

## MELINDA S. ARNOLD, PH.D.

### **EXECUTIVE SUMMARY**

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Inclusive, energetic, innovative, results-oriented change agent and leader with over two decades of progressively increasing experience in government and as a higher education administrator serving regional, comprehensive universities supporting first-generation, rural, urban, adult, transfer, and ethnically diverse student populations. \$11 million in grants secured, \$4.5 million in fundraising/contracts acquired.

### **HIGHER EDUCATION ADMINISTRATIVE EXPERIENCE**

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#### **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).

*Special Assistant to the President*

02/25-present

#### **Responsibilities:**

Advise and represent the president as necessary to meet the needs of the university. Oversee and coordinate special projects, contribute to policy formation, assist with institutional strategic planning, help resolve problems and issues, prepare reports, briefings, and communications, respond to concerns from the campus or community.

*Provost and Senior Vice President for Academic Affairs*

09/23-02/25

#### **Responsibilities:**

Oversaw 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), 15 direct reports, and a division budget of \$24M. Led the following: Assistant Provost, Student Life (to include Counseling, Residence Life and Student Services), Enrollment and Student Engagement (to include Recruitment, Admissions, Enrollment Services, Financial Aid, Advising and Student Success), Library, Office of Graduate Studies, Grants and Sponsored Programs, Institutional Effectiveness and Research, Technology Innovation and Digital Education, Registrar, Academic Senate, and Office of Teaching and Faculty Advancement.

*Selected Accomplishments at TAMUT:**Institutional*

- Orchestrated highest enrollment increases in TAMUT history Spring 2024 (5%), Summer 2024 (22%), Fall 2024 (15%), Spring 2025 (18%).
- Generated highest increase in scholastic credit hour production in Texas A&M University System Fall 2024 (21.6%).
- Facilitated recruitment of 60 new student-athletes Fall 2024 including 30 students in eSports.
- Created operational efficiencies reducing application processing to 5 minutes.
- Developed new scholarship structure and awarded over \$3,000,000.
- Increased institutional grant acquisitions from \$6,000 to \$4,500,000 since 2021; \$2,000,000 in grants awaiting review.
- Authored exceptional item funding request for \$6M to support Center for Financial Literacy last legislative session.
- Crafted \$8M exceptional item funding request for current legislative session for Center for Rural Health and several STEM and healthcare academic programs.
- Obtained \$200,000 from Texas A&M System to implement AI technology to support transcript articulation and efficient advising/course registration.
- Directed development of university's first Strategic Enrollment Management Plan.
- Partnered to develop MOUs with business and community partners as enrollment drivers.
- Collaborated to launch a new modular housing campus community to house 40 additional students (online Fall 2024).
- Oversaw general building design of new \$45 million business, engineering, and technology building (online Spring 2026).
- Launched campus-wide wellness initiative for students, faculty, and staff.

*Academic Affairs*

- Managed \$24 million division budget.
- Realigned budget process resulting in \$2 million savings.
- Generated revenue of over \$4,500,00 providing non-credit programming to military spouses.
- Acquired \$250,000 grant to launch EagleLead leadership program.
- Facilitated book bundle program to increase Day 1 student readiness; 60% opt-in rate.
- Expanded use of Open Educational Resources by 40%.
- Supported faculty participation in ACUE effective online teaching practices; 85% faculty participation, 3% reduction in student DFW rates.
- Reorganized division and launched new College of Nursing, Health and Human Services and Honor's College.
- Created School for Professional Education and Community Engagement to support Competency-Based Learning, Prior Learning Assessment, and micro-credentials for adult learners.
- Partnered with federal correctional institution on a \$250,000 grant to support education for people leaving prison and returning to the community.
- Collaborated to implement educational pathway for students in the foster care system.

- Redesigned First-Year Experience to include an 8-week option for freshmen and transfers.
- Launched 11 academic programs to meet workforce demand for Fall 2025.
- Arranged 33 new academic pathways with four community colleges.
- Secured initial accreditation for Social Work (CSWE, 2024) and Mechanical Engineering (ABET, 2024)
- Obtained reaffirmation for Business (AACSB) and Counseling (CACREP) programs.
- Oversaw transition from Blackboard to Canvas.

#### Student Access and Success

- Received \$250,000 grant to implement Needs, Evaluation, and Support Team (NEST) to support at-risk students.
- Created Learning Commons to support better student engagement and retention.
- Campus liaison for AASCU/Bill and Melinda Gate Foundation Student Success Equity Intensive.
- Partnered with NASH and ASPEN-AASCU Transfer Student Success initiatives to improve transfer policies and processes that increase completion rates and equitable access.
- Increased campus community and civic engagement by 50% through volunteering initiatives, voter registration drives, and attendance at campus events.
- Facilitated new Study Abroad/Study Away program to launch Spring 2025.
- Expanded Greek life campus presence through additional sororities and fraternities.
- Implemented Jed Foundation initiative to support student mental health.

*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. Lead the following: Advising, Student Success, Library, Office of Graduate Studies, Grants and Sponsored Programs, Office of International Studies, Institutional Effectiveness and Research, Technology Innovation and Digital Education, Extended Education and Community Development, Career Development, Registrar, Academic Senate, and Honors program.

#### *Selected Accomplishments at TAMUT:*

#### Academic Affairs

- Conducted salary equity analysis; developed plan to adjust faculty and staff salary inequities.
- Implemented Responsibility Center Management-like budget model; achieved balanced budget.
- Collaborated with Faculty Senate on Summer pay model resulting in savings of \$250,000 the first summer it was implemented.
- Managed special item funding for academic programming (Mechanical Engineering, Nursing, Social Work, Physical Therapy, Center for Financial Literacy and Investment) totaling \$6M/year.
- Increased hiring of diverse faculty and staff by 50% and female faculty and staff by 30%.
- Facilitated cost of education study that assesses program/course profitability to assist with strategic decision-making.

