

Melinda Pullen Carlson

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(redacted)

Professional Profile: Experienced higher education professional with over three decades of progressive leadership experience in higher education administration overseeing complex departments and programs spanning a multitude of areas of the student experience, including housing & residence life, conferences, dining services, student success, academic support, student conduct & restorative justice, student activities, fraternity and sorority life, student leadership, student involvement and engagement, student government, volunteer services & service learning, behavioral and student intervention teams, multicultural affairs, university centers, bookstores, crisis management and response, and Title IX. Experience at various universities (public, private, faith-based, residential, and research) working with diverse student populations with a strong understanding of best practices and implementing high-impact practices across student affairs. Significant experience with strategic planning, collaborations with faculty and community members, assessment, and budget management. A proven decisive and collaborative leader able to build nimble and high-performing teams.

Professional Experience

ASSISTANT VICE PRESIDENT of BUSINESS AND FINANCE: AUXILIARY SERVICES OPERATIONS

The University of Memphis, March 2022-Present

The University of Memphis (UofM) is an R1: Doctoral, public research university with four campuses and is affiliated with ORAU, Urban 13, and SURA. With a diverse student population approaching 22,000 across fourteen colleges and schools, the UofM is a vibrant campus with a growing research enterprise. The 2023-2028 University Strategic Plan, *Ascend*, has the UofM poised to fulfill its mission of producing well-rounded, successful graduates and cutting-edge research for the enrichment of our ever-changing society.

Primary Responsibilities

A member of the CFO/COO leadership team who provides leadership for nine (9) units that include Housing and Residence Life, UofM Dining and UofM Catering, Parking & Transportation Services, University Bookstores, Tiger Copy and Graphics, Mail Services, Conference and Events Services & The Maxine A. Smith University Center, the University beverage contract, multifunction device contract, vending services, and the University service court. Budget responsibility for operating and revenues of approximately \$60M. This includes leadership of 170 full-time staff, 23 part-time, 3 graduate assistants, over 430 student workers, and relationships with myriad corporate partners. The focus for Auxiliary Services Operations is to be a critical contributor in the creation and support of a university culture in which all students belong, connect, and thrive through the creation of innovative programs and initiatives, strong fiscal responsibility, mindful stewardship of resources, collaboration within the University and Memphis community, student-focused thinking, and respect and care for the individual.

Notable Accomplishments in the first 18 months

- o Co-Chair: Task Force on University Traditions beginning in October of 2023 as a 30-member, multi-disciplinary Task Force committed to proposing traditions across the undergraduate experience that contribute to a sense of belonging and connection.
- o Search committee member for the Senior Associate Vice Provost for Institutional Effectiveness.
- o Developing a pilot program for Student Employment as a High-Impact Practice.
- o Member of the First Year Experience Task Force, focused on student academic success through the first year.
- o Lead a comprehensive RFP process to select Barnes and Noble College (BNC) as the University Bookstore.
 - o Implementation of Tigers SmartStart (TSS), an equitable access program that provides an affordable way for students to have all required course materials on or before the first day of class. In its initial semester, 80% of eligible student had access to their course materials through TSS.
 - o Collaboration with Student Financial Services to evaluate and increase the utilization of book scholarship dollars and establish intentional use of scholarship dollars awarded to the University from BNC.
- o Led a comprehensive University Beverage RFP Process that resulted in the re-selection of Pepsi as the University's beverage vendor.

