

MELINDA D. SCHLAGER, PH.D.

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OBJECTIVE

To assume a senior leadership position that will allow me the opportunity to integrate my diverse accomplishments in higher education and criminal justice as well as my strategic planning and change management experiences to positively impact the growth and productivity of the organization and community that I serve.

PROFESSIONAL PROFILE

Effective and innovative higher education administrator who has more than four years experience as Associate Dean of the College of Humanities, Social Sciences, and Art and as Director, Master of Science in Applied Criminology.

Accomplished and versatile criminal justice practitioner with a combined four years experience working in senior management positions in probation and parole.

Articulate and engaging professor who has more than eight years full-time experience developing and teaching courses in the field of criminal justice at comprehensive four-year institutions.

EDUCATION

Rutgers University, Newark, NJ	
Ph.D., Criminal Justice	2005
Dissertation: "Assessing the Reliability and Validity of the Level of Service Inventory-Revised (LSI-R) on a Community Correction Sample: Implications for Corrections and Parole Policy"	
Dissertation Chair: George Kelling, Ph.D.	
Dissertation Committee: Ronald Clarke, Ph.D., Bonita Veysey, Ph.D., David Simourd, Ph.D.	
Rutgers University, Newark, NJ	
M.A., Criminal Justice	2000
Northwestern University, Evanston, IL	
M.A., Liberal Studies	
Thesis: "The Perception of the Penitentiary through a Century of Reform"	1994
Thesis Advisor: Henry Binford, Ph.D.	
University of Texas, Austin, TX	
B.A., Philosophy	1988

HIGHER EDUCATION ADMINISTRATIVE EXPERIENCE

University of North Texas at Dallas, Dallas, TX

Executive Director, Caruth Police Institute

2014-present

Associate Professor of Criminal Justice

- Provide operational leadership of a 10 million dollar endowment
- Guide the strategic vision of the institute
- Develop and implement innovative management and leadership training and continuing education programs for criminal justice practitioners
- Solicit and secure funding to advance the university and institute
- Identify and capitalize on opportunities for sponsored research
- Publish research in peer-reviewed and practitioner journals
- Collaborate with research and community partners
- Set standards for intellectual engagement of faculty, staff, and students
- Mentor faculty and staff

Texas A&M University-Commerce, Commerce, TX

Associate Dean, College of Humanities, Social Sciences and Art

2012-2014

- Co-managed seven departments, two programs, and the advising office (2,000 majors; budget of 7 million dollars) using data-driven decision making
- Oversaw the college strategic plan and strategic enrollment initiative
- Initiated program for transfer and at-risk students to increase student retention
- Chaired college-level institutional effectiveness efforts
- Created professional development opportunities for full-time and adjunct faculty
- Streamlined office operations and data and information management
- Assisted in fundraising activities and community development
- Managed curriculum development, course rotations, and faculty load for the college
- Facilitated tenure and promotion process at the college level

Texas A&M University-Commerce, Commerce, TX

Director, Master of Science, Applied Criminology Program

2010-2014

- Prepared and submitted program materials for THECB and SACS review and approval
- Increased program enrollment from 4 to 200 in two years
- Developed innovative alumni outreach program
- Managed budget, developed curriculum
- Facilitated student recruitment, enrollment and retention
- Implemented course and program assessment
- Created program marketing
- Assigned and managed faculty, including performance evaluations
- Taught courses; provided mentoring

PROFESSIONAL ADMINISTRATIVE EXPERIENCE

Dallas County Community Supervision and Corrections Department, Dallas, TX

Deputy Director

2006-2007

- Co-managed a department of more than 600 employees with a total budget of 45 million dollars
- 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
- 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
- Knowledge of regulatory compliance/oversight, and local, state, and federal laws

New Jersey State Parole Board, Trenton, NJ

Director, Policy and Planning

2004-2005

Acting Director, Community Programs and Grants Management

- Testified before the New Jersey Senate and House Committee on Corrections
- Participated in gubernatorial committees on Corrections, Mental Illness, and Offender Reentry
- 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
- Managed halfway house, drug treatment, and other community-based parole programs

New Jersey State Parole Board, Trenton, NJ

Program Director

2001-2003

- Wrote and implemented federally funded Serious and Violent Offender Reentry grant (2,000,000.00); wrote, 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

National Center for Advanced Medical Education, Chicago, IL

Director, Course Production

1994-1995

- Managed nine employees who developed medical education programming for pharmaceutical companies
- Collaborated with program faculty (medical doctors) to develop presentations/create enduring materials (monographs, slide presentations)
- Developed new program format to facilitate better program attendance
- Encouraged employee participation in developing organizational best practices
- Possessed knowledge of and adherence to Continuing Medical Education guidelines