- 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 internal faculty leadership development.
- Authored data-informed faculty hiring process.
- Developed Academic Affairs division strategic plan.
- Oversaw successful reaccreditation of Electrical Engineering program (ABET, 2022).
- Facilitated TAMUT's SACSCoC 5<sup>th</sup> year report submission.
- Southern Association of Colleges and Schools Institutional Liaison.

#### Student Access and Success

- Reimagined Advising/Career Services to create the Academic and Career Experience (ACE) Center to promote better synergy from backpack to briefcase. 75% of students now work or are enrolled in graduate school post-graduation; a 15% increase since inception.
- Managed Title V Department of Education grant (\$750,000 over five years) to support student access and success.
- Institutional liaison for AASCU Student Success Equity Intensive funded by Bill and Melinda Gates Foundation to accelerate equitable student access and success.

#### **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). 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.

#### *Selected Accomplishments at MSUB:*

#### Institutional

- Raised last \$2,000,000 to support new academic science building.
- Served as Interim Vice Chancellor for Student Access and Success (VCSAS) resulting in a 3% enrollment increase.

- Secured seed funding (\$1.2M) from private foundation for the Institute for Neurodiversity to support K-12 children on the Autism Spectrum.
- Developed 10 affiliation agreements (two-year, four-year, professional schools).
- Facilitated institutional reorganization to consolidate operations in Student Access and Success and Academic Affairs.
- Actively engaged with the community to build partnerships and workforce ready degree programs including Dental Hygiene collaborative.
- Supervised institutional space allocation effort including temporary lab/classroom space creation to align with construction of new science building.
- Oversaw institutional strategic planning process.

#### Academic Affairs

- Increased faculty salary floor from \$37,500 to \$50,000 through collective bargaining.
- Led 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.
- Developed comprehensive program review process aligned with state and regional accreditation requirements.
- Collaborated with faculty to revise the general education curriculum to enhance transferability and streamline time to graduation.
- 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.
- 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).

#### Student Access and Success

- Oversaw Native American Achievement Center that provided academic, social, and peer support for Native American students and promoted enrollment and retention of Native students.
- Reimagined Academic Support Center through Title III Department of Education grant (\$2.3M over five years) to focus on retention and academic student support.
- Partnered with local non-profit equine therapy program to develop mentoring program for veteran students.

#### **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 (2015-2018).
- Acquired \$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.

**East Texas A&M University [formerly 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 accreditation 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
- Served as faculty mentor.
- Developed alumni outreach program.

**OTHER ADMINISTRATIVE EXPERIENCE**

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**Dallas County Community Supervision and Corrections Department, Dallas, Texas**

Community Supervision and Corrections department in Dallas County supervising 55,000 adult offenders.

*Deputy Director*

01/06-12/07

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

**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 (e.g., Volunteers of America-Delaware Valley, New Jersey State Parole Board).
- Developed strategic plans and benchmarks for achievement.
- Conducted program evaluations to determine adherence to best practice.
- Assisted in development and implementation 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.
- 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:

- Acquired 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.

## **TEACHING APPOINTMENTS**

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| <b>Texas A&amp;M University-Texarkana, Texarkana, Texas</b><br><i>Professor, Division of Social and Behavioral Sciences (tenured)</i>  | <b>2021-present</b> |
| <b>Montana State University Billings, Billings, Montana</b><br><i>Adjunct faculty, Department of Social and Cultural Studies</i>   | <b>2018-2020</b>    |
| <b>University of North Texas at Dallas, Dallas, Texas</b><br><i>Professor, Department of Criminal Justice (tenured)</i><br><i>Associate Professor, Department of Criminal Justice (tenured)</i>  | <b>2014-2018</b>    |
| <b>East Texas A&amp;M University, Commerce, Texas</b><br><i>Associate Professor, Department of Sociology and Criminal Justice (tenured)</i><br><i>Associate Professor, Department of Sociology and Criminal Justice (tenure-track)</i> | <b>2008-2014</b>    |
| <b>University of North Carolina-Pembroke, Pembroke, North Carolina</b><br><i>Adjunct Professor, Department of Sociology and Criminal Justice</i>   | <b>2008-2011</b>    |
| <b>University of Texas at Arlington, Arlington, Texas</b><br><i>Assistant Professor of Criminology and Criminal Justice (tenure-track)</i>   | <b>2005-2006</b>    |
| <b>The College of New Jersey, Ewing, New Jersey</b><br><i>Assistant Professor of Criminology and Justice Studies (one-year appointment)</i>  | <b>2003-2004</b>    |

**Rutgers University, Newark, New Jersey****1998-2001***Adjunct Professor, Department of Criminal Justice***William Patterson University, Newark, New Jersey****1997-1998***Adjunct Professor, Department of Sociology***PUBLICATIONS**

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*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.

## **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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Community service contributions include my work as Board Member of the Community Relations Board for the federal correctional institution in Texarkana (2023-present). In addition, I served as Board Member and Chair of the Program Committee for Alternatives, Inc., in Billings, Montana (2018-2020); a halfway house and alternative to incarceration program where I assisted the organization with successfully seeking state certification and developing assessment measures. I also served as a member of the HIDTA Training Advisory Board in Dallas (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<br>M.A., Criminal Justice |
| <b>Northwestern University, Evanston, IL</b> | M.A., Liberal Studies                             |
| <b>University of Texas, Austin, TX</b>       | B.A., Philosophy                                  |

**PROFESSIONAL DEVELOPMENT**

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| 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**

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|---|--------------|
| 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    |