- o Focus on student experience: solidified expectation of partnership with Career Services and Student Leadership and Involvement
 - o Included contractual expectations around student support of events, internships, job placement, and marketing to align with high-impact practices and elevate the University's brand.
- o Participation in a comprehensive RFP process for a P3 housing facility of approximately 540 apartment-style beds.
- o In collaboration with the team in Housing and Residence Life:
 - o Increased occupancy through strategic occupancy management, resulting in 100% occupancy of University Housing that includes 332 off-campus, master-leased beds for Fall 2023 (at time of opening). 98% occupancy at census.
 - o Reinstated participation in *Skyfactor*, a National Housing and Residence Life benchmarking survey focusing on self-reported learning, satisfaction, and belonging measures.
 - o Focus on a phased approach to create a robust Residential Experience through a Residential Curriculum (in process).
 - o Realign positions to fit future goals.
 - o Established a practice to keep all residential facilities open over break periods to better support students at no additional cost to the student.
 - o Residential access is controlled 24/7 across all facilities to better support increased safety and security on campus.
- o Increased Parking and Transportation's (PTS) focus on the student experience.
 - o On-demand transportation exploration.
 - o Increased student employment with a focus on high-impact practices.
 - o Expanding the partnership with the SGA Judicial Branch in communication about parking and review of appeals.
 - o Creating student-focused efficiencies such as PTS staff being present at move-in for residential students to pick up their parking hang tag and validation sticker and purchase upgrades if desired.
 - o Support of general parking access controls to increase the safety and security of the campus community.
- o UofM Dining Refocus and Improvements.
 - o Led contract renegotiations to ensure sustainability and recovery from COVID-19 impacts.
 - o Tiger Den menu improvements to include more allergy-friendly, religiously inclusive, and culturally diverse menu options.
 - o Creation of a student advisory board.
 - o Completion of over 800 events per year focused on student connection and belonging.
 - o Focus on the student employment experience as a high-impact practice. (60% of UofM Dining workforce are students. Each student receives a meal on each shift worked. 80,000 meals in FY23.)
 - o Selected as a First Year Eats pilot institution: one of 12 nationwide to pilot a program focused on belonging for first-year students. UofM was the only institution without a meal plan requirement selected.
 - o The JED Foundation Partnership with Chartwells was established, which focuses on providing student mental health resources.
 - o Established more efficient and effective use of catering funds (\$150,000 allocated across several campus departments focused on student engagement and recruitment).
 - o Collaborated with the College of Health Sciences to include Catering involvement in Memphis Eats and offer the Memphis Eats healthy menu across UofM C-Stores.
- o In collaboration with the Conference and Event Services/University Center team:
 - o Strengthened partnership with Housing and Residence Life and UofM Dining around the scheduling and management of events and summer camps and conferences.
 - o Established a fully funded, three-year technology upgrade plan for University Center and Rose Theater.
- o Safety and Security Efforts:
 - o Significant involvement in the engagement with The Lake Forest Group, a nationally recognized safety and security consultant.
 - o Collaboration around all emergent issues in housing with police service, Office of the Dean of Students, and Case Management.
 - o Team presenter at NSO for safety and security.

- o Core team of four advising the CFO/COO on safety and security efforts across campus.
- o Evaluation of access in Housing and Residence Life with recommendations for implementation.
- o Coordinated parking lot improvements focused on safety and security in collaboration with Campus Planning.
- o Worked with each of the nine units in the Auxiliary Services Operations to develop comprehensive and ambitious strategic plans that support *Ascend*.
- o Created end-of-year reporting processes that focus on evidence-based assessment and the impact of each auxiliary unit to include individual student stories and experiences.

PROFESSIONAL COACH

Transform Forward (www.tdotf.com) November 2022- Present

Accepting engagements on a contractual basis, I work with individuals to develop the skills, mindset, and strategies needed to excel in their roles. I serve as a mentor, a sounding board, and a trusted advisor to help professionals in Higher Education and Student Affairs identify and pursue new opportunities, challenge them to think differently, and provide the tools and support needed to grow and succeed while establishing or reinforcing their professional brand in the workplace.

ASSISTANT VICE PRESIDENT of STUDENT AFFAIRS AND DEAN: RESIDENCE LIFE & STUDENT HOUSING (RLSH)

Southern Methodist University. January 2019-March 2022

Southern Methodist University (SMU) is a global research university with a liberal arts tradition and seven degree-granting schools. Of the University's 11,000 students, more than 6,000 are undergraduates. More than half of the undergraduates come from outside of Texas. The University's profile benefits from an endowment of \$1.5 billion and a recently completed fundraising campaign, raising a record \$1.15 billion to enrich faculty, academic excellence, and the campus experience. SMU is a residential campus with the foundational SMU experience centered around the residential commons model. From its origins, SMU was shaped by the region's entrepreneurial spirit. The University is nonsectarian in its teaching and committed to academic freedom and open inquiry.

Primary Responsibilities:

As a member of the vice president's leadership team, provide overall leadership for a comprehensive residence life and student housing program, a significant aspect of which is the residential commons model. The housing model supports a strong residential community with an emphasis on academic and social balance to enhance personal exploration and growth for students. Manage an auxiliary budget of approximately \$49 million and supervise 28 full-time staff to include three directors, 14 graduate students, and approximately 250 student leadership positions. The university houses over 3,500 students in 11 Residential Commons (RCs), upper division housing (UDH), and University-owned fraternity houses. The RCs provide an integrated academic and residential experience incorporating Faculty in Residence (FiRs) serving as the intellectual leaders for each residential community and a Residential Commons Director (RCD) who also shapes the experience of each RC.

