and Emergency Services Administration (FESA) program.

2022-2023

Chair, Texas A&M-San Antonio's Faculty Compensation Advisory Committee –

Under an accelerated timeline, the committee made recommendations about how to allocate funds for market-related pay raises. The committee also formulated recommendations for promotion raises.

Committee member, College of Business Assessment of Learning Committee -

Designed an infographic poster that summarized the college's AOL process. A large version of the poster was printed and displayed in the team room of the AACSB visit committee. Before leaving, members of the committee took pictures of the AOL poster to share with other AACSB-accredited universities.

Committee member, Texas A&M-San Antonio's Quantitative Reasoning

Advisory Committee (QRAC) – Collaborated with the Director of Quantitative Reasoning (QR) and Faculty Fellows from all 3 colleges to support the university's Quality Enhancement Plan (QEP) initiatives.

Senior Research Fellow, Texas A&M-San Antonio's Quantitative Reasoning

(QR) Program – Trained QR Research Fellows from 3 colleges how to publish peer-reviewed articles related to their QR teaching interventions.

Committee member, College of Business Hooding Committee – Developed a Frequently Asked Questions (FAQ) website to proactively provide students with information about the hooding ceremony; designed a series of email promotional pieces to drive traffic to the FAQ website. Because the number of RSVPs to the Hooding Ceremony was so high, plans were made for overflow seating.

Volunteer researcher/data analyst, Department of Management & Marketing –

Developed an online survey of students' schedule preferences for Summer and Fall 2023; shared best practices across the university to help deans and chairs from all 3 colleges make evidence-driven decisions about scheduling.

Facilitator, Texas A&M-San Antonio's Center for Academic Innovation –

Designed and presented a 1-hour session about ChatGPT and open-source AI; trained 21 faculty members from 10 departments.

Committee member, College of Business Faculty Evaluation Committee –

Reviewed annual reports for professional track faculty members in management, marketing, accounting, finance, and computer information systems.

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Committee member, Department of Management & Marketing Awards

Committee – Developed guidelines to select 3 distinguished faculty members (Inspirational Teaching, Rock Star Research, and Outstanding Service); designed online forms to collect nominations; reviewed candidates' applications and identified award winners.

Volunteer graphic designer, Department of Management & Marketing –

Designed various infographics to increase interest in the department's clothing drive, the college's Volunteer Income Tax Assistance (VITA) program, as well as a video about the college's undergraduate study abroad in Taiwan program.

Moderator, Texas Regional Ethics Bowl – Moderated college teams from Texas, Louisiana, Oklahoma, and Arkansas in this debate-style competition hosted at Texas A&M-San Antonio.

2021-2022

Committee member, Texas A&M-San Antonio's VP of Advancement and

University Relations Search Committee – Reviewed more than 40 applications, conducted virtual and in-person interviews, facilitated candidate presentations, and prepared an initial draft of the committee's final recommendations.

Committee member, College of Business AOL Committee - Trained faculty about how to assess writing artifacts as part of the college's assessment of the learning process.

Committee member, College of Business Hooding Committee – Assisted in a ceremony honoring top-performing undergraduates as well as students earning a master's degree in the College of Business.

Curriculum Fellow, Texas A&M-San Antonio's Quantitative Reasoning (QR)

Program – Collaborated with the Director of Quantitative Reasoning as well as faculty members across the University to develop QR teaching interventions.

Facilitator, Department of Management & Marketing – Trained faculty how to use Flip, an asynchronous video platform to improve student engagement in online courses.

Moderator, Texas Regional Ethics Bowl – Moderated college teams from Texas, Louisiana, Oklahoma, and Arkansas in this debate-style competition hosted at St. Mary's University.

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2020-2021

Chair, College of Business Curriculum Task Force - Led the development of a college-wide proposal to address challenges associated with 1-credit-hour courses and an undergraduate capstone lab. In collaboration with 6 faculty members representing each of COB's 3 departments, we developed a major college-wide proposal that introduced a series of 3-credit-hour ethics courses. The proposal, which was approved by COB faculty in Spring 2020 and implemented in Fall 2021, provided each department with the option to create discipline-specific ethics courses.

Committee member, College of Business Curriculum Committee – Reviewed curriculum proposals from management, marketing, accounting, finance, and computer information systems faculty; provided feedback for improvement, as needed.

Committee member, College of Business Hooding Committee – Assisted in a ceremony honoring top-performing undergraduates as well as students earning a master's degree in the College of Business.

Committee member, Texas A&M-San Antonio's Writing Across the Curriculum (WAC) Committee - Reviewed applications from instructors who wanted their courses to be designated as writing intensive; provided feedback for improvement, as needed.

