

Janice Snow Rodríguez

Nashville, TN 37204

Contact

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Profile

Summary

Bilingual executive with leadership experience working on behalf of and with diverse, multicultural environments in **government, education, non-profit, technology and law**. Analytical insight into work processes and creative solutions for non-profit and public sectors. Implemented best practices to drive revenue and fundraising to record levels.

Areas of Expertise

Administrative Policy
Strategic Planning & Leadership
Financial Oversight & Development

Multicultural Outreach
Linguistic and Cultural Rights & Policy
Client & Constituent Relations

Human Capital Management
Training & Professional Development
Post-Graduate Education

Program Design
Implementation & Evaluation
Presentation & Public Speaking
Database Management

Education

Ph.D. in Public Administration, Tennessee State University, Institute of Government (College of Public Service and Urban Affairs); Dissertation: "Rhetorical Analysis of State-level Language Policy, Pre- and Post-9/11"

M.A. in Spanish Literature, University of Tennessee, Knoxville, with Honors

B.A. in Spanish, Psychology minor, University of Tennessee, Knoxville, Highest Honors

Cultural Competency Trainer, Cross-Cultural Healthcare Program, Seattle, WA

Professional Experience

Tennessee Foreign Language Institute

Nashville, TN

April 2003 to Present

Executive Director: Administration / Public Relations / Development

March 2003 - Present

Public, Constituent & Client Relations: **Articulate the vision**, programs, and services of a state government agency providing multilingual/multicultural service to diverse audiences through **presentations and public speaking**. Liaised with the TFLI Governing Board, state legislature and outside organizations and agencies, **formalizing reporting** mechanisms and timelines. Member of **TN Governor's delegation to Japan** for Southeast U.S./Japan Assn. meetings, 2004 & 2012. Member of **TN Supreme Court's** Access to Justice Advisory Boards. Member of **Metro Nashville Police Department** *El Protector* Advisory Board. Served ex-officio on **501c3 TFLI Fund Board**. Serve as **Title VI** Coordinator for agency.

Fiscal Achievements: Plan and supervise the expenditure of funds for budget of **over \$2 million** dollars, ensuring compliance with all applicable provisions of state and federal law. Slashed expense to revenue ratio, and **increasing net revenue from -\$158,000 to \$141,500 in a period of five years**. Increased reserves **from \$35,000 to nearly \$500,000**. Streamlined billing processes through implementation of software bridging applications; Implemented client satisfaction metrics and **increased client retention by 75%** by relationship-building and creating **client-centered feedback mechanisms**.

Program Development: Established **Cultural Awareness & Diversity** department, presenting **custom seminars** to social services, medical professionals and law enforcement. Awarded **multi-year federal grants** for program. **Integrated curriculum** into **Title VI** seminars and language classes. Provided oversight for innovative, federal-grant funded, mobile outreach to ESL learners: **ESL-to-GO**.

Human Capital: Hire and supervise staff, monitoring work product and flow, and maintaining historically low turnover through responsive and engaged management strategies, creating a **cohesive team environment**. Voted one of Nashville's **"Best Places to Work"** (2006). Created comprehensive policy and procedure manual, addressing both in-house and State policies while addressing the flexible work environment. **Innovation** example: created **volunteer program** to address staffing shortfalls during fiscal recovery of organization.

Marketing and Outreach: **Designed marketing collateral**, brochures, signage and other branding, including motto: **"Creating a dialogue with the world."** **Generated media coverage** through press releases and **solidified community** presence and generated awareness through increased festival, conference and event participation. Educated marketing professionals with **Global Marketing Seminar** presentation. Built online Job Forum, connecting bilingual job seekers with open positions. Pencil Partner with Glendale Spanish Immersion Elementary School.

