

## MELINDA SCHLAGER ARNOLD, PH.D.

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### EXECUTIVE SUMMARY

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Possess higher education experience as Provost and Vice Chancellor of Academic Affairs (current position), Interim Associate Provost, Executive Director, and Associate Dean. Twice tenured faculty member at University of North Texas at Dallas and Texas A&M University-Commerce. Have also served in senior administrative roles in government (criminal justice system) including Deputy Director and Director.

### ADMINISTRATIVE EXPERIENCE

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#### **Montana State University Billings (MSUB), Billings, Montana**

*Provost and Vice Chancellor for Academic Affairs*

2018-present

#### Responsibilities:

Oversee all operations of a regional comprehensive university (4,400 students) related to instructional programs, educational policy, academic planning, academic resources, and management. Facilitate the academic affairs budget and faculty and staff in five colleges, including an embedded two-year college (166 full-time faculty, 292 part-time faculty, 20 staff). Lead and manage academic support units (approximately 90 staff) including the Library, Office of Graduate Studies, Grants and Sponsored Programs, Office of International Studies, Academic Success Center, TRIO/SSS, Disability Student Services, Institutional Research, Assessment and Accreditation, Dual Enrollment, eLearning, Registrar, Advising and Career Services, Academic Senate, Honors Program, and the Montana Center for Inclusive Education.

#### *Highlighted Accomplishments at MSUB:*

#### Institutional:

- Oversee institutional strategic planning process (implementation, Fall 2019).
- Spearhead institutional space allocation effort including temporary lab/classroom space creation (to align with overseeing construction of new science building).
- Manage affiliation agreements (two-year, four-year, professional schools).
- Led successful NWCCU reaccreditation and follow-up visit (October, 2018, April, 2020), oversaw AACSB reaccreditation visit (October, 2019), ABAI initial accreditation (May, 2019), and JRCERT initial accreditation (January, 2020).
- Facilitated institutional reorganization to consolidate operations in Student Access and Success and Academic Affairs, streamline efficiency and effectiveness, including college name changes and moving academic departments.
- Served as Interim Vice Chancellor for Student Access and Success (VCSAS) as well as Provost and Vice-Chancellor for 6 months resulting in a 3% enrollment increase for the first time in 3 years. Developed a

process for involving all stakeholders to improve enrollment management processes for new and returning students and using data to assess weekly progress toward achieving enrollment targets.

#### Academic Affairs:

- Raised faculty salary floor from \$37,500 to \$50,000 through collective bargaining.
- Implemented Digital Measures for faculty yearly review/rank and tenure submissions (Fall 2019).
- Supervise faculty-led taskforces: academic program policy, workload, course caps, advising, teaching and learning, space allocation, summer school operations, independent study courses, internships, strategic program alignment, and predictive student success.
- Lead and managed faculty-engaged strategic program alignment process (eliminated 119 programs; 135 remaining, 47% reduction).
- Supervised development of 1+3 program for Education majors with K-12 school district (launching Fall 2020).
- Supervise the revision of the general education curriculum to enhance transferability and streamline time to graduation.
- Create and develop an institute that supports K-12 children who are neurodiverse (Institute for Neurodiversity) as well a center to test vaccines in concert with local hospitals (Center for Translational Medicine).
- Implement comprehensive and ongoing program review process that aligns with state and accreditation requirements.
- Realign Honors program with university mission.
- Reimagine Academic Support Center through Title III Department of Education grant (2.3M over five years to focus on retention and academic student support).
- Expedited searches for mission critical positions to facilitate student-first institutional operations that promote recruitment and retention: college deans and director-level positions (7 positions total).

#### Community Engagement:

- Actively engage with the community in building partnerships and collaborations.
- Work closely with the MSUB Foundation to raise funds to support academic interests
- Engage with Native American tribes to promote enrollment and retention of Native students

#### **University of North Texas at Dallas (UNT Dallas), Dallas, Texas**

*Interim Associate Provost*

2016-2018

#### Responsibilities:

Facilitated the development and implementation of academic pathways between high schools, two-year institutions and UNT Dallas. Developed, reviewed, and approved university policy. Collaborated with general counsel to develop and implement articulation and other legal agreements. Engaged with faculty, deans and senior university, community college and high school administrators. Assisted in graduate and undergraduate program development. Actively participated as a member of the SACS Reaffirmation Executive Committee and University Executive Council.

