

Research Officer
Research and Organizational Transformation
Waterloo Region District School Board
51 Ardelt Avenue, Kitchener ON, N2C 2R5
Email: jason_locklin@wrdsb.ca
Desk: 519-570-0003 Ext. 4826

PROFILE
SUMMARY

Research and Organizational Transformation Leader

Community research with extensive applied experience managing large-scale research projects, program evaluation, and knowledge translation. This is complemented by a high degree of technical expertise in research design, ethics protocols, measurement theory, advanced qualitative and quantitative statistical analysis, and application for evidence-based decision making and organizational transformation.

Proven track record engaging with stakeholders and administration for impactful program evaluation, interpretation and communication of a wide array of research, including the translation of complex data for multiple audiences, aimed at supporting and achieving organizational goals.

Demonstrated ability to work productively in a team environment, leading data-driven projects that enhance equity and inform policy and program evaluation. This has included strategic planning and resourcing of projects, for efficient and cost effective project management.

Career aim:

- Employ what I have learned to facilitate strategic planning of school board capacity-building and improvement planning processes.
- Lead the translation of research to evidence-based instructional and programming practice.
- Promote a spirit of inquiry among organization leaders.
- Coordinate multi-department projects that promote data informed, evidence-based decision making and program evaluation through respectful and inclusive practices.
- Promote student and staff well-being and success, creating the conditions where they can thrive and achieve their full potential, unconstrained by social location or identity.

EDUCATION

University of Waterloo:

Ph.D., Psychology, Behavioural and Cognitive Neuroscience 2015

- Thesis: *Perceptual and Memory Deficits in Unilateral Neglect*
- Area of Study: Stroke, Perception, and Memory.

M.A., Psychology, Behavioural and Cognitive Neuroscience 2009

- Thesis: *Development of a Measure of Visuomotor Control for Assessing the Long-term Effects of Concussion*
- Area of Study: Fine Motor Control, Concussion Research.

B.Sc. (Honours), Psychology, Biology (minor) 2007

- Course load including strong mix of Psychology with Natural and Life Sciences.

PROFESSIONAL EXPERIENCE

Research Officer, Waterloo Region District School Board

2018 to Present

- Spearheaded the development and implementation of system-level measurements aligned with WRDSB's Strategic Plan and Board Improvement and Equity Plan, focusing on enhancing educational outcomes and operational efficiency through evidence-based practices.
- Maintained a student demographic data tool that leverages Canadian Census data to support WRDSB equity goals for resource allocation.
- Collaborated with senior administrators and key stakeholders to provide actionable insights through comprehensive reports, facilitating data-informed decision-making to improve program effectiveness and student well-being.
- Managed and guided multiple research projects from conception through to completion, employing both quantitative and qualitative methodologies to assess and address complex educational challenges. This includes data collection using the student information system, provincial and national data, and surveys that I developed using the Qualtrics platform.
- Delivered a major, district-wide longitudinal student well-being research project that involves tens of thousands of students completing both a normed, standardized measurement, [the Middle Years Development Instrument](#), and locally developed questions. I produce analytics and data visualizations in the form of pdf reports individualized for every school using the "R" statistical software package.
- Facilitated professional development workshops for WRDSB administration at "Family of Schools" sessions focusing on the integration of the Middle Years Development Instrument into practical teaching strategies and the development of a culture of continuous improvement and reflective practice.
- Responsible for several other major projects supporting student achievement and well-being as well as the implementation of the locally delivered staff well-being "Guarding Minds at Work" survey. I manage these from the planning and data collection stages, through to qualitative and quantitative analytics, to communicating the results. Each project involves engaging in knowledge translation, and that will often involve taking into account new insights from the field of education research in a way that carefully considers the needs of department and organizational leadership.

Research Associate, Centre for Family Medicine

2016 - 2018

- Responsible for working as part of a multi-disciplinary team of researchers and health-care professionals with a culture of inquiry and creative thinking, to develop, evaluate, and disseminate innovative primary-care programs to improve quality-of-care for persons with dementia, frailty, and related geriatric issues.
- Manage and achieve successful completion of an innovative pilot frailty screening measure for the Waterloo Region Local Health Network
- Develop a collaboration between a family health organization (family doctor's office) with a community pharmacy to deliver an empathetic screening program to all patients 75+ years old, using a human-centred approach.
- Field tested the screening measure with medical professionals and adjusted the screening measure for better strategy implementation (e.g., booking procedures were adjusted to better meet the needs of patients and administration)
- Utilized qualitative research methods to evaluate the successful improvements in confidence, self-report competence, and capacity of clinicians after participation in a memory-clinic training program.
- Trained and supervised co-op students and volunteer research assistants.

- Statistical Consultant, Centre for Family Medicine** 2016
- Collected, tracked and made use of identity based data from clinical and administrative databases, outcome data, survey methodologies, and clinical measures for statistical analysis to evaluate new and existing procedures in primary care.
 - Completed statistical reports with R, including data cleaning and validation, as well as visualization.

Graduate and Undergraduate Research, Department of Psychology, University of Waterloo:

- Perception, action and brain injury:** Research Assistant. 2007 - 2015
- Supervisor: Dr. James Danckert
 - Develop a motor-accuracy task for the measurement of concussion symptoms.
 - Test neurological patients using a variety of neuropsychological tests and procedures, including Prism Adaptation.
 - Develop and test a gaze-contingent task using real-time eye-tracking equipment.
 - Supervise undergraduate research assistants

- Decision making:** Research Assistant. 2007
- Supervisor: Dr. Jon Fugelsang
 - Develop web-based decision making experiments and collect data.

- Psychophysics.** Research Assistant. 2005 - 2006
- Supervisor: Dr. James Danckert
 - Develop a computer-based task for a graduate student's project.

- Attention and clinical depression.** Laboratory Coordinator 2005 - 2006
- Supervisor: Dr. Scott McCabe
 - Coordinate several covert-orienting experiments.
 - Supervise volunteer research assistants

- Attention and clinical depression.** Research Assistant. (volunteer) 2004 - 2005
- Supervisor: Dr. Scott McCabe
 - Conduct experimental psychology research experiments.

AFFILIATIONS

- Member, Association of Educational Researchers of Ontario** 2018 - 2024
- Member, Danckert Attention and Action Group** 2008 - 2015
- Advisory Council, Bad Science Watch** 2012
- Member, Vision Sciences Society** 2006

SERVICE
ACTIVITIES

- Executive Member at Large, Association of Educational Researchers of Ontario (AERO-AOCE)** 2023 - Present
- Serving as an executive member at large for AERO-AOCE, helping to drive the promotion and improvement of research, evaluation, planning, and development within Ontario's school systems.
 - Contributing to initiatives that underscore the importance and impact of educational research in enhancing board of education strategies and outcomes.

Host/Facilitator, AERO-AOCE Fall Conference 2023

- Topic: Student Census, focusing on the analysis, reporting and community engagement phases of the project.
- Contributed to organization and conference delivery and introduction of speakers.

Host/Facilitator, AERO-AOCE Spring Special Interest Group 2023

- Topic: Climate Surveys: Student, Staff & Parent.
- MC role and contributed to organization and program delivery.

Science Advisor, Advisory Committee: Bad Science Watch. 2012

- Provided support and science advice for the non-profit public interest advocacy group.
- Contributed to white paper for science-based journalism.

President: U.W. Undergraduate Psychology Society. 2005 - 2007

- Student organization, administration of 8, over 600 members.

PROFESSIONAL DEVELOPMENT

Go Analytics; WRDSB Microsoft Power BI Hands-On Training 2023

- Mastered the full spectrum of Power BI tools, from data connection to publishing dynamic dashboards.
- Learned from Microsoft Certified instructor Klayton Gonçalves, leveraging his extensive data analytics expertise.
- Gained proficiency in Power Query for data transformation and DAX for creating calculated columns and measures.
- Developed skills in building interactive visualizations and employing best practices for effective data presentation.

SickKids; The Scientist Knowledge Translation Training (SKTT™) course 2018

- Completed intense 2-day workshop focused on effective research dissemination across fields like health, education, and social sciences.
- Learned from Dr. Melanie Barwick, an expert in implementation science and knowledge translation, on enhancing research impact.
- Acquired strategies for making complex scientific information accessible to non-academic audiences.
- Developed skills in creating impactful knowledge translation plans tailored to diverse user groups.

University of Waterloo, selected examples follow:

Technical

- Multiple Regression (Psychology 632)
- Analysis of Variance (Psychology 630)
- Experimental Design (Statistics 830)
- Computer Vision (Systems Design Engineering 677)
- Data Analysis in Neuroscience (Biology 681)

Non-technical

- Visual Perception (Psychology 287)
- Neurobehavioral Analysis of Perceptual and Motor Deficits (Kinesiology 656)
- Nature & Computational Correlations of Intelligence (Psychology 670)
- Cognitive Neuropsychology I (Psychology 779A)
- Human Neuroanatomy and Neuropathology (Psychology 784)

PUBLICATIONS

Refereed:

Lee, L., **Locklin, J.**, Patel, T., Lu, S. K., Hillier, L. M. (2022) Recruitment of participants for dementia research: interprofessional perspectives from primary care-based memory clinics. *Neurodegenerative Disease Management*. 12 (3), 117-127 doi:10.2217/nmt-2021-0053

Lee, L., Hillier, L., **Locklin, J.**, Lee, J., Slonim, K. (2019) Advanced care planning for persons with dementia in primary care: Attitudes and barriers among health-care professionals. *Journal of palliative care*, 34 (4), 248-254. doi:10.1177/0825859718812463

Lee, L., Hillier, L., **Locklin, J.**, Lumley-Leger, K., Molnar, F. (2019) Specialist and family physician collaboration: Insights from primary care-based memory clinics. *Health & Social Care in the Community*. 27 (4), e522-e533. doi:10.1111/hsc.12751

Lee, L., Patel, T., **Locklin, J.**, Milligan, J., Pefanis, J., Costa, A., Lee, J., Slonim, K., Giangregorio, L., Hunter, S., Keller, H., Boscart, V. (2018). Frailty screening and case-finding for complex chronic conditions in older adults in primary care. *Geriatrics*, 3 (3), 39. doi:10.3390/geriatrics3030039

Locklin, J. (2015). *Perceptual and Memory Deficits in Unilateral Neglect*. (Dissertation, University of Waterloo, Waterloo, Canada).
Retrieve from hdl.handle.net/10012/9590

Locklin, J., Bunn, L., Roy, E. & Danckert, J. (2010). Measuring Deficits in Visually Guided Action Post-Concussion. *Sports Medicine*, 40, 183-187.
doi:10.2165/11319440-000000000-00000

Locklin, J. (2009). *Development of a measure of visuomotor control for assessing the long-term effects of concussion*. (Master's thesis, University of Waterloo, Waterloo, Canada).
Retrieve from hdl.handle.net/10012/4740

Striemer, C., **Locklin, J.**, Blangero, A., Rossetti, Y., Pisella, L. & Danckert, J. (2008). Attention for action? Examining the link between attention and visuomotor control deficits in a patient with optic ataxia. *Neuropsychologia*, 47, 1491-1499.
doi:10.1016/j.neuropsychologia.2008.12.021

Non-Refereed:

2022-2023 Safe, Caring and Inclusive School Survey – Summary Report (2024). Public report produced by the Waterloo Region District School Board. Retrieve from wrdsb.ca/about-the-wrdsb/research/reports/scis/2022-2023-safe-caring-and-inclusive-school-survey-summary-report/

Newman, G., Duffy, C., Powell, A., Gray, R., & **Locklin, J.** (2012). Position Paper on Electromagnetic Hypersensitivity (Idiopathic Environmental Intolerance Attributed to Electromagnetic Fields). Canada: *Bad Science Watch*.
Retrieve from www.badsceincewatch.ca/projects/investigation-of-anti-wifi-activism-in-canada

Locklin, J., & Danckert, J. (2010). Do we have Independent Visual Streams for Perception and Action? a Response. Preprint.
Retrieve from cogprints.org/6854/

Locklin, J., Danckert, J. (2009). Changes in Visuomotor Performance of Concussed Individuals. Poster. Abstract published in *Journal of Vision*, 9:8, 1103-1103.
[doi:10.1167/9.8.1103](https://doi.org/10.1167/9.8.1103)

Law, A., McCabe, S., **Locklin, J.**, Tan, C., & Morris, S. (2006). Perceptions of social rank as a predictor of anger and depression symptoms. Poster presented at the Graduate Student Research Conference, University of Waterloo, Waterloo, Canada.

REFERENCES

Dana Liebermann, Ph.D

- Previous: Executive Manager, Research and Organizational Transformation, WRDSB.
- Current: Vice President of Research, Strategy and Impact Measurement at the YMCA of Hamilton, Burlington & Brantford
- *Voice:* (519)504-0125
- *Email:* dana.liebermann@ymcahbb.ca

Bobbie Chatha

- Superintendent of Student Achievement and Well-Being
- Waterloo Region District School Board
- *Voice:* (519)570-0003
- *Email:* bobbie_chatha@wrdsb.ca

Erin A. Maloney, Ph.D

- Associate Professor / professeur agrégé School of Psychology/École de psychologie
- Canada Research Chair (Tier II)/ chaire de recherche du Canada
- University of Ottawa/Université d'Ottawa 6022 Vanier Hall, 136 Jean Jacques Lussier Ottawa, Ontario, Canada K1N 6N5
- *Voice:* (613)562-5800, x.4116
- *Email:* Erin.Maloney@uottawa.ca