Tennessee State University College of Public Service & Urban Affairs	Nashville, TN	September 2009 to Present
Adjunct Faculty – Courses taught and developed for online include: Organization Theory, Non-profit Management, Human Resource Management, and Employment Law.		
Tennessee Foreign Language Institute	Nashville, TN	February 1999 – March 2003
<i>Directed</i> daily operations, documenting procedures. <i>Supervised</i> full-time staff of 17, 100+ contractors. Responsible for Human Resources functions. Ad-hoc information technology coordinator, Access database developer. <i>Researched, designed and implemented</i> Cultural Awareness course for Law Enforcement, Multicultural Awareness for Healthcare.		
Interpretation & Translation Services Director		February 1999 - July 2001
Established Interpretation and Translations Services (ITS) department. Increased revenue 400% . Successfully <i>marketed</i> services through creation of brochures and marketing letters. Performed as both Interpretation Coordinator and Translation Project Manager . <i>Developed and coordinated</i> State Court Interpreter Certification Program. Conducted research, drafted rules adopted by TN Supreme Court; implemented certification training statewide and testing program. Administered project's multi-year Federal grant .		
Juris, Inc.	Brentwood TN	May 1998 – February 1999
Software Support Specialist . <i>Provided Technical Support</i> in the company's response center for the comprehensive law firm business software. Created a troubleshooting manual for technical and procedural errors encountered. Tested software releases; reviewed and edited training guides.		
Oliff & Berridge, PLC Information Services Director	Alexandria, VA	1996 – 1998
<i>Directed</i> Information Services for 60-attorney intellectual property law firm , performing commercial database searching – prior art, legal, and business /corporate - reference and document delivery, increasing billable hours by 200% in first 6 months ; prepared specialized brochures detailing search capabilities. <i>Conducted</i> staff training in law-related resources. Created electronic procedural manual. Responsible for collection development and administration.		
USIA/Voice of America, Radio Martí Program Technical Information Specialist	Washington, DC	1991 – 1996
150+ monthly requests for <i>research</i> in English and Spanish for use in broadcast. <i>Developed Special Collections and Video Library</i> of unique Castro-era Cuban media. Abstracted & indexed articles for databases and speeches of Fidel Castro . <i>Office Administration</i> .		
Elrick & Lavidge Marketing Research Assistant Training Director	Nashville, TN	1989 – 1991
<i>Trained and Supervised</i> 50+ English & Spanish-speaking <i>call center</i> interviewers to collect research for BellSouth; monitored, maintained and improved quality; translated client questionnaires in Spanish.		
David Lipscomb University Spanish Instructor : Developed own class structure & format, using culturally authentic resources.	Nashville, TN	1989 – 1990

Publications
Rodríguez, J. S. (2014). Language Policy Argumentation and Rhetoric, Pre- and Post-9/11. In R. Hart (Ed.), <i>Communication and Language Analysis in the Public Sphere</i> (pp. 36-57). Hershey, PA: Information Science.

Professional Associations & Board Memberships
<ul style="list-style-type: none"> ▪ American Council on the Teaching of Foreign Languages ▪ American Society of Public Administrators ▪ American Translators Association ▪ Center for Non-Profit Management ▪ El Protector (Metro Nashville Police) Advisory Board ▪ Japan-America Society of Tennessee ▪ JNCL-NCLIS : Joint National Committee for Languages/ National Council for Languages and Intl. Studies ▪ NAFA: Association of International Educators ▪ Nashville Hispanic Chamber of Commerce ▪ Nashville Metro Human Relations Commission, Commissioner, 2015 to present ▪ Nashville Task Force on Refugees & Immigrants ▪ National Assn. of Judiciary Interpreters & Translators (NAJIT) ▪ Sister Cities of Nashville, member ▪ TN Foreign Language Teachers Association (TFLTA) ▪ TN Immigrant and Refugee Rights Coalition (TIRRC) ▪ TN State University International Education Advisory Board member ▪ TN Supreme Court “Access to Justice” Commission Language Barriers & Interpreter Issues Advisory Bd.; Self-Represented Litigants Committee

Honors
<ul style="list-style-type: none"> ▪ Phi Beta Kappa National Honor Society ▪ Sigma Delta Pi Spanish Honor Society ▪ Pi Alpha Alpha, National Honor Society for Public Affairs and Administration

Languages
English (native) Spanish (high proficiency) Portuguese, Italian, Arabic study