Accomplishments:

- Initiated 19 distinct curricular pathways between Dallas County Community College District (DCCCD) and UNT Dallas
- Evaluated and assessed new university policies (12 in the 2018-2019 academic year, including campus carry)
- Collaborated on legal agreements with Dallas Independent School District (DISD), Dallas County Community College District (DCCCD), and UNT Dallas (3 completed 2018-2019 academic year)
- Participated as executive member in university-wide strategic planning
- Facilitated high level meetings with stakeholders regarding reimagining student pathways (e.g., Dallas Chamber of Commerce, DCCCD, DISD, university presidents, private funders)
- Wrote five sections of the SACS reaffirmation report

**University of North Texas at Dallas (UNT Dallas), Dallas, Texas***Executive Director, Caruth Police Institute*

2014-2018

Responsibilities:

Provided operational leadership and management of an institute that facilitates professional development leadership training for law enforcement and criminal justice personnel and conducts applied research that supports best practices in policing and criminal justice. Guided the strategic vision and planning for the institute. Oversaw the financial planning and budget management of a ten million dollar endowment. Actively fundraised to support institute operations, programming, and research. Promoted collaboration and engagement with academics, the community, the police, and public/private partners. Identified and capitalized on opportunities for sponsored research. Published and disseminated research.

Accomplishments:

- Grew alternative funding streams by 90%
- Secured private donor contributions of over \$1 million dollars, 2015-2018
- Secured \$150,000 in grants in 2018
- Increased by 60% the number of law enforcement agencies that took part in leadership programming in North Texas
- Expanded staffing by 50% to support program growth
- Oversaw strategic growth initiatives of the institute
- Re-engineered professional development programs
- Assisted the Dallas Police Department (DPD) in policy and program development
- Published three articles, 2014-2018
- Mentored junior faculty

**Texas A&M University-Commerce (TAMUC), Commerce, Texas***Associate Dean, College of Humanities, Social Sciences and Arts*

2012-2014

Responsibilities:

Co-managed a college (7 departments, 2 programs, ten million dollar budget) of approximately 2,000 undergraduate and 500 graduate students, 120 faculty, 25 adjuncts, and 7 staff members. Provided leadership for and coordination of all academic programs offered by the college, including strategic planning, resource allocation, implementation, evaluation and continuous improvement. Represented the college regarding curriculum, faculty, budget, scheduling, course delivery, and facilities. Served as a member of the Advising Taskforce and Academic Appeals committees.

Accomplishments:

- Developed merit-based award system for faculty
- Managed curriculum development, course rotations, and faculty load for the college
- Facilitated tenure and promotion process
- Initiated program for transfer and at-risk students to increase student retention
- Assisted in fundraising activities and community development
- Engaged in enrollment efforts at recruitment events
- Managed staff personnel evaluations and other HR matters with faculty
- Chaired college-level institutional effectiveness efforts
- Managed program for Teaching English to Speakers of Other Languages (TESOL)
- Created professional development opportunities for full-time and adjunct faculty
- Streamlined office operations and data and information management
- Facilitated the college strategic plan and strategic enrollment initiative using data-driven decision making
- Oversaw college SACS reaffirmation efforts including writing reports and verifying faculty credentials
- Worked with Art Department regarding space allocation/facilities management
- Performed as Acting Dean, Summer, 2014

**Texas A&M University-Commerce (TAMUC), Commerce, Texas***Director, Master of Science, Applied Criminology Program*

2010-2014

Responsibilities:

Managed and led all aspects related to the creation, development, and implementation of a cohort-based online master's program for professionals in criminal justice.

