

**Jessica F. Doty, Ed.D.**

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**University of Colorado Denver**

*Doctor of Education, Leadership for Educational Equity*

Dissertation Topic: Student Conduct Practices and Restorative Justice in Higher Education, at the University of Colorado Boulder.

**University of St. Thomas**

*Master of Arts in Leadership of Student Affairs*

**St. Cloud State University.**

*Bachelor of Science in Business Administration and Marketing*

**HIGHER EDUCATION EXPERIENCE**

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**University of Colorado Boulder**

*Flagship university for the state of Colorado, four-year, public institution with an enrollment of approximately 35,000 students*

**Associate Vice Chancellor (Interim/Acting)  
Health and Wellness Services**

**January 2022- present**

- Provide executive leadership and management for almost 300 professionals and 200 paraprofessionals in the delivery of medical, clinical, and health education.
- Responsible for the supervision and performance of the following departments: Administrative Services, Collegiate Recovery Center, Counseling and Psychiatric Services, Disability Services and Testing Center, Health Promotion and Public Health, Faculty Staff Assistance Program, Medical Services, and Office of Victim Assistance.
- Provide strategic planning and implementation of new and enhanced ideas, services, and programs that align with the strategic imperatives of the University, specifically around health and wellness initiatives.
- Developed a Health and Wellness Maturity Model and accompanying internal/external assessments to receive holistic feedback, apply metrics, and identify success, gaps, and opportunities for growth within the division and across campus.
- Through collaboration and change management, successfully led the transition of Health and Wellness Services from the division of Student Affairs to Strategic Resources and Support to provide a more holistic and campus-wide approach to health and well-being

- Oversight for the Health & Wellness budget of \$40 million; monitor, plan, and forecast revenues and expenditures, analyzing, and recommending corrective measures as needed considering experience and anticipated gains and shortfalls, and reporting to campus to ensure transparency. Identify new revenue prospects and simultaneously increasing self-funded reserves
- Provide leadership for planning and response to key public health emergencies impacting the University while creating an environment that promotes creativity and innovation in responding to the student and employee needs, as well as the needs of the broader community.
- Address the rising cost of health care by providing students with unlimited no cost telehealth and negotiated no copay for mental health services for the student health insurance plan.
- Establish employee wellness programs to empower staff to create a culture of both care and connection. This includes providing unlimited no cost mental health and urgent care for employees, and expanding services and support
- Oversight of compliance vulnerability and risk. Ensure that corrective action plans for resolution of problematic issues and provides general guidance on how to avoid or resolve similar situations in the future. Align policies and practices to ethical standards of care and ensure compliance with Federal, State, and accrediting bodies regulations

**Assistant Vice Chancellor** (*internal promotion*)  
**Health and Wellness Services**

**October 2021- Jan 2022**

- Supervise and provide leadership to the professional staff in Administrative Services, Disability Services, Testing Center, commercial and insurance billing. Successfully created a strong sense of team inspiring enthusiasm, innovation, and commitment, among members of those supervised
- Served as the strategic advisor to the Associate Vice Chancellor (AVC) as well as represent the AVC on the campus and within the Division. This includes a campus-wide approach to health and wellness, revenue modeling, service provision and expansion, and in matters regarding legal or ethical considerations
- Using change management principles, developed a team of staff to bring commercial billing of four carriers to the health center. This included credentialing providers, coding for appointments, development of fee schedules, and considerable time with the CU System and financial officers in coordination of rebates due to a shared tax identification number
- Built an alternative revenue model that includes accepting private insurance in clinical settings, overseeing the student health insurance programs with an enrollment of 6,5000 students
- Partnered with CU's Speech, Language, and Hearing Department and Clinic to create efficiencies by onboarding health records and insurance claims processing into an existing software, leveraging resources to minimize costs while still expanding services to a wider, more diverse population.
- Respond to both external and internal inquiries, litigations and/or investigations (Department of Justice, Office of Civil Rights, Equal Employment Opportunity Commission, etc.) regarding student affairs processes, practices, and decision-making.