Specific duties include:

- o Serve as a member of the Division of Student Affairs executive leadership team.
- o Ensure a visible presence as Dean at many student events, ceremonies, meetings, and traditions to represent the Division of Student Affairs.
- o Serve as the Vice President in their absence when appointed.
- o Contributing member and division representative on several University committees and task forces, including but not limited to the Student Affairs Student Advisory Committee, Student Affairs Board of Trustees Committee, Emergency Operations Center, Enrollment Management Core Team, Caring Community Connections (CCC), Student Organization Behavioral Intervention Team, Student Behavioral Intervention Team, Strategic Planning Task Force for Division Partnerships, CAS (Council for the Advancement of Standards) Review Team Lead, Healthy Opening Task Force Subcommittee Chair for Student Continuity (COVID-19).
- o Co-Chair the Transfer Student Experience Task Force with Associate Provost.
- o Provide inspirational vision, leadership, and oversight for the university's comprehensive Residence Life & Student Housing program, including supervision of staff, departmental budgets, and residential facilities that include residential commons, traditional residence halls, Greek houses, and apartments.

- o Lead the ongoing implementation of the residential commons model and ensure its continued success.
- o Form strong collaborations with the Office of The Provost, Deans, Faculty Senate, and stakeholder departments.
- o Engage in ongoing visioning, strategic planning, and assessment supporting the Division of Student Affairs.
- o Develop and maintain positive working relationships with the Faculty in Residence (FiRs) and members of the senior leadership within Academic Affairs to strengthen academic programming and intellectual culture within the Residential Commons.
- o Allocate human resources and oversee all aspects of programs and services to students in university-owned housing. Develop and implement an efficient and effective staffing model, ensuring that individuals with the needed knowledge, skills, and abilities are in place to support strategic priorities.
- o Oversee all personnel-related matters within the department under university policy, including hiring, termination, promotion, professional development, and training.
- o Strengthen the administrative policies and processes of RLSH, including but not limited to housing assignments, marketing materials, training programs, enterprise systems, and technology deployment.
- o Ensure financial sustainability. In collaboration with the Vice President for Student Affairs and the division's financial liaison, develop the annual budget, setting appropriate targets for revenue and expenses, including annual contribution to capital reserves. Regularly analyze local housing market data and establish competitive housing rate structure and contract provisions.
- o Collaborate with Facilities, the division of budget and finance, and other campus stakeholders to develop short and long-term capital investment plans to ensure facilities are properly maintained and enhanced to support strategic priorities.
- o Forge connections and regularly dialogue with other universities with similar residential commons/college models and be involved in professional academic and student affairs-related organizations to ensure the residential life and residential commons program remains innovative.
- o Promote Residence Life and Student Housing. Provide subject matter expertise and leadership within student affairs and across the campus community on known and emerging issues relevant to promoting University affinity, belonging, and success.
- o Oversee and strengthen assessment activities within The Division of Student Affairs.

o Notable Accomplishments, Divisional and University Responsibilities

- o Daniel House new build: \$18 million, 72-bed apartment facility for upper-division students.
- o Member of the Division of Student Affairs Strategic Planning Implementation Core Team.
- o Budget and occupancy planning: Effectively reorganized the unit budget and instituted occupancy planning and reporting.
- o Strategic planning: utilizing a 2018 CAS review as a source document facilitated a comprehensive strategic planning process for the unit.
- o Reviewed all contracts within the unit and renegotiated terms for better efficiency and student service benefits.
- o Organizational restructure: as part of the strategic planning process, successfully implemented a restructure that best aligns with unit values and goals.
- o University Healthy Re-Opening Taskforce; served as the Student Continuity Subcommittee Co-Chair alongside the Associate Provost for the University-wide COVID-19 planning committee.
- o EOC (Emergency Operations Center): Serve as a key division representative through the pandemic and all University emergency planning.
- o Task Force on the Transfer Student Experience Co-Chair alongside the Associate Provost. Assessed and recommended pathways and articulation agreements for a seamless transfer into the university and support structures through matriculation.
- o Community Action Network (CAN) co-chair: a group of students, faculty, and staff focused on behavioral modification around COVID-19.
- o Division Partnerships -Executive Sponsor for a task force within the division strategic plan.
- o Engage Dallas, developing and implementing a place-based community engagement initiative via the Residential Commons to address needs focusing on south and west Dallas. This initiative is a significant collaboration across the University that satisfies a proficiency requirement for the Undergraduate Core Curriculum.
- o Initiated Housing Master Planning Process.
- o Increased engagement and satisfaction across all levels of the *Gallup 12 Questions* for Residence Life and Student Housing staff.

EXECUTIVE DIRECTOR of HOUSING, RESIDENCE LIFE, and STUDENT INVOLVEMENT*Saint Louis University. August 2013-December 2018*

Saint Louis University (SLU) is a Catholic Jesuit institution that values academic excellence, life-changing research, compassionate health care, and a strong commitment to faith and service for approximately 13,000 students with 6500 undergraduate students. The campus is a residential campus with a strong learning community presence. SLU boasts a \$ 1.1 billion endowment, and 44% of its graduates complete their education without student debt.

