

Audrey Hudgins, Ed.D., LTC (Ret), US Army

Associate Clinical Professor
Matteo Ricci Institute & International Studies
College of Arts & Sciences
[Faculty website](#)

901 12th Avenue, P.O. Box 222000
Seattle University
Seattle, WA 98122-1090
hudginsa@seattleu.edu

Current Position

A scholar-practitioner of migration, leadership, and community development in local and global community-engaged contexts. Teaches applied interdisciplinary undergraduate courses at Seattle University. Designs innovative, project-based learning courses with an emphasis on critical international service-learning in community-engaged settings. Plans and implements community-based participatory action research, fieldwork, and study abroad experiences. Primarily publishes in the field of service-learning and community engagement.

Education

Graduate EdD, Educational Leadership, concentration in Non-Profit Leadership
Seattle University, 2018
Graduate Art & Practice of Leadership Development certificate program, Harvard
University, 2014
Graduate U.S. Army Command and General Staff College, 2003
MS Strategic Intelligence, National Intelligence University, 1992
CPA State of Virginia, 1992
BBA Accounting, College of William & Mary, 1987

Areas of Interest and Research

Community Engagement	Migration
Community-based Participatory Action Research	National Security
Critical Service-Learning	Program Evaluation/Organization Development
Global Poverty	Social Justice Education
Identity Development	Teaching and Learning
Leadership Theory and Practice	US-Mexico Border

Teaching Experience

Leadership, Community Engagement, Organizational Development & Culture, Emotional Intelligence:

Introduction to Discernment & Community Engagement, Seattle University
Understanding Leadership, Seattle University
Leadership Seminar, Seattle University
Leadership Beyond Borders, Seattle University
International Leadership Internship, Seattle University
Leadership, Discernment and Community I, II, III, Seattle University
Leadership in Organizations, Seattle University

Teaching Experience (continued)

- Leadership and Management I, II*, Seattle University
Leadership, Seattle University
Sociological Perspectives, Seattle University
- Political Science, International Studies, Global Challenges:
Global Poverty & Migration, Seattle University
Perspectives on Poverty & Migration, Seattle University
US-Mexico Border: Contemporary Perspectives, Seattle University
(De)constructing Community Development in Tijuana, Mexico, Seattle University
People, Power & Politics, Seattle University
Citizenship, Seattle University
National Security Seminar, Seattle University
Senior Synthesis, Seattle University
Feminism, Religion & Politics in the Middle East, Seattle University
National Security Policy Process, Seattle University
Politics and Policies in the Arabian Gulf, Seattle University
- Education:
Leadership and Teaching, Seattle University
Jesuit Education Practicum, Seattle University
Jesuit Education International Practicum, Seattle University
- Military Science:
Leader Development and Assessment, Seattle University
Officership, Seattle University
Military Institutions, Seattle University
The Principles of War, Vanderbilt University
Ethics and Professionalism, Vanderbilt University
Tactics I, II, Vanderbilt University

Local and International Fieldwork

- Seattle, 2020 (Map and Assessment of Immigrant Services, Archdiocese of Seattle)
- Nogales, Mexico, 2019 (Intake interviews with recently deported Mexican citizens and third country asylum seekers, Kino Border Initiative)
- Puebla, Mexico, 2019 (Curriculum evaluation of service-learning and community engagement classes, Spanish language immersions, Migration research & faculty collaboration, Ibero Puebla)
- Tijuana, Mexico, 2009 – present (community development projects and community-based participatory action research with NGO)
- Malaysia, 2018 (impact assessment of NGO)
- Thailand, 2018 (organization development consulting with NGO)
- South Africa, 2018 (organization development consulting with NGO)
- Kenya, 2016 (impact assessment of NGO)
- Rwanda, 2016 (site assessment of NGO)
- China, 2014 (site assessment of NGOs)
- Nicaragua, 2012 – 2014 (site assessment of NGOs, community development projects with NGO)
- India, 2011 (site assessment of NGOs)

Local and International Fieldwork (continued)

Zambia, 2011 – 2012, 2016 (community and leadership development projects with NGO)
 Seattle, Cheasty Greenspace, 2007 – 2013; Yesler Terrace, 2016 (community development projects)