- Provide strategic visioning regarding accommodations and universal access, through collaborative relationship among all members of the University community.
- Advised and provided leadership for clinics across the CU System, with shared tax ID regarding the complex processes, practices and decision-making around shared contracts and revenue distribution.
- Collaborated with CU System Office and Treasurer regarding centralized billing, reimbursements, and support for all four campuses with insurance carriers
- Represented the Division and Health and Wellness Services on the Micromobility, IT, Safety Council committees.
- In response to the pandemic, created protocols for expanded infrastructure, and oversaw operations that included mass diagnostic testing, isolation of students, vaccine storage and distribution, triaging questions, and created budget scenarios, sought funding through alternative sources, and led a team through constant change

**Senior Director  
Health and Wellness Services**

**June 2018-January 2021**

- Responsible for planning, management, and evaluation of initiatives within several functional units in the division: Disability Services, Administrative Services, Billing, Compliance, Billing, Facilities, Patient Access, Quality Improvement. Overall responsibility of for a total of 60+ full-time professional staff, including the direct supervision of directors, and other senior level staff.
- Developed and launched CU's Testing Center to serve students with disabilities. Created policies/procedures, workflows, technology, and communication for the new center.
- Oversight budget, policy development, and evaluation of activities and/or program development. Administer a budget of over \$4 million that includes auxiliary revenue, gift funds, general funds, and student fees
- Re-organized Administrative Services and Disability Services to support the division's transition towards a shared services model in human resources, finance, business services, and communication. Created efficiencies and consistencies in business processes to reduce overall costs to the division.
- Ensure compliance with all local, State, Federal laws, codes, and regulations; and systems, campus, and departmental policies and procedures including but not limited to commercial billing, disability law, insurance, patient privacy, and general H&W policies.
- Serve as the HIPPA privacy officer; provide guidance for Medical Services, Counseling & Psychiatric Services, Office of Victim Assistance, and Health Promotion related to compliance, memorandum of understanding, contracts, and third-party vendors.

**Director** (*internal Promotion*)

**October 2014- June 2018**

**Interim Director**

**October 2013-May 2014**

**Student Conduct and Conflict Resolution**

- Responsible for the strategic planning and goals; develop, enact, and create an assessment plan for the student conduct process, and the professional staff, including conflict resolution and restorative justice programs
- Served as the Chief Conduct Officer for the CU Boulder, training all sanction hearing officers, and overseeing the overall process
- Lead and serve on institutional committees to review and revise policies and protocols that impact the health and safety of students on campus, which include sexual misconduct and assault, alcohol and other drugs, and campus emergency crises.
- Developed a Conflict Resolution program to address behavioral issues that may not elevate to a policy violation. Adapted the name and mission of the Office of Student Conduct to reflect the values and resources that include classroom management, mediation, conflict coaching
- Collaborated with the Boulder Faculty Assembly (BFA) and CU undergraduate and graduate student governments to develop a new process for addressing alleged violations of the honor code, enhancing the staff and faculty partnership in promoting academic integrity
- Establish and maintain relationships with CUPD, Residence Life, Admissions, Office of Institutional Equity (OIEC), Student Support & Case Management, Education Abroad, Off Campus Housing, and Student Health Center to provide a fair and educational conduct process
- Develop and maintain relationship with the Boulder Municipal Judge to ensure that students participating in a municipal process in parallel with a conduct policy are responded to and sanctioned effectively and fairly
- Developed new processes and sanction protocols for students responsible of conduct violations to provide an educational and student-centered accountability process
- Wrote student conduct policies and practices to reflect a single process of adjudicating cases to provide transparency and clarity to students and advisors participating on the process.
- Serve as a member of the Students of Concern Team (SOCT)

**Assistant Director**

**August 2011-October 2013**

**Office of Student Conduct**

- Adjudicate violations of the student conduct code, focusing on student development and accountability. Manage cases of classroom misconduct reported to the Office of Student Conduct by faculty and academic staff; provide advice and direction to faculty managing disruptive students
- Respond efficiently to information requests from students, parents, and university affiliates providing quality customer service and an ethic of care to address concerns.

