

Malcolm K. Oliver, Ph.D.

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Summary

Seasoned manager with innovative leadership expertise. Achievement oriented, outcome focused and accountability driven, with proven communications, organizational and analytical skills. More than 10 years of managerial experience, including six at the academic program director level. Specific expertise in the following areas:

- Leadership and Departmental Management
- Organizational Analysis & Restructuring
- Strategic Planning
- Selection and Recruitment
- Finance and Budgeting
- Program Development
- Community Outreach
- Community Development

Relevant Higher Education Experience

California Lutheran University

Director of the Master of Public Policy and Administration Program (August 2018 – Present)

Assistant Professor of Public Policy and Administration (Tenure-Track)

California Lutheran University is a non-profit university that enrolls 4,300 students in Thousand Oaks, California, which is located 36 miles from downtown Los Angeles. The Master of Public Policy and Administration (MPPA) program has an enrollment of approximately 90 students. The Director serves as the chief academic and administrative leader of the program, oversees program and curriculum development, adjunct faculty recruitment, course staffing, and faculty-student relations. The Director provides leadership for enrollment goal achievement, marketing/promotion activities, and excellence in student learning and services. As external representative and spokesperson, the Director maintains extensive contacts with local public and nonprofit agencies and the community at large. The Director works with faculty, staff and the University community to achieve common goals and to build and sustain strong collaborative relationships throughout the University. The Director also has responsibility for teaching and research. Specific duties include:

- Reviews applications and makes admission decisions in cooperation with, and assisted by, Graduate Admissions.
- Serves as major liaison with students, holds office hours for students in the program and/or meets with students upon request.
- Advises students and provides counseling with regards to program progress, program completion, and career objectives.
- Identifies, selects, on-boards and mentors adjunct instructors.
- Cooperates with Department Chairs in the identification, selection, on-boarding and mentoring of full-time faculty members.
- Assists faculty members in the creation of syllabi and reviews of course syllabi.
- Holds regular meetings with full-time and adjunct faculty members of the program.
- Carry out course evaluations to ensure best educational practices are employed throughout the program.
- Provides leadership for curriculum development, develops and periodically revises the program mission.
- Develops program learning outcomes in alignment with university-level and school-level learning outcomes.
- Assures that course syllabi are current, available and compliant with relevant guidelines (including, but not limited to learning outcomes, assessment, choice of textbooks, etc.).
- Plans, implements and participates in periodic program reviews as required by accreditation bodies.

National Louis University

Director of the Master of Public Administration Program (September 2016 – July 2018)
Chair, Bachelor of Arts in Social Sciences

Assistant Professor of Public Policy and Administration (Tenure-Track)

National Louis University is a non-profit university with 7,600 students enrolled on multiple campuses throughout the Chicago metropolitan area, with additional campuses in Tampa, Florida and Poland. The Masters of Public Administration program has an enrollment of 40 students, who are mid-career public, non-profit and healthcare professionals seeking to advance within their professions. Within 90 days of hire I reviewed all courses, faculty, marketing materials, outreach strategies and learning outcomes, and put forth a strategic plan which accomplished the following: 1) revised the curriculum to bring learning outcomes in line with NASPAA standards; 2) developed fully online and hybrid-versions of the program; 3) created international opportunities; and, 4) obtained program membership to the American Society of Public Administration (ASPA). As Chair of the Bachelor of Arts in Social Sciences, I manage a wide array of sociology, anthropology, political science, and health administration courses for approximately 291 undergraduate students. Specific duties include:

- Manage all course scheduling, faculty recruitment, student advising, community outreach, program marketing, student enrollment, accreditation and compliance, issue resolution, and day-to-day program management for MPA and BA in Social Science programs.
- Manage Subject Matter Expert (SME) work with Instructional Design (ID) team to develop hybrid and fully online master of public administration programs developed to *Quality Matter* (QM) standards.
- Design and execute annual program assessment plans for MPA and BA in Social Science Programs.
- Manage the review and update of all course materials and the “credentialing” of faculty in programs to ensure compliance with Higher Learning Commission (HLC) accreditation standards.
- Manage oversight and evaluation of faculty assigned to MPA and BA in Social Science programs.
- Utilize IT systems to manage program delivery and oversight: D2L, Canvas, Starfish, Zoom, E-library.

The College of New Rochelle

Chair of the Master of Public Administration Program (September 2012 – August 2016)

Assistant Professor of Public Administration (Tenure-Track)

The College of New Rochelle is a Catholic Liberal Arts College that is located 17 miles from Manhattan in Westchester County, New York. I was hired as the inaugural Program Director of the Master of Public Administration (MPA) program in 2012. Initially started with a cohort of 29 students and within four academic years grew to an enrollment of 106 students on 3 campuses. I was also very active in university governance, and served on the Council of the Faculty for two years, and served as Chair of the School of New Resources Operations Assessment Committee, which reviewed all operational aspects (marketing, recruitment, IT, facilities, strategy) of this school which had 5 campuses throughout New York City and enrolled 2,500 students. I also served as co-chair in conjunction with the Director of Finance on the campus wide strategic planning “Optimizing Resources” committee where we were successful in reducing expenditures by \$2 million annually. In addition, I secured various MOU’s with strategic partners to increase program enrollment. Specific duties included:

- Managed all administrative aspects of a Master of Public Administration program that has 106 students on 3 campuses. These responsibilities include course development, hiring of faculty, curriculum revisions, advising students, internship coordination and addressing additional issues as they arise.
- Delivered over 100 lectures per year while teaching in the Master of Public Administration program.
- Secured CNR MPA program memberships within the American Society of Public Administration (ASPA) and the Network of Schools of Public Policy, Affairs and Administration (NASPAA) (2016).
- Secured Memorandum of Understanding (MOU) with Medgar Evers College to coordinate enrollment of undergraduate students into the CNR MPA program (2016).
- Secured Memorandum of Understanding (MOU) with the University of Padjadjaran (Indonesia) to facilitate the sharing of research materials, faculty training, course development and student exchange (2016).

- Served as co-chair on the campus wide strategic planning committee (Optimizing Resources) as the university charts a new direction as a means to address the rapid transformations occurring in higher education over the short, medium and long term (2013-2015).
- Served on the Council of Faculty (COF) at CNR (2013-2014), which is the campus-wide governance committee charged with representing the interest of the CNR Faculty.
- Chaired the School of New Resources (SNR) Operations Assessment Committee, which reviewed all operational aspects (marketing, recruitment, IT, facilities, strategy, etc.) of this school which has 5 campuses throughout New York City with 2,500 students enrolled (2014).
- Developed study abroad program that took 12 students to Cape Town, South Africa in January 2014, and 5 students to Salvador, Brazil in July 2015.
- Developed training materials for newly hired MPA faculty (full and adjunct) to assist in their development as strong and capable educators for CNR students.

Public Sector Experience

I have over six years of progressively responsible public sector administrative experience, which has allowed me to gain experience in all facets of community development. I started off working a front counter that served approximately 250 visitors per day in Riverside County, California, and then moved on to process over 120 residential, commercial and historic preservation land-use applications in Pomona, California. I then advanced to manage the coordination of a multi-departmental development review process in Lancaster, Texas, where I also managed a large annexation and worked with the regional council of governments on a multi-jurisdictional infrastructure analysis for south Dallas County. In all, my planning experience is wide ranging, project oriented, interdepartmental and inter-jurisdictional, which are the skills that are necessary for the success within any managerial position.

City of Lancaster, Texas

Development Coordinator, August 2008 – January 2010

- Managed Lancaster's 3-Year Annexation Plan – Developed ordinance, website, information packets, mailed notices, held town hall meetings, communicated city's policy to interested parties, updated council on issues related to annexation, developed inter-local agreements with neighboring cities on issues regarding annexation.
- Served as ombudsman for developers that wanted to develop in the City of Lancaster, and work with various departmental managers to ensure that projects proceed through the development review process without unnecessary hang-ups;
- Served on Oversight Committee for the Southern Dallas County Infrastructural Analysis which is an intergovernmental study of the infrastructural requirements of Southern Dallas County over the next 20 years because of the planned development of an International Inland Port;
- Managed Texas Department of Transportation (TxDOT) Downtown Beautification Grant that was funded by the American Recovery and Reinvestment Act of 2009 (ARRA). The purpose of the project was to make Lancaster's downtown more pedestrian friendly by adding more sidewalks, landscaping, park benches and various amenities that enhanced Lancaster's downtown.

City of Pomona, California

Assistant Planner, March 2005 – December 2007

- Reviewed and analyzed over 120 planning and historic preservation development plans to ensure compliance with the Zoning Ordinance on a variety of development applications including conditional use permits, variances, tentative tract/parcel maps, zone changes, general plan amendments and other zoning applications submitted by developers and the public.
- Prepared staff reports, resolutions, ordinances, conditions of approval, exhibits, maps and power point presentations.
- Reviewed, analyzed and prepared environmental review documents to ensure compliance with state California Environmental Quality Act (CEQA) laws for development projects.
- Interpreted planning and zoning regulations for the general public and developers at the public zoning counter and over the telephone.

Riverside County, Riverside, California
Urban Regional Planner I, January 2004 – March 2005

- Reviewed applications for zoning changes, conditional uses, variances, plot plans, and subdivision approvals to ensure consistency with the general plan, compliance with local ordinances, regional and state requirements, and to analyze the extent of environmental impact;
- Conducted planning studies and assessments of human, physical, natural, economic and/or governmental resources for incorporation in land use policy plans or guidelines, highway plans or operating work plans, by collecting raw or previously compiled data from a variety of information sources by analyzing the validity and comparability of data by applying statistical formulas as appropriate to the analysis of demographic, economic, environmental, and other data.

Educational Experience

Ph.D. Public and Urban Administration, May 2012

University of Texas Arlington, Arlington, Texas

The Role of the City Manager in the Governance of the Municipality
Alejandro Rodriguez (Chair), Richard Cole, Maria Martinez-Cosio and Alusine Jalloh.

Examination Fields: Local Government Management, Strategic Planning, Organizational Development, Administrative Theory, Methodology.

Master of Public Administration, December 2007

Cal Poly Pomona, Pomona, California,

Issues Related to the Processing of Conditional Use Permits in the City of Pomona, California
Renford Reese

B.A. Political Science with a Minor in Economics, July 2004

University of California Riverside, Riverside, California

Publications:

- Oliver M. (2018) Fiscal Impact of Secession on Spain and Catalonia. In: Farazmand A. (eds) *Global Encyclopedia of Public Administration, Public Policy, and Governance*. Springer, Cham.
- Oliver, M. (2015). *The challenge of delivering sustainable and equitable municipal services in post-apartheid South Africa*. International Conference of Public Administration, Bandung, Indonesia, December 2015. UESTC Publishing, Chengdu, China.

Conference Presentations:

- Oliver, M. "Assessing the delivery of Indonesia's social assistance programs using Barber's (2007) framework" Presented at the International Conference on Business, Economics and Information Technology, Osaka, Japan, March 2018.
- Oliver, M. "Teaching Through Global Crisis and Current Events (Panel)" Presented at Network of Schools of Public Policy, Affairs and Administration (NASPAA) Conference, Columbus, Ohio, October 19-21, 2016
- Oliver, M. "The challenge of delivering sustainable and equitable municipal services in post-apartheid South Africa." International Conference of Public Administration, Bandung, Indonesia, December 9-11, 2015
- Oliver, M. "Innovation in Education for an Evolving Public Service Sector (Panel)" Presented at Network of Schools of Public Policy, Affairs and Administration (NASPAA) Conference, Brooklyn, New York, October 14-17, 2015

Honors and Awards:

Phi Alpha Alpha

The National Honor Society for Public Affairs and Administration, University of Texas Arlington Chapter

Golden Key International Honor Society

University of Texas Arlington Chapter

CSU Doctorial Incentive Program (CDIP)

Cal State University Long Beach

Professional Training

Southern California Local Government Leadership Academy, November 2007

Cal Poly Pomona Extension University

City Halls of Monrovia, Covina, Irwindale, West Covina & Pomona, California

Emerging Leaders Development Program, Started in 2009,

International City/County Management Association (ICMA), Washington, DC.

Planning and Zoning Series, August 2008

North Central Texas Council of Governments, Arlington, Texas

Skills Relevant to the Job

- D2L, Canvas, Blackboard, Starfish, Zoom, YouTube,
- Microsoft Office (i.e. Word, Excel, PowerPoint, Outlook, Project Management)
- ESRI Arc GIS 8.3, Land Management Systems (LMS), SPSS (Statistical Software)
- Quantitative and Qualitative research methods
- Public Speaking & Presentations

Administrative Manuals

- Oliver, Malcolm. *Development Handbook for the City of Lancaster, Texas*. 2008
- Oliver, Malcolm. *How to Process a Conditional Use Permit in the City of Pomona, California*. 2007
- Oliver, Malcolm. *The College of New Rochelle's Master of Public Administration (MPA) Internship Manual*, 2013.

Volunteer

- Mentor for teenagers at Desoto East Middle School through Big Brothers/Big Sisters of North Texas;
- Serve on Think Tank Committee for Cedar Valley Community College's satellite campus in Cedar Hill.

Hobbies

- Avid traveler that has lived abroad and has visited the following 25 countries:
 - **Europe** - United Kingdom, Spain, Italy, Greece, Finland, Netherlands, Portugal, France
 - **Middle East** - Turkey, United Arab Emirates, Qatar
 - **Asia** - Hong Kong (China), Thailand, Malaysia, India, Philippines, Indonesia, Vietnam
 - **Africa** - South Africa, Mozambique, Swaziland, Tanzania, Ethiopia
 - **Latin America & Caribbean** - Mexico, Saint Martin
- Hiking, beach, camping and various outdoor activities.

Personal strengths based upon Myers-Briggs managerial analysis:

- **Negotiation** – Strong at identifying the needs and motives of both parties involved and working towards mutually beneficial agreements;
- **Driving for Results** – Willingness to challenge self, and push organization and those around me to excel and achieve;
- **Customer Focus** – Ability to anticipate customer needs and designing, promoting or supporting the delivery of products and services that exceed the customer's expectations;
- **Visioning** – Identifying long-term goals and championing the implementation of different or alternative ideas;
- **Interpersonal communication** – Communicating clearly and effectively with people inside and outside of the organization