

**JO ALLEN, PH.D.**  
**Widener University**  
**Chester, Harrisburg, and Exton, PA and Wilmington, DE**

**Education:**

Ph.D., 1986. English Literature, with an emphasis in Technical and Professional Communication. Graduated Phi Kappa Phi; 4.0 G.P.A.; Society for Technical Communication's Della Whittaker Scholarship (full scholarship for Ph.D. program); Clinton Keeler Fellowship; Nominated for Oklahoma State University's Phoenix Award for Outstanding Graduate Student. Oklahoma State University, Stillwater, OK.

M.A., 1983. English Literature, with a secondary emphasis in Technical and Professional Communication. East Carolina University, Greenville, NC.

B.A., 1980. Major in English literature; additional emphases in history/political science and business administration. Meredith College, Raleigh, NC.

**Administrative Accomplishments:**

Widener University: Chester, PA (main campus); Harrisburg, PA; Exton, PA; and Wilmington, DE

July 2004 – present. *Senior Vice President & Provost and Professor of English. Oversee Academic Affairs and Student Affairs.* 700+ full- and part-time/adjunct faculty and their recruitment, hiring, reappointment, tenure, and promotion in eight colleges/schools: the College of Arts and Sciences, the University College, and the Schools of Business Administration, Engineering, Hospitality Management, Human Services Professions (with divisions of clinical psychology, education, physical therapy, and social work), Law, and Nursing. Oversee the Wolfgram Library and the School of Law libraries, the Honors Program, Academic Support Services (Freshman Experiences, Exploratory Studies, Disabilities Services, Counseling Center, Project Prepare), Multimedia Services, and Cooperative Education. Chair the Faculty Council. Oversee Student Affairs, including residence life, judicial affairs, student health services, student organizations and activities, interfaith center, civic engagement, and international and multicultural student life. Serve as liaison to the Board of Trustees on academic affairs and student affairs committees.

*Highlights of Achievements and Contributions to Widener University*

Mission Focus

- Help shape and support faculty participation in pursuit of academic excellence, focusing on national and international work grounded in civic engagement (AAC&U, Council of Europe, American Democracy Project, Project Pericles, etc.) and resulting in national accolades for Widener's achievements
- established infrastructure to support faculty development, assessment, research, civic engagement, experiential learning, and diversity initiatives
- serve as co-chair of Diversity Coalition (university-wide diversity initiatives) and as co-chair of Diversity Advocates (faculty recruiting, hiring, retention, and promotion)
- led the establishment of global academic partnerships (exchanges and research collaborations) with three universities in Chongqing, China, focusing on law, social work, business administration, and hospitality management

- led the partnership with Beijing University of Technology for establishing Widener's Confucius Institute (in process)
- serve as co-chair of the Leadership Coalition, driving the vision, programming, staffing, and assessment for key leadership initiatives supported by the \$5 million Oskin Leadership Institute

#### Quality Initiatives

- guide faculty governance work to bring about curricular development and enhancements (e.g., new degree programs); clarifications in tenure and promotion practices (e.g., pause the tenure clock); the approval, integration, and assessment of institutional learning objectives, general education objectives, experiential learning objectives, etc.; support for faculty welfare and student services; and all other governance issues
- established semi-annual faculty governance retreats to promote transparency, leadership, and opportunities for promoting exemplary shared governance
- initiated work on assessment of student learning outcomes and institutional effectiveness; created processes for reporting and reviewing data; linked findings to planning and budgeting; provided support staff, technological tools, and rewards for excellence
- initiated processes and support for academic program review
- participate in conversations/decisions regarding real estate acquisitions, plant enhancement, master planning, and architectural decisions to support academic mission
- play a key role with Middle States Commission on Higher Education (MSCHE), serving on its Substantive Change Committee, serving as lead trainer for sessions for team chairs and evaluators on how to conduct site visits; lead training sessions on the distinctions between assessment of student learning outcomes versus assessment of institutional effectiveness; lead sessions for institutional liaisons on how to prepare for Periodic Review Reports. (Note: nominated for a seat as Commissioner with elections to be held October 2010)
- serve as a frequent site visitor (both chair and team member) for Middle States and for the American Bar Association (ABA)
- supported work to earn most prestigious disciplinary [re]accreditations for Widener's programs in business administration, education, physical therapy, social work education, healthcare management, hospitality management, clinical psychology, engineering, law, and nursing
- maintain a strong record of scholarly accomplishment while in administrative roles

