

Donnovon L. Outten, Ed.D.

Search Committee
Grambling State University
403 Main Street
Grambling, Louisiana 71245

Dear Search Committee:

Please accept this letter and accompanying curriculum vitae as my application for the position of President at Grambling State University. I have the skills, attributes, qualifications, and experience necessary to provide the leadership required to guide Grambling State University in achieving its mission. I also bring a commitment to engage key stakeholders, students, faculty and staff, business partners, K-16 education partners, and government leaders to create and sustain opportunities for students. I am a proud alum of a HBCU and I know first-hand the quality of education one obtains at our fine institutions. The core values of Grambling State University are ingrained in the fiber of the faculty, students and administration. I will continue to embrace the intellectual and traditions that guide Grambling State in the fulfillment of its mission.

Scholarship

As part of my commitment to the scholarly community and dedication to collaborative inquiry, I regularly present my research at professional conferences. As a result, I have presented numerous times at conferences including some of the following: Keeping Our Faculties of Color Symposium at University of Minnesota and University of Cincinnati Diversity Conference. In general, my research focuses on minority access and achievement in higher education. More specifically my work focuses on issues related to affirmative action, race neutral admissions policies, the African American male achievement gap, historically Black colleges and universities, as well as the recruitment and retention of students of color in postsecondary education. I have recently developed Latino focus degree programs to address the largest growing population in America.

Administrator Experience

In my role as Associate Vice President, I have had extraordinary opportunities to work with every department within the academic institution, which has enabled a keen understanding of the complexity of the institutional organization, operation enrollment models and diversity of the student population that support education. I have a vast amount of knowledge of curriculum development, traditional & adult education, continuing education, and trends in education. As the Associate Vice President I had oversight for undergraduate and graduate programs. While overseeing the operating budget of approximately \$28 million across 30 education centers in 18 states.

In my role as Assistant Dean I worked directly with faculty, I was responsible for the hiring and their supervision. I believe in building strong relationships with team members and fellow workers, whether equals or superiors. I have no doubt that my positive, team-centered attitude, coupled with my constant drive to produce solid results, will provide a constructive advantage to Grambling State University. A large part of my responsibility was student recruitment, ensuring student retention, promoting academic integrity, marketing & development while working in Academic Affairs.

Leadership Experience

I have a reputation as being a direct, problem-solving, student-centered, innovative leader. I encourage staff to not only look at best practices to develop solutions but also to think creatively and view problems from multiple perspectives. My collaborative decision-making style has been extremely successful at bridging across diverse groups of individuals, resolving conflicts, and achieving desired goals. This has proved to be extremely effective given our multi-campus university where faculty and staff, at the various campuses, are often in competition for available resources.

I've had the opportunity to wear many hats, lead the creation of innovative academic programs and services, and be intimately involved in student recruitment and retention, strategic planning, accreditation, fundraising, grant writing and award management, faculty development and tenure, compliance, community outreach, employer collaborative, technology integration, international education programs, and the university's fiscal and budgeting process. I am equipped to take your institution to the next level and increase revenue, endowment and programs.

I believe that my leadership, managerial competence, and the ability to thrive in challenging educational environments have prepared me to be successful as administrator, scholar, and contributing member of our profession. I appreciate your consideration and welcome the opportunity to discuss my candidacy. If I may provide additional information to facilitate your review of my application, please contact me by telephone at _____ . I look forward to hearing from the committee in the near future.

Sincerely,

Dr. Donnvon Outten

Donnovon L. Outten, Ed.D.

PROFESSIONAL PROFILE

- Experience developing and maintaining academic programs and partnerships, managing fiscal resources, and maintaining articulation agreements and relationships with community colleges
- Skilled administrator and faculty member who has a progressive background in academic, governance, and instructional environments with a focus on transformative learning
- Evidenced ability to successfully complete tasks and facilitate initiatives, communicating effectively and collaboratively, while maintaining an inclusive and results driven leadership style

EDUCATION

Certificate: Lilly Family School of Philanthropy	2014
Indiana University-Purdue University Indianapolis Indianapolis, Indiana	
Ed.D. Major: Educational Leadership	2006
Nova Southeastern University Ft. Lauderdale, Florida	
M.S. Major: Human Resource Development & Administration	1998
Barry University Miami Shores, Florida	
B.S. Major: Psychology	1996
Bethune-Cookman University Daytona Beach, Florida	