2019-2020

Committee member, College of Business AOL Committee - Developed a series of APA writing resources to help business students learn 7th edition format; collaborated with Department of Management and Marketing faculty to develop rubrics for assessing written communication and ethical decision making; assisted in the assessment of student artifacts in alignment with AACSB guidelines; developed an online review module about marketing to help business students prepare for the Major Fields Test prior to graduation.

Committee member, College of Business Hooding Committee – Assisted in a ceremony honoring top-performing undergraduates as well as students earning a master's degree in the College of Business.

Committee member, Texas A&M-San Antonio's Writing Across the Curriculum (WAC) Committee - Reviewed applications from instructors who wanted their courses to be designated as writing intensive; provided feedback for improvement, as needed.

Volunteer, Business Communication Career Skills Night – Participated in an on-campus event to help senior business students improve their networking skills.

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Volunteer, Texas A&M-San Antonio's Transfer Student Orientation –

Participated in a panel discussion to welcome transfer students interested in a business degree.

PROFESSIONAL EXPERIENCE

Ruby A. Daniels Management & Research Consulting, LLC – Responsible for facilitating organizational change through quantitative and qualitative market research and assessment of a variety of organizations, a partial list is below (2008 – Present)

- Dubai Health Authority
- Manufacturing Institute
- AT&T
- UnitedHealth Group
- Direct Selling Association
- Ministry of Health - Oman
- Catholic Health Initiatives
- NCAA
- Aaron's Rentals
- Good Samaritan Hospital

Director of Acquisitions & Marketing, Daniels Investments – Responsible for the acquisition, rehabilitation, and marketing of foreclosed real estate for this privately held investment company in San Antonio, Texas (2001 – 2009)

Director of Marketing, Texas Academy of Aesthetic Dentistry – Responsible for leading and managing a comprehensive marketing strategy for a million-dollar San Antonio-based dental practice (1992 - 1999)

Fundraising Chairman, Project Any Baby Can (ABC) – Developed and implemented the fundraising strategy of this non-profit organization; responsible for assessing and coordinating general fundraising and special events (1987 - 1988)

Senior Consultant, On-Point Communication – Developed and implemented communication training sessions for San Antonio-area businesses, such as Valero Energy Corporation, San Antonio Chamber of Commerce, MBank Alamo, HEB Foods/Drugs, the American Cancer Society, and the American Heart Association (1985 - 1988)

Public Relations Account Executive, Dublin, McCarter & Associates – Developed and implemented campaigns for various clients of this national public relations agency, including work with press releases, newsletters, brochures, spokesperson training, special events, and media relations (1984 - 1985)

PUBLICATIONS

Peer-Reviewed Publications

- Daniels, R. A., Knowles, K. A., Lindner, A., & Naasz, E. (2024). Spiral curriculum: Pedagogy for developing a quantitative habit of mind in marketing students. *Marketing Education Review*, 34(2), 121-129. <https://doi.org/10.1080/10528008.2024.2340575>
- Daniels, R. A., Knowles, K. A., Naasz, E., & Lindner, A. (2023). Focused on pedagogy: QR grading rubrics for written arguments. *Numeracy*, 16(1), Article 4. <https://digitalcommons.usf.edu/numeracy/vol16/iss1/art4/>
- Daniels, R. A., & Knowles, K. A. (2022). Let all voices be heard: Creating an engaging and inclusive asynchronous QR classroom. *Numeracy*, 15(2), Article 3. <https://doi.org/10.5038/1936-4660.15.2.1415>
- Daniels, R. A., Miller, L. A., Mian, M. Z., & Black, S. (2022). One size does not fit all: Understanding differences in perceived organizational support during the COVID-19 pandemic. *Business and Society Review*, 127(S1), 193-222. <https://doi.org/10.1111/basr.12256> (Recognized as one of Wiley's Top Cited Articles in 2021-2022)
- Daniels, R. A., Pemble, S., Allen, D., & Miller, L. A. (2021). LinkedIn blunders: A mixed method study of college students' profiles. *Community College Journal of Research and Practice*, 47(2), 90-105. <https://doi.org/10.1080/10668926.2021.1944932>
- Daniels, R., & Dempsey, M. (2021). Leveraging LinkedIn: How can educators help college students market themselves? *Community College Journal of Research and Practice*. <https://doi.org/10.1080/10668926.2021.1919242>
- Daniels, R. A., Torres, D., & Reeser, C. (2016). Where words fail, music speaks: A mixed method study of an evidence-based music protocol for hospice social workers. *Journal of Evidence-Based Social Work*, 1-17. <https://doi.org/10.1080/23761407.2015.1111825>
- Wilson, C., Sour, A. J., Miller, L. A., Saygbay-Hallie, M., Miller, C., & Daniels, R. A. (2016). A standardized tool for measuring military friendliness of colleges and universities. *SAGE Open*, 6(2)1-13. <https://doi.org/10.1177/2158244016644009>
- Rouse, R. A., & Al-Maqbali, M. (2014). Identifying nurse managers' essential communication skills: An analysis of nurses' perceptions in Oman. *Journal of Nursing Management*, 22(2), 192-200. <https://doi.org/10.1111/jonm.12222>