#### Advancement Initiatives

- participate in advancement and campaign activities by stewarding a list of prospects, serving on the Campaign Steering Committee for upcoming comprehensive campaign (external partners) and on the Campaign Advisory Council for upcoming comprehensive campaign (internal partners)
- helped to persuade family to donate largest gift in Widener's history to establish a global leadership institute and helped articulate vision for subsequent associates' gifts
- secured key donor gift to support approximately 50 faculty/student trips (3-4 weeks) to China since 2008
- secured earmark from the Commonwealth of Pennsylvania for health-related academic programming and marketing initiatives
- working to persuade the People's Republic of China's agency of cultural affairs (the Hanban) to build and fund a Confucius Institute at Widener, the only site in the Philadelphia metropolitan region [agreement signed on September 9, 2009; awaiting full approval for implementation]
- serve on advisory board for the *Widener Magazine* for alumni and friends
- host alumni and donor events in the city, across the region and country, and at my home

#### Process Improvement

- designed a streamlined process to coordinate strategic planning with re-accreditation, assessment, and campaign planning, resulting in a pilot project for Middle States Commission on Higher Education and a revision of its options and processes for institutional re-accreditation; this process has been nationally recognized as a 'best practice' in higher education
- serve as Co-Chair of VISION 2015, a 10-year project that is guiding the evolution of Widener University into the nation's premier metropolitan university
- used process improvement strategies to coordinate Academic Support Services (tutoring, disabilities services, exploratory studies advising) as a "one-stop shop"
- currently using similar process improvement strategies to build a coordinated career center and its umbrella organization, an experiential learning "center" (cooperative education, internships, undergraduate research, study abroad/study away, and community-based academic experiences such as service learning)
- designed a rubric to guide the process of academic program review, extending beyond course and curriculum assessment and more deeply into the multivariate processes of determining the health of academic programs

#### North Carolina State University, Raleigh, NC

February 1999 – 2004. The Division of Undergraduate [Academic] Affairs. *Interim Vice Provost and tenured Associate Professor of English* (2003 – 2004); promoted from *Associate Vice Provost and tenured Associate Professor of English* (January 1, 2003 – November 2003) promoted from *Assistant Dean/Vice Provost and tenured Associate Professor of English* (February 1999-December 31, 2002). Had primary oversight for (1) the Assistant Vice Provost and Director of the First Year College; (2) the Senior Director for Academic Support Programs, who oversees the directors and units of Cooperative Education, Tutorial Services, New Student Orientation, the Transition Program, and the Virtual Advising Center; (3) the University Honors Program, (4) Undergraduate Assessment, (5) Undergraduate Research, and (6) Academic Support Programs for Student Athletes. Oversaw the budget, as well as hiring, promoting, restructuring, and other personnel matters. (Was offered the Vice Provost position permanently but accepted Widener's Provost position instead.)