Publications

Community-based participatory action research projects & reports:

- “The Catholic Church and the Immigrant: Mapping and Assessing Expressions of Solidarity in Western Washington” for the Archdiocese of Seattle, Seattle, 2020.
- “Fundación Esperanza de México: Empowering People through Housing” for Fundación Esperanza de México, Mexico, 2020.
- “*Bienvenidos a la Iniciativa Kino de la Frontera* information resource for deported persons” for Kino Border Initiative, Nogales, Mexico, 2019.
- “Retroalimentación sobre las clases de servicio social y formación migratoria / Report on Service-learning Class and Migration Formation Class” for Departamento de Servicio Social, Universidad Ibero Puebla, 2019.
- “Volunteer Survey Review” for NGO Esperanza International (EI), Tijuana, Mexico, 2019.
- “Community Savings Programs Case Study” for NGO Fundación Esperanza de Mexico (FEM), Tijuana, Mexico, 2019.
- “Community story-telling Project” for NGO Fundación Esperanza de Mexico (FEM), Tijuana, Mexico, 2018.
- “Comparative Analysis of NGO Fundación Esperanza de Mexico (FEM) and similar NGOs operating in Tijuana” for FEM, Tijuana, Mexico, 2018.
- “Organization development project” for Daweyu Hills Coffee Social Enterprise, Doi Mod & Chiang Dao, Thailand, 2018.
- “Evaluation of the 2016 3C Forum report” for Opening Universities for Refugees (OUR), Singapore & Kuala Lumpur, Malaysia, 2018 – 2019.
- “Organization development project” for NGO BrightStart, Cape Town, South Africa, 2018.
- “Operational Assessment report” for NGO MED25, Mbita, Kenya, 2016.

Public Scholarship:

- “National security: ‘Renewed meaning’” *Seattle Times*. Letter to the Editor. May 13, 2020.
- “The Endless Cycle: Poverty and Conflict,” *A Matter of Spirit*: No. 125, Winter 2020.
 Available at: <https://www.ipjc.org/a-matter-of-spirit/>.

Handbooks:

- “Faculty Internship Handbook” College of Arts & Sciences. 2009.
- “Student Internship Handbook” College of Arts & Sciences. 2009.
- “BAHL Seattle Internship Program Supervisor Handbook” Matteo Ricci College. 2012.

Peer-reviewed Journal Articles:

- Hudgins, Audrey (2020) “Civic Identity Development in a Critical Service-Learning Context: A Critique of the Civic-Minded Graduate Rubric 2.0,” *Journal of Community Engagement and Higher Education*: Vol. 12: No. 1 (Special Edition: Critical Service Learning).
 Available at: <https://discovery.indstate.edu/jcehe/index.php/joce>.

Publications (continued)

- Hudgins, Audrey; Sturgeon, Hillary; Islas, Felicia; Liddell, Tammy; Milan, Paul; Montenegro, Alexa; and Aguilar S., Ernesto (2019) "Using Head, Heart and Hands to (De)construct Community Development in Tijuana, Mexico," *Jesuit Higher Education: A Journal*: Vol. 8: No. 2, Article 6. Available at: <https://epublications.regis.edu/jhe/vol8/iss2/6>.
- Hudgins, Audrey (1994) "XVIII Airborne Corps Military Intelligence Support Element," *Military Intelligence Professional Bulletin*.
- Hudgins, Audrey (1992 – 1997, 2003 – 2004) 25+ operational and strategic intelligence publications as primary author, co-author, and/or editor at the SECRET level and above.

Book Chapters:

- "Migration and Poverty," Invited chapter for Cosgrove and Curtis, *Understanding Global Poverty: Causes, Capabilities and Human Development*, Routledge.
- "Intelligence and the International Atomic Energy Agency," in Pickert, P. L., & Swenson, R. G. (1997). *Intelligence for Multilateral Decision and Action*. Joint Military Intelligence College.
- "US Intelligence, Iraq, and Non-proliferation," in Pickert, P. L., & Swenson, R. G. (1997). *Intelligence for Multilateral Decision and Action*. Joint Military Intelligence College.
- "The Future of Intelligence Sharing with the IAEA," in Pickert, P. L., & Swenson, R. G. (1997). *Intelligence for Multilateral Decision and Action*. Joint Military Intelligence College.
- "Intelligence and Non-proliferation," in Pickert, P. L., & Swenson, R. G. (1997). *Intelligence for Multilateral Decision and Action*. Joint Military Intelligence College.