- Ritter-Williams, D., & Rouse, R. A. (2011, June 10). *Psychosocial issues and sources of support affecting retention for adult learners: Generational variations*. Paper presented at the meeting of the Adult Educational Research Conference, Toronto.
- Rouse, R. A., & Schuttler, R. S. (2010, October). *Predicting performance: Best and worst practices during the financial crisis* (pp. 238-249). Paper presented at the meeting of the Institute of Behavioral and Applied Management, San Diego, CA.
- Rouse, R. A. (2009). Ineffective participation: Reactions to absentee and incompetent nurse leadership in an intensive care unit. *Journal of Nursing Management*, 17(4), 463-473. <https://doi.org/10.1111/j.1365-2834.2009.00981.x>
- Bonvicini, K. A., Perlin, M. J., Bylund, C. L., Carroll, G., Rouse, R. A., Goldstein M. G. (2009). Impact of communication training on physician expression of empathy in patient encounters. *Patient Education and Counseling*, 75(1), 3-10. <https://doi.org/10.1016/j.pec.2008.09.007>
- Rouse, R. A. (2008a). *Reconsidering school climate: The need for systematic and intuitive measurement*. Paper presented at the meeting of the Arizona Educational Research Organization, Phoenix, AZ.
- Rouse, R. A., & Kaplan, J. B. (2008). Why do some hospital leaders 'speak no evil' about their medical errors? *Journal of Leadership Studies*, 2(3), 6-16. <https://doi.org/10.1002/jls.20070>
- Rouse, R. A. (2007). Firing back: How great leaders rebound after career disasters. *Journal of Leadership Studies*, 1(2), 99-101.
- Snyder, L. B., & Rouse, R. A. (1995). The media can have more than an impersonal impact: The case of AIDS risk perceptions and behavior. *Health Communication*, 7, 125-145. https://doi.org/10.1207/s15327027hc0702_3
- Hamilton, M. A., Rouse, R. A., & Rouse, J. (1994). Dentist communication & patient utilization of dental services: Inhibited anxiety and enhanced competence effects. *Health Communication*, 6, 137-158. https://doi.org/10.1207/s15327027hc0602_4
- Rouse, R. A. (1993). Understanding service marketing: A theoretical analysis of professional-client exchanges. In W. J. Winston (ed.), *Marketing for attorneys and law firms* (pp. 111-139), New York, NY: The Haworth Press.

- Rouse, R. A., & Hamilton, M. A. (1991). Dentists evaluate their patients: An empirical investigation of preferences. *Journal of Behavioral Medicine*, 14, 637-648.
<https://doi.org/10.1007/BF00867176>
- Rouse, R. A. (1991a). A health hierarchy of effects: A synthesis of advertising and health hierarchy conceptualizations. *Health Marketing Quarterly*, 9, 43-68.
https://doi.org/10.1300/J026v09n01_05
- Rouse, R. A. (1991b). Understanding service marketing: A theoretical analysis of professional-client exchanges. *Journal of Professional Service Marketing*, 8, 17-43. https://doi.org/10.1300/J090v08n01_03
- Rouse, R. A. (1991c). Yellow page advertising: An empirical analysis of attributes contributing to consumer interest, liking, and preference. *Journal of Professional Services Marketing*, 6, 35-44.
https://doi.org/10.1300/J090v06n02_03
- Rouse, R. A., & Hamilton, M. A. (1990). Dentists' technical competence, communication, and personality as predictors of dental patient anxiety. *Journal of Behavioral Medicine*, 13, 307-319.
<https://doi.org/10.1007/BF00846837>
- Rouse, R. A. (1990). Consumer socialization: A theoretical model of dental utilization. *Health Marketing Quarterly*, 7, 131-151.
https://doi.org/10.1300/J026v07n01_11
- Rouse, R. A. (1989). A paradigm of intervention: Emotional communication in dentistry. *Health Communication*, 4, 239-252.
https://doi.org/10.1207/s15327027hc0104_4