#### *Highlights of Achievements and Contributions to NC State University*

- Oversaw Division of Undergraduate Affairs' budget
- Evaluated unit directors who oversaw approximately 100 permanent and 70+ seasonal, temporary, undergraduate and graduate student employees
- Coordinated compact, strategic, and internal planning processes to dovetail with needs assessments and budgeting priorities
- Established Office of Undergraduate Research
- Established Office of Undergraduate Assessment
- Led the revision of the mission/goals of the University Honors Program; hired new director to carry out the mission
- Represented NC State in undergraduate research to UNC system (General Administration); chaired the subcommittee on Assessing Undergraduate Research Experiences
- Represented NC State in the Reinvention Center's (Stony Brook) work on undergraduate education and undergraduate research

- Represented NC State as a partner with Duke University in hosting an AAC&U Campus-Community Dialogue for the Presidents' Campaign for the Advancement of Liberal Learning (CALL)
- Served on Advisory Board of the Cooperating Raleigh Colleges consortium, a course exchange partnership with five area colleges
- Chair, *Ad Hoc* Committee to establish an honor code at NC State
- Chair, *Ad Hoc* Committee to Advance Service-Learning Initiative and Partnerships

East Carolina University, Greenville, NC

*(All duties undertaken while maintaining teaching and research responsibilities in the Department of English as a tenured/tenure-track faculty member)*

Fall 1998 – Spring 1999. *Special Assistant to the Vice Chancellor for Academic Affairs (and tenured, associate professor)*. Served as Vice Chancellor's lead for \$15 million campaign for merit scholars, working with the Offices of Development, Admissions, Honors, and General College/First-Year Experience.

1993 - 1997. *Special Assistant to the Dean of the College of Arts and Sciences*. Worked on special projects for the College related to community outreach, advancement, budgets, alumni relations, and public relations.

1988 - 1997, 1998 - 1999. *Co-director of the Technical and Professional Communication Programs*. Department of English. Helped coordinate the undergraduate minor, certificate, and graduate programs; oversaw and coordinated the work of approximately 10 faculty, 25 graduate students, and 125 undergraduate students

1992 - 1993. *Faculty/Administrative Intern and Director of Student Learning Assessment and Academic Program Review*. The Office of the Vice Chancellor for Academic Affairs. Worked with and represented the Vice Chancellor for Academic Affairs in a capacity similar to an ACE Fellowship. Established the first institutional conversation about assessment of student learning outcomes.

1987 - 1992. *Director of the University Writing Center*. Supervised the work of 40+ graduate assistants tutoring in the Writing Center, which served 10,000+ visits from students and faculty during the academic year.

Spring, 1991. *Acting Director of Freshman Composition*. Department of English.

*Highlights of Achievements and Contributions to East Carolina University*

- Member, ECU Strategic Planning Committee for 2000-2005 (1998)
- Vice President, Phi Kappa Phi (1996-97) [I resigned the president's role when I was awarded an ACE Fellowship for 1997-1998.]
- Coordinator, "Women in Politics: From the Local to the Global" (1997)

- Coordinator, "The Humber Symposium," celebrating John Humber's contributions to the arts in North Carolina (edited the catalog for the art collection of this symposium)
- Chair, Scholars Selection Committee, Phi Kappa Phi (1996 - 1997)
- Member, Chancellor's Committee to Review Salary Equity (1995 - 1997)

University of Virginia, Charlottesville, VA

1997 - 1998. *American Council on Education Fellow to President John T. Casteen III.*

*Highlights of Achievements and Contributions to University of Virginia*

- Researched and wrote a report for public release on the cost/price of attending the University of Virginia.
- Helped develop admissions criteria, administrative support descriptions, brochure copy, and talking points for a presentation to the Board of Visitors to establish the first part-time adult degree program at the University of Virginia
- Worked on numerous projects related to budgets, public relations, advancement, student affairs (involving fraternities/sororities and alcohol on campus), information technology, and curricular revisions and establishments.

**Faculty and Teaching Appointments:**

2004 – present: *Tenured Professor of English.* Widener University.

1999 – 2004: *Tenured Associate Professor of English.* North Carolina State University.

1992 - 1999. *Tenured Associate Professor of English.* East Carolina University

1986 - 1992. *Tenure-track Assistant Professor.* East Carolina University

**Highlights of Publications (approximately 50):**

Books:

*Assessment in Technical and Professional Communication.* Amityville, NY: Baywood. 2010. [scholarly book co-edited with Margaret Hundleby] (Note: This book won the Council of Programs in Technical and Scientific Communication's 2010 award for best contribution to the work of program assessment.)

