

November 3, 2014

Marion Frenche, Principal and Practice Leader
Greenwood/Asher and Associates
42 Business Centre Drive, Suite 206
Miramar, FL 32550

Dear Ms. Frenche:

This letter represents my application for the position of Provost and Vice President for Academic Affairs at Lamar University. Also submitted is a copy of my curriculum vita for your review and consideration. With many years of administrative and academic experience over the course of my career, I believe I have a realistic understanding of the multifaceted challenges and rewards that await this unique leadership position. Let me share with you the experience gained from progressively more complex assignments, and the abilities that I possess that make me qualified to serve in this distinguished role.

Throughout my academic career, I have conducted a research program that sought to improve the ways that the criminal justice system (especially prison organizations) managed offenders. My body of work consists of over sixty refereed journal publications, seven books, and over \$2 million in funded research. As a tenured full professor at Sam Houston State University, I served as Director of Research within the College of Criminal Justice. I was also Director of the National Institute for Victim Studies, and then became Director of the Crime Victims' Institute; both Institutes were research-funded operations and each employed several staff members, faculty, and graduate students. I interacted with Texas state legislators regarding the Crime Victim's Institute. My national research record and reputation within the discipline led to my election as 2nd Vice President of the Academy of Criminal Justice Sciences in 2008 and the presidency in 2010.

I accepted the position of Criminology Program Head at the University of Texas--Dallas (UTD) in May of 2005, in the School of Economic, Political and Policy Sciences (EPPS). I collaborated successfully with faculty, University and System administration, and members of the Texas Higher Education Coordinating Board (THECB) to launch the only Criminology master's and doctoral program in Texas. This program has grown rapidly in students (this fall the program will consist of roughly 320 total students, up from 180 in 2006) and stature since its inception in Spring 2007. Our undergraduate degree in Criminology also affords students the opportunity to minor in Accounting and Microbiology. These interdisciplinary minors assist students in enhancing their post graduation plans. In an effort to serve a wider more diverse graduate student body (especially within those that work fulltime) I worked with our faculty to develop and launch (2013) a complete on-line masters Criminology program, as well as an Executive Education program (Justice Administration & Leadership, 2013). I also worked on the agreement with Collin County Community College (CCCC) system to offer seven academic programs, including the undergraduate degree in Criminology, at the Multi-institutional Teaching Center (MITC) in McKinney. The goals of this latter arrangement were, among other things, to link the campuses, recruit majors, reduce costs, and ease student transition into a major research university. I also led this unit's efforts with implementing SACS assessment protocols at the unit and course inventory level. As a department chair, I also served on the School's accreditation team and assisted in school-wide efforts in meeting SACS' goals.

In August 2008, I was appointed Associate Provost at UT Dallas with responsibilities for moving new degree plan proposals (bachelor's, master's, and doctoral) first through the UT Dallas approval process, then through the process at the University of Texas-System Office of Academic Affairs, and through the final approval process at the Texas Higher Education Coordinating Board, THECB. I also attended UT System Chief Academic Officer meetings as well all THECB meetings on behalf of UT Dallas in Austin and my attendance at these meetings kept me informed of the issues facing Texas higher education (e.g., curriculum development, affordability/accountability, accreditation/SACs, tuition, new reporting schemes). The

extension of my social networks in Austin increased my ability to understand and prepare for change in higher education, as well as to appreciate and understand the relationship between component institutions and larger system offices and leaders.

My training and administrative experience led directly to my appointment (after a formal national-level search) as Dean of the School of Economic, Political and Policy Sciences, a position I held for two years. As Dean, I managed a \$10.5 million budget, and was responsible for roughly 65 tenure track and 20 non-tenure track faculty, twenty full time staff, 800 undergraduate, and 400 graduate students, and several research centers. I negotiated contracts and start-up packages, and hired seven new faculty members (including one Hispanic Female). Further, I successfully recruited the two most prolific Criminologists in the United States to move from Florida State University to UT Dallas and help us take the program to the next level of excellence (i.e., transitioning our doctoral students into employment at peer doctoral programs). I know how to close the deal. I also engaged in tenure and promotion decisions and post-tenure personnel reviews, engaged in student recruitment especially in recruiting National Merit Scholars, increased our on-line offerings, upgraded the School's computing labs, developed an undergraduate advising center and recruiting operation, and worked with our School's Advisory Board and Development personnel to establish an annual competitive research fund for faculty, among other duties. Our advising center was constructed to assist students as well as to enhance student progress towards degree completion. I am a strong proponent of "customer service" in the academic environment and face-to-face interactions. I also created a "Dean's Student Advisory Board" wherein I met each semester with a group of undergraduate and graduate students to hear directly from them and their peers about any issues, concerns, or opportunities that needed my attention. Their input was pivotal in the renovation of our building's common area. Finally, I worked with our School development officer to cultivate our donor base, leading to several gifts. While my "gift history" is not substantial, I thoroughly enjoy the challenges related to the broad concept of development, and know full well the importance of cultivating relationships and the investment of personal time in the gift-giving operation. I will make it a priority to meet the key Lamar donor and alumni base.