Books

- Daniels, R. A. (2023). Marketing, personal branding, and positioning: Cosplay on steroids! In E. G. Nichols, A. Lewis, & D. Tomczak (Eds.), *Entrepreneurial cosplay: Building identity, brand, and business acumen*. Routledge.
<https://doi.org/10.4324/9781003271109>
- Miller, L. A., & Daniels, R. A. (2022). Psychological assessment and testing. In J. Zumbach, D. Bernstein, S. Narciss, & P. Marsico, *International handbook of psychology learning and teaching* (pp. 1-34). Springer.
http://dx.doi.org/10.1007/978-3-030-26248-8_23-2
- Rouse, R. A. (2010). The red zone: Analyzing and assessing hospital leaders' communication. In R. S. Schuttler (Ed.), *Laws of communication: The intersection where leadership meets employee performance* (pp. 306-322). John Wiley & Sons, Inc.

Rouse, R. A. (1987). The first affirmative rebuttal: A content analysis of 13 National Debate Tournament transcripts. In D. A. Thomas (Ed.), *Advanced Debate* (3rd ed., pp. 100-111). National Textbook Company.

Industry Publications

Rouse, R. A. (2013, April). *Casting call: An analysis of the job search challenges of 'starving artists.'* <http://www.auditioninside.com/wp-content/uploads/2013/04/casting-call-an-analysis-of-the-job-search-challenges-of-starving-artists.pdf>

Ritter-Williams, D., & Rouse, R. A. (2012). *To graduate or drop out? Factors affecting college degree completion of Baby Boomer, Generation X, and Millennial Students.*
http://apolloresearchinstitute.com/sites/default/files/to_graduate_or_drop_out_report_final_0.pdf

Rouse, R. A. (2012, May 12). Is someone watching you through your webcam? A study on the awareness and concern of webcam hacking. *CamPatch Academy.*
<http://www.campatch.com/wp-content/uploads/2012/05/CamPatch-Academy-Study-on-Webcam-Hacking-Awareness-May2012.pdf>

Griffey, A., & Rouse, R. A. (2012, March). Engineering the future: The road less traveled. *Government Technology Research Alliance.*
<http://gtra.org/files/GTRA%20Special%20Report%20-%20Engineering%20the%20Future.pdf>

Griffey, A., & Rouse, R. A. (2011, May). Fishing with the wrong bait - ROI on computer science/management information systems degrees. *Government Technology Research Alliance.*
<http://gtra.org/component/content/article/1306>

Flores, J., Rouse, R., & Schuttler, R. (2011, March/April). Red, yellow, green: Which kind of leader are you? *Nonprofit World*, 29(2), 16-17.

Taylor, T. R, Rouse, R. A., & Schuttler, R. (2010). Communication benchmarking: The secret to maximizing employee performance during the financial crisis. *Michigan Community Banker*, (4), 6-7.

Kaplan, J. B., Rouse, R. A., & Schuttler, R. S. (2010). Leadership coaching tip - Gut-wrenching decisions: How ethically do you behave in a crisis? *Integral Leadership Review*, 10(1).
<http://www.integralleadershipreview.com/archives-2010/2010-01/2010-01-coaching-tip.php>

Research Reports

- Rouse, R. A., & Sanchez-Stone, J. (2013, August). *Kadcyla: A quantitative analysis of clinical knowledge acquisition in an online training platform*. West Palm Beach, FL: GlobalHealth Education.
- Rouse, R. A., & Sanchez-Stone, J., & Sablan, F. (2013, August). *Preparing for the future: Pharmacy technicians' career and educational objectives*. West Palm Beach, FL: GlobalHealth Education.
- Rouse, R. A., & Sanchez-Stone, J. (2013, March). *Preparing for the future: Pharmacy professionals' vision of their careers*. West Palm Beach, FL: GlobalHealth Education.
- Rouse, R. A. (2012). *Catholic Health Initiatives: An educational needs assessment*. West Palm Beach, FL: GlobalHealth Education.
- Rouse, R. A., & Schuttler, R. (2013, January). *Leadership and communication: A study of nurse managers in Oman*. San Antonio, TX: Organizational Troubleshooter.
- Rouse, R. A., & Miller, L. A. (2011, June 8). Creating value from HR: The new credentialed manufacturing workforce. *University of Phoenix Research Institute*. http://cdn-static.phoenix.edu/content/dam/altcloud/doc/research-institute/creating-value-from-hr-research-report.pdf?cm_sp=Research+Institute_-_PDFs_-_Creating+Value+from+HR+-+Report
- Rouse, R. A., & Miller, L. A. (2011, June 8). Americans flunk quiz about today's college students. *University of Phoenix Research Institute*. http://cdn-static.phoenix.edu/content/dam/altcloud/doc/research-institute/snap-research-thumb.pdf?cm_sp=Research+Institute_-_PDFs_-_Americans+Flunk+Quiz+About+Today's+College+Students+-+Report
- Rouse, R. A., & Cline, H. (2011, March 24). Traditional and nontraditional students: Is a bachelor's degree worth the investment? *University of Phoenix Research Institute*. http://cdn-static.phoenix.edu/content/dam/altcloud/doc/research-institute/traditoinal-non-traditional-student.pdf?cm_sp=Research+Institute_-_PDFs_-_Traditional+and+Nontraditional+Students+-+Report
- Miller, L. A., Ritter-Williams, D., & Rouse, R. A. (2011, January 5). *Bundled value: Working learners' perceptions of tuition benefit programs*. http://cdn-static.phoenix.edu/content/dam/altcloud/doc/research-institute/bundled-value.pdf?cm_sp=Research+Institute_-_PDFs_-_Bundled+Value+-+Report