Primary Responsibilities:

Provide leadership and direction for three departments with 31 full-time staff members (five direct reports), 8 graduate assistants, and 300+ student leaders and employees. Manage a revenue budget of \$45 million. The out-of-class experience in Housing and Residence Life at SLU is based upon a residential curriculum model with a robust Learning Community (LC) program consisting of 9 LCs with strong faculty engagement and significant curricular connections. The Student Involvement Center and Busch Student Center, added to my portfolio in March of 2015, including Fraternity and Sorority Life, Student Government Association, Leadership Programs, Multicultural and Affinity Group Advisement, Parent Programs, 150+ Chartered Student Organizations, Student Media Groups (newspaper, TV, and Radio), and Fall Welcome Programming. In July of 2018, Residential Dining was added to my responsibilities as we worked through a competitive bid process for a new vendor within a 60-day implementation window.

Notable Accomplishments, Division of Student Development and University Responsibilities:

- o Built a cohesive and nimble team with a shared vision and clear expectations to provide a robust, comprehensive, and transformational undergraduate experience for SLU students.
- o Served as co-chair for the restructuring of a comprehensive crisis response protocol, including bias incident response, non-critical incident debrief committee, and Behavioral Concerns Committee (BCC)
- o Facilitated the evaluation and restructuring of the Emotional Support Animal Policy and Disability Accommodations Policy in collaboration with Disability Services.
- o Initiated the inclusion of restorative justice practices in university conduct processes.
- o Reorganized and increased the staffing structure to include the addition of seven professional staff and two programs that had previously been housed outside of Housing and Residence Life (HRL). These programs include Summer Conferences and Learning Communities.
- o Increased student leadership positions (Resident Advisor and Learning Community Peer Mentors) by 22 staff members to optimize student ratios while developing increased leadership opportunities for second and third-year student staff.
- o Initiated, developed, and implemented a Housing Master Plan, including a strategic look at occupancy management, learning outcomes, facilities improvements, and staffing structures. This resulted in the construction and opening of Spring Hall in 2016, a 454-bed living/learning facility (\$48 million), and the construction of Grand Hall, a 528-bed facility with a 30,000 sq.' dining hall (\$77 million) opening in Fall 2017. Both buildings were completed on time and within budget.
- o Increased the capture rate of non-residency required students (junior and senior standing) by over 10%.
- o Consistently performed above occupancy pro forma to include increases in year one of targeted occupancy management of \$2.2 million in net revenue to the University.
- o Evaluation and refocusing of the Learning Community (LC) program, prioritizing high-impact practices. This includes adding a formal sophomore year experience, increased faculty involvement and ownership, collaboration with University Development to fund Learning Communities further, and increased connected course offerings.
- o Increased the number of LC students in connected courses from 22% of students in three connected courses to 98% of students, and the creation of the Learning Community Advisory Council- a cross-functional team led by the Division of Student Development and the Office of the Provost. Results included an average of .5% higher retention rates of LC students than non-LC students in year one and a 1% increase in year two.
- o Evaluation of and creation of a three-year phased improvement of the Saint Louis University Residential Curriculum to align with high-impact practices, HRL educational priorities, SLU undergraduate learning outcomes, Jesuit Mission and values, and the Division of Student Development strategic priorities.
- o Increased department focus on diversity and inclusion through training, in-services, committee work, and affinity spaces founded in the NASPA/ACPA professional competencies.
- o Successfully proposed, planned, and implemented the central office move to the primary

administration building on campus.

- o Restructured Welcome Week and Move-In to create stronger partnerships across campus and a more robust acclimation for new students.
- o Initiated a Fraternity, Sorority Life Taskforce to refocus on founding values and principles.
- o Provided leadership for the audit, clarification, and refocusing of the Student Activity Fee Allocation process.
- o Chair: Residential Education Aspiration Team
- o Member: UAAC (University Academic Advisory Council) 2013-2018
- o Co-Chair: Director for the Cross-Cultural Center Executive Director Search
- o Member: Learning Community Advisory Council
- o Member: Behavioral Intervention Team
- o Member: Committee on Undergraduate Learning Outcomes
- o Member: University Strategic Planning Workgroup
- o Member: Sexual Assault and Title IX Task Force
- o Member: Appellate Consideration Board
- o Member: Strategic Enrollment Management Committee
- o Member: INTO SLU review and transition team (outsourced international student recruitment)

ASSOCIATE DEAN of STUDENTS & CHIEF CONDUCT OFFICER: *The University of Mississippi, Office of the Dean of Students. September 2007-August 2013*

The University of Mississippi is the state's flagship and fastest-growing university, home to 22,000+ students (17,000 undergraduates). It is included in the elite group of R-1: Doctoral Universities. The University of Mississippi is a residential campus with approximately 8,000 on-campus residents across traditional learning communities, residential colleges, and apartments. The University has a \$775 million endowment.

