

MELINDA ARNOLD, PH.D.

Texas A&M University-Texarkana (TAMUT), Texarkana, Texas

Rural, regional comprehensive university (2,400 students) serving adult, transfer, and first-generation students. Minority-Serving Institution; emerging Hispanic-Serving Institution. NAIA (Red River Athletic Conference).

Provost and Senior Vice President for Academic Affairs

09/23-present

Responsibilities:

Oversee the academic enterprise including the College of Arts, Sciences, and Education, College of Business, Engineering, and Technology, College of Nursing, Health and Human Services, School for Professional Education and Community Engagement, and the Honor's College (105 full-time faculty, 85 adjunct faculty, four deans), 13 direct reports, and a division budget of \$24M.

Accomplishments:

- Orchestrated highest enrollment in TAMUT history Spring 2024 (5%), Summer 2024 (22%), Fall 2024 (15%).
- Developed new scholarship structure resulting in 15% increase in awards.
- Obtained funding from the Texas A&M System to implement AI technology to support transcript articulation and efficient advising/course registration.
- Collaborated to expand athletics; enrolled 60 new student-athletes Fall 2024.
- Facilitated book bundle program to increase Day 1 student readiness with 60% opt-in rate.
- Expanded use of Open Educational Resources by 40%.
- Conceptualized university's first Strategic Enrollment Management Plan.
- Refined operations to decrease application-to-acceptance processing time to 5 minutes.
- Launched campus wellness initiative for students, faculty, and staff.
- Oversee general academic design of new business, engineering, and technology building (Spring 2026).
- Restructured division to include Student/Residence Life, Recruitment, Admissions, Enrollment, and Financial Aid.
- Launched College of Nursing, Health and Human Services and Honor's College.
- Created no- and for-credit School for Professional Education and Community Engagement to support Competency-Based Learning, Prior Learning Assessment, and micro-credentials for adult learners.
- Redesigned First-Year Experience to include an 8-week option for freshmen and transfers.
- Launching 11 academic programs to meet workforce demand in Fall 2025.
- Support faculty participation in ACUE effective online teaching practices; 85% faculty participation.
- Partner with NASH and ASPEN-AASCU Transfer Student Success initiatives to improve transfer policies and processes that increase completion rates and equitable access.
- Created Learning Commons to support better student engagement and retention.
- Implemented Needs, Evaluation, and Support Team (NEST) to support at-risk students.

- Secured initial accreditation for Social Work (CSWE 2024) and Mechanical Engineering (ABET 2024); Business (AACSB 2024) and Counseling (CACREP 2024) programs reaffirmed.
- Arranged 33 new academic pathways with four community colleges.
- Facilitated transition from Blackboard to Canvas.
- Facilitated new Study Abroad/Study Away program to launch Spring 2025.
- Expanded Greek life campus presence through additional sororities and fraternities.
- Facilitated community and civic engagement through volunteering and voter registration drives.
- Collaborated to design a new modular housing campus community for 40 students (online Fall 2024).

Provost and Vice President for Academic Affairs

01/21-9/23

Responsibilities:

Oversee all academic operations including two colleges (102 full-time faculty and two deans), ten direct reports, and a division budget of \$20M.

Accomplishments:

- Implemented Responsibility Center Management-like budget model and achieved balanced budget (\$20M).
- Collaborated with Faculty Senate on Summer pay model resulting in savings of \$250,000 the first summer it was implemented.
- Conducted salary equity analysis; developed plan to adjust faculty and staff salary inequities.
- Increased institutional grant acquisitions from \$6,000 to \$4,500,000 since 2021.
- Integrated Advising/Career Services to create the Academic and Career Experience (ACE) Center.
- Oversaw TAMUT's SACSCoC 5th year report submission.
- Increased hiring of diverse faculty by 50% and female faculty by 30%.
- Collaborated with faculty on numerous shared governance efforts (e.g., faculty evaluations, academic planning process, Office of Teaching and Faculty Advancement, job descriptions/duties for program coordinators, chairs, directors).
- Created Faculty Fellows program to support faculty engagement/leadership development.
- Participate in AASCU Student Success Equity Intensive funded by Bill and Melinda Gates Foundation to accelerate equitable student access and success.
- Authored data-informed faculty hiring process.
- Supported successful reaccreditation visit for Electrical Engineering (ABET 2022).
- Implemented Academic Affairs division strategic plan.
- Facilitate cost of education study that evaluates program/course profitability to assist with strategic decision-making.
- Manage special item funding for academic programming (Mechanical Engineering, Nursing, Social Work, Physical Therapy, Center for Financial Literacy and Investment) totaling \$6.0M/year.

Montana State University Billings (MSUB), Billings, Montana

Urban, regional comprehensive 4-year university with embedded 2-year college (4,400 students, multiple campuses) serving adult, first-generation, transfer, and Native-American students. Part of Collective Bargaining Unit (9 unions). NCAA (Great Northwest Athletic Conference).

