

MELISSA SCHAUB

EDUCATION

- 2000 Ph.D. University of Wisconsin-Madison, English Literature
- 1994 M.A. University of Wisconsin-Madison, English Literature
- 1993 B.A. New College of Florida, British and American Literature

ADMINISTRATIVE EXPERIENCE

July 2013-June 2016 Associate Vice Chancellor for Enrollment, University of North Carolina at Pembroke

The AVC for Enrollment reports to the Provost and is the university's enrollment manager, responsible for meeting recruitment and retention goals and interfacing with the UNC General Administration on all matters of enrollment management, including developing the annual enrollment projections that determine the university's state-appropriated budget. At its peak the unit comprised twelve university offices with 74 full-time employees and a total state and non-state budget around \$8 million: Undergraduate Admissions, Financial Aid, the Registrar, the Academic Support Center, the Advising Center, First Year Programs, New Student Orientation, TRIO, disability support, and other academic support offices. The AVC hears undergraduate student requests for overloads, late withdrawals, and assistance with registration and financial issues. Most importantly, the AVC serves as an advocate for both recruitment and academic support services, bridging the gap between faculty and staff perspectives.

Major Initiatives and Accomplishments

Recruitment and Retention

- Presided over new freshman recruitment increase of 17.4% since 2013; enrolled our largest freshman class in history in Fall 2015
- Oversaw changes to transfer recruitment, admissions, and orientation process that resulted in a record new transfer class in Fall 2014, an increase of 19% over the previous year; sustained this larger number with a 1% increase in Fall 2015
- Led retention initiatives throughout the academic support offices reporting to Enrollment, with a 68.2% first-time full-time fall to fall retention rate in Fall 2014; the rate is on track to improve to 70% or higher in Fall 2016
- Revised the appeals process by which academically suspended students or those who have lost financial aid eligibility can regain their status, using a single unified intake in the Academic Support Center to ensure students' exposure to the support services they will need if their appeals are successful; served as chair of the Academic and Financial Aid Appeals Committee

Strategic Planning and Partnerships

- Conducted the university's enrollment planning process as chair of the Strategic Enrollment Planning Team, bringing together staff and faculty from across the campus to write the annual Strategic Enrollment Plan and form work groups to carry out action plans for specific objectives

- Led Admissions, Financial Aid, and Honors College in continuous revision and execution of merit scholarship award process and financial aid packaging to leverage use of aid in increasing enrollment yield, particularly of Honors students and high-achieving Native American students; approximately \$58 million annually is awarded from federal, state, and institutional sources
- Worked closely with Bursar each semester in developing criteria for use in dropping students for non-payment, to minimize both enrollment melt and Accounts Receivable
- Worked in partnership with Advising, Distance Education, deans and department chairs to ensure that enough sections and seats are available for incoming students each semester; initiated conversations to develop a strategic course scheduling process taking continuing students into account as well, for most efficient allocation of adjunct budget
- Reviewed the course schedule each semester to ensure that departments were covering time slots equitably and offering enough sections of General Education courses
- Chaired the Student Services Committee, bringing together the heads of eight student service offices across campus to resolve cross-divisional customer service issues and provide continuous improvement review of business processes
- Worked with Controller, Bursar, Budget Director, and Chancellor's office to develop a proposal for UNCP to be allowed to charge a lower "border tuition" rate to residents of South Carolina counties within 50 miles of Pembroke; this study compared our cost of delivering education and our available capacity to the rate of tuition the South Carolina market would bear

Governance and Policy

- Oversaw the process of achieving major academic policy change regarding academic suspension of new students; reviewed data, wrote policy language, and shepherded the changes through the Faculty Senate approval process as an ex officio member of the Senate's Enrollment Management Subcommittee (EMS)
- As member of EMS, led the university's policy response to several major mandates from the UNC General Administration, including the "Fostering Undergraduate Student Success" package of reforms in 2013-14, the "Transfer Student Success" regulations in 2014-15, and the "Military Student Success" regulations in 2015-16
- Led the university's response to the mandates contained in the UNC system's Comprehensive Articulation Agreement with the North Carolina Community College System, including the creation of baccalaureate degree plans, changes to policy, and changes to the Web site