Overall, my experience and accomplishments as a department head and dean include creating multiple learning support options for students, engaging the community through meaningful conversations concerning the future of higher education, initiating and leading efforts which bridge the college and partners for the benefit of students and future workforce thru internships, developing partnerships with local school districts to support K-12 pipeline (i.e., CSI camp), managing a departmental and school budget, fairly serving all departments while emphasizing efficiencies and empowering local level decision-making, facilitating strategies and tactics to improve the department's and school's brand within Greater North Texas Community, working hard to recruit faculty and students from underserved communities, while focusing on collaborative leadership and genuine respect for all people. I also want to add, that as Dean, I had to contend with a budget deficit that involved a reduction in force. I mention this to the Committee, not as a badge of honor or as an administrative highlight but that I did make some very hard personnel decisions in the best interests of the school's future finances.

In November 2012, I returned to the Provost's office to structure and arrange activities related to academic program evaluations and academic administrator evaluations. All academic degree-granting units, especially those with masters and doctoral programs, must be evaluated every six years according to UT System and THECB policies. Currently, I interact with all School Deans and department/program heads and their staffs. These on-site reviews are planned and arranged with unit faculty and support staff one year in advance of the review, and include institutional data collection, and arranging site visits by prominent faculty outside Texas. I prepare the final program review documents for submission to UT System and the THECB. I interact with personnel in the UT System Office of Academic Affairs as well as UT Dallas Faculty Senate Committees. We recently completed a review of our Library operations, which has helped me to understand the complex array of challenges facing university libraries. These reviews have also led to important changes in our ongoing effort to achieve academic excellence. I am also responsible for organizing and arranging the evaluation of

all UTD academic administrators—Deans, Associate Deans, Department/Program Heads, and Research Center Directors. UT System policy stipulates that all academic administrators be reviewed every six years. I organize these in-depth reviews and also meet with student groups, faculty, alumni, and key members of external constituencies to collect performance-related information. Since December 2012, I have completed twelve program reviews (with the grateful assistance of one Associate Provost and one Administrative Assistant), and twenty-two academic administrator reviews (with the grateful assistance of one Administrative Assistant).

My other duties include reviewing and finalizing all international contractual agreements pertaining to student exchange and/or dual academic degree programs. I have travelled to China and Mexico to meet university administrators, to project our image and message internationally, and to establish collaborative relationships on behalf of UTD. I am also responsible for course scheduling and ensuring that our classroom/laboratory utilization rates are at optimum levels. To this end, I work directly with the university registrar and her team of schedulers, as well as the scheduling teams in each of the seven schools on campus. Our “Space Usage Efficiency” scores are among the highest in the state, and can be reviewed on the THECB website. I also work with our facilities personnel to ensure each classroom remains fully functional. I am working with other Associate Provosts to examine, organize, and strengthen our faculty hiring procedures. Finally, I work directly with our University President in examining and processing student appeals related to academic misconduct. In this latter role, I interact with our Dean of Students, Judicial Affairs personnel, and sometimes with members of the UTD police department. I also routinely attend UT System Chief Academic Officers’ meetings in Austin events that facilitate my understanding of the issues, concerns, and best practices of my administrative counterparts throughout the System.