TEACHING EXPERIENCE

University of North Texas at Dallas, Dallas, TX

Associate Professor, Department of Criminal Justice

2014-present

- Teach undergraduate and graduate courses in the areas of CJ administration and management, policy, planning and evaluation, research methods, offender reentry, community corrections, and institutional corrections
- Develop undergraduate and graduate curricula
- Conduct research
- Publish in peer-reviewed journals
- Participate in service activities for the department, college, university, and profession

Texas A&M University-Commerce, Commerce, TX

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

2008-2014

- Taught undergraduate and graduate courses in criminology, CJ administration and management, policy, planning and evaluation, research methods, offender reentry, community corrections, institutional corrections
- Developed undergraduate and graduate curricula
- Conducted research
- Published in peer-reviewed journals and books
- Participated in service activities for the department, college, university, and profession
- Consulted with the Tarrant County Reentry Coalition as a content expert in offender reentry

University of Texas at Arlington, Arlington, TX

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

2005-2006

- Taught undergraduate and graduate courses in research methods, community corrections
- Mentored students; faculty sponsor of Alpha Phi Sigma-criminal justice honor's organization
- Conducted research; published in peer-reviewed journals
- Obtained New Scholar's Grant

The College of New Jersey, Ewing, NJ

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

2003-2004

- Taught undergraduate courses in research methods, history/philosophy of corrections
- Mentored/advised students
- Completed doctoral dissertation

ADJUNCT TEACHING EXPERIENCE

University of North Carolina-Pembroke, Pembroke, NC

Adjunct Professor, Department of Sociology and Criminal Justice (summer online instructor)

2008-2011

- Taught courses in conflict resolution, criminology, and research methods

Rutgers University, Newark, NJ

Adjunct Professor, Department of Criminal Justice (graduate assistant)

1998-2001

- Developed new course for undergraduates: History and Philosophy of Criminal Justice
- Taught Ethics in CJ, and Gender, Crime, and Justice

William Paterson University, Wayne, NJ

Adjunct Professor, Department of Sociology

1997-1998

- Taught Sociology of Corrections

CONSULTING

CJ Research and Policy Associates, Coppell, TX

President

2005-2012

- 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

OTHER WORK EXPERIENCE

Rutgers University, Newark, NJ

Managing Editor, Journal of Research in Crime and Delinquency

1998-2000

- Managed day-to-day operations of journal
- Reviewed articles submitted for publication; facilitated correspondence between editor and authors
- Collaborated with Sage Publications (publisher) to arrange print schedule
- Developed manuscript tracking system to streamline the publication process and review of manuscripts

Pragmaton, Chicago, IL

Managing Editor

1992-1994

- Researched, developed, and authored enduring materials in the areas of infectious disease, dermatology, and plastic surgery for pharmaceutical clients
- Collaborated with program faculty (medical doctors) to develop continuing medical education materials
- Prepared and delivered new business presentations
- Followed Continuing Medical Education guidelines

Abbott Laboratories, Chicago, IL

Clinical Research Associate

1990-1991

- Managed and monitored Phase III multi-site clinical trials in AIDS patients
- Participated in FDA and National Institute of Health (NIH) panels on AIDS

- Conducted drug accountability and casebook review audits
- Wrote regulatory reports for the FDA for a New Drug Application (NDA)

Abbott International, Maidenhead, ENGLAND

International Clinical Research Associate

1989-1990

- Managed and monitored Phase III multi-site clinical trials in AIDS patients in England, France, Italy, Sweden, and Germany
- Conducted drug accountability and casebook review audits
- Wrote regulatory reports for the Food and Drug Administration (FDA) and several Ministries of Health
- Required knowledge of governmental guidelines and regulatory compliance for Europe and the US

PUBLICATIONS

BOOK

Rethinking the Reentry Paradigm: A Blueprint for Action. Raleigh: Carolina Academic Press. 2013

PEER-REVIEWED JOURNAL ARTICLES

Schlager, M.D., & Moore, B. Risk and resiliency of incarcerated mothers.
Families in Society: The Journal of Contemporary Social Services. Forthcoming. 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

Paparozzi, 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
- OTHER**
- Schlager, M. The effective corrections manager: Maximizing staff performance in demanding times. Book Review. *Criminal Justice Review*. 2006
- Schlager, M. Next steps and considerations for broken windows models in probation and parole. *Executive Exchange*. 2004
- Schlager, M. Parole boards. *Encyclopedia of Prisons and Correctional Facilities* (pp. 682-684). Thousand Oaks, CA: Sage. 2004
- Schlager, M. Inquisitorial justice. *Encyclopedia of Crime and Punishment* (pp.901-903). Thousand Oaks, CA: Sage. 2002
- Schlager, M. Penal colonies. *Encyclopedia of Crime and Punishment* (pp.1134-1138). Thousand Oaks, CA: Sage. 2002