Dissertation:

- "The Influence of Social Identities on Civic Identity," (2018). Seattle University.

Archivist:

- On Point: The United States Army in Operation Iraqi Freedom, by Gregory Fontenot, E.J. Degen, and David Tohn, 2005

Invited Presentations and Lectures

- "From Mission to Magis in Mexico: Using the Ignatian pedagogical paradigm to enhance short-term service/immersion programs and their long-term impacts," Workshop proposal accepted for the *2021 Commitment to Justice in Jesuit Higher Education Conference* (postponed from 2020)
- "Building a Peace and Justice Curriculum: Shaping the Next Generation of Changemakers," Roundtable proposal accepted for the *2021 Commitment to Justice in Jesuit Higher Education Conference* (postponed from 2020)
- "Accompanying Young People in a Hope-filled Future," 2020 Panel, Arrupe Seminar II, Seattle University
- "The Catholic Church and the Immigrant: Mapping and Assessing Expressions of Solidarity in Western Washington," Presentation, 2020 *Mind and Body: Gloria Anzaldúa, Xicanísima and Beyond* symposium

Invited Presentations and Lectures (continued)

- “Encounter in the Borderlands: At the intersections of Catholic Social Teaching and US Immigration Policy,” Presentation, 2020 *Mind and Body: Gloria Anzaldúa, Xicanísima and Beyond* symposium
- “Research Pathways Reexamined,” 2020 Faculty Panel, Center for Faculty Development, Seattle University
- “Assessing the impact of short-term international service-learning immersions on the civic-mindedness of students and community members,” Roundtable discussion, 2019 *International Association for Research on Service-Learning and Community Engagement (IARSLCE)* conference
- “Perspectives on Migration,” 20SQ INST 2000 *Introduction to International Studies* course
- “Using analytic autoethnographic research methods to examine short-term international critical service-learning immersion programs,” Poster session, 2019 *International Association for Research on Service-Learning and Community Engagement (IARSLCE)* conference
- “Del otro lado: Perspectivas sobre la seguridad fronteriza México-Estados Unidos,” 2019 Panel: Flujos Migratorios y Seguridad Fronteriza, *Jornada de análisis de la realidad internacional: Retos de la migración actual*, Ibero Puebla, Mexico (delivered in Spanish)
- “Instruments of National Power,” 2019 *Introduction to International Relations* course, Ibero Puebla, Mexico
- “Participación Ciudadana y Migración,” 2019 Opening Plenary, *Formación en migración para la transformación social*, Ibero Puebla, Mexico (delivered in Spanish)
- “Mixed Methods Research,” 19SQ SOCL-3130-01 *Sociological Research Methods* course
- “On Being Included: Social Identities in the SU Classroom,” 2019 Institute for Catholic Thought and Culture Reading Group: *Is Inclusion Even Possible?*
- “US-Mexico Border: Shifting Migration Trends,” 2019 *Mexico and Chicanos Teach-In: Seeing Mexico, Chicanos, and Mexicans through a Different Lens*, Pigott-McCone event
- “Intercultural Communication – An experiment in dissonance,” *Intercultural Communication Seminar*, Seattle University, 2012 – present
- “Perspectives on teaching at SU,” Undergraduate faculty panel, *New Faculty Institute*, 2017
- “How Can Education Abroad Help the Poor? Advancing Social Justice Through International Experiences,” International Education Week panel, 2014; National Association on Women in Catholic Higher Education, 2014
- “Organizational Culture,” Redhawk Leadership Program, 2013
- “Vocational Discernment,” Timeout Retreat, 2012
- “Voting: Civic Duty or Corporate Scam?” Seattle University Living-Learning Communities, 2012
- “Common Traits of Successful Leaders,” Kennedy Catholic High School, 2011
- “Are We Serving Our Veterans?” Town Hall Seattle panel with journalist Bob Woodruff, 2011
- “Geoffrey Canada: The Ultimate Citizen?” Academic Salon presentation, 2011
- “Citizenship in Democracies,” Charles Lwanga Teaching College, Zambia, 2011
- “Contextual Analysis & Identifying and Analyzing Problems,” “Targeting and Mapping Power,” “Developing Effective Messages,” “Lobbying,” and “Coalition Building,” SU Advocacy Workshop, 2009-2014
- “Servant Leadership,” Champion Resident Assistant In-Service, Seattle University, 2009
- “Leadership Secrets of Great Presidents,” Lunches with Leaders, Seattle University, 2008
- “Don’t Ask, Don’t Tell,” Courageous Conversations, Seattle University, 2007
- “Living with One Foot Raised,” Senior Toast, Seattle University, 2007