*Writing in the Workplace.* Needham Heights, MA: Allyn & Bacon, 1998.

[ED.] *Robert Lee Humber: A Collector Creates.* Greenville, NC: College of Arts and Sciences and the School of Art, East Carolina University. 1996. [winner of the Award of Excellence from the University and College Designers Association in 1997]

*Teaching Technical Writing in the Secondary School*. Urbana, IL: NCTE/ERIC, 1984. Co-authored with Bertie Fearing. [monograph]

Editor of special journal issues:

*Technical Communication Quarterly*. Special issue on assessment. Vol. 12, No. 1 (Winter 2003). [with Margaret Hundleby, University of Houston-Downtown, and Marjorie Rush Hovde, Indiana University-Purdue University at Indianapolis]

*Technical Communication Quarterly*. Special issue on women in the history of technical and scientific communication. Vol. 6, No. 3 (Summer 1997). [with Elizabeth Tebeaux, Texas A & M, and Teresa Kynell, Northern Michigan University]. [NOTE: One article won the Nell Ann Pickett Award for outstanding article in a technical and professional publication for 1998.]

Articles/Chapters (Recent Sample)

(Chapters in scholarly books, articles reprinted in books, peer reviewed articles, articles in higher education publications, book review essays, etc.). Note: Publication record extends back to 1983.

"How Can I Help? The Seduction of Service Learning." Civic Engagement and Service Learning in a Metropolitan University: Multiple Approaches and Perspectives. Ed. by Stephen Wilhite, Michael Ledoux, and Paula Silver. Hauppauge, NY: Nova Science Publishers, Inc. *Forthcoming*. [peer reviewed]

"The Assessment Landscape in Technical and Professional Communication: Evolutionary Thinking and Practice in an Emerging Imperative." In *Assessment in Technical and Professional Communication*. Co-edited by Margaret N. Hundleby and Jo Allen. Amityville, NY: Baywood. 2010, pp. vii - xv. [book was peer reviewed]

"Mapping Institutional Values and the Technical Communication Curriculum: A Strategy for Grounding Assessment." In *Assessment in Technical and Professional Communication*. Co-edited by Margaret N. Hundleby and Jo Allen. Amityville, NY: Baywood. 2010, pp. 39 - 56. [book was peer reviewed]

"Demonstrating Success in Student Affairs." In *Case Studies in Student Affairs and Learning Support Services Assessment* [part of *New Directions for Student Services*]. Co-edited by Megan Gardner and Marilee Bresciani. San Francisco, CA: Jossey-Bass. Issue 127 (2009), pp. 103-111. [invited publication with Brigitte Valesy].

"Beyond Serendipity: The Value of Intentional Learning." *Academic Leader*. (Magna Publications) 24:10 (October 2008), pp. 7-8. [editorial review]

Excerpted portion republished online as "Helping Students Understand Intended Learning Outcomes." *Faculty Focus*. Magna Publications, January 21, 2010.  
<http://www.facultyfocus.com/articles/teaching-and-learning/helping-students-understand-intended-learning-outcomes/>

"Ask the Right Questions about Student Assessment." *Trusteeship*. 15:3 (May/June 2007), pp. 14-18. [editorial review]

"Introducing Assessment: A Strategy and Some Cautions." *Assessment Update*. 19:2 (March-April 2007), pp. 5-6. [editorial review]

"Manias, Pathologies, and Alternative Approaches to Assessment: A Response to Doubting Assessors." *Academic Leader*, 22:6 (August 2006), pp. 4-5. [editorial review]

"The Impact of Student Learning Outcomes Assessment on Technical and Professional Communication Programs." *Technical Communication Quarterly* 13 (2003): pp. 93-108. [peer reviewed]

