

Jody Waters, PhD

EDUCATION

PhD, University of Texas at Austin, Radio, TV, Film/Latin American Studies

MA, University of Calgary, Communication

BA, Carleton University, Mass Communication

PROFESSIONAL EXPERIENCE

Claremont Graduate University, Claremont, CA, USA
Associate Provost for Institutional Effectiveness

2021-present

Primary responsibilities are to provide support to the Provost in academic assessment; strategic plan assessment and reporting; program review; accreditation; and administration of academic programs and policies. I conduct research and prepare documentation in support of the work of the Office of the Provost and strategic academic initiatives and provide support for the development, implementation, and evaluation of new programs, including curriculum, timelines, and means of assessment. I provide ongoing support to schools, departments, and programs in planning, policy, assessment, and program review, and serve as Accreditation Liaison Officer and maintain oversight of assurance of learning strategies. I support the Faculty Executive Committee with research, institutional policy revision. Committee service includes: President's Extended Cabinet, Strategic Plan Steering Committee, Accreditation Steering Committee, Deans and Directors Council, Retention Committee, Academic Support and Intervention Working Group, Academic Standards Committee, Diversity, Equity and Inclusion Committee. I oversee Institutional Research and the Office of the Registrar, with two FTE reporting directly to me: the Associate Director of Institutional Research and the University Registrar/Director of Student Records.

Primary Roles and Responsibilities:

- Collaborate with the EVP and Provost to coordinate and facilitate institutional planning activities
- Gather, compile, and report updates on CGU's Strategic Plan for Provost's reports to the Board of Trustees
- Establish, support, and assessment and review framework for individual academic programs and institution-wide initiatives
- Serve as a member or leader on institutional committees and working groups related to assessment, strategic planning, student support and retention, academic administration, accreditation, and data integrity
- Work with academic programs on curriculum management and student learning outcomes
- Design and implement internal surveys and other research processes for student and staff success, climate, and satisfaction
- Support new curriculum development and approval
- Serve as Accreditation Liaison Officer for the university. Responsible for oversight of the institution's regional and specialty accreditation according to the standards and guidelines of the Western Association of Schools and Colleges, Senior College and University Commission (WSCUC), the Council on Education for Public Health (CEPH), and the Association to Advance Collegiate Schools of Business (AACSB)
- Work with the Academic Standards Committee and program leadership to coordinate and facilitate the decennial program review process; oversee preparation and provision of institutional data for program review, orient and serve as a resource for programs in preparing for the review
- Analyze and interpret data and prepare reports and proposals as needed for university faculty, staff and programs
- Prepare licensure renewals for new and existing online programs for state authorization approvals
- Temporary responsibility as School Certifying Official for Veteran and military-connected students receiving benefits
- Collaborate on the development of, compliance with, and revisions to academic policies
- Provide updates to the university faculty handbook in support of the University's mission and goals, and maintain the university catalog.

Notable Activities and Accomplishments:

- Collaborated with EVP and Provost and academic deans to design, develop, and implement eight new professional doctoral programs; provided research, curricular planning support, and assessment strategies for

each new program; responsible for internal program approval processes and submission and approval to regional accreditor

- Organized and coordinated CGU's comprehensive site visit for Reaffirmation of WSCUC Accreditation
- Serve as WSCUC Peer Evaluator and site visit team member for institutional re-accreditation
- Chair Working Group for Financial Value Transparency and Gainful Employment (FVT/GE) reporting
- Chair Working Group on Student Academic Support and Intervention
- Re-designed and administered campus-wide Student and Faculty Climate and Satisfaction surveys
- Updated measures and benchmarks for ongoing assessment of retention metrics and student success indicators
- Designed and implemented instrument for evaluation of President and other executive administrators
- Undertook a comprehensive faculty salary analysis.

