

CECILY PEEPLES RODRIGUEZ

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Appointments

November 2018 - Current

Associate Director for Research and Organizational Innovation, Virginia Tech Institute for Policy and Governance

Applied Research

- Develops research and related projects addressing health and human services, in particular, language access, migration and resettlement, cultural competence, administrative burdens, and organizational equity and inclusion.
- Designs studies using qualitative and quantitative methods.
- Conducts analyses to derive meaningful insights from complex datasets.
- Works with cross-sectoral teams, stakeholders, and community partners to identify research needs and ensure relevance.
- Presents findings and recommendations to various audiences.
- Disseminates research outcomes and best practices.
- Leads and manages multiple sponsored projects simultaneously.
- Develops project budgets and monitors implementation progress, including relevant reports.
- Develops academic papers, articles, and conference presentations to share research findings with broader audiences.
- Collaborates with partner institutions and organizations as appropriate in the publication of results in peer-reviewed journals or other professional outlets.

Organizational Innovation

- Designs and develops training curricula tailored to the unique needs and challenges faced by public sector organizations.
- Conducts sponsored workshops, seminars, and training sessions for public sector employees at various levels, focusing on skill development, leadership, and professional growth.
- Collaborates with public sector agencies to assess workforce skill gaps and training needs through surveys, interviews, and focus groups.
- Analyzes organizational performance data to identify areas for development and recommend targeted training solutions.
- Evaluates the effectiveness of training programs through participant feedback, assessments, and performance metrics.
- Provides coaching and mentorship to program participants, focusing on leadership skills, and organizational effectiveness.
- Partners with public sector leaders, HR departments, and community organizations to ensure training initiatives align with strategic goals and workforce solutions.
- Facilitates cross-agency collaboration to promote knowledge sharing and best practices in workforce development.

January 2017 - November 2018

Director, Refugee Health Services U.S. Committee for Refugees and Immigrants

- Executive leadership of grant and contract-related planning and implementation for federally funded health programs.
- Developed, managed, and oversaw program budgets totaling more than \$30 million annually.
- Lead new implementation and management of self-funded health coverage plan for refugees, immigrants, and unaccompanied refugee minors in compliance with federal and state regulations in seven states.

- Responsible for employee compliance with, and measurement and effectiveness of, all business standards of practice including project management, data analytics, quality assurance, and other processes.
- Supervised local and remote staff and ensured on-time implementation and management of a nationwide team.

May 2008 - January 2017

Director of Behavioral Health Equity and Workforce Virginia Department of Behavioral Health, Richmond, VA

- Developed ten workforce training curricula related to workforce development, health equity, cultural competence, and succession planning.
- Provided statewide training and technical assistance for health systems to include forty community services boards and more than one thousand private providers of behavioral health and developmental services.
- Served as subject matter expert on national, state, and local level program planning committees.
- Monitored and reported on ADA and civil rights compliance in public behavioral health hospitals and centers.
- Developed state and national partnerships to reduce disparities in behavioral health and developmental services.
- Shepherded statewide implementation of National Standards for Culturally and Linguistically Appropriate Services (CLAS)

EDUCATION

May 2014

Master of Public Administration - Virginia Polytechnic Institute and State University, Blacksburg, VA

May 1992

Bachelor of Arts Political Science - Virginia Commonwealth University, Richmond, VA

PROFESSIONAL AFFILIATIONS AND LEADERSHIP ROLES

- Chair - Governing Board of the Institute for Diversity Certification (IDC)
- Evaluator for the IDC Certified Diversity Executive and Certified Diversity Professional candidate projects
- Secretary - Virginia Language Access Coalition
- Member- National Network for the Elimination of Disparities in Behavioral Health Advisory Committee (Substance Abuse and Mental Health Services Administration)
- Member - Association for Talent Development
- Member - American Society for Public Administration

SPONSORED PROJECT CURRICULUM DEVELOPMENT

- Qualified Bilingual Staff- Interpretation Training for Non-Interpreters (2008) Primary Author
- Cultural and Linguistic Competence Facilitator Training of Trainers Curriculum (2010) Primary Author
- SystemLEAD Succession Planning and Leadership Development Program (2011) Primary Author
- Community Mental Health Awareness Training Curriculum (2014) Primary Author
- Growing Relationships Through Intercultural Competence (2015) Primary Author
- Equity Ambassador Program for Public Managers (2018) Primary Author
- Peer Mentor Champion Program (2021) Co-Author
- CivilianLEAD Leadership Program for Virginia State Police (2022) Primary Author
- PM Fundamentals for the Accidental Project Manager (2024) Co-Author

CURRENT SUPPORTED SPONSORED PROJECTS AND PARTNERSHIPS

- Virginia Behavioral Health Language Needs Assessment

- Hispanic/Latino Behavioral Health Center of Excellence: Working with Interpreters Technical Assistance Project
- Integrated Approach to Succession Management, Workforce Development, and Organizational Belonging at a State Law Enforcement Agency
- Behavioral Health Interpreter Curriculum Training and Expansion Project
- Mount Rogers Community Services Board DEI Organizational Impact Project
- Lecture and Training Series for the National Council for Interpreting in Health Care
- Ethical dilemmas of medical interpretation in Indigenous languages

PUBLICATIONS AND AGENCY REPORTS AND BRIEFS

- “I work at a state psychiatric hospital- Minimal Training is Required”: An Exploration by Self Perception of Cultural Competence in Virginia Mental Health Care Providers; A Review of Cultural and Linguistic Competency in the Virginia Behavioral Health and Developmental Services System, 2010.
- Report to Secretary of Virginia Health and Human Resources: - Increasing Access to Services - Human Resource and Workforce Development Strategies, 2012.
- An Exploration of Mental Health Needs and Perceptions in Virginia's Refugee Population Im H, Rodriguez C, Grumbine JM. A multitier model of refugee mental health and psychosocial support in resettlement: Toward trauma-informed and culture-informed systems of care. Psychol Serv, 2021.
- Perceptions of Diversity, Equity, and Inclusion at the American Center for Research in Egypt, 2023.

CONFERENCE AND PUBLIC AGENCY PRESENTATIONS

- Virginia Commonwealth University, Broadening Wellness: Sustainable Approaches to Community Wellness, 2015.
- National Hispanic Latino Mental Health Technology Transfer Center, Behavioral Health, and Wellness in Agricultural Communities, 2021.
- National Network for the Elimination of Disparities in Behavioral Health Virtual Roundtable: Understanding Behavioral Health Needs in Refugee, Immigrant, and Asylee Communities, 2022.
- National Hispanic Latino Mental Health Technology Transfer Center, “Best Practices for Mental Health Interpreters Working with Hispanic and Latinos.”
<https://www.youtube.com/watch?v=fAl47G6V-24&list=PL9voKT4E3EpbBuF6f9fLJbbFZ6vS1gadc&index=162020>, 2020.
- Winter Commencement Keynote Speaker - Department of Political Science, Virginia Commonwealth University, 2019.
- Collaborating with Interpreters in a Behavioral Health Setting, Henrico Area Mental Health and Developmental Services, 2024.

PROFESSIONAL CERTIFICATIONS

- Certified Diversity Executive, Institute for Diversity Certification/ Society for Diversity
- Qualified Administrator and Trainer of the Intercultural Development Inventory and the Intercultural Conflict Style Inventory
- Qualified Mental Health Interpreter - University of Rochester Medical School
- CITI - Institutional Review Board Principal Investigator Certification (Virginia Tech)