Accomplishments:

- Increased program enrollment from 4 to 200 in two years
- Prepared and submitted program materials for The Higher Education Coordinating Board (THECB) and SACS review and approval
- Worked with university administrators and IT to develop online program infrastructure
- Managed program budget, including hiring faculty
- Designed curriculum to achieve Quality Matters designation
- Oversaw student recruitment, enrollment and retention

- Implemented course and program assessment
- Created program marketing
- Assigned and managed faculty, including performance evaluations
- Facilitated recruitment events
- Taught courses; provided mentoring
- Developed innovative alumni outreach program

**Dallas County Community Supervision and Corrections Department (Dallas County CSCD), Dallas, Texas***Deputy Director*

2006-2007

Responsibilities:

Assisted in planning, directing, and coordinating the day-to-day administration of the agency (600 employees), including fiscal and budgetary issues. Provided policy direction and program development on operational objectives of the department. Collaborated with criminal justice stakeholders including the District Attorney's Office, Public Defender's Office, Judges, Defense Attorneys, defendants, victims, and the community. Knowledge of regulatory compliance/oversight, and local, state, and federal laws.

Accomplishments:

- Co-managed a department with 55,000 (\$45M budget) people on probation
- Assisted in developing agency strategic plan using data-driven decision-making; established benchmarks for achievement
- Streamlined operations for improved performance and efficiency through revising policy, process and standard operating procedures
- Initiated progressive discipline policy for employees
- Promoted team building; facilitated focus group to develop agency mission/vision statement
- Developed an innovative strategy to supervise and manage offenders on probation
- Acted as agency press spokesperson
- Managed local, state, and federal grants

**CJ Research and Policy Associates, Coppell, Texas***President*

2005-2012

Responsibilities:

Led and managed a consulting business designed to assist criminal justice organizations with project management, program evaluation, and grant writing.

Accomplishments:

- Provided project and change management services to local, state, and federal jurisdictions
- Developed strategic plans and benchmarks for achievement
- Conducted program evaluations to determine adherence to best practice
- Assisted in the development of computerized offender case management systems
- Wrote grants

**New Jersey State Parole Board, Trenton, New Jersey***Director, Policy and Planning*

2004-2005

*Acting Director, Community Programs and Grants Management*Responsibilities:

Led the strategic and long-term priorities of the agency. Provided a full range of planning, evaluation, and compliance, and implementation assistance to the Chairman and Parole Board members. Managed halfway house, drug treatment, and other community-based parole programs.

Accomplishments:

- Lead agency legislative initiatives; revised agency policies and procedures
- Collaborated with stakeholders from the Governor's Office, Department of Corrections, Juvenile Justice Commission, community leaders, and faith-based organizations
- Testified before the New Jersey Senate and House Committee on Corrections
- Participated in gubernatorial committees on Corrections, Mental Illness, and Offender Reentry
- Launched community-based one-stop parole office
- Managed 5 halfway houses, 3 inpatient drug treatment centers, and 4 specialized community-based parole programs

**New Jersey State Parole Board, Trenton, New Jersey***Program Director*

2001-2003

Responsibilities:

Oversaw the coordination and administration of all aspects of parole programs including planning, organizing, staffing, leading, and managing program activities.

Accomplishments:

- Wrote and implemented federally funded Serious and Violent Offender Reentry grant (\$2,000,000.00)
- Coordinated and managed all agency grants
- Fostered inter-agency collaborations with Attorney General's Office, Department of Corrections, Department of Health and Human Services; promoted community partnerships
- Promoted team building; facilitated focus group to develop agency mission/vision statement
- Facilitated creation of an innovative community-based parole program
- Developed agency-wide professional development curricula for parole office recruits
- Revised agency training manual

**ACADEMIC TEACHING APPOINTMENTS**

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<b>Montana State University Billings, Billings, Montana</b> <i>Adjunct faculty, Department of Social and Cultural Studies</i>	2020-present
<b>University of North Texas at Dallas, Dallas, Texas</b> <i>Professor, Department of Criminal Justice</i>	2016-2018
<i>Associate Professor, Department of Criminal Justice (tenured)</i>	2014-2016
<b>Texas A&amp;M University-Commerce, Commerce, Texas</b> <i>Associate Professor, Department of Sociology and Criminal Justice (tenured)</i>	2008-2014
<b>University of North Carolina-Pembroke, Pembroke, North Carolina</b> <i>Adjunct Professor, Department of Sociology and Criminal Justice</i>	2008
<b>University of Texas at Arlington, Arlington, Texas</b> <i>Assistant Professor of Criminology and Criminal Justice (tenure-track)</i>	2005-2006
<b>The College of New Jersey, Ewing, New Jersey</b> <i>Assistant Professor of Criminology and Justice Studies (one-year appointment)</i>	2003-2004
<b>Rutgers University, Newark, New Jersey</b> <i>Adjunct Professor, Department of Criminal Justice</i>	1998-2001
<b>William Paterson University, Wayne, New Jersey</b> <i>Adjunct Professor, Department of Sociology</i>	1997-1998