RESEARCH INTERESTS

Educational Access

Freshman, Transfer, and Graduate Students, Educational Needs Index, and Diversity

Funding Models for Higher Education

Base, Performance, and Enrollment Models

Interdisciplinary and Multicultural Curriculum Development

Course Design and Efficiency of Resources

Mentoring

Program Development, Evaluation, and Practice

Retention

Initiatives, Strategies, Best Practices, and Persistence to Degree Attainment

ACADEMIC AND ADMINISTRATIVE APPOINTMENTS SUMMARY

Webster University

St. Louis, MO

2015-present

Associate Vice President of Academic Affairs

Unity College

Unity, Maine

2013-2014

Director, Distance Education

Upper Iowa University

Fayette, Iowa

2012-2013

Associate Vice President of Academic Affairs

Argosy University

Pittsburgh, PA

2009-2012

Associate Dean Undergraduate Studies

Strayer University

Salt Lake City, Utah

2007-2009

Associate Dean

FACULTY APPOINTMENTS SUMMARY

Keiser University

Fort Lauderdale, FL

2013-2015

Adjunct Faculty, College of Education

Strayer University

Atlanta, GA

2005-2007

Assistant Professor of Education

Walden University

Baltimore, MD

2008-2012

Adjunct Faculty, College of Education

PROFESSIONAL EXPERIENCE

Webster University
St. Louis, Missouri

August 2015-Present

Associate Vice President of Academic Affairs
Office of the Provost and Academic Affairs
Extended U.S. Campuses

Provides direction and leadership for various areas within academic affairs; collaborates with deans, departmental chairpersons, campus directors, and faculty to assist with academic program development and expansion; oversees Webster University's portfolio of extended metropolitan and military campuses in the United States. This position is a member of the senior leadership of the Office of Academic Affairs, which is responsible for academic strategic planning and program development; developing a campus-wide data analytics assessment system that tied unit outcomes to budgeting to improve student retention, progression and graduation rates; as well as directing military education. The extended U.S. campuses, located in 18 states and the District of Columbia, are a key component of the Webster University network and this position oversees an operating budget of approximately \$28 million and is responsible for generating revenue for over \$50 million. Webster University has 18,500 students worldwide and I am directly responsible for 8,000 students.

Key Accomplishments:

- Enrollment- Enhanced admissions procedures for undergraduate and graduate students and improved the efficiency of the office of academic affairs.
- Increased current year revenue from prior year by 15% within the extended network of campuses.
- Created budgets for the extended campuses. Monitored budgets and expenses within the regional centers. Proactively adjusted expenditures to align budgets with revenue attainment. Budget planning and fiscal management responsibility: \$28 million.
- Successfully obtained Higher Learning Commission (HLC) reaccreditation in 2015 for the extended campuses.
- Provided global experience for students to study at campuses in Vienna, Thailand, China and Ghana.
- Developing strategic enrollment practices to increase enrollment by 10% at all of the extended campuses locations. Collaborate with regional and state directors to design and implement enrollment strategies and ensure processes and personnel are in place to achieve enrollment goals.
- Strategically integrate on-ground and online offerings to maximize program options and services for extended campus and online students.
- Personally developed, published and provided appropriate communication and reports to campus offices routinely and upon special request. Provided assistance to all regional centers in accomplishing the same.
- Collaboratively working with the College Deans to create new programs for a diverse population of students. The new programs have made a significant impact on the enrollment of new students.
- Solicited external funding via grants, gifts, and developed corporate partnerships.

**Unity College
Unity, Maine**

August 2013- August 2014

**Director of Distance Education
Office of Academic Affairs**

A contract position that was responsible for developing and creating the Distance Education and Online program from inception. Provided oversight and obtained national state authorizations and obtained bachelors and master's accreditation from New England Association of Schools and Colleges. This position was responsible for hiring of all staff and faculty to build the distance education program, while developing policies and procedures to ensure success.

Key Accomplishments:

- Created budgets for the Distance Education and Online program. Monitor budgets and expenses within the programs. Proactively adjusted expenditures to align budgets with revenue attainment.
- Created a comprehensive business plan to initiate the Distance Education program
- Established infrastructure of process, policies, and resources to support an efficient delivery of academic service on-time, accuracy, with a high distinction of customer service for both ground and online students.
- Designed performance improvement measures.
- Negotiated distance education contracts for technology, software and equipment.
- Obtained state approvals to provide distance education nationwide.
- Solicited external funding via grants, gifts, and developed corporate partnerships.