- o Directly supervise the Assistant Dean of Students for Student Conduct, Assistant Dean of Students for Student Organizations & Greek Life, Assistant Dean of Students for Volunteer Services and Multicultural Affairs, Director of the Student Union, and Student Programming, one Senior Secretary, and two graduate assistants.
- o Indirectly supervise one Coordinator for Greek Life, four graduate students and several student workers.
- o Serve as the advisor for The Associated Student Body (ASB), The BIG Event (3000+ student day of service), The University Judicial Council & The Columns Society.
- o Serve as the co-advisor for, Inter-fraternity Judicial Council, NPHC Judicial Board, and Pan-Hellenic Standards Board.
- o Implementation of OrgSync student involvement and communication tool.
- o Provide training in various leadership topics for student organizations.
- o Development of a Risk Management Matrix for training and identification of potential risk for all Student Organizations.
- o Assessment of programs in all areas of advisement & create learning outcomes for programmatic efforts.
- o Serve as Chief Judicial Officer and provide leadership, direction, and management of the student conduct process.
- o Collaborate with University Police, EEOC, and University Counsel in the training and management of FERPA, Cleary Act Compliance, and Title IX compliance.
 - o Advise Student Title IX Advisory Committee
 - o Advise the University Judicial Council.
 - -Create a manual of operations
 - -Conduct quarterly training
 - -Collaborate with faculty and staff councils for the appointment of members
 - -Collaborate with Associated Student Body for the appointment of student members
- o Conduct annual review and outcomes assessment for all areas of responsibility.
- o Provide student conduct training for the Department of Student Housing and Residence Life.
- o Collaborate with the University Police Department, the City of Oxford Police Department, and Lafayette County Sheriff's Department concerning on and off-campus student behavior.
- o Collaborate with city and county court systems regarding alcohol and drug convictions.
- o Implemented Restorative Justice as a conduct practice.
- o Develop an advocate system for accused students in collaboration with the University of Mississippi School

of Law.

- o Develop and coordinate the online student conduct workflow process.
- o Work closely with the Office of the University Attorney on legal matters and policy development.
- o Collaborate with Faculty, Deans, and Department Chairs regarding student behavior and expectations.
- o Work closely with the Vice Chancellor for Student Affairs in all areas of appeals.
- o Development of an appeals board.
- o Manage the beginning stages of a comprehensive student union renovation.
- o Responsible for budget management and fiscal policy development, including supervision of the departmental budget officer.
- o Coordinate all assessment efforts for the Office of The Dean of Students.
- o Manage the *Absence from Class Notification System*.
- o Collaborate with Academic Deans and the Registrar's Office in student emergency and medical withdrawals.

Substantive Division of Student Affairs Responsibilities while serving as Associate Dean of Students

- Chair of the committee to create *The Columns Society*
- Chair of the committee to create and implement *The Big Event*
- Chair: *Student Intervention Team (SIT)*
- Member of the *University Crisis Action Response Team*
- Co-Author Chapter on Student Involvement & Campus Organizations in *First-Year Experience Text*
- Oxford/University Alcohol Committee: 2007-2013
- Student Organization Risk Assessment Task Force: 2009-2011
- Chair: *Alcohol Policy Review Committee: 2009-2013*
- First Year Experience Review and Planning Committee: 2008-2013*
- Sexual Assault and Relationship Violence Task Force: 2008-2009*
- Chair: *Enrollment Services Review Committee 2008*
- Chancellor's Commission on the Status of Women: Member 2007-2013, Co-chair: Child Care Advocacy Sub-committee*
- Chair: *University Assessment Committee: 2007-Spring 2009*
- Chair: *Division of Student Affairs Staff Development Committee: 2007-Spring 2009*
- The Presidential Debate Media Volunteer Coordinator and Coordinator of "Issue Alley": 2008 United States Presidential Election*

ASSOCIATE DIRECTOR for RESIDENCE LIFE: *The University of Mississippi, Department of Student Housing and Residence Life. July 2000-September 2007*

Responsible for the Residence Life functions of the department. Primary responsibilities included but were not limited to:

- o Directly supervise four master's degree professionals (Assistant Director and three Area Coordinators) and one Senior Secretary.
- o Indirect supervision of fifteen (15) graduate assistants and 300 student staff.
- o Collaborate with the Higher Education MS program to recruit and hire Graduate Assistants.
- o Organize student staff selection process to include applications, interviews, and a day of group exercises for over 250 candidates.
- o Organized national recruitment efforts for graduate assistant Residence Hall Directors, leading to 100% of graduate assistants in the higher education program and from nine states.
- o Chair the graduate and resident assistant training committee to produce a four-week, intensive training program, including outcomes assessment.
- o Facilitate a series of training in-services for paraprofessionals and professional staff.
- o Collaborate with the Associate Director for Operations in assessing needs and identifying maintenance and renovation priorities.
- o Facilitate monthly custodial and maintenance meetings to discuss challenges and identify resolutions.
- o Work with contractors to renovate Hefley, Deaton, and Stewart Halls.
- o Manage a programmatic and personnel budget.
- o Co-Facilitate strategic, zero-based budgeting sessions for the department.
- o Develop, implement, and evaluate residence hall programming initiatives to include social, academic, life skills, campus integration, and leadership programs.
- o Develop assessment reports on a semester and annual basis for all outcomes in areas of responsibility.

- o Advise the Residential Scholars program.
- o Support and advocate for RHA, the Residence Hall Association.
- o Review, evaluate, and implement student conduct processes for the department and university.
- o Serve as a University hearing officer.
- o Train Student Housing hearing officers.
- o Develop the Residence Life Conduct Board (RLCB).
- o Create reports on all aspects of student conduct within the department.
- o Collaborate with the Department of Information Technology to create and implement a comprehensive online judicial workflow process.
- o Coordinate Camps and Conferences for Student Housing by working closely with Athletics, Outreach, and the ID Center.
- o Provide leadership in staff training, professional development, crisis management, and safety & security issues.
- o Maintain a close, significant relationship with the Counseling Center, Financial Aid, Dean of Students, Human Resources, Physical Plant, University Police Department and Oxford Fire Department, Oxford Police Department, and Lafayette County Sheriff's Department.
- o Serve as a department representative for Scholars Day, Visit Days, and Orientation and by serving on various university committees.
- o Maintain positive relationships with students, staff, alumni, faculty, and community.

Substantive Divisional Responsibilities while serving as Associate Director for Housing and Residence Life

- Chancellor's Commission on the Status of Women: Member 2005-2007, Co-chair: Child Care Advocacy
- Sub-committee Chair University Assessment Committee: 2006-Spring 2007
- Chair: Division of Student Affairs Staff Development Committee: 2005-Spring 2007
- The University Creed Committee: 2005
- Ole Miss Parents Association liaison
- Admissions Review Committee
- Thomas R. Frist Student Services Award Selection Committee (Chair 2004)
- University Camps and Conference Planning Committee
- Professor of Educational Leadership Search Committee
- Chief of UPD Search Committee
- Presenter: Human Resources Supervision Training Course
- EDHE 105 Instructor (First Year Experience Course) 8 years
- United Way Campus Committee
- Academic Invitational Judge-Trent Lott Leadership Institute Facilitator
- ALLIES Steering Committee
- Performance Appraisal Review Committee
- Campus Spirit Evaluation Committee

ASSOCIATE DEAN of STUDENTS & DIRECTOR of STUDENT HOUSING and RESIDENCE LIFE:

Arkansas Tech University Department of Student Housing. July 1999-July 2000

Provide leadership for the student housing department. Improve record keeping, data management, recruitment, selection, and training processes for the department and division. Manage departmental budget of \$3.8 million. Serve as primary student conduct process hearing officer for the division of student life. Created, trained, and advised a student, faculty, and staff conduct board. Supervised and trained a staff of eight full-time professional staff, two administrative assistants, 33 maintenance and custodial staff, and 72 student staff. Assessed and revised the department's programming, community building, and assessment processes. Managed University Commons, a 501(c) 3-owned facility. Facilitated the architecture firm selection, design, and initial planning process for a \$19 million, five-story, suite-style facility that houses 338 students: Nutt (Summit) Hall.

ASSISTANT DIRECTOR of RESIDENCE LIFE: *The University of Northern Colorado Department of Residence Life. March 1998-July 1999*

Coordinate academic, leadership, and first-year experience programs to include Living Learning Communities and FIGS (first-year interest groups). Advise RHA, NRHH, and peer mentors. Manage \$1.2 million personnel and programming budget. Supervise three doctoral graduate students and two office support staff. Serve as the primary judicial officer for the department. Created the Community Accountability Board (CAB) and selected, trained, and advised its members. Coordinate all assessment

efforts for the department, including the EBI (now called *Skyfactor*), a benchmarking survey sponsored by the Association of College and University Housing Officers - International. Led the Department of Residence Life in the planning and construction of a 3-story, 108-bed, suite-style facility (Hansen-Willis Hall) that was featured in the ACUHO-I publication *Campus Housing Construction and Renovation: An Analysis of Cost and Design* (1999) Jim Grimm and Norb Dunkel.