Rouse, R. A., & Schuttler, R. S. (2009). *Crisis communication: A mixed method study of supervisor leadership and employee performance during the 2008-2009 financial crisis*. <http://www.NRC-SLCL.com/Results.pdf>

Rouse, R. A., Schuttler, R. S., Kaplan, J. B., & Flores, J. (2009, March 10). *NCAA Men's Division I Basketball Coach Survey 2008-2009*.
<http://www.officiatingresearch.com/linked/NCAACoachSurvey.pdf>

General Publications

Rouse, R. A. (2011, August 18). *Stretching your 'benefit dollar' during the economic crisis*. <http://www.phoenix.edu/profiles/faculty/ruby-rouse/articles/stretching-your-benefit-dollar-during-the-economic-crisis.html>

Rouse, R. A. (2011, April 25). University of Phoenix conducts return on educational investment study. *League for Innovation in the Community College*.
<http://www.league.org/blog/post.cfm/partner-offers>

Rouse, R. A. (2011, February 26). The value of tuition assistance is not just financial, say working learners. *League for Innovation in the Community College*.
<http://www.league.org/blog/post.cfm/the-value-of-tuition-assistance-is-not-just-financial-say-working-learners>

Rouse, R. A. (2011). Employers are from Mars, workers are from Venus. *League of Innovation Leadership Abstracts*, 24(1).
<http://www.league.org/blog/post.cfm/employers-are-from-mars-workers-are-from-venus>

Rouse, R. A. (2010, August 11). *Disaster planning: Oxymoron or critical priority? University of Phoenix dissertation provides insight about the BP oil spill*.
<http://www.phoenix.edu/profiles/faculty/ruby-rouse/articles/disaster-planning-oxymoron-or-critical-priority-university-of-phoenix-dissertation-provides-insight-about-the-bp-oil-spill.html>

Rouse, R. A., & Wilen-Daugenti, T. (2010). Learn to earn: Strategies to maximize your career success. In *Reinvent Your Future 2010* (pp. 9-12). Phoenix, AZ: University of Phoenix.

Rouse, R., & Schuttler, R. (2010, March 10). *Do mediocrity and despair trump talent and hope? Communication challenges during the financial crisis*.
<https://www.phoenix.edu/uopx-knowledge-network/articles/industry-viewpoints/mediocrity-and-despair-trump-talent-and-hope.html>

- Rouse, R. A. (2010, February 8). *Employee trust: A casualty of the financial crisis*.
<http://www.phoenix.edu/profiles/faculty/ruby-rouse/articles/Employee-Trust-A-Casualty-of-the-Financial-Crisis.html>
- Rouse, R. A., & Schuttler, R. S. (2010, January 14). *Overcoming organizational tunnel vision: Lessons learned during the financial crisis of 2008-2009*.
<http://www.phoenix.edu/uopx-knowledge-network/commentary/viewpoints/overcoming-organizational-tunnel-vision.html>
- Rouse, R. A. (2009, September 30). *Belligerent bosses: Supervisors threaten employees during the financial crisis*.
<http://www.phoenix.edu/profiles/faculty/ruby-rouse/articles/belligerent-bosses.html>
- Rouse, R. A. (2009, August 12). *Coaches cry foul about inconsistent officiating*.
<http://www.phoenix.edu/profiles/faculty/ruby-rouse/articles/coaches-cry-foul-about-inconsistent-officiating.html>
- Rouse, R. A. (2009, July 16). *Graying of the officiating pool: Are older basketball referees too old?* <http://www.phoenix.edu/profiles/faculty/ruby-rouse/articles/graying-of-the-officiating-pool.html>
- Rouse, R. A. (2009, June 9). *Why do supervisors “speak no evil” to employees in the financial crisis?* <http://www.phoenix.edu/profiles/faculty/ruby-rouse/articles/why-do-supervisors-speak-no-evil-to-employees-in-the-financial-crisis.html>
- Rouse, R. A. (2009, April 29). *Stop, drop, & assess: Is your company sending mixed signals?* <http://www2.phoenix.edu/profiles/faculty/ruby-rouse/articles/stop-drop-assess-is-your-company-sending-mixed-signals.html>
- Rouse, R. A. (2009, April 15). *Grouchy bedside manner: Is there hope for ill-tempered doctors?* <http://www.phoenix.edu/profiles/faculty/ruby-rouse/articles/grouchy-bedside-manner-is-there-hope-for-ill-tempered-doctors.html>
- Rouse, R. A. (2009, April 15). *Is anybody paying attention? The changing face of marketing communication*. <http://www.phoenix.edu/profiles/faculty/ruby-rouse/articles/is-anybody-paying-attention-the-changing-face-of-marketing-communication.html>

