

# David Michael Penn, M.Ed., Ph.D. Candidate, CSSBB

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## EDUCATION ADVOCATE

### Innovative Leadership / Cross-functional Relationship Curator / Change Management / Student & Faculty Mentorship

Offering 11+ years of highly influential experience in expansion and oversight of academic, student affairs and support services, strategic enrollment management programs, policies, and initiatives to promote student and employee growth and achievement. Senior leadership experience serving more than 1500 students across multiple institutes of higher education with expertise in strategic planning focused on Mega, Macro and Micro Levels of an organization. Certified Six Sigma Black Belt. Passionate educational advocate committed to diversity and successful in driving regulatory and standards compliance; directing instructional programs to meet the needs of the community at large; and mentoring top-performing teams wholly committed to the academic success of each student. Served on Workforce Development, Student Services, Curriculum, Event Planning, Career Services, Student Admissions, Education Advisory, General Education Advisory, Baccalaureate Advancement committees, Subject Matter Expert and Course Content Consortiums, and enrolled business students in Delta Sigma Pi. Exceptionally experienced in software and online programs used in day-to-day operations for management of university offices: SPSS, Slate, Blackboard, Banner, Blackbaud, CampusVue, Canvas, STARS, E-Campus, Orbund, FAME, Velocify, ERAS, MedEdPORTAL, CIR, MedAPS, DR-Ed ListServe, CurrMIT, Tableau, Canva, Time.ly, Rise Vision, and PeopleSoft. Extensive familiarity with institutional accreditation and compliance boards, such as the AAMC, LCME, COCA, AOA, GME, HLC, ACEN, CIE, COE, DOH, HIPPA, NACCAS, FERPA, FLDOE, FAPSC, AMTA, AACSB, AMTA NACAS, NCACS, AACSB, and EBSA.

#### Core competencies include:

- Strategic Holistic Student Engagement
- Student Affairs, Admissions, & Career Planning
- Academic & Student Affairs Administration
- Strategic Student Support Initiatives
- Curricula Development & Mapping
- Big Data Analysis Projects
- Social Media Management
- Budget Management
- Title IV & GI Bill Compliance
- SIS, CRM & LMS Implementation, Maintenance & Management
- Enrollment Management, Recruitment, & Retention
- Continuous Quality Improvement & Assurance
- Course Coordination & Implementation
- Accreditation Compliance Monitoring & Auditing
- Workforce Development Collaborations & Special Projects
- Needs & Evaluative Assessment Management
- Employee Recruitment & Retention
- Programmatic Accreditation & Federal Regulation
- Change Management
- First-Generation, First-Time, and Lifelong Learning programming

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## PROFESSIONAL EXPERIENCE

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FULL-TIME PH.D. CANDIDATE, August 2019 – Present  
Quantitative research and evaluation activities in higher education systems.

SOUTHEASTERN OKLAHOMA STATE UNIVERSITY, Durant, OK  
**Director of Student Engagement** (December 2022 – Current)

Manage the Office of Student Life at Southeastern Oklahoma State University in accordance with the standards set forth by the Regional University System of Oklahoma. Strategically develop students and student engagement programming to foster growth, create meaningful connections, and enhance the overall student experience. Oversee strategic campuswide engagement, student involvement, student organization management and advisement, student leadership, student transition, campus programming board, intercultural programming, student union, spirit squad, and other student initiatives. Embrace the principles of active participation, sense of belonging, and integration of learning experiences. Create an environment that nurtures and supports students' holistic development. Provide supervision to the Administrative Assistant in the Office for

Student Life, the Custodian(s) for the Glen D. Johnson Student Union, all associated student workers and federal work-study students, and the Cheerleading Coach.