COORDINATOR of ACADEMIC ENHANCEMENT SERVICES: *The University of Missouri-Rolla. (now Missouri S&T) July 1994-March 1998*

Manage three academic resource centers across campus. Developed P.A.S.S (Professional Academic Success Skills) program model. Creator and coordinator of the New Student Mentor Program. Created and coordinated the Professional Development Plan for the division.

Graduate Experience

ASSOCIATE GREEK COURT COUNSELOR: *Eastern Illinois University. August 1992-July 1994*

Responsible for a housing complex of 150 sorority and 150 fraternity members. Participated in practicum experiences with the Panhellenic Council, Student Union Programming Board, and Instruction of EDP 4750 – Student Leadership course. Developed a sophomore-year Experience program focused on career exploration and professional development.

Education:

Master's of Science in Education

Guidance and Counseling
College Student Personnel
University Eastern Illinois University

Bachelor's of Arts

Education
Eastern Illinois

Professional Development and Involvement

Invited External Reviewer For:

Clemson University Housing and Student Affairs Structure: 2023
Dallas University Housing: 2021
Dallas University Career Services: 2021
Marquette University Housing: 2015

Certificates:

Diversity, Equity, and Inclusion in the Workplace Certificate: University of South Florida Office of Corporate Training and Professional Education, 2021

Architecture Course Certificate: ACUHO-I, 2016

StrengthsFinder Certified Trainer: The Gallup Organization, 2009

National & International Involvement

ACUHO-I (Association of College and University Housing Officers International):

Trustee: ACUHO-I Foundation, 2021-2023

Women in Housing Network Chair: 2019-2021

NHTI (National Housing Training Institute) Faculty, Topic: Navigating Politics Summer 2017

Invited to Participate in the "State of the Profession" Annual Conference

Leadership Academy 2021, 2022 and 2023 Selection Committee

ACUHO-I Re-Entry into Fall 2021 Task Force (Student Advocacy Subgroup)

ACUHO-I Foundation Board: Co-chair of the committee on annual giving.

ACPA: Member 2013-Present

NASPA: Member 2005-2022

AVP Institute 2021

ASCA: Member 2004-2013

Regional Involvement

Southwest Association of College & University Housing Officers (SWACUHO, three state regional association)
Selected as Host institution (SMU) for 2023 annual conference.

Southeastern Association of Housing Officers: (SEAHO, nine state regional association)
 Member at Large 2005-2007
 Secretary 2004-2005
 Strategic Planning Task Force 2004-2005
 Recognition and Awards Committee 2003
 Mississippi State Rep. 2003
 RELI (Regional Entry Level Institute: Host Chair (2004-2007) Faculty (2007), Topic: Effective Supervision

State Involvement

Mississippi Association of Housing Officers (MAHO)
 President 2005
 President-Elect 2004
 Chair of Awards Recognition, and Elections Committees 2003
 Conference Chairperson 2004

Presentations (most recent 3 years)

Carlson M.P. (2023 July) The Importance of donor relationships in student affairs. *Invited speaker. ACUHO-I Webinar.*

Carlson M.P. (2022 June) Student Affairs Leadership for the future, what do we need to pay attention to and what needs to be let go. *Invited speaker. Women in Housing Network Webinar.*

Carlson M.P., Sturdivant A. (2021 July) *Looking Forward: what is next for the profession in data utilization and predictive analysis.* Invited panelist. StarRez Digital Connect. Virtual

Carlson M.P., Hicks P., Longoria S., Hughes D. (2021 June) *Are You Hearing Her Story: Critical Race Feminism.* Selected as an extended session. ACUHO-I 2021 Virtual Summit

Grabsch D.K., Carlson M.P., Mucci-Ferris M., Lopez-Coronado S., McCallum C. (2021 June) *Engaging Community: An Experience Implementing a Place-Based Community Engagement Initiative.* Civic Learning and Democratic Engagement Meeting. Virtual

Carlson, M.P., Allard, D., Richard-Gonce R., Upcraft Kennedy K., Carter S., Perez G. (2021, March) *Game Changers, women who have made their mark on the housing profession.* Invited presenter. ACUHO-I Women in Housing Network Webinar.

Grabsch, D. K., Mucci-Ferris, M., Zamora, E., & Carlson, M.P. (2021, March). *Engaging community: An experience implementing a place-based community engagement initiative.* NASPA Annual Conference. Virtual. Sponsored session by Civic Learning and Democratic Engagement Knowledge Community.