## **Colorado State University**

*Four-year, public land-grant research institution with an enrollment of approximately 33,000 students*

### **Residence Hall Director Housing and Dining Services**

**June 2009-August 2011**

- Oversaw the daily operations of a first-year residence hall, housing approximately 500 first year students.
- Oversaw the daily operations of a first-year residence hall housing approximately 250 students
- Provided training and resource information to staff in program development and implementation.
- Assess program effectiveness and provide for continuous and improvement and update policies as required.
- Program development and assessment skills and recruitment and training abilities

## **LEADERSHIP EXPERIENCE & SERVICE**

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### **University of Colorado Boulder**

COVID-19 Response

*2020*

- Created a working group that enhanced IT, created staffing, and operationalized the response to the pandemic from a health center and public health guided service
- Created technology to support a new Buff Pass for symptom monitoring, COVID-19 dashboard for external facing constituents,
- Partner across campus to operationalize isolation response, COVID testing, isolation, data dashboard, and public health.

Student of Concern Member

*2013-2018*

- Serve as a voting member of the multi-disciplinary campus committee that is dedicated to assisting students who may be in distress or experiencing challenging or difficult life circumstances.

Campus Climate Response Team

*2015 - 2018*

- Serve on the University wide committee that advises on creating a comprehensive campus response to certain types of incidents involving CU-Boulder students, faculty, or staff who have been/may have been the target(s) of protected class discrimination or harassment

Foundations of Excellence Committee, Member

*2017- 2018*

- University wide collaboration with students, staff, and faculty to address CU's climate, academic experience, and student success for first year students.

Social Wellness Committee, Member

*2017- 2019*

- Divisional initiative utilizing the framework of Bill Hettler's, Six Dimensions of Wellness, to address students' emotional, social, and physical wellness.

- Retroactive Withdrawal Committee, Member *2016- 2018*
- Serve as a voting member of a multi-disciplinary campus committee that reviews individual requests for students to retroactively withdrawal from classes due to unforeseen difficult or challenging life circumstances.
- Alcohol and Drug Steering Committee, Member *2016*
- Address CU's climate of substance abuse through a review of campus wide initiatives and programs, as well as integrate and online platform to provide an education and intervention program for all incoming first year students.
- Incident Management Team, Committee Member *2016*
- Help develop protocols and guidelines for a divisional response to incidents related to student activism, emergency management, and nationally biased incidents that may impact students and the community.
- Admissions Crime Review Committee, Member *2013-2015*
- Review and make decisions regarding admission for prospective students who answered affirmative to the criminal history question on the admissions application.
- Addressing Alcohol Concerns Together (ACCT), Member *2013- 2017*
- Town Gown collaboration to address issues of substance abuse issues in the Boulder Community. Review National College Health Association (NCHA) data and discuss communication efforts around youth use of marijuana and alcoho

## **TRAINING & CERTIFICATION**

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- Aspen Ethical Leadership, 2022
- Leading with the Speed of Trust, 2021
- 504 Coordinator Training, ATIXA, 2020
- Health Care Compliance Association (HCCA), Compliance Institute, 2019
- Effective Communication for Healthy Organizations (ECHO), 2019
- Change Management Certificate; Prosci ADKAR Model, 2018
- Legal Issues in Higher Education, 2017
- Grant Writing, 2017
- Dr. Reid Meloy Threat Assessment Training, 2016
- Crucial Conversations Certificate Course, 2016
- Selected & Completed, Leadership Development Program, University of Colorado, 2015
- NASPA Law & Policy; Training and Certification Course, 2014
- ATIXA, Association of Title IX Administrators; Training & Certification Course, 2014
- John E. Reid & Associates; The Reid Technique of Interviewing and Interrogation, 2011
- Restorative Justice Facilitator Training, 2011

**PROFESSIONAL MEMBERSHIP**

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Association on Higher Education and Disability (AHEAD) *2019-Present*  
American College Health Association (ACHA) *2018- Present*  
Rocky Mountain College Health Association (RMCHA) *2018- Present*  
Student Affairs Administrators in Higher Education (NASPA) *2012- Present*  
Association for Student Conduct Administrators (ASCA) *2010- 2018*  
International Town Gown Association (ITGA) *2014- 2018*  
Association of Intermountain Housing Officers (AIMHO) *2009-2011*  
Minnesota College Professionals Association (MCPA) *2007-2009*