***Selected accomplishments:***

- Manage, advise, and assess over 60+ campus organizations, providing guidance on leadership development, event planning, policy interpretation, fiscal accountability, and citizenship development, while fostering cross-functionality across departments.
- Lead community service, volunteerism, civic engagement, intercultural celebrations, and awareness events, integrating programming with existing structures and strategizing new methods of innovation.
- Foster internal and external strategic partnerships to support student engagement in university-wide programming and collaborate on events including but not limited to Homecoming, Parents' Day, Springfest, The Big Blue Experience, Camp SE, Freshman Convocation, Graduation, Welcome Week, Move-In Week, interdepartmental initiatives, with a focus on building a sense of community, inclusivity, and belongingness among the current student population.
- Represent the university and student life at public events, delivering presentations to student groups and classes, highlighting the importance of student engagement and its impact on personal and academic growth.
- Contribute to strategic planning and implementation, aligning departmental objectives with divisional and university goals, while strategically driving new approaches.
- Empower and drive the management of social media platforms, graphic design initiatives, and the timely delivery of Office of Student Life and Student Affairs deliverables to ignite student engagement through compelling content, visually captivating materials, and effective communication strategies.

DESERT MEADOWS AREA HEALTH EDUCATION CENTER (AHEC), Las Vegas, NV

**Vice Chair** (December 2015 – December 2021)

Serve as a leader, project manager, and community liaison within the Desert Meadows Area Health Education Center at Clark County School District/Vegas PBS/Comagine Health. Coordinated directly with the Nevada Governor's Office of Workforce Innovation and Economic Development to assist with all aspects of the healthcare workforce pipeline programs in southern Nevada. Work with all colleges and universities in Las Vegas, Nevada as a social change advocate. Assisted in recruitment efforts for CampMed, Student Ambassadorship, and AHEC Scholars programs to stimulate general interest and enthusiasm. Responsible for support and improvement of designated programs to ensure that all educational and outreach programming goals and objectives were met including curriculum development, programmatic assessment, and management of quarterly budget reporting and forecasting. Provide foundational and ongoing research for building long-lasting community stakeholder relationships. Collected and tabulating statistical data for all outreach/educational activities, aggregating, and inputting for analysis purposes.

ROSEMAN UNIVERSITY COLLEGE OF MEDICINE (RUCOM), Las Vegas, NV, December 2015 – August 2019

**Director of Student Affairs and Admissions / Faculty Member in Department of Family Medicine** (October 2016 – August 2019) • **Student Affairs, Admissions, and Academic Affairs Professional Intern** (December 2015 – September 2016)

Oversee daily operations of College of Medicine's (COM) recruitment and graduate admissions programs, to include establishing best practice by providing clear, accessible admissions procedures for all students and re-structuring applicant review process, as well as networking and maintaining relationships with affiliate organizations and community partners. In charge of organizing on-campus interviews, student orientations, first-year medical student services, College Career Fairs, and other admissions/student affairs activities as needed. Manage and ensure accuracy of admission and enrollment reports and data. Coordinate and represent RUCOM in recruitment visits to local, state, regional, and national universities to recruit top talent to RUCOM. Preserve and update documentation for the Liaison Committee on Medical Education (LCME) regarding Office of Student Affairs and Admissions. As a faculty member, progress curricula with curriculum development committee for courses in Family Medicine. Assist in authorship and updating of Student handbook.

***Selected accomplishments:***

- Developed and implemented strategies to maintain diversity and promote diversity within a strong applicant pool by contributing to updated interviewing metrics and strategies focused on diverse student backgrounds, accomplishments, and academic standing to stimulate campus vibrancy.
- Assisted the selection and implementation of the COM enrollment software's to include Canvas, Salesforce, and Blackbaud; trained staff and faculty on technical operationality, processes and updates.
- Act as Co-chair of Strategic Planning Committee, which aspires to uplift institutional effectiveness and provide strategy for the overarching (and occasionally shifting) goals of the institution; biannually meets with team of co-administrators to review goals, strategies to achieve said goals and discuss outcomes of achievement, and when outcomes are not being met the team explores and implements a new plan for necessary changes.