"Public Institutions, Public Challenges: On the Transparency of Assessment Results." *Change: The Magazine of Higher Learning*. The Association of American Higher Education, January/February, 2003: pp. 20-23. [with Marilee Bresciani] [peer reviewed]

"In Search of Meaningful and Manageable Assessment: The Undergraduate Academic Program Review Process at North Carolina State University." *Assessment Update: Progress Trends, and Practices in Higher Education*. Jossey-Bass, Inc., Publishers. Vol. 14, No. 6. November-December, 2002. [with Marilee Bresciani, James Anderson, and Thomas Conway] [editorial review]

"Identifying and Accommodating Audiences for Technical and Professional Communication Research." In *Research in Technical Communication*. Ed. by Laura J. Gurak and Mary M. Lay. Westport, CT: Praeger, 2002. pp. 131-148. [with Sherry Southard] [peer reviewed/invited]

Book under Contract:

*Research in Professional Communication for Academics and Practitioners*. Under contract with Lawrence Erlbaum and Associates. [Scholarly book co-authored with Sherry Southard]

Work in Progress:

"Building Support for Assessment: Articulating Program Strengths in Discipline-based Quality Metaphors." For *Change*.

"Hardwiring Flexibility into Strategic Plans: Building in Reality Checks, Inclusion, and Transparency." Invited for publication in the *Journal of Planning in Higher Education*.

**Highlights of Higher Education Presentations** (sample among approximately 70 presentations):

Proposed: "International Education and Developmental Learning." AAC&U Annual Meeting. San Francisco, CA: January 2011.

Proposed: "From Plan to Reality: Connecting Strategic Plans, Assessment, and Campaigns." Society for College and University Planning Annual Conference. National Harbor, MD: Summer 2011.

Proposed: "Building a Network of Faculty Development and Support: Teaching, Assessment, and Research." Society for College and University Planning Annual Conference. National Harbor, MD: Summer 2011.

"Hardwiring Flexibility into a Strategic Plan's Implementation: Strategies, Risks, and Rewards." Society for College and University Planning (SCUP) Annual conference. Minneapolis, July 2010. [with Joseph J. Baker]

"The Evolving Strategic Plan: Managing Transitions in Implementation." Society for College and University Planning, Pacific Conference. San Diego, April 2010. [with Joseph J. Baker]

"Working with the Faculty: A Primer for Student Affairs Professionals." National Association of Student Personnel Administrators (NASPA). Chicago, March 2010.

"Beyond Service: Democratic Action, Reflection, and Lessons Learned from Cross-Cultural Experiences." The American Democracy Project (conference). Baltimore, MD: June 2009. [with Cecilia McCormick and three students]

Keynote: "Twin Peaks: Assessment in Higher Education." Middle States Commission on Higher Education Conference on Periodic Reviews. Philadelphia: March 2010 and March 2009.

"Global Learning and Civic Engagement: The Sichuan Earthquake and Liberal Learning Outcomes." AAC&U Annual Meeting. Seattle: January 2009. [with Paula Silver]

"Assessing the Work of Higher Education: Institutional Effectiveness and Student Learning." Middle States Commission on Higher Education Conference. Philadelphia: April 2008.

"Facebook Follies: Serious Lessons for Students in Civic Engagement, Social Networking, and Free Speech." Association of American Colleges & Universities (AAC&U). Denver: October, 2007. [with Marcine Pickron-Davis and Robert Freiling]

"Planning's Pervasive Relevance: Integrating Planning, Assessment, Accreditation, and Advancement." Society for College and University Planning. St. Thomas, Virgin Islands: October 2007. [with Joseph J. Baker]

Also presented as "Planning, Accreditation, Assessment, and Advancement: Intersections, Traffic Circles, and Dead Ends along the Yellow Brick Road." EACUBO 2007 Annual Meeting. White Sulphur Springs, WV: November 2007. [with Joseph J. Baker]

"Happily Ever After? Process Continuity after the MSCHE Visit." Middle States Commission on Higher Education Annual Conference. Philadelphia: December 2007. [with Joseph J. Baker]



“Questions to Ask before Engaging Faculty and Staff in Becoming Learning-Centered.”  
Assessment of Student Learning and Development Conference. San Diego: July 2007.