Southern Oregon University, Ashland, OR, USA
Associate Provost & Director of Graduate Studies

2014-2021

Reporting to the Provost and Vice President of Academic Affairs, in this position, I provided leadership, training and administrative oversight for: curriculum management and approval, academic policies and compliance, accreditation and assessment, instructional support, and faculty professional development. Supported the university President and Executive Cabinet on institutional performance, and communicated to internal and external stakeholders and governing authorities on the university's major change efforts, accomplishments, curriculum, and academic programming and compliance. From 2017-19, I supervised Student Affairs and Student Life, including Student Support and Intervention, Student Health and Wellness, Title IX, and Equity Grievance. Committee service included: President's Executive Council, President's Shared Governance Task Force, Strategic Plan Committee, Provost's Advisory Council, University Policy Council, Academic Directors Council, University Planning Board, Crisis Management Team, Title IX and Equity Grievance Team, Student Support Network, Commencement Committee, and COVID Response Incident Management Team. Supervised four direct reports (Director of Assessment, Director of the Center for the Advancement of Teaching and Learning, Director of the Ronald E. McNair Post-Baccalaureate Achievement Program, Manager of the Digital Media Center), representing 10 FTE. My tenure as Interim Director of Student Life included an additional three direct reports and 14 FTE.

Primary roles and responsibilities:

- Supervised and analyzed annual assessment reports for academic programs and non-academic support services and units
- Developed assessment training materials and resources, and designed and delivered workshops and other training as required
- Worked with Institutional Research to maintain and report on institutional performance data required by accreditors, Board of Trustees, state Higher Education Coordinating Commission, and other constituencies as needed
- Coordinated and provided regular updates on Academic Affairs components of the institutional Strategic Plan and maintained and presented data on achievement metrics
- Analyzed and reported results of annual National Survey of Student Engagement (NSSE) and other institutional surveys
- Served as the institution's Accreditation Liaison Officer (ALO), responsible for all institutional accreditation requirements, including regional and specialized accreditors
- Served as the Academic Division Director for Graduate Studies, responsible for graduate curriculum, policy, planning, student programming, and faculty development
- Administrative membership on institutional committees for: Academic Assessment, Curriculum, Academic Policies, Advising, Graduate Council, Academic Standards, University Studies/General Education
- Approved university curriculum and oversaw preparation of annual academic catalog
- Developed, revised, and approved academic and non-academic policy
- Researched and developed new curricular initiatives; provided support to academic programs in curriculum change and approvals
- Served as the university's designated "Empowered Administrator" for implementation of state-wide Major Transfer Maps for community college transfer articulation
- Designed and provided new faculty orientation and mentoring programming
- Served as the institution's Title IX Coordinator, Deputy Title IX Coordinator, and Equity Grievance Committee member; provided oversight of sexual harassment prevention and response, and gender equity policy
- Served as the administrative Hearing Officer and coordinator for academic and student grievances

- Supervised the Center for the Advancement of Teaching and Learning responsible for faculty professional development programs and resources
- Co-chaired University Commencement Committee
- Supervised the university's Digital Media Center.

Notable Activities and Accomplishments:

- Coordinated and authored comprehensive self-study and peer evaluation report for the university's seven-year reaccreditation (2016), mid-cycle evaluation (2019), and ad hoc review (2021)
- Served on the Instructional Evaluation Task Force charged with revising course evaluations to focus on student learning experiences and to reduce gender, racial and other bias in student responses
- Served as member of the President's Strategic Planning Team and co-authored the university's Strategic Plan
- Selected as an accreditation peer evaluator and Peer Evaluation Committee Chair for the Northwest Commission on Colleges and Universities
- Developed and implemented a new system for assessment of faculty activities reporting
- Implemented new student evaluation software
- Implemented Faculty Curriculum and Course Design Academy to enhance assessment and student learning opportunities in low-success and low-completion courses
- Oversaw the development of new institutional micro-credential program, creating 20 new academic "badges" as a pilot project, and an additional 22 in next-phase implementation
- Oversaw the design of instructional support and faculty development resources in response to transition to remote learning during COVID-19
- Lead a redesign of the institution's student advising program
- Worked on the team that developed the institutional mission, vision and value statements
- Selected as Watermark Insights Knowledge Ambassador
- Directed and wrote institutional response to Council of Adult and Experiential Learning/Western Interstate Commission for Higher Education Prior Learning Assessment Impact Study
- Developed successful proposals, including selection to American Association of State Colleges and Universities/Bill and Melinda Gates Foundation "Reimagining the First Year" project.