Technology Initiatives

- Led the team tasked with selecting and implementing an electronic academic catalog software solution; Acalog has now been fully installed, and Curriculog implementation is in progress
- Advocated for the Registrar's projects to have a higher priority with the Division of Information Technology, leading to the decision to create fully digital processes for course and term withdrawals; led process of gaining faculty input about the implementation of new workflow
- Served as Academic Affairs lead on a large technology project to modernize course and classroom scheduling in Banner and EMS Campus; developed and negotiated procedures for classroom scheduling with academic deans and department chairs

Budgeting and Personnel Management

- Managed operating budget of Enrollment office, and oversaw budgets for reporting departments, with specific responsibility for ensuring that deficits in one office or budget holes created by end-of-year reversions were covered from within the resources of the division

- Led Enrollment offices in budget realignment process undertaken by central administration to free money for faculty salary raises in 2015, and a zero-based budget initiative in 2016
- Hired Registrar, Director of Academic Advising, and Director of Academic Support Center
- Chaired successful search committee for Dean of Library Services in 2016

June 2012-July 2013 Interim Assistant Vice Chancellor for Student Academic Support and Retention, University of North Carolina at Pembroke

This role was created during a university reorganization that split the former division of Enrollment Management into two units, grouping all retention services in one unit reporting to the Provost, with 30 full-time employees and a total budget of around \$4 million. The AVC served as chief retention officer. During the prior year I worked in Freshman Seminar improvement while still a faculty member.

Major Initiatives and Accomplishments

- Led reorganization and relocation of multiple offices into Student Academic Support and Retention unit housed in one highly visible campus location; the SASR name is still maintained for faculty outreach and internal coordination of offices
- Led campus outreach campaign advertising support services to faculty and staff via print, email, and personal visits to academic departments; the number of faculty using the academic early warning system increased from 41 in Fall 2011 (prior to the reorganization) to 180 in Fall 2014
- Oversaw the creation of a new office, the Advising Center, to centralize undecided student advising, First Year programs, and New Student Orientation under one organizational umbrella; in its first year this office developed a new overnight format for freshman orientation
- The first-time, full-time fall to fall retention rate rose from 62.4% in Fall 2011 (prior to the reorganization) to 67.6% in Fall 2013
- Member of Academic Integrity Ad Hoc Committee charged with implementing UNC Board of Governors regulations on “athlete clustering” and other athletic-academic misconduct; in 2014 and 2015 served as the designated Academic Affairs official performing the review of athlete registration and grade data mandated by the regulations
- Served as Academic Affairs lead on major IT project creating an electronic roster verification system used by faculty to indicate non-attending students after the first day of classes
- Reviewed and overhauled the record-keeping and budgeting practices of a large federal grant funding one of the SASR offices, and wrote the Annual Performance Report for the first year as Project Director
- Coordinated the SASR response to budgetary initiatives, including requests for end-of-year funding and allocation of earmarked funding from a Campus Initiated Tuition Increase in 2013

PROFESSIONAL DEVELOPMENT

June 2015 Harvard University, *Management Development Program*
MDP is a residential certificate program of the Harvard Graduate School of Education. The case-study based, discussion-oriented curriculum guides participants through key challenges of organizational leadership in higher education, with a particular focus on team-building and leading change.

- Nov 2014 Consortium for Student Retention Data Exchange (CSRDE), workshop on improving student learning through metacognition; held at the National Symposium on Student Retention, Louisville
- Nov 2013 American Association of Collegiate Registrars and Admissions Officers (AACRAO), annual conference on Strategic Enrollment Management
- May 2013 Academic Impressions, *Measuring the Success of Your Retention Efforts*
An intensive three-day program on best practices in the process of collecting, analyzing, and acting on data about the outcomes of retention programming.
- Oct 2012 National Academic Advising Association (NACADA), *Academic Advising Administrators' Seminar*; held at the organization's annual meeting in Nashville
- Various I attend conferences held by major academic advising or student success organizations on average once a semester. These have included multiple events on student transitions and gateway course redesign held by the John N. Gardner Institute. I also regularly attend UNC General Administration-sponsored events on specific topics such as non-cognitive factors in student success or competency-based education.