I am currently this University’s member in the Texas Higher Education Leaders Consortium, chaired by the President of the University of Texas—Austin. This group consists of upper level administrators from Texas universities, and leaders from several community college systems. The group meets periodically and discusses issues confronting four-year and two-year institutions. State legislators also attend the meetings. In April 2014, I assumed the role UTD’s community college liaison representative to develop and sustain this institution’s relationship with key regional community college systems and leaders. My job is to improve our presence, messaging, and recruitment activities and strategies (especially involving the use of social media applications) regarding transfer students, an increasingly important student group. I have also been tasked with following THECB developments regarding the “Texas Community College Baccalaureate Study” or inquiry on the feasibility of community colleges offering bachelor’s degrees. All of these latter duties allow me to work with diverse institutional groups, and constituencies at UTD and in Austin. I am a member of UTD’s “Project Leadership Team” which monitors compliance with SAC’s principles, documentation, and reporting. Until recently I served on the Audit and Compliance Committee, chaired by our President. This appointment afforded me the opportunity to review and examine our business practices with an eye towards understanding potential institutional risks. I am committed to classroom instruction and I teach a 60-student section of Introduction to Criminal Justice each fall semester, and frequently schedule prison tours for the students and I would do the same at Lamar. I maintain an active research agenda as well (I just had a co-authored publication appear in *Crime and Delinquency*, a top peer reviewed journal). Finally I am working with faculty in our Arts and Technology unit to develop a laptop-based training program, using enhanced computer gaming technology, for law enforcement personnel to recognize drug impaired drivers. The first prototype of the program was developed in May, and field-testing is currently being conducted with police officers in the Dallas area. I would welcome the opportunity to work with public safety officers in Southeast Texas to further develop this cutting-edge training technique.

In my position as Vice Provost, I work closely with talented faculty and staff, and seasoned administrators throughout the campus’ seven schools, facility and business operations, and human resource functions. My position demands collaboration and the ability to solve difficult problems among competing institutional groups, at multiple levels. My leadership style involves leading by example and exuding positive energy. I

can identify talent and make hires at all levels, develop plans, and execute them on time. I am a consensus-builder yet I am also not afraid to make tough decisions when necessary for the long-term interests and goals of the program and university. However, I believe strongly in developing and adhering to a shared vision. To build this unified atmosphere of collegiality, as Dean and Program Head, I convened faculty retreats to discuss openly unit strengths and weaknesses, and where and how improvements could be made, and opportunities to take advantage of to benefit the group. It is essential to build and cultivate relationships, listen, and then make decisions carefully. On a personal note, our two children played Division 1 sports in college and I would have an interest in seeing to it that Lamar student-athletes performed well in their degree programs. I strongly believe in doing whatever I can to enhance the overall student experience, for all students and at all levels.

The role and function of higher education in Texas, and the nation in general, is changing rapidly in the face of lagging resources, and the demand for greater accountability by key stakeholders, especially parents. The university (and its place and purpose) in our society is under close scrutiny, and this scrutiny will only intensify in the coming years. My roles as an Associate and Vice Provost have facilitated my broader understanding of university functions to meet and respond to a changing institutional environment. The higher education environment demands thoughtful and strategic leadership, and my Vice Provost, and other administrative roles, have facilitated my ability to think ahead and appreciate the need for being proactive. The position of Provost demands someone with an accumulated array of experience in the vast complexities of a university environment and beyond. I have that experience and would welcome the prospect to lead Lamar in a challenging time, but a time filled with opportunity as well.

In sum, it is my hope that you will review my completed package and believe that I have the experience, administrative knowledge, personal and academic traits necessary to be the Provost and Vice President for Academic Affairs at Lamar University. Based on my academic, administrative, personal experiences, I will bring strategic vision and leadership to the Lamar University manifested in the following ways: (1) recruit and retain the very best faculty and staff; (2) recruit and retain the most qualified students; (3) strive constantly to expand the resource base; (4) raise the visibility of the University and its programs in the region and state through public/private partnerships and community collaborations; (5) ensure that the academic and research programs are positioned for excellence in the next decade through careful strategic, program, and fiscal planning; (6) meet and exceed any accreditation protocols; (7) strive constantly to achieve the goals developed and implemented in the University's strategic planning activities; and (8) be a constant "24/7" advocate of the entire Lamar community. I would be honored to serve as Provost and Vice President for Academic Affairs at Lamar University, an integral institution in the Texas State University System, and I look forward to hearing from you.

Sincerely,

JW Marquart

James W. Marquart, Ph.D.
Vice Provost of Academic Affairs
The University of Texas at Dallas