Carlson, M.P., Klotz, A.M., Myrick C., Hyatt J., Price S., Rabel T., Leos J. (2020 July) *Lean on Me, how women support women in the housing profession.* Invited presenter. ACUHO-I Women in Housing Network Webinar.

Carlson, M.P., DeNiro, M., Leggett K., Schreiber P. (2020 June). *Women in Housing: the roads we've traveled.* Invited Presenter. ACUHO-I 2020 Virtual Summit.

Carlson, M. P. & Grabsch, D. K. (2020, October) *All in: One institution's reflections and next steps six years after making the leap to a residential college model.* Program presented at ACUHO-I Academic Initiatives Conference. Virtual Conference

Community Involvement

- Board Member for The 17th Street Neighborhood Association: provides academic enrichment opportunities to high school students from low SES families in the East St. Louis Area 2015-Present
- State Board of Directors for Mississippi National Guard Family Programs 2007-2013
- Family Readiness Group (FRG), Mississippi National Guard: Chairperson 2007-2013
- State Volunteer of the Year: Mississippi National Guard 2009-2010
- Habitat for Humanity (Russellville, AR; Greeley, CO; Oxford, MS; Belleville, IL, Mansfield, TX)
- Relay for Life (Oxford, MS; SLU, SMU)
- American Cancer Society (Oxford, MS)
- United Way (Greeley, CO; Oxford, MS)

- Oxford Park Commission – Volunteer Soccer and Softball Coach
- Oxford High School Parent Teacher Organization
- Grand Patron, Oxford High School Theater Department

Melinda Pullen Carlson

melinda.carlson@memphis.edu

(redacted)

November 15, 2023

Dear Members of the Search Committee:

It is with great pleasure that I submit my application for Vice President of Student Affairs at The University of Memphis. I have over 30 years of experience in higher education with leadership in many areas of practice that contribute to the student experience. I possess the expertise and qualifications you are seeking in an individual to fulfill this critical role. I have a breadth and depth of knowledge that would be an asset to The University of Memphis as a champion for a robust student experience where all students belong, connect, and thrive.

The most notable assets I would bring to the role include a proven record as an effective leader who thrives within an environment focused on intentional improvement and strategic goal setting. I would bring a passion for leadership and the ability to handle conflicts tactfully and gracefully. Working with student leaders and advising student organizations has allowed me to challenge our students to become responsible, independent learners. Being able to communicate and engage with a diverse student body effectively is critical in a VP for Student Affairs. I strive to earn students' trust and engage students' opinions often. I pride myself on my problem-solving abilities and the effective use of resources through drawing out the best of each person, searching for new perspectives to familiar challenges, recognizing subject matter experts, accurately evaluating obstacles, and remaining effectively flexible in the process.

Institutions across the country face the challenges of a struggling student body. Issues around access and affordability, sociopolitical events, and mental health challenges are issues that, in collision with a global pandemic, have created the loneliest generation of students we have seen on college campuses. Creating opportunities for meaningful connections is critical. Connections to each other, connections to the institution, our faculty and staff, and connections within the community will set apart the student experience at The University of Memphis—our student body thirsts for such engagement.

The Vice President of Student Affairs will be responsible for assembling the appropriate organizational structure and team to create dynamic, co-curricular experiences that address the disparate developmental needs of our students. This will require the thoughtful creation of a division of student affairs that will propel The University of Memphis forward, not simply recreate the previous division. Assessment, evaluation, and engagement of stakeholders are integral facets of my professional performance and will be critical in building and providing leadership for the division.

I would be honored to have the opportunity to serve The University of Memphis as Vice President for Student Affairs. I am continually working toward expanding my knowledge and skills to become a more informed and progressive practitioner. My due diligence has positioned me well to move to this leadership level. I would serve The University of Memphis with exceptional professionalism and

transparent leadership if given the opportunity. I believe my years of experience in higher education, my natural strengths and talents, and my desire to create an unrivaled and inclusive student experience make me a viable candidate for this position. I am a compassionate and fair leader focusing on accountability and excellence. These relevant experiences and skills allow me to proffer myself as a candidate.

I am excited about the opportunities and challenges this position will present. Being in such a critical role as the institution realizes the new strategic plan, *Ascend*, would allow me to serve the community through innovative thinking, a high level of engagement, and energy that will help further launch the University towards critical goals.

I welcome the opportunity to discuss my qualifications further. I appreciate your consideration and wish you the best of luck throughout this search process.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melinda P. Carlson', with a long horizontal flourish extending to the right.

Melinda P. Carlson