Provost and Vice Chancellor for Academic Affairs

10/18-12/20

Responsibilities:

Oversee all operations 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). Led and managed 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.

Accomplishments:

- Secured seed funding (\$1.2M) from private foundation for the Institute for Neurodiversity to support K-12 children on the Autism Spectrum.
- Reimagined Academic Support Center through Title III Department of Education grant (\$2.3M over five years) to focus on retention and academic student support.
- Worked with the MSUB Foundation to raise funds to support academic interests (new building, \$1M).
- Raised faculty salary floor from \$37,500 to \$50,000 through collective bargaining.
- Served as Interim Vice Chancellor for Student Access and Success (VCSAS) resulting in a 3% enrollment increase.
- Oversaw Native American Achievement Center that provided academic, social, and peer support to support retention and graduation of Native American students.
- Supervised development of 1+3 program for Education majors with K-12 school district.
- Managed affiliation agreements (two-year, four-year, professional schools).
- Facilitated institutional reorganization to consolidate operations in Student Access and Success and Academic Affairs.
- Led successful NWCCU reaccreditation and follow-up visit (October 2018, April 2020).
- Oversaw successful AACSB reaccreditation visit (October, 2019), ABAI initial accreditation (May, 2019), and JRCERT initial accreditation (January, 2020).
- Facilitated 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.
- Collaborated with faculty to revise the general education curriculum to enhance transferability and streamline time to graduation.
- Developed comprehensive program review process aligned with state and regional accreditation requirements.

- Implemented Digital Measures for faculty yearly review/rank and tenure submissions.
- Realigned Honors program with university mission.
- Supervised institutional space allocation effort including temporary lab/classroom space creation to align with overseeing construction of new science building.
- Led strategic program alignment process (eliminated 119 programs; 135 remaining, 47% reduction).
- Actively engaged with the community to build partnerships and workforce ready degree programs.
- Oversaw institutional strategic planning process.

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

Urban, regional comprehensive university (3,300 students) serving first-generation and transfer students. Minority-Serving and Hispanic-Serving Institution. NAIA (Sooner Athletic Conference).

Interim Associate Provost

08/16-10/18

Responsibilities:

Created and implemented 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 curricular pathways with Dallas County Community College District (DCCCD) and UNT Dallas.
- Evaluated and assessed 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).

Executive Director, Caruth Police Institute

10/14-10/18

Responsibilities:

Guided the strategic vision, operational leadership, and management of an institute that supports leadership training for law enforcement and criminal justice personnel and conducts applied research that supports best practices in policing and criminal justice. 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.
- Achieved 60% increase in the number of law enforcement agencies that took part in leadership programming.
- 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.

Texas A&M University-Commerce (TAMUC), Commerce, Texas

Rural, regional comprehensive university (14,000 students) with a satellite campus in Dallas serving first-generation and transfer students as well as students from a large metropolitan area. Emerging Hispanic-Serving Institution. NCAA, Division 2 (Southland Conference).

Associate Dean, College of Humanities, Social Sciences and Arts

08/12-10/14

Responsibilities:

Co-managed a college (7 departments and 2 programs, 10-million-dollar budget) of approximately 2,000 undergraduate and 500 graduate students, 120 faculty, 25 adjuncts, and seven 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.

Director, Master of Science, Applied Criminology Program

08/10-10/14

Responsibilities:

Managed and led all aspects related to creating, developing, and implementing an 18-month, 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 SACSCoC.
- 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 alumni outreach program.

OTHER ADMINISTRATIVE EXPERIENCE

Dallas County Community Supervision and Corrections Department, Dallas, Texas

Deputy Director

01/06-12/07

Community Supervision and Corrections department in Dallas County that supervises 55,000 offenders on adult probation.

Responsibilities:

Assisted in planning, directing, and coordinating the day-to-day administration of the agency (600 employees), including fiscal and budgetary matters. 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 \$45M budget.
- 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*

07/05-12/12

Provided grant writing assistance and program operations support for criminal justice organizations.

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*

07/04-08/05

*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, compliance, and implementation assistance to the Chairman and Parole Board members. Managed halfway house, drug treatment, and other community-based parole programs.

Accomplishments:

- Led agency legislative initiatives, revised agency policies and procedures.
- Routinely 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 five halfway houses, three inpatient drug treatment centers, and four specialized community-based parole programs.

Program Director

07/01-08/03

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 NIJ 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.

TEACHING APPOINTMENTS

Texas A&M University-Texarkana, Texarkana, Texas

Professor, Division of Social and Behavioral Sciences (tenured)

Montana State University Billings, Billings, Montana

Adjunct faculty, Department of Social and Cultural Studies

University of North Texas at Dallas, Dallas, Texas

Professor, Department of Criminal Justice (tenured)

Associate Professor, Department of Criminal Justice (tenured)

Texas A&M University-Commerce, Commerce, Texas

Associate Professor, Department of Sociology and Criminal Justice (tenured)

University of North Carolina-Pembroke, Pembroke, North Carolina

Adjunct Professor, Department of Sociology and Criminal Justice

University of Texas at Arlington, Arlington, Texas

Assistant Professor of Criminology and Criminal Justice (tenure-track)

The College of New Jersey, Ewing, New Jersey

Assistant Professor of Criminology and Justice Studies (one-year appointment)

Rutgers University, Newark, New Jersey*Adjunct Professor, Department of Criminal Justice***William Paterson University, Wayne, New Jersey***Adjunct Professor, Department of Sociology***PUBLICATIONS**

Book

Houser, K., and Schlager, M.D. (2023). *Rethinking the Reentry Paradigm: A Blueprint for Action*. 2nd ed. Raleigh: Carolina Academic Press.