**CONTRACTS ACQUIRED**

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<b>UNT Dallas/Caruth Police Institute</b>	\$300,000	2015-2018
<i>Dallas Police Department, Dallas County District Attorney's Office, Dallas County Administrator's Office and private social service organizations.</i>		

**GIFTS ACQUIRED**

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<b>MSU Billings</b>	\$1,250,000	2018-present
<i>Student scholarships and funding to support Yellowstone Hall (new science and allied health building)</i>		
<b>UNT Dallas/Caruth Police Institute</b>	\$1,000,000	2015-2018
<i>Gifts from the Caruth Foundation, the Walmart Foundation, as well as private donors</i>		
<b>Texas A&amp;M-Commerce</b>	\$250,000	2014
<i>Gift of three Steinway pianos to the School of Music</i>		

**GRANT SUPPORT**

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<b>MSU Billings</b>	Awarded: \$4,200,000	2018-present
<b>UNT Dallas/Caruth Police Institute</b>	Awarded: \$2,260,000	2015-2018

**PUBLICATIONS**

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*Book*

- Houser, K., and Schlager, M.D. *Rethinking the Reentry Paradigm: A Blueprint for Action*. 2nd ed. Raleigh: Carolina Academic Press. Forthcoming. 2020
- Schlager, M.D. *Rethinking the Reentry Paradigm: A Blueprint for Action*. Raleigh: Carolina Academic Press. 2013

*Peer-reviewed journal articles*

- Schlager, M.D. Through the looking glass: Taking stock of offender reentry. *Journal of Contemporary Criminal Justice*. 34(1), 69-80. 2018
- Wong, I., Bishopp, S.A., & Schlager, M. Costs of policing: An examination of jail efficiency related to medical intake procedures. *Criminal Justice Review*, 1-16. 2016
- Cantora, A., Mellow, J., & Schlager, M. Social relationships and group dynamics inside a community correction facility for women. *International Journal of Offender Therapy and Comparative Criminology*, 1-20. 2015
- Schlager, M.D., & Moore, B. Risk and resiliency of incarcerated mothers. *Families in Society: The Journal of Contemporary Social Services*. 95(2), 100-106. 2014
- Cantora, A., Mellow, J., & Schlager, M. What about nonprogrammatic factors? Women's perceptions of staff and resident relationships in a community corrections setting. *Journal of Offender Rehabilitation*, 53, 35-56. 2014
- Schlager, M. & Pacheco, D. An examination of changes in LSI-R scores over time: Making the case for needs-based case management. *Criminal Justice & Behavior*, 38, 541-553. 2011
- Schlager, M. The organizational politics of implementing risk assessment instruments in community corrections. *Journal of Contemporary Criminal Justice*, 25, 412-423. 2009
- Paparozi, M., & Schlager, M. Reconciling what works and broken windows: The policy relevance of individual and social correlates to recidivism reduction. *Victims & Offenders*, 4, 427-434. 2009



- Schlager, M. Improving parole practice in New Jersey: A longitudinal analysis of organizational and attitudinal changes of parole officers. *Journal of Offender Rehabilitation*, 47, 271-289. 2008
- Schlager, M., & Robbins, K. Does parole work-revisited: Reframing the discussion of the impact of post-prison supervision on offender outcome. *The Prison Journal*, 88, 234-251. 2008
- Mellow, J., Schlager, M., & Cohen, J. using geographical information systems to evaluate post-release prisoner reentry needs in greater Newark, NJ. *Journal of Criminal Justice*, 36, 416-425. 2008
- Schlager, M., & Simourd, D. Assessing the validity of the Level of Service Inventory-Revised (LSI-R) among Hispanic and African-American offenders. *Criminal Justice & Behavior*, 34, 545-554. 2007

A full list of publications is available upon request

## TEACHING

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I have taught over 60 academic courses in the areas of policing, research methods, offender reentry, community corrections, institutional corrections, criminology, criminal justice administration and management, policy, planning, and evaluation, history and philosophy of criminal justice ethics in criminal justice gender, crime, and justice, and sociology of corrections. I have created, designed, and facilitated courses face-to-face, hybrid, and using synchronous and asynchronous distance education technologies such as Blackboard, ECollege, and at least two other proprietary online course delivery programs.