Instrument Development

- Rouse, R. A. (2008b). *Supervisor Leadership and Communication Inventory: User’s manual*. San Antonio, TX: Author.

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Rouse, R. A., & Schuttler, R. S. (2008). *Supervisor Leadership and Communication Inventory*. (Available from RichPhD@msn.com)

Related Publications

The following articles were based on interviews about the findings of the leadership research grant:

Do you think you're a good leader? (2011, May 2). *Southern Nevada Nonprofit Information Center*. <http://sonnpic.wordpress.com/2011/05/02/do-you-think-youre-a-good-leader>

Frauenheim, E. (2010, April). Recession unleashes boss bullying. *Workforce Management*, 89(4), 22.

Yaremich, M. (2010, January 14). *As the stock market crashed, so did workplace communication and leadership*. <http://www.phoenix.edu/uopx-knowledge-network/commentary/perspectives/as-stock-market-crashed-so-did-workplace-communication-leadership.html>

Jacobs, J. (2009, October 15). To survive, reach across the divide. *eFinancial Careers*. http://news.efinancialcareers.com/newsandviews_item/newsItemId-21831

Pack, W. (2009, September 29). Expert: Workplace survivors suffer. *San Antonio Express-News*, 2C. <http://www.mysanantonio.com/business/62463172.html>

Miller, L. (2009, September 1). Business brass seen botching financial crisis communication. *Ragan.com*. <http://www.NRC-SLCI.com/Ragan.pdf>

PRESENTATIONS

Lee, E., & Daniels, R. (2025). *Dear accountant: Can you tell a story? Improving quantitative fluency of accounting students through STAR method*. Canadian Academic Accounting Association. Toronto, Ontario.

Degrassi, S., & Daniels, R. (2025). *Taylor-made training: Using Taylor Swift's music to teach dark management concepts*. Southwest Academy of Management. Tulsa, Oklahoma.

Lee, E., & Daniels, R. (2023). *Dear accountant: Can you tell a story? Improving quantitative fluency of accounting students through STAR method*. National Numeracy Network. Tampa, Florida.

Liu, C., & Daniels, R. (2023). *Supply chain decisions: Do QR teaching interventions improve student performance in an online simulation?* National Numeracy Network. Tampa, Florida.

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- Lewis, A. C., Daniels, R., Mangum, M., & Millsap, S. (2023). *Entrepreneurial cosplay: Panel discussion*. GalaxyCon, Austin, Texas.
- Daniels, R., & Knowles, K. A., Naasz, E., & Lindner, A. (2022). *Work smarter not harder: Reliable and valid QR grading rubrics for written arguments*. National Numeracy Network. Albuquerque, New Mexico.
- Daniels, R., & Knowles, K. A. (2022). *Building a habit of mind: An extra-curricular initiative to develop QR outside the classroom*. Mathfest. Philadelphia, Pennsylvania.
- Daniels, R., & Knowles, K. A. (2022). *Medical marijuana: An asynchronous "sniff test" to encourage student use of QR*. Joint Mathematics Meetings. Seattle, Washington.
- Daniels, R., & Knowles, K. A. (2022). *The rest of the story: A novel approach for measuring students' perceptions of QR's value*. National Numeracy Network. Tampa, Florida.
- Ford, W., Daniels, R., Knowles, K., & Sweet, K. (2022). *Enhancing quantitative reasoning skills across the business curriculum*. Association of Collegiate Marketing Educators (ACME) Conference. New Orleans, Louisiana.
- Daniels, R. A. (2020). *Avoiding LinkedIn blunders: Preparing students to market their job skills*. Session presented at the 2020 League of Innovation Conference in the Community College, Seattle, Washington.
- Miller, L. A., Mian, M. Z., Ehlers, S., Pettingill, M., Daniels, R. A., & Pemble, S. (2018). *Misconduct in the firehouse: How to foster cultural change when everyone is watching*. Session presented at the 2018 Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.
- Rouse, R. A., & Kaplan, J. B. (2015). *A 'Schoolhouse Rock' approach to teach writing style*. Session presented at the 2015 Southeastern Writing Center Association Conference, Nashville, Tennessee.
- Rouse, R. A. (2014, October 18). *Customizing evidence-based practices: A comparative analysis of nurse manager leadership and communication in Oman*. Keynote address presented at the 7th Annual Dubai Health Authority Nursing and Midwifery Research Conference, Dubai, United Arab Emirates.
- Rouse, R. A., Miller, L. A., Peed, J., & Kircher, B. (2014, May 15). *EnterTRAINment: Schoolhouse Rock meets APA*. Session presented at the 29th Annual Convention of the Society of Industrial and Organizational Psychology, Honolulu, Hawaii.