PRESENTATIONS/INVITED TALKS

- Short and Shitty: The Relevance of Halfway House Incident Reports in Evaluating Program Compliance and Determining Program Outcome**
Western Social Science Association, Denver, CO 2013
- New Kid on the Block: Assessment and Evaluation of the MSAC Program**
12th Annual Assessment Conference, College Station, TX 2012
- Short and Shitty: An Exploratory Study of the Relationship between Halfway House Incident Reports and Program Outcome**
American Society of Criminology, Washington, D.C. 2011
- Organizational Capital: The Last Frontier.**
Academy of Criminal Justice Sciences, San Diego, CA 2010
- A Transitional and Supportive Housing Program for Parolees with Mental Illness**
American Society of Criminology, San Francisco, CA 2010
- The Level of Service Inventory-Revised and the Ecological Relevance of Change Scores**
American Society of Criminology, San Francisco, CA 2010

From Prison to PROMISE: An Interim Analysis National GAINS Conference, Orlando, FL	2010
The Efficacy of PROMISE American Society of Criminology, Philadelphia, PA	2009
Alternatives to Incarceration Dallas County District Attorney's Office, Dallas, TX	2007
Evidence-Based Practices: An Implementation Schedule Texas Probation Association, San Antonio, TX	2007
Does Parole Work-Revisited: Reframing the Discussion of the Impact of Post-Prison Supervision on Offender Outcome Academy of Criminal Justice Sciences, Baltimore, MD	2006
Assessing the Validity of the level of Service Inventory-Revised (LSI-R) among Hispanic and African-American Offenders Academy of Criminal Justice Sciences, Baltimore, MD	2006
Assessing the Expectations, Realities, and Outcomes of Women Leaving Prison to a Gender-Specific Halfway House Environment American Society of Criminology, Los Angeles, CA	2006
Using Geographical Information Systems to Evaluate Post-Release Prisoner Release in Greater Newark, NJ American Society of Criminology, Los Angeles, CA	2006
Evaluating the Efficacy of a Gender-Specific Halfway-House Program: Plan and Prospects Volunteers of America-Delaware Valley, Collingswood, NJ	2006
Funding and Partnering to Sustain a Successful R-Entry Program American Probation and Parole Association, New York, NY	2005
Making Research Real Seton Hall University, South Orange, NJ	2005
Outcomes and Recidivism of VOA Programs Volunteers of America-Delaware Valley, Collingswood, NJ	2005
Assessing the Reliability and Validity of the Level of Service Inventory-Revised (LSI-R) on a Community Correction Sample: Implications for Corrections and Parole Policy American Society of Criminology, Nashville, TN	2004
New Jersey's 'Going Home' Initiative: A Preliminary Report American Society of Criminology, Nashville, TN	2004

Informing Parole Release and Supervision Practices through Policy Relevant Research: What Needs to be Done American Society of Criminology, Nashville, TN	2004
Offender Reentry: New Jersey's New Way of Doing Business American Society of Criminology, Denver, CO	2003
One Step Forward, Two Steps Back: An Evaluation of New Jersey's Halfway Back Program American Society of Criminology, Chicago, IL	2002
Lessons Learned from the Seth Boyden Community Parole Initiative American Society of Criminology, Chicago, IL	2002
The Future of Parole: Policy, Community, and Crime American Society of Criminology, Atlanta, GA	2001
Ethics Conference Panel Participant Rutgers University, Newark, NJ	2000
Making Men Whole Again: Parole in Nineteenth-Century Illinois American Society of Criminology, Washington, D.C.	1998
Benevolence and Exploitation: Parole in Nineteenth-Century Illinois American Historical Society, Seattle, WA	1998

GRANT SUPPORT ACQUIRED

Mentoring Children of Incarcerated Parents Department of Health/Human Services, Washington, DC Award: \$186,212,35	2009-2011
Faculty Development Grant Texas A&M University-Commerce, Commerce, TX Award: \$700.00	2011
Faculty Development Grant Texas A&M University-Commerce, Commerce, TX Award: \$700.00	2010
Research Enhancement Grant University of Texas at Arlington, Arlington, TX Award: \$10,000.00	2008