Southern Oregon University, Ashland, OR, USA
 Chair, Communication Program (2008-2012)
 Associate Professor of Communication (2009-2014)
 Assistant Professor of Communication (2004-2009)

2004-2014

Taught classes in intercultural communication, international communication, communication and international development, cultural competency, communication and social problems, social movements, media literacy, communication research methods, global media, interpersonal communication, digital journalism.

As Chair of the Communication Program for four years, duties included program and course assessment; student advising; faculty supervision and evaluation; curriculum planning and design; maintenance of program's online presence and social media marketing; budget planning; design and implementation of student events and outreach; internal and external communication to prospective and current students, community partners, and local stakeholders.

Notable Activities and Accomplishments:

- As Chair, implemented new curriculum and realigned program to integrate assessment goals, community-based learning initiatives, and interdisciplinary courses and practicum opportunities
- Served on the university's Planning Board, Community-Based Learning Committee, Faculty Senate, Presidential Planning Committee, Athletics Council, and various task forces and ad hoc workgroups
- Chaired Faculty Senate for two years; served on Faculty Senate for five years
- Served as an officer on the state-wide Inter-Institutional Faculty Senate
- Provided diversity awareness and cultural competence training to faculty, staff and community groups.

Telecommunications and Information Policy Institute
 The University of Texas at Austin Austin, TX USA
 Project Director

2001-2003

Assessment of an \$18 million communication networking initiative by the State of Texas to provide digital resources and enhance engagement and community connection in 36 communities. Supervised a team of seven graduate research assistants. Collected, analyzed and reported on data from each community and the overall project. Responsible for day-to-day management of logistics, communication and reporting for a multi-stage/multi-team data collection and analysis operation, writing and editing reports to state funder and other constituencies about the project. Provided summaries and full results to state and national-level stakeholders. Designed and implemented campaign to engage community participants.

Department of Radio-TV-Film 1997-2001
The University of Texas at Austin Austin, TX USA
Assistant Instructor
Taught classes in global media and communication, intercultural communication, media and social change, communication research methods.

OTHER PROFESSIONAL EXPERIENCE

Extension Community Development Cooperative, St. John's, NF Canada 1993-1995
Community Development Consulting Partner
Worked with communities in several countries to design and implement cultural competency training, social development projects and research initiatives; conducted program assessment.

Universidad Centroamericana/University of Calgary Development, 1990-1993
Social Development Collaborative Managua, Nicaragua
Administrative/Research Associate
Administrative support for a multi-year social development project while conducting field research for Master of Arts degree in communication and social development.

TRAINING AND PROFESSIONAL DEVELOPMENT:

- Western Association of Schools and Colleges Senior College and University Commission Peer Evaluator Training
- WAVR-21 (Workplace Assessment of Violence Risk) Advanced Training
- VA School Certifying Official Training
- ATIXA Title IX Investigator Training
- Northwest Commission on Colleges and Universities Financial Dashboard and Metrics Reporting Training
- NSSE High-Impact Practices: Interrogating Participation, Quality and Equity
- Northwest Commission on Colleges and Universities Foundations of Data Equity Workshop
- Northwest Commission on Colleges and Universities Evaluation Committee Chair Training
- NSSE Institute: Data Reporting and Sharing
- Northwest Commission on Colleges and Universities Peer Evaluator Training
- Northwest Commission on Colleges and Universities Accreditation Standards and Institutional Effectiveness
- Northwest Commission on Colleges and Universities Accreditation Liaison Officer Training
- Northwest Commission on Colleges and Universities/NSSSE Institute: Assessment Essentials Workshop
- Council on Adult and Experiential Learning Competency-based Learning Standards and Assessment
- ATIXA Civil Rights Investigator and Title IX Investigator Training

PROFESSIONAL SERVICE

CGU Board of Trustees Student Success Committee
CGU Board of Trustees Strategic Planning Committee
CGU Board of Trustees Academic Affairs Committee
CGU Diversity, Equity and Inclusion Committee (Chair for AY 24-25)
CGU Retention Committee Chair
CGU Black Scholars Awards Selection Committee
CGU The Big Pitch Judge