AWARDS AND GRANTS

- 2015 "Connections to Academic Success and Engagement" grant submitted to the Native American Serving Non-Tribal Institutions (NASNTI) program of the U.S. Department of Education (not funded)
- 2014 *Middlebrow Feminism in Classic British Detective Fiction* was nominated for an Edgar Award from the Mystery Writers of America in the category of Best Critical/Biographical
- 2014 "UNCP Team 360" grant submitted to the Fund for the Improvement of Postsecondary Education, First in the World Program with Mark Canada, Angela McDonald, and Meredith Storms (not funded)
- 2012-15 Project Director, "Native Americans in Professional Education," a grant from NASNTI (\$400,000+ per year); this grant successfully applied for three supplementary funding awards of more than \$100,000 each year
- 2012 Northeast Modern Language Association Women's and Gender Studies Caucus Essay Award, for the essay "Middlebrow Feminism and the Politics of Sentiment: from *The Moonstone* to Dorothy L. Sayers"
- 2011 UNC Pembroke Outstanding Teaching Award
- 2009/10 Summer Research Fellowship from the UNCP Teaching and Learning Center

2003 Teagle Fund grant from Spring Hill College for curriculum revision of Eng 121 (Literature and Composition I), joint award with Dr. Margaret Davis

ACADEMIC APPOINTMENTS

2012-present Associate professor, Dept. of English, Theatre, and Foreign Languages, UNC Pembroke (tenured in 2012)

2008-12 Assistant professor, Dept. of English and Theatre, UNC Pembroke

2003-08 Lecturer, Dept. of English, Theatre, and Languages, UNC Pembroke

2001-03 Assistant professor, Dept. of English, Spring Hill College (Mobile, AL)

2000-01 Visiting assistant professor, Dept. of English and Linguistics, Indiana-Purdue Fort Wayne

1994-2000 Teaching assistant, Dept. of English, University of Wisconsin-Madison

SELECTED TEACHING/ADVISING EXPERIENCE AND COURSES TAUGHT

Cliffhangers: Serial Reading and the British Novel	Women’s Literature
Novel-reading and Gender	Introduction to Poetry
Victorian Literature	Literary Genres
Romanticism	Composition I and II
British Novel to 1900	Freshman Seminar
Twentieth-Century British Fiction	Writing Center tutoring
British Literature: 1660-1900	English major advising
British Literature After 1790	Undecided student advising

CURRENT RESEARCH

“The Performance of Identity in Elizabeth Gaskell’s Fiction” (article under development)

Research interests include novels by women, narrative technique, gender theory in literature

PEER-REVIEWED PUBLICATIONSBook:

Middlebrow Feminism in Classic British Detective Fiction: The Female Gentleman. Palgrave Macmillan, 2013.

Articles:

“Middlebrow Feminism and the Politics of Sentiment: From *The Moonstone* to Dorothy L. Sayers.” *Modern Language Studies* 43.1 (Summer 2013): 10-27.

“The Serial Reader of *Hard Times* and *North and South*.” *Victorian Review* 39.1 (Spring 2013): 182-99.

“The Margins of the Dramatic Monologue: Teaching Elizabeth Barrett Browning’s ‘The Runaway Slave at Pilgrim’s Point.’” *Victorian Poetry* 49.4 (Winter 2011): 557-68.

“‘Worthy Ambition’: Religion and Domesticity in *The Daisy Chain*.” *Studies in the Novel* 39.1 (Spring 2007): 65-83.

“Sympathy and Discipline in *Mary Barton*.” *Victorian Newsletter* 106 (2004):15-20.

“A ‘Divine Right to Happiness’: The Sublime, the Beautiful, and the Woman Reader in *Madame Bovary* and *The Doctor’s Wife*.” *Nineteenth-Century Feminisms* 7 (2003): 23-39.

“Queen of the Air or Constitutional Monarch? Idealism, Irony, and Narrative Power in *Miss Marjoribanks*.” *Nineteenth-Century Literature* 55.2 (2000): 195-225.

“Irony and Political Education in *Northanger Abbey*.” *Persuasions On-Line* 21.1 (Winter 2000): <http://www.jasna.org/persuasions/on-line/vol21no1/schaub.html>

“The Role of the Reader in Collingwood’s Philosophy of History.” *Clio* 27.3 (1998): 363-85.

Papers Presented:

“Mind-Body Reflection and the Performance of Identity in Elizabeth Gaskell’s Novels.” Eighteenth- and Nineteenth-Century British Women Writers Conference, June 2014.

“Mental Landmarks and the Performance of Identity in Elizabeth Gaskell’s Short Fiction.” Eighteenth- and Nineteenth-Century British Women Writers Conference, June 2012.

“The Serial Reader of *Hard Times* and *North and South*.” Victorians Institute, October 2011.

“Sensation and the Female Gentleman: From *The Moonstone* to Dorothy L. Sayers.” Northeast Modern Language Association Conference, April 2011.

- “Ironic Young Men and Gentlemanly Young Women: The Middlebrow Generation Gap.” Modernist Studies Association Conference (MSA 11), November 2009.
- “Female Gentlemen: Middlebrow Cultural Producers and the Politics of Modern Gender.” Northeast Modern Language Association Conference, March 2009.
- “Teaching Elizabeth Barrett Browning’s ‘The Runaway Slave at Pilgrim’s Point’: The Margins of the Dramatic Monologue.” Eighteenth- and Nineteenth-Century British Women Writers Conference, March 2008.
- “Jane Austen’s Body: Narrative Voice and Author-Reader Relations.” Eighteenth- and Nineteenth-Century British Women Writers Conference, March 2003.
- “The Impersonal Jane Austen: Narrative Technique and Modern Mystery Novels.” Northeast Modern Language Association, March 2003.
- “A ‘Divine Right to Happiness’: Religious Visions and the Woman Reader in *Madame Bovary* and *The Doctor’s Wife*.” Eighteenth- and Nineteenth-Century British Women Writers Conference, April 2002.
- “The Spectacle of Britishness: Shirley Temple Meets Victoria in *The Little Princess*.” Victorians Institute, October 2001.
- “Satire and Sympathy: the Politics of Illness in *Mary Barton* and *Sybil*.” Victorians Institute, October 2000.
- “Ironic Sensibility: Pathos in *Mansfield Park*.” *Revisiting Mansfield Park*, The Jane Austen Society of North America Conference, October 1995.
- “Romantic Politics and Narrative Poetry: Wordsworth’s ‘Simon Lee’.” The American Conference on Romanticism, September 1995.

SELECTED PROFESSIONAL AND UNIVERSITY SERVICE

2012-present	Member, Advising and Retention Council, UNCP
2012-2016	Chair, Strategic Enrollment Planning Team, UNCP
2013-2016	Chair, Student Services Committee, UNCP
2013-2016	Chair, Academic and Financial Aid Appeals Committee, UNCP
2013-2016	Ex-officio member, Enrollment Management Subcommittee of the UNCP Faculty Senate

2012-2016	Ex-officio member, Academic Support Services Subcommittee of the UNCP Faculty Senate
Ongoing	Peer reviewer for the journals <i>Clio</i> , <i>Victorians Institute Journal</i> , <i>Victorian Review</i> , and <i>Studies in the Novel</i>
Ongoing	Member, Copy Editing Board of the <i>Journal of Social Work Values and Ethics</i> , a scholarly journal housed at UNC Pembroke
2009-2012	Faculty Senator, an elected position on the UNCP faculty governance body
2009-2012	Member, Faculty and Institutional Affairs Committee, a UNCP Senate committee responsible for policies that affect faculty both academically and personally
2011	Secretary, Ad Hoc Committee on Curriculum Process Review, a UNCP Senate task force charged with revising guidelines for curricular proposals to proceed through the different layers of senatorial committee review
2010-2012	Department Web Information Coordinator, responsible for updating and maintaining the UNCP English and Theatre department Web site
2007-2012	Member, English Committee, a UNCP departmental committee responsible for curricular development and assessment; in this role I served on the department's program assessment subcommittee and helped produce our assessment reports in 2010 and 2015; as committee chair in 2010-11 I developed curriculum proposals and guided them through the departmental and Faculty Senate approval process, and also created and maintained a course rotation schedule for upper-level courses
2011-2012	QEP Liaison for the Department of English and Theatre, responsible for coordinating the department's participation in UNCP's Writing Intensive program
2007-2009	UNCP English Club faculty advisor
2005-2012	Member and later chair, Newsletter/Publicity Committee, UNCP
2002-2003	Member, Admissions and Academic Standards Committee; college-wide committee at Spring Hill College responsible for setting academic policies and adjudicating difficult admission and academic probation decisions
2002-2003	Spring Hill College English Club faculty moderator
2001-2003	Member, Women's Studies Advisory Council at Spring Hill College