- Advocate for the advisement of students' advancement, remediation, or dismissal to next course to mediate overall student retention and maintain student professionalism, conduct procedures, and more via collaboration with COM Student Professionalism Board to guarantee students receive due process.
- Facilitate all admissions marketing on social media platforms for COM: Facebook, Instagram, LinkedIn, and Twitter; create content for COM print and digital media. Assist in the development, maintenance and execution of the department's communication plan to prospective and admitted students.
- Promote professionalism by training COM faculty and administrators in AAMC's Group on Educational Affairs and related academic programs and software: MedEdPORTAL, Curriculum Inventory and Reports (CIR), Global Health Learning Opportunities (GHLO®), Medical Academic Performance Services (MedAPS), DR-Ed ListServes, and Curriculum Management and Information Tool (CurrMIT).

BURNETT INTERNATIONAL COLLEGE, Boynton Beach, FL  
**Campus Director** (May 2015 – October 2015)

Superintended Offices of Student Affairs, Admissions, Advising, and Registrar; accountable for admissions' policies and procedures, and the induction of admissions and registrar staff in accordance with accrediting standards. Supported staff and Finance Committee in preparing operational budgets. Consistently upheld culture which attracted, retained, and motivated diverse staff of top-quality personnel to treat students equitably, maintain a vibrant academic / learning environment, pursue professional development, and team-based collaboration. Designed continuing education and professional development opportunities for faculty. Observed classroom activities and analyzed staff evaluations each term to warrant faculty effectiveness in class. Recruited, employed, and released paid staff and volunteers as necessary. Performed assessments on instructor applicants for potential employment, matching them to the college's instructor criteria while following accreditation standards and subject matter expertise. Sustained effective management team, making appropriate provisions for succession.

**Selected accomplishments:**

- Administered 38 instructors and staff, as well as a student population of 110 students.
- Oversaw Office of Admissions, Advising, Registrar, and Financial Aid; assisted Directors by completing application submissions, processing, and advising.
- Executed student life engagement initiatives centered around civic involvement and student retention to reinforce service-minded attitudes within student population; events include providing free health screenings with proper supervision, soup kitchens, food drives, clothing drives, family days to highlight individual and collective student achievement and involve family systems of support, and career / recruitment fairs.
- Produced all social media platforms, including Facebook, Instagram, LinkedIn, and Twitter, while also creating content for print and digital media.
- Managed oversight and operations of the College's data systems and enrollment reporting requirements.
- Retained official records and documents, as well as ensured compliance with the college's regulatory agencies and boards of accreditation: Accreditation Commission for Education in Nursing (ACEN), Commission for Independent Education (CIE), Council on Occupational Education (COE), Department of Health (DOH), Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPPA), Florida Department of Education (FLDOE), and Title IV funding compliance.
- Responsible for all admissions marketing on social media platforms for: Facebook, Instagram, LinkedIn, and Twitter; create content for all programmatic offerings including print and digital media. Assist in the development, maintenance and execution of the department's communication plan to prospective and admitted students.

AREA AGENCY ON AGING, West Palm Beach, FL  
**Event Volunteer** (June 2013 – December 2015)

Assisted with event coordination and agency advertisement at outreach events in the County. Communicated with targeted event participants concerning agency programs, to include Federal- and State-funded programs and services to serve unmet participant needs. Coordinated speakers to present at outreach events.

HOLLYWOOD INSTITUTE OF BEAUTY CAREERS, West Palm Beach, FL • SOUTHERN TECHNICAL INSTITUTE/COLLEGE (Formally known as Alpha Institute), Port Saint Lucie, FL, January 2013 – June 2014  
**Campus Director** (February 2014 – June 2014) • **Executive Director** (January 2013 – February 2014)