Keynote: “Women in the Academy: Negotiating New Accountabilities.” The American Council on  
Education Southeast Pennsylvania Chapter. Chester, PA: March, 2007.

“In the Midst of Flux: Collaboratively Designing a Center for Innovative Teaching, Learning, and  
Assessment Built on an SoTL Foundation.” International Society of the Scholarship of Teaching  
and Learning. Washington, DC: November 2006. [with Patricia A. Lawler and Donna Ziegenfuss]

### **Selected Professional and Civic Memberships:**

- Middle States Commission on Higher Education, nominee for Commissioner (election to be held in October 2010)
- Middle States Commission on Higher Education, member of Substantive Change Committee
- American Council on Education, Council of Fellows
- Association of Teachers of Technical Writing [Immediate Past President; former President; former vice president, former board member for two terms]
- National Council of Teachers of English, member of Scientific and Technical Communication Committee
- Association for Business Communication [journal editorial board]
- Council for Programs in Technical and Scientific Communication [journal editorial board]
- North Carolina Literary and Historical Association [past member, Executive Committee]

### **Related National/International Professional Contributions (selected):**

- Nominee, Commissioner for the Middle States Commission on Higher Education (election to be held in October 2010)
- Lead coordinator for the Council of Europe and the American Educational Coalition’s review of assessment strategies for civic engagement
- Featured speaker/workshop facilitator for American Council on Education (ACE) Chief Academic Officer’s Institute, Summer 2010 in Berkeley, CA and Summer 2009 in Minneapolis, MN
- Featured speaker/facilitator for Academic Leadership Academy, the Pennsylvania State University, Summer 2010
- Co-chair, programming committee for 2010 Coalition of Urban and Metropolitan Universities (CUMU) annual conference
- Roles with the Association of Teachers of Technical Writing (ATTW): Past President (2007-2009); Immediate Past President (2005-2007); President, (2003-2005); Vice President (2001-2003); member of Executive Committee (1999 – 2001; 1995 – 1997; *ex officio* member 1990-1993); Chair, New Member Recruitment Committee(1997 - 1998); Chair, Publicity Committee for Association of Teachers of Technical Writing (1996); Chair, Committee for Selection of Best Article Award (1996); Writer, Coordinator, and Analyst: 1993 ATTW Survey of Membership (1993); Judge, ATTW Best Article Award (1993)

- Member, Substantive Change Committee of the Middle States Commission on Higher Education (2006 – present)
- Frequent site reviewer (chair and member of teams) for Middle States Commission on Higher Education (2005 – present)
- Site reviewer for American Bar Association (2007 – present)
- Reviewer for four scholarly journals, including *Technical Communication Quarterly*, *Journal of Business Communication*, *Programmatic Perspectives*, and *Partnerships: A Journal of Service-Learning & Civic Engagement*; periodic reviewer for 4 others journals
- Co-editor and co-founder of the *ATTW bulletin*, the biannual newsletter of the Association of Teachers of Technical Writing (1990 – 1993)

### Awards and Honors

- Recipient, Council of Programs in Technical and Scientific Communication's 2010 Award for Program Assessment
- New Chief Academic Officers Inaugural Class, American Council on Education (ACE)
- American Council on Education (ACE) Fellow. University of Virginia
- Phi Kappa Phi [academic honors, overall]
- Sigma Tau Delta [academic honors in English Studies]
- Omicron Delta Kappa [leadership]
- Phi Beta Delta [international studies]
- Beta Gamma Sigma [business]

*References furnished on request.*