**Upper Iowa University
Fayette, Iowa**

August 2012- August 2013

**Associate Vice President of Academic Affairs
Office of Academic Affairs
Extended U.S. Campuses**

Provided direction and leadership for various areas within academic affairs; collaborates with deans, departmental chairpersons, campus directors, and faculty to assist with academic program development and expansion; oversees Upper Iowa University's portfolio of extended metropolitan and military campuses in the United States. This position is a member of the senior leadership of the Office of Academic Affairs, which responsible for academic strategic planning and program development; developing a campus-wide data analytics assessment system that tied unit outcomes to budgeting to improve student retention, progression and graduation rates; as well as directing Upper Iowa University network and this position oversaw an operating budget of approximately \$19 million and was responsible for generating revenue for over \$40 million. Supervised a professional staff of 75, 15 faculty, 650 adjuncts and over 7,500 students.

Key Accomplishments:

- Enrollment- Enhanced admissions procedures for undergraduate and graduate students and improved the efficiency of the office of academic affairs.
- Increased current year revenue from prior year by 10% within the extended network of campuses.

- Created budgets for the extended campuses. Monitored budgets and expenses within the regional centers. Proactively adjusted expenditures to align budgets with revenue attainment. Budget planning and fiscal management responsibility: \$19 million.
- Developed an annual course schedule for each regional center with the assistance of the Center Director, which responds to the needs of currently enrolled learners and assures proper sequencing of classes while maintaining (or moving toward) an average undergraduate class size of 20.
- Ensure compliance with state licensures, institutional and specialized program accreditations, and other agreements. Ensure staff and faculty have appropriate training and knowledge of university policies and processes.
- Personally developed, published and provided appropriate communication and reports to campus offices routinely and upon special request. Provided assistance to all regional centers in accomplishing the same.
- Served on university committees as appropriate and approved by the President
- Continually assessed service area markets for academic program needs, and worked with academic units and administration to develop the programs to address those needs.
- Solicited external funding via grants, gifts, and developed corporate partnerships.

**Argosy University
Pittsburgh, Pennsylvania**

June 2009- August 2012

**Associate Dean Undergraduate Studies
Office of Academic Affairs
Extended U.S. Campuses**

The Assistant Dean of Undergraduate Studies was responsible for all operational functions of Argosy University Undergraduate Program Online Division from financial oversight to faculty/staffing needs. Supported projected forecasts of student enrollment on an aggressive plan moving from eight starts a year to a thirty-session start. Provided remote management of 50 full-time faculty and over 900 adjuncts within Argosy University Online. The Assistant Dean was also responsible for the 20 ground campuses since their students take online courses. Experienced with SACS accreditation and developed new programmatic structures to keep in compliance with the Gainful Employment Act.

Key Accomplishments:

- Created avenues and resources in order to hire the maximum allowed faculty and staff to support student growth and stayed within financial limits and set forecasts for the next fiscal year.
- Developed and implemented an on boarding and training manual for faculty and staff that paralleled a new infrastructure of operations at the OHE level while being collaborative with the ground campus.
- Identified risks and solutions and cultivated several trainings for simultaneous cross-functional e-learning teams.
- Designed performance improvement measures for faculty and staff.
- Reduced student failing percentage by 10 % over two consecutive sessions as well as improved course curriculum by introducing technology and multiple online learning initiatives.

**Strayer University
Salt Lake City, Utah**

August 2007- June 2009

**Associate Dean
Extended U.S. Campuses**

The Associate Dean was a member of an executive team which focused on building an aggressive two year strategic and operational growth plan for a new campus in Salt Lake City, Utah. Key duties included introducing operating plan strategies, objectives, and measurable reporting processes to assess growth and quality of experience. Involved in developing all academic operations with this Start-Up Campus. Created an infrastructure and operating manual and developed a ground and online campus base.

Key Accomplishments:

- Member of the MSA self-study team that was charged with the task of reaccreditation.
- Created avenues and resources in order to hire the maximum allowed faculty and staff to support student growth and stayed within financial limits and set forecasts for the next fiscal year.
- Developed two training manuals and two distinct training programs to support the student experience.
- Created and managed the tutoring program, tracked student attendance and assisted academic progress. Reduced both academic and attendance probation across the campus.
- Established infrastructure of process, policies, and resources to support an efficient delivery of academic service on-time, accuracy, with a high distinction of customer service for both ground and online students.
- Designed performance improvement measures.