- Miller, L. A., & Rouse, R. A. (2014, May 16). *Employer perceptions, preferences, and hiring practices of military personnel*. Poster session presented at the 29th Annual Convention of the Society of Industrial and Organizational Psychology, Honolulu, Hawaii.
- Rouse, R. A. (2014, March 1). *East meets west: Identifying the root cause of nurse-to-nurse violence*. Keynote address presented at the 2nd Annual Dubai Health Authority Conference on Violence in the Healthcare Sector, Dubai, United Arab Emirates.
- Bartel, S., Rouse, R., Sanchez-Stone, J., Connolly, K., & Verrier, C. (2013, September). *Evaluation of an online training platform in a clinical setting*. Poster session presented at the International Pharmaceutical Federation Annual Congress, Dublin, Ireland.
- Patton, P., & Rouse, R. A. (2013, July 16). *Work smarter not harder! Replacing educational guesswork with evidence-based research*. Workshop presented at the Annual Convention of the Association for Nursing Professional Development, Dallas TX.
- Patton, P., & Rouse, R. A. (2013, January 30). *Working smart in the "new normal": Eliminating guesswork with an educational needs assessment*. Workshop presented at the meeting of the Talent Management Summit in Healthcare, Houston, TX.
- Rouse, R. A. (2011, November 10). *Show me the money: Is it worth it for adult learners to return to school?* Paper presented at the meeting of the Council for Adult and Experiential Learning, Chicago, IL.
- Rouse, R. A., & Ritter-Williams, D. (2011, October 14). *Slaying emotional monsters: Strategies to improve the retention of adult learners*. Paper presented at the meeting of the Association for Continuing Higher Education, Orlando, FL.
- Rouse, R. A. (2011, March 30). *More than money: Promoting the intangible value of tuition assistance programs*. Workshop presented at the meeting of the CLO Symposium, Amelia Island, FL.
- Rouse, R. A., & Miller, L. A. (2010, November 5). *Return on investment: Gold standard strategies to measure the value of academic organizations*. Workshop presented at the meeting of the Arizona Educational Research Organization, Phoenix, AZ.
- Rouse, R. A., & Miller, L. A. (2010, November 1). *Demonstrating value: Gold standard strategies for measuring ROI & ROV*. Roundtable discussion at the meeting of the 2010 STEMtech Conference, Orlando, FL.

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- Miller, L. A., & Rouse, R. A. (2010, November 2). *A great divide: Job seeker and employer perspectives of needed skills*. Presentation at the meeting of the 2010 STEMtech Conference, Orlando, FL.
- Rouse, R. A. (2010, October 8). *Predicting performance: Best and worst practices during the financial crisis*. Paper presented at the meeting of Institute of Business Applied Management, San Diego, CA.
- Rouse, R. A., & Miller, L. A. (2010, September 29). *Avoiding the black hole: Strategies to measure the ROI of tuition assistance programs*. Workshop presented at the meeting of the CLO Symposium, Laguna Nigel, CA.
- Rouse, R. A. (2008). *Reconsidering school climate: The need for systematic and intuitive measurement*. Paper presented at the meeting of the Arizona Educational Research Organization, Phoenix, AZ.
- Rouse, R. A. (2005, April). *Learning styles and collaboration*. Presented at Parent-Child Incorporated. San Antonio, TX.
- Hamilton, M. A., & Rouse, R. A. (1990, November). *Dentists' technical, communication, and interpersonal skills as predictors of patient anxiety and utilization*. Paper presented at the Speech Communication Association, Chicago.
- Rouse, R. A. (1989, November). *Dentist-patient communication: A conceptualization*. Paper presented at the University of Connecticut Department of Communication Sciences Colloquium, Storrs, CT.
- Snyder, L. B., & Rouse, R. A. (1989, November). *AIDS: A telephone survey of Hartford and New Haven*. Paper presented at the University of Connecticut Department of Communication Sciences Colloquium, Storrs, CT.
- Snyder, L. B., & Rouse, R. A. (1989, November). *The effect of risk on inner-city residents' responses to AIDS*. Paper presented at the Speech Communication Association, San Francisco.
- Rouse, R. A. (1989, April). *A paradigm of intervention: emotional communication in dentistry*. Paper presented at the Northeast Communication Conference, New Britain, CT.
- Rouse, R. A. (1989, April). *Speech writing, organization, and research for the public information professional*. Paper presented at the Public Information Council, Hartford, CT.