Governed Offices of Student Affairs, Admissions, Advising, and Registrar; accountable for admissions' policies and procedures, as well as training of admissions and registrar staff relative to appropriate accrediting bodies. Implemented campus-wide

programs to advise, monitor, and assess student engagement initiatives and retention practices through student tracking software. Oversaw the input of prospect, inquiry, and application data into the department's recruitment and data management system. Managed Office of Financial Aid and achieved Financial Aid Director's duties when absent (e.g., submitting / processing financial documents and providing financial advice for current and incoming students). Advertised community activities, program offerings, and institutions' visions via use of press releases, multi-level usage of social media trends, and outreach events designed to inform and inspire the community regarding the institutes' work. Collaborated with Finance Committees to prepare budgets which operated within pre-defined guidelines. Started and kept reciprocal relationships and cooperative arrangements between community groups and organizations. Assured compliance for FLDOE, COE, DOH, FERPA, HIPPA, CIE, American Massage Therapy Association® (AMTA; for Hollywood Institute of Beauty Careers only), Florida Association of Postsecondary Schools and Colleges (FAPSC), American Association of Cosmetology Schools (AACCS; for Hollywood Institute of Beauty Careers only), Computer Technology Industry Association (CompTIA; for Southern Technical Institute/College only), National Advisory Committee on Accounting Standards (NACAS), and Title IV funding compliance. Led recruitment, employment, evaluation, and termination of all personnel, both paid and unpaid staff, and other professionals. Managed, maintained, updated, and created content for all social media platforms.

***Selected accomplishments:***

- Raised student population from 175 to 290 within five months, a 65% increase, as well as organized 18 outreach events (e.g., open houses, food truck forays, bring a friend to school days, family days, community outreach, career fairs, benchmark ceremonies, graduations, and local festivals) at Hollywood Institute of Beauty Careers. Developed and monitored statistical reports to enhance recruitment strategies, yield management, forecasting, and operational efficiency.
- Grew Southern Technical Institute/College from 78 students to 172 within a year and two months, reflecting a 120% increase. Responsible for day-to-day and long-term operation and growth of technology for social, medical, strategic marketing, recruiting, admissions, academics, registration, and reporting.
- Initiated three cash-pay certification workshops, resulting in 13% increase in student cash payments to the Hollywood Institute of Beauty Careers.
- Lead and supervised web site development, e-marketing and email communication initiatives for student recruitment. Presented local, monthly wellness-oriented workshops at Southern Technical Institute/College to promote overall community wellbeing and engagement; held student recruitment drives twice per month targeting middle schools and high schools while developing relationships with the local Chamber of Commerce to host recruitment fairs or other educational outreach efforts.
- In charge of 29 instructors and all corresponding departments and employees at Hollywood Institute of Beauty Careers; managed 18 instructors, 12 full-time and six part-time instructors, and all departments of corresponding staff for Southern Technical Institute/College.

FLORIDA CAREER COLLEGE, West Palm Beach, FL

**Director of Education & General Academics Program Chair (March 2007 – October 2012)**

Observed and tracked student progress, delivered academic advisement, and encouraged student engagement. Performed daily operations of Offices of Student Affairs, Enrollment, and Recruitment in the Directors' absence. Maintained oversight of operations processes and protocols to address ongoing and ad hoc enrollment needs and challenges and recommend/develop changes to systems, processes and protocols to ensure operational efficiencies. Progressed the institution towards higher academic success by cultivating and writing curricula for three baccalaureate programs: Business Administration, Management of Information Systems, and Health Information Technology. Also created new faculty orientation and continuous professional training programs by coordinating faculty meetings and in-service and off-campus trainings and conferences as an ongoing effort to advance faculty potential and add to professional development portfolios. Facilitated college retention rates by 94%. Sustained compliance to regulatory agencies and boards of accreditation standards, including Accrediting Council for Independent Colleges and Schools, ACEN, FLDOE, COE, DOH, FERPA, HIPPA, CIE, AMTA, FAPSC, CompTIA, and AACCS, NACAS, and Title IV. Drafted, implemented, examined, and submitted Institutional Effectiveness Plan to accrediting bodies.

***Selected accomplishments:***

- Awarded "Number 1 Campus