CGU Deans and Directors Council
 CGU Professional Doctorates Working Group
 CGU Strategic Planning Steering Committee
 CGU Academic Support and Intervention Design Team
 CGU Commencement Committee
 CGU Incident Response Team
 WSCUC Peer Evaluator
 CGU Connected Campus Committee (formerly Ad Hoc Working Group on Instructional Equivalencies – COVID-19 operational continuity working group)
 Claremont Colleges Consortial IR and Assessment Working Group
 NWCCU Peer Evaluator
 Southern Oregon Regional Economic Development, Inc., Board Member
 Rogue Valley Community Development Corporation, Board Member
 Ashland Housing Commission member
 SOU Dean of Students and Director of Student Life Search Committee Chair
 SOU Shared Governance Task Force/Staff Assembly Working Group
 SOU Crisis Management and Incident Management Team Deputy Operations Coordinator
 SOU Ceremonies and Commencement Committee Chair
 SOU Director of Human Resources Search Committee Chair
 SOU Director of Housing Search Committee Chair
 Advisory Council, SOU Faculty Senate
 University Studies Curriculum Task Force
 SOU University Planning Board
 SOU President's Legislative Action Team
 Chair, SOU Faculty Senate
 SOU Faculty Senate University Studies Committee
 Intercollegiate Athletics Committee
 SOU College of Arts & Sciences Dean Search Committee
 Faculty Mentor: Ronald. E. McNair Post-Baccalaureate Achievement Program
 First Year Orientation Keynote Speaker
 SOU Public Information Officer Search Committee Member
 SOU College of Arts & Sciences Student Issues and Enrollment Team
 Civic Engagement Day Committee Member
 SOU College of Arts & Sciences Associate Dean Search Committee Member
 SOU International Student Advisor Search Committee Chair
 SOU Multicultural Affairs Resource Center Committee Member
 SOU Foundations of Excellence Team Member
 SOU Faculty Orientation leader for Community-Based Learning
 Keynote Speaker: Annual Inter-service Club Luncheon
 Moderator: Associated Students of SOU Panel on Immigration and Immigrants' Rights
 SOU Community-Based Learning Committee
 SOU International Students' Association Faculty Advisor

PROFESSIONAL AWARDS/SCHOLARSHIPS

SOU College of Arts & Sciences Outstanding Leadership Award
 Associated Students of Southern Oregon University Communication Faculty of the Year Award
 Oregon Campus Compact Faculty Award. Oregon Campus Compact Civic Engagement Awards
 Southern Oregon University Community-Based Learning/Campus Compact Course Excellence
 Top Dissertation Award. International Communication Association, Intercultural and Development Communication Division
 University of Texas Faculty of Graduate Studies Outstanding Dissertation Award

SELECTED REFEREED PUBLICATIONS

J. Waters (2012). Media and Social Justice: A Valuable Dialogue (Book Review). *Global Media Journal*, Spring 2012.

J. Waters (2008). Sustainable Development. In Wolfgang Donsbach, Ed. *The International Encyclopedia of Communication*. Malden, MA: Blackwell.

J. Waters (2007). Critical Discourse Analysis as a Tool for Student Talk and Action on Hunger and Homelessness in Southern Oregon. *Oregon Campus Compact Compendium of Tools for Civic Education*. Portland, OR: Oregon Campus Compact.

S. Strover, J. Waters and G. Chapman (2004). Beyond Community Networking and CTCs: Access, Development and Public Policy. *Telecommunication Policy*. 28, 465-485.

J. Waters (2004) Book Review: News from Abroad. *Canadian Journal of Communication*, 29 (3).

J. Waters (2004) Book Review: The CNN Effect: The Myth of News and Foreign Policy. *Canadian Journal of Communication*, 29 (3).

J. Waters and K. Wilkins (2003). International News Discourse on Alternative Development Strategies. In R. Luthra (Ed.) *Encyclopedia of Life Support Systems*. Paris: UNESCO.

J. Waters (2000). Power and Praxis in Development Communication Discourse and Method. In K. Wilkins (Ed.) *Redeveloping Communication for Social Change: Theory, Practice and Power*. Lanham, MD: Rowman & Littlefield Publishers, Inc.

K. Wilkins and J. Waters (2000). Current Discourse on New Technologies in Development Communication. *Media Development XLVII*: 57-60.