Sex Offender Management Grant Department of Justice, Washington, DC Award: \$18,000	2003-2005
Serious and Violent Offender Reentry Grant Department of Justice, Washington, DC Award: \$2,000,000.00	2002-2006
Bulletproof Vest Partnership Department of Justice, Washington, DC Award: \$14,000.00	2002-2003
Bulletproof Vest Partnership-State Match State of New Jersey Award: \$34,000.00	2002-2003
Parole Revocations Grant National Institute of Corrections, Washington, DC Award: Technical Assistance	2001-2002

AWARDS AND HONORS

Provost's Award for Research and Creative Activities Texas A&M University-Commerce, Commerce, TX	2012
Junior Faculty Research Award Texas A&M University-Commerce, Commerce, TX	2011
Richard J. Hughes Award Rutgers University, Newark, NJ	2000
Graduate Scholars Award Rutgers University, Newark, NJ	1997-1998
Fellow Rutgers University, Newark, NJ	1997-1998

SERVICE

UNIVERSITY OF NORTH TEXAS AT DALLAS UNIVERSITY

Committee Member, University Executive Council	2014-present
Committee Member, Dean's Council	2014-present

TEXAS A&M UNIVERSITY-COMMERCE*UNIVERSITY*

Committee Member, Strategic Planning Taskforce	2014
Committee Member, Academic Advising Taskforce	2014
Committee Member, Academic Appeals Committee	2012-2014
Committee Member, Organization of Senate Committee	2012-2014
Committee Member, Research and Creative Activities Committee	2011-2014
Associate Faculty, Graduate School	2009-2014
Committee Member, Dean, College of Education and Human Services Search Committee	2013
Committee Member, Provost and Associate Provost Search Committee	2012-2013
Committee Member, LMS Sub-committee	2011-2012
Syllabus Reviewer, Lon Morris College	2009

COLLEGE

Chair, Institutional Effectiveness	2014
Chair, Curriculum Review Committee	2012-2014
Chair, Mass Media Department Head Search Committee	2013-2014

DEPARTMENT

Advisor, McNair Scholar-Bethany Michaud	2012-2014
Independent Study: Tony Baggett, Justin Bowen, Karen Shivers	2012
Advisor, Graduate Assistant-Cory Holden	2012
Advisor, Honor's Thesis-JT Wilkinson	2011-2013
Committee Member, Honor's Thesis-Brenda Freeman	2011-2012
Independent Study: Lorenzo Randall, Holly Robinson, Bryan Vaughn	2011
Advisor, Non-thesis research-Holly Robinson	2011
Advisor, Graduate Assistant-Christina Gammon	2010-2012
Committee Member, Criminal Justice Faculty Search Committee	2010
Committee Member, Tenure and Promotion Committee	2010
Committee Chair, Departmental IRB	2009-2011
Committee Member, CJ Master's Program Development Committee	2009-2010
Committee Member, Sociology and Criminal Justice Department Head Search Committee	2009-2010
Discussant, Mane Event	2009
Committee Member, CJ Curriculum Committee	2008-2012
Advisor, Alpha Phi Sigma Criminal Justice Honor Society	2008-2010
Committee Member, Sociology and Criminal Justice Faculty Search Committee	2008-2009

UNIVERSITY OF TEXAS AT ARLINGTON

Faculty Advisor, Alpha Phi Sigma Criminal Justice Honor Society	2005-2006
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RUTGERS UNIVERSITY

Member, Graduate Curriculum Review Committee	2000-2001
Student-Faculty Liaison	1998-1999
Member, Faculty Search Committee	1998-1999

PROFESSION

Co-Chair, Criminal Justice Section Western Social Science Association	2013-2014
Outside Reviewer	
Dissertation-University of Malaysia	2014-present
Tenure Review—UT Permian Basin	2012
Dissertation-Andrea Cantora	2009-2011
Book Reviewer	
Routledge	2012
Wiley & Sons	2012
Jones & Bartlett	2010
Sage Publications	2010
Manuscript Reviewer	
Victims & Offender	2012
Criminal Justice & Behavior	2010
Journal of Criminal Justice	2009
Victims & Offenders	2009

COMMUNITY

Participant, Tarrant County Reentry Coalition	2005-present
Committee Member, Governor's Task Force on Mental Health-Criminal Justice Sub-Committee	2005-2006
Committee Member, Governor's Sentencing Commission-Reentry Sub-Committee	2004

MEMBERSHIPS

Council of Colleges of Arts and Sciences	2012-present
Texas Association of Deans of Liberal Arts and Sciences	2012-present
American Probation and Parole Association	2005-present
American Society of Criminology	1996-present
American Correctional Association	1996-present