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AWARDS & HONORS

Outstanding Service Award, Texas A&M University-San Antonio – Recognized as the instructor with the most significant service contributions in the Department of Management and Marketing in the College of Business (May 2023)

Distinguished Teaching Award, Texas A&M University-San Antonio – Recognized as the university's outstanding instructor (May 2022)

Inspirational Teaching Award, Texas A&M University-San Antonio – Recognized as the outstanding instructor in the Department of Management and Marketing in the College of Business (May 2022)

Research Fellow, Center for Behavioral Health Research, University of Phoenix – Responsible for the design, data collection, analysis, and publication of research related to social workers' use of music with hospice patients (2015 - 2017)

Office of Scholarship Support Grant Recipient, University of Phoenix – *EduTrainment: A quantitative analysis of APA competency and self-efficacy* (2013)

National Research Center Grant Recipient, University of Phoenix – *Crisis communication: A mixed method study of supervisor leadership and employee performance during the 2008 – 2009 financial crisis by Ruby Rouse and Richard Schuttler* (2009)

Faculty Member of the Year, School of Advanced Studies, University of Phoenix – Recognized as the outstanding faculty member for the doctoral program, with over 600 instructors (2007)

Peer Reviewer, *Journal of Nursing Management* (2008 – present)

Peer Reviewer, *Journal of Leadership Studies* (2007 – present)

DISSERTATION MENTORING

Dissertation chair for the following published research studies:

Duffy, J. J. (2016). *Crowdfunding: A quantitative study of the correlation between social media use and technology project outcomes* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.

Sloan, D. B. (2015). *A quantitative analysis of high performing Patient Aligned Care Team (PACT) competencies in the Veterans Health Administration* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.

- Stauffer, R. G. (2015). *Enhancing business performance: Case studies of small business leaders in the federal sector* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Writer, E. (2015). *A quantitative comparative analysis of voters' economic concern, congressional approval, and voting behavior in 2012* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Torres, D. (2014). *A quantitative analysis of class size, job strain, and novice teacher retention* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Arredondo, H. A. (2012). *An exploration of United States veterans' customer service experiences during in-patient hospitalization* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- McCullough, B. T. (2012). *Exploring homeschooling parent/teachers' perception of high school struggling learners' college readiness* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Ortiz-Morales, H. (2010). *A cultural analysis of Hispanic registered nurses' career selection: A quantitative descriptive study* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Griffey, A. M. (2010). *Infrastructure disaster management: Insight from small business leaders after a mega disaster* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Pope, M. F. (2010). *Faculty bullying. An exploration of leadership strategies to reduce relational violence in nursing schools* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Contartesi, R. A. (2010). *School climate: A correlational analysis of superintendent leadership communication and employee performance* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Estill, E. S. (2010). *A mixed method study on racial and ethnic minorities' value of healthcare and health insurance* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Onu, S. (2010). *Perceptual differences between project managers and sponsors in the initiation phase of a project* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.

- Goldstone, K. M. (2009). *An empirical test of a career systems typology: Bracing for the "perfect storm"* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Espiritu, R. T. (2008). *Measures of alliance success a study of outsourcing professionals in the United States* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Kaplan, J. B. (2008). *Exploring the quality perceptions of healthcare leaders: A study of hospitals in Indiana* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Kehoe, M. (2008). *Tobacco control: A qualitative assessment of the perceptions and practices of nurse practitioners* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Walker, D. (2007). *Marginalization of substance abusers: A mixed method analysis of health care* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Nematollahi, R. (2007). *The influence of culture on breast cancer detection practices of Arab national women* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Bonvicini, K. (2007). *Physician empathy: Impact of communication training on physician behavior and patient perceptions* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.
- Cornellison, L. L. (2007). *Early access to Algebra I: A meaningful change or time to change the change?* [Doctoral dissertation]. ProQuest Dissertations & Theses Global.