**Strayer University
Atlanta, Georgia**

August 2005- August 2007

**Assistant Professor of Education
College of Education**

Responsible for delivering both traditional and online class instruction from a student centered approach to educating students. Delivered learner-centered instruction through distance delivery mechanisms such as Ecollege. Effectively encouraged and communicated with students and support staff regarding student academic progress and academic success.

Key Accomplishments:

- Facilitated instruction for online communication, online presentation delivery, and online teaming.
- Facilitated instruction for formal research writing style.
- Facilitated instruction for developing the thesis topic statement, qualitative and quantitative research design, and conducting a review of literature.
- Developed and engaged in multiple discussion threads in core competencies for online courses.
- Facilitated ongoing daily collaboration with online students for personal email question.
- Facilitated instruction for communication and presentation delivery for traditional students.

**Walden University
Baltimore, Maryland**

August 2008- December 2012

**Adjunct Professor of Education
College of Education**

Chaired Doctoral Committee for Doctoral Students, while serving as the committee reviewer for other doctoral study boards. Primary responsibility was working with doctoral students completing their dissertation and doctoral degree. Facilitated instruction for developing the thesis topic statement, qualitative and quantitative research design, and conducting a review of literature.

Key Accomplishments:

- Facilitated instruction for graduate thesis proposal and chapter development
- Provided effective weekly research writing (assignment), projects, and participation feedback
- Provided critical resources and online materials for thesis project development
- Managed the online class environment
- Contributed to a culture of learning
- Related industry experience to learning

**School District of Hillsborough County
Tampa, Florida**

August 2002- August 2005

**Administrative Resource Teacher
Leary Technical School**

Key Accomplishments:

- Responsible for supervising instructional personnel, developing curriculum, program planning, and creating status reports
- Prepared, directed and monitored a seven-figure budget for Youth Opportunity Grant
- Built relationships with Community Based Organizations
- Monitored Federal Regulations guidelines with Department of Labor and provided organizational development

UNIVERSITY TEACHING EXPERIENCE

Critical Issues in the Education of African Americans

Focuses on education from a historical and contemporary perspective and reflects on the socioeconomic, political, and contemporary forces that have historically impacted the quality of public education that has been accessible to the majority of African American students.

Economics and Finance of Higher Education

Focuses upon the varied finance interactions in the educational policy arena between government and higher education and examines the theoretical constructs of higher education finance policy by utilizing basic and applied literature in the economics and finance of higher education. An emphasis is placed on financial management, the relationship between tuition costs and federal financial aid levels, and on national, state, and institutional approaches to financing students.

Foundations of Leadership

Focuses on leadership from a historical and contemporary perspective and reflects on aspects of leadership development, including concepts of personal change toward effective leadership in changing environments.

Higher Education in the United States

Focuses on facilitating a critical examination of the history of higher education in the United States and how it has influenced contemporary institutions. An emphasis is placed on exploring the social construction of American higher education, its formative influences, its evolution, and its participants. Considerations related to the future status of higher education institutions are examined. The relationship between how history is written and how socio-critical issues impact prevalent historical themes in American colleges and universities is explored while examining the character and structure of higher education from a historical perspective.

Organization and Administration of Higher Education

Focuses on various patterns of organization and governance with an emphasis on basic leadership principles associated with the administration of higher education institutions. Examines the varied interactions between organizations, communities, federal and state government, and higher education. The relationships of various conceptual frameworks of complex organizations and their dynamics to real institutional contexts and problems are explored.

Professional Ethics

Focuses on an introduction to ethics and values, and explores the various theories and practices that have led to, and continue to dominate the study of ethics and values in public service.

School Organization, Management, and Community Relations

Focuses on the organization, administration, and management of public schools and places an emphasis on the relationship between the school and the local community, diversity initiatives, and techniques for the effective use of community resources.

EXPERTISE

Academic Program Development	Governance and Administration of Higher Education
Higher Education Policy Analysis	Economics and Finance of Higher Education
Diversity Initiatives in Higher Education	Recruitment Strategies
Faculty Reward Structures	Retention Strategies
Teaching and Learning	Mentoring
Grant Writing	Soliciting External Funding

THESIS/DISSERTATION

Outten, D.L., "A Model for Educational, Occupational, and Employability Training: Identification and Institutionalization of Effective Practices." Doctoral Dissertation.