Invited Presentations and Lectures (continued)

- “National Security Decision-making in the Wake of the 9/11 Commission Report,” Graduate Public Policy Seminar, Seattle University, 2007
- “Civic Engagement,” Faculty Panel, College Civics Week, Seattle University, 2007
- “Leadership,” Teachers as Leaders Seminar, Seattle University, 2006, 2007
- “Effective Communication Skills,” Leadership Blitz, Seattle University, 2006
- “Leadership in Groups,” Social Work Seminar, Seattle University, 2005, 2006, 2007
- “Foreign Policy Context of the School of the Americas,” Courageous Conversations, Seattle University, 2005
- “Taxonomy of Social Power,” Sullivan Leader’s Day, Seattle University, 2005
- “Just War Tradition,” Graduate Accounting Ethics Seminar, Seattle University, 2005

Current and Previous Academic Positions

- Co-facilitator, Community Engaged Justice Fellows program, 2018 – present
- Cohort Mentor, Sullivan Leader program, 2013 – 2015, 2017 – 2018, 2019 – 2020
- Curriculum Developer, Matteo Ricci College Peace & Justice Studies Core Curriculum Development Committee, 2017
- Faculty Director, Across the Academy Learning Community, 2013 – 2017
- Facilitator, *Race and the College Classroom* Faculty Learning Community, Center for Faculty Development, 2017
- Acting Assistant Dean, College of Arts & Sciences, 2017
- Academic Advisor, Pre-major Studies, 2013 – 2014
- Interim Director, Sullivan Leadership Program, 2013
- Faculty Director, Dr. Millie Bown Russell Leadership Learning Community, 2006 – 2010; Interim Director, 2013
- Program Coordinator, Bachelor of Arts in Humanities for Leadership, 2011 – 2012
- Academic Advisor, College of Arts & Sciences, 2008 – 2011
- Assistant Dean, College of Arts & Sciences, 2007 – 2010
- Chair, Military Science Department, College of Arts & Sciences, 2004 – 2007
- Faculty Director, Dublin Internship Program, 2007 – 2008
- Chair, Athletics Advisory Board, 2005 – 2007
- Faculty Athletics Representative, 2005 – 2007
- Assistant Department Chair, Officer Education Program, Vanderbilt University, 1999 – 2002

College of Arts & Sciences Service

- Co-Chair, Non-Tenure Track Committee, 2019 – Present
- Participant, MRI Consortium Workshop, 2019
- Co-keeper, CAS/UCOR 3400 Community Healing Circle, 2019
- Matteo Ricci Representative, Central America Initiative Committee, 2015 – present
- Participant, Matteo Ricci Equity & Inclusion Plenary Sessions, 2016 – 2017
- Participant, *Colonized Classrooms*, Matteo Ricci Faculty Learning Community, 2017 – 2018
- Participant, *Whistling Vivaldi*, Matteo Ricci Faculty Learning Community, 2017
- Member, Independent Study Working Group, 2011
- Member, Advising Coordinator Search Committee, 2009

College of Arts & Sciences Service (continued)