Schlager, M.D. (2013). *Rethinking the Reentry Paradigm: A Blueprint for Action*. Raleigh: Carolina Academic Press.

Peer-reviewed journal articles

Balter-Reitz, S., Meredith, S.E., Powell, M., and Arnold, M. (2022). Assessing mission fulfillment: Utilizing collaboration to support strategic planning and decision-making. *Assessment Update*, 34(5), 1-2.

Schlager, M.D. (2018). Through the looking glass: Taking stock of offender reentry. *Journal of Contemporary Criminal Justice*. 34(1), 69-80.

Wong, I., Bishopp, S.A., & Schlager, M. (2016). Costs of policing: An examination of jail efficiency related to medical intake procedures. *Criminal Justice Review*, 1-16.

Cantora, A., Mellow, J., & Schlager, M. (2015). Social relationships and group dynamics inside a community correction facility for women. *International Journal of Offender Therapy and Comparative Criminology*, 1-20.

Schlager, M.D., & Moore, B. (2014). Risk and resiliency of incarcerated mothers. *Families in Society: The Journal of Contemporary Social Services*. 95(2), 100-106.

Cantora, A., Mellow, J., & Schlager, M. (2014). What about nonprogrammatic factors? Women's perceptions of staff and resident relationships in a community corrections setting. *Journal of Offender Rehabilitation*, 53, 35-56.

Schlager, M. & Pacheco, D. (2011). An examination of changes in LSI-R scores over time: Making the case for needs-based case management. *Criminal Justice & Behavior*, 38, 541-553.

Schlager, M. (2009). The organizational politics of implementing risk assessment instruments in community corrections. *Journal of Contemporary Criminal Justice*, 25, 412-423.

Paparozzi, M., & Schlager, M. (2009). Reconciling what works and broken windows: The policy relevance of individual and social correlates to recidivism reduction. *Victims & Offenders*, 4, 427-434.

Schlager, M. (2008). Improving parole practice in New Jersey: A longitudinal analysis of organizational and attitudinal changes of parole officers. *Journal of Offender Rehabilitation*, 47, 271-289.

Schlager, M., & Robbins, K. (2008). Does parole work-revisited: Reframing the discussion of the impact of post-prison supervision on offender outcome. *The Prison Journal*, 88, 234-251.

Mellow, J., Schlager, M., & Cohen, J. (2008). Using geographical information systems to evaluate post-release prisoner reentry needs in greater Newark, NJ. *Journal of Criminal Justice*, 36, 416-425.

Schlager, M., & Simourd, D. (2007). Assessing the validity of the Level of Service Inventory-Revised (LSI-R) among Hispanic and African-American offenders. *Criminal Justice & Behavior*, 34, 545-554.

EDUCATION

Rutgers University, Newark, NJ

Ph.D., Criminal Justice
M.A., Criminal Justice

Northwestern University, Evanston, IL

M.A., Liberal Studies

University of Texas, Austin, TX

B.A., Philosophy

AWARDS AND HONORS

TRiO Star Support Award

Texas A&M University-Texarkana

Provost's Award for Research and Creative Activities

Texas AM& University-Commerce

Junior Research Faculty Award

Texas A&M University-Commerce

Richard J. Hughes Award

Rutgers University

COMMUNITY SERVICE

Board Member, Community Relations Board

Federal Correctional Institution-Texarkana, Texarkana, Texas

Board Member and Chair, Program Committee

Alternatives, Inc., Billings, Montana

Member, HIDTA Training Advisory Board

Dallas, Texas

Secretary, Dallas Police Youth Foundation

Dallas, Texas

Member, Dallas Police Department Community Support Coalition

Dallas, Texas

PROFESSIONAL DEVELOPMENT

Harvard Graduate School of Education, Institute for Educational Management	2024
AALI Mastering the Presidential Search Process	2022
AASCU Academy for New Provosts	2021-2022
AALI Becoming a Provost Academy	2018-2019
CASE Conference: Fundraising for Deans and Senior Leaders	2019
Fundraising Certificate	2018
Certificate for Non-Profit Management	2018
Strategic Planning Workshops	2017
Grant-writing workshops	2016, 2017

PROFESSIONAL SOCIETIES

Texas Council of Chief Academic Officers	2021-present
International Association of Chiefs of Police	2015-2018
American Probation and Parole Association	2005-2018
American Society of Criminology	1996-2018