Outten, D.L., "Diversity in the Work Place." Master's Thesis.

PUBLICATIONS AND SELECTED PRESENTATIONS

- Outten, Donnovon L. (June 2016). "The Importance of Education and Diversity within our Communities." Presenter at the Healing Our Community Conference, at Webster University, Columbia, South Carolina
- Outten, Donnovon L. (May 2016). "Bracing for the Future." Presented as the Commencement Speaker at Webster University, Orlando, Florida
- Outten, Donnovon L. (February 2016). "Embracing Diversity & Inclusion: Critical Conversations." Presenter at the First Annual Diversity Conference at Webster University, Webster Groves, Missouri
- Outten, Donnovon L. (October 2015). "Leading with Confidence." Presenter at the Georgia Diversity Council Leadership Conference, Atlanta, Georgia
- Outten, Donnovon L. (2015) Daily Dose: Stretching Faith Beyond Measure. Harvest Publishing. Orlando, Florida.
- Outten, Donnovon L. (2015) Unleash Your Inner Greatness: A guide to overcoming obstacles and tapping into the person you were always meant to be. Harvest Publishing. Orlando, Florida.
- Outten, Donnovon L. (September 2014). "The Multicultural Leadership Award." Presented at the Georgia Diversity Council Leadership Conference, Atlanta, Georgia
- Hilton, Adriel S. & Outten, Donnovon L. (April 2013). "How to Identify, Recruit and Retain Faculty of Color in Critical Shortage Teaching Areas When Some Administrators Say They Cannot Find Qualified Minorities," Co-presenter at the Keeping Our Faculties of Color Symposium at University of Minnesota, Saint Paul, Minnesota
- Hilton, Adriel S. & Outten, Donnovon L. (March 2013). "How to Identify, Recruit and Retain Faculty of Color in Critical Shortage Teaching Areas When Some Administrators Say They Cannot Find Qualified Minorities," Co-presenter at the 5th Annual University of Cincinnati Diversity Conference, Cincinnati, Ohio
- Outten, Donnovon L. (November 2012). "Innovation in Education Delivery – Distance Learning." Presenter at the Annual Leadership Iowa Conference at Upper Iowa University, Fayette, Iowa
- Outten, Donnovon L. (March 2009). "Diversity is Essential: Bridging the Gaps." Keynote Speaker and presenter at the 10th Cultural Competency Conference at Weber State University, Ogden, Utah
- Outten, Donnovon L. (2008) Soft Skills: Becoming A Better You. Knowledge Publishing. Atlanta, GA.
- Outten, Donnovon L. (2008) "Soft Skills Behavioral Questionnaire" Strategies for Problem, Oral Communication, Interpersonal and Teamwork Skills. Atlanta, GA.
- Outten, Donnovon L. (2007) "A Lost Generation of Youth." Tampa Hillsborough Urban League.

Tampa, FL.

Outten, Donnovon L. (2007) "Is There A Need for Soft Skills and Effective Communication in the Workplace?" Atlanta, GA.

Outten, Donnovon L., Shapiro, Arthur (2003) "Case Studies in Constructivist Leadership and Teaching" (pp.100). Scarecrow Press. Lanham, Maryland.

Outten, Donnovon L. (May 2002). "Educating the Next Generation: decreasing the educational gap." Oral presentation at the 17th National Conference on Preventing Crime in the Black Community, Atlanta, GA.

Outten, Donnovon L. (July 2002). Youth Development through Community-Level Change: Oral presentation at the Youth Opportunity Grant Institute Conference, San Francisco, CA.

PROFESSIONAL AND CIVIC AFFILIATIONS AND HONORS

American Council on Education
Kappa Alpha Psi Fraternity, Inc.
Toastmasters International, Inc.

UNIVERSITY, COLLEGE, DEPARTMENTAL, AND COMMUNITY SERVICE

Co-Chair, Recruitment and Retention Committee
Co-Chair, University Diversity Council
Ex-Officio Member, Council Admission, Graduation, and Academic Standards
Search Committee for the President for Upper Iowa University
Search Committee for the Dean of the College of Business
Search Committee for the Dean of Arts & Sciences
Chair, Search Committee for an Admissions Counselor
Co-Chair, American Diabetes Association St. Louis Board