Advisor, Graduate Student Advisory Council, 2008 – 2010
 Advisor, Student Executive Council, 2007 – 2010
 Chair, Internships Working Group, 2007 – 2010
 Member, Executive Committee (EC), 2004 – 2010
 Co-Sponsor, lectures (with Political Science, History & Women Studies) by Philip Gold and Erin Solaro on their books on the draft and women in the military, 2006
 Member, A&S Leadership Working Group, 2005 – 2006
 Member, Hiring Committee for Director of Masters of Sports Admin. and Leadership, 2005
 Co-Sponsor, lecture (with History) by Bob Harmon entitled “From War to Hope to Confidence: Reflections on the 60th Anniversary of the End of WWII in Europe,” 2005

University Service

Participant, University Non-Tenure Track Committee, 2019 – Present
 Participant, *Ignatian Pedagogy Series: Inclusive Pedagogies*, Faculty Learning Community, Center for Faculty Development, 2020
 Participant, Universidad Iberoamericana Puebla Spanish Language Program for Jesuit Institutions Faculty and Staff, 2019
 Participant, Enhancing student motivation: "Best practices" from the higher education literature, Center for Faculty Development, 2019
 Participant, In the nick of time: Course design that increases students' preparation, participation, and higher-order thinking, Center for Faculty Development, 2019
 Participant, Revise and resubmit: A conversation with journal editors, Center for Faculty Development, 2019
 Participant, Racial Equity Workshop, Center for Community Engagement, 2019
 Participant, Experiencing our differences: Collaborating across (mis)perceptions, Center for Faculty Development, 2019
 Participant, *Ignatian Pedagogy Series: Active Learning*, Faculty Learning Community, Center for Faculty Development, 2019
 Participant, Community Engaged Faculty Retreat, 2019
 Participant, Critical Race Pedagogy as Praxis Teaching Circle, 2018 – 2019
 Participant, Academic Service-Learning Faculty Fellows Program, 2018 – 2019
 Participant, *What the Best College Teachers Do*, Faculty Learning Community, Center for Faculty Development, 2018
 Participant, Core Assessment Project, 2017 – 2018
 Participant, Academic Inquiry Seminars Teaching Circle, 2017 – 2018
 Undergraduate Commencement Marshal, 2005 – 2017
 Participant, Summer Faculty Seminar Teaching Social Justice, 2017
 Participant, Faculty Seminar Community Engagement through a Social Justice Framework, 2017
 Participant, *The Discussion Book: 50 Great Ways to Get People Talking*, Faculty Learning Community, Center for Faculty Development, 2017
 Participant, *Teaching for Critical Thinking*, Faculty Learning Community, Center for Faculty Development, 2017
 Participant, School to Prison Pipeline immersion, Center for Community Engagement, 2017

University Service (continued)

Facilitator, Liberating Service-Learning Webinar with Randy Stoecker, University of Wisconsin – Madison, Center for Community Engagement, 2017
 Endowed Mission Fund Committee, 2015 – 2017
 Sullivan Director Search Committee, 2015
 Participant, International District immersion, Center for Community Engagement, 2015
 Participant, *The New Academic*, Faculty Learning Community, Center for Faculty Development, 2015
 Member, Intra-University Collaboration group, 2013
 Faculty Advisor, Seattle University Veterans Committee, September 2008 – 2015
 Leader, Pre-Welcome Week Excursion leader for incoming freshman, 2009 – 2012
 Participant, Arrupe Seminar, 2008
 Member, Advising Network and Advising Council, September 2008 – 2012
 Faculty Co-Advisor, Gamma Mu Chapter, Tau Sigma Honor Society, 2010 – 2011
 Participant and initial Design Contributor, Redhawk Network Mentor Program, 2009 – 2010
 Member and former Co-Chair, Veterans Working Group, 2008 – 2011
 Small Group Leader, Serve Seattle, 2005 – 2012
 Discussion Group Leader, Academic Day, Seattle University, 2005 – 2015
 Discussion Group Leader, Family Weekend, Seattle University, 2005 – 2015
 Faculty Co-Chair, Seattle University campaign for United Way of King County, 2010
 Member, Planning Committee, Seattle University Youth Initiative Conference, 2010
 Member, Leadership Coordinator for Center for Service and Community Engagement Search Committee, 2009
 Member, Registrar Search Committee, 2009
 Member, Commuter & Transfer Student Services Advisory Board, 2009 – 2010
 Member, Career Services Group, 2008 – 2010
 Member, Council of Associate Deans, 2007 – 2010
 Member, Housing and Residence Life Advisory Board, 2007 – 2010
 Mentor, Speed Networking Workshop, 2008
 Faculty Leader, Legislative Day excursion to Olympia, 2007 – 2009
 Member, Formation for Leadership Task Force, 2007
 Member, Leadership Development Advisory Board, 2006 – 2010
 Chair, Academic Sub-Committee & Member, Athletics Advisory Study Task Force, 2006 – 2007
 Co-Sponsor, Academic Salon (with Mission & Ministry) by Father Jack McLain, SJ entitled “The Combat Experience and its effects on the Mind, Body & Spirit,” 2006
 Member, Athletics Director Search Committee, 2006
 Member, Cross Country/Track & Field Coach Search Committee, 2006
 Member, Ad Hoc Leadership Rubric Task Force, 2006
 Provost Colloquium, 2005
 New Faculty Institute, 2005
 Member, First Year Experience Committee, 2004 – 2005

Other Service & Professional Development Opportunities

Peer Reviewer, *Journal of Community Engagement and Higher Education*, 2020
 Participant, Civic Prompts in the Major Institute, American Association of Colleges and Universities, 2019
 Participant, Third Binational Dialogue: The Right to Seek Asylum in the Californias, 2019
 Participant, Sharing the Journey: Third Annual Catholic Immigration Summit, Archdiocese of Seattle, 2019
 Participant, Conference Proposal Writing webinar, International Association for Research on Service-learning and Community Engagement (IARSLCE), 2019
 Participant, White Privilege Symposium Northwest, 2019
 Equity & Inclusion Reviewer, Campus Compact Engaged Faculty Institute (EFI) toolkit, 2019 (invited, postponed)
 Participant, Campus Compact Pen-to-Paper Writing Retreat, 2018
 Participant, Campus Compact Summer Institute “Facilitating Civil Discourse, Difficult Conversations, and Inclusive Dialogue,” 2017
 Participant, 11th Annual Campus Compact Continuums of Service Conference, 2008
 Participant, 9th Annual Campus Compact Continuums of Service Conference, 2006

Honors

Faculty of the Year Award, Student Government of Seattle University, 2018
 Member, Alpha Sigma Nu National Academic Honor Society, 2018
 Honorary Member, Gamma Mu Chapter, Tau Sigma National Academic Honor Society, 2012
 Staff Leadership Award, Seattle University, 2010
 Faculty/Staff Recognition Award, Seattle University Housing and Residence Life, 2010
 Advisor of the Year Award, Seattle University College of Arts & Sciences 2009
 Sports Service Award, Seattle University, 2007
 Intelligence Research Award, National Intelligence University, 1993

Professional Affiliations and Organizations

American Political Science Association	Washington Campus Compact
Program Evaluation Association	National Center for Faculty Development & Diversity
International Association for Research on Service-Learning and Community Engagement	Association of the United States Army
Engagement Scholarship Consortium	Disabled American Veterans
	Reserve Officer’s Association

Community Service

Volunteer, Kino Border Initiative, 2019 - present
 Keeper & Participant, Seattle University & King County Peacemaking Circles, 2018 – present
 Secretary, HHI Homeowners’ Association, 2014 – present
 Asylum Sponsorship Project Host, 2019 – present
 Open Homes Refugee Host, AirBnB, 2019 – present
 Host Homes Host, YMCA Transitional Housing Program, 2017 – 2018

Community Service (continued)

Homestay Host participant, Perennial, 2012

Volunteer, Teens in Public Service (TIPS), 2011 – 2013

Volunteer, Veterans Administration Hospital, 2009 – 2014

Mentor, Rotary Boys & Girls Club Scholars program, 2008 – 2014

Board member, Rotary Boys & Girls Club, 2007 – 2012