I have taught numerous professional development courses for law enforcement and other criminal justice personnel in the areas of leadership and management, implicit bias, procedural justice, police legitimacy, career development, and problem-solving and decision making.

## PRESENTATIONS/INVITED TALKS

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I have given over 60 presentations and invited talks on higher education as well as offender reentry, community corrections, and policing. These talks were conference presentations as well as community and stakeholder engagements.

## **AWARDS AND HONORS**

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At Texas A&M University-Commerce, I was awarded the Provost's Award for Research and Creative Activities and the Junior Research Faculty Award. While in graduate school, I was awarded the Richard J. Hughes Award and the Graduate Scholars Award. I also served as a fellow in the Department of Criminal Justice.

## **SERVICE**

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Service efforts at MSU Billings include participation on the Chancellor's Cabinet, member of the University Executive Committee, and chair of Provost and Dean's Council.

At UNT Dallas I served as the Chair of the Academic Suspension Appeals Committee, Chair of the Building Utilization Committee, and a member of the Liberal Arts and Sciences Dean's Executive Committee. I also chaired the Tenure and Promotion Committee as well as several search committees. I was also a member of the Office of Sponsored Research Transition Committee.

At Texas A&M University Commerce I was involved in numerous service activities at the University level, including the Strategic Planning Taskforce, Academic Advising Taskforce, Academic Appeals Committee, Organization of Senate Committee, Research and Creative Activities Committee, as well as Provost and Dean's search committees. At the College level, I chaired the Institutional Effectiveness Committee, Curriculum Review Committee, and at least one search committee. I was also Associate Faculty of the Graduate School. At the Department level, I advised a McNair Scholar, several Independent Studies, at least one Honor's Thesis, chaired the departmental IRB, and was a member of several search committees. I also served on several committees at University of Texas at Arlington and as a graduate student at Rutgers University.

Service to the profession includes serving as Chair of the Corrections Section of the Academy of Criminal Justice Sciences (ACJS) for the 2020 annual meeting and as co-chair of the Criminal Justice Section of the Western Social Science Association (2018). In addition, I have served as a peer-reviewer for several journals and books, as a dissertation advisor for three students, and as an outside tenure reviewer.

My contributions to the community include my work as Board Member and Chair of the Program Committee for Alternatives, Inc. in Billings Montana (2018-present) and as a member of the HIDTA Training Advisory Board (2015-2018), Secretary, for the Dallas Police Youth Foundation (2015-2018), and a member of the Dallas Police Department Community Support Coalition (2016).

## EDUCATION

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<b>Rutgers University, Newark, NJ</b>	Ph.D., Criminal Justice	2005
	M.A., Criminal Justice	2000
<b>Northwestern University, Evanston, IL</b>	M.A., Liberal Studies	1994
<b>University of Texas, Austin, TX</b>	B.A., Philosophy	1988

## PROFESSIONAL DEVELOPMENT

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I have participated in several professional development opportunities including AASCU's Becoming a Provost Academy, CASE Conference: Fundraising for Deans and Senior Leaders, Branding Workshops, Fundraising Certificate, Certificate for Non-Profit Management, Strategic Planning Workshops, and several grant-writing workshops.

## CURRENT PROFESSIONAL SOCIETIES

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American Society of Criminology	1996-present
American Probation and Parole Association	2005-present
International Association of Chiefs of Police	2015-present
Police Executive Research Forum	2015-2018
North Texas Chiefs of Police	2015-2018
Council of Colleges of Arts and Sciences	2012-2018
Texas Association of Deans of Liberal Arts and Sciences	2012-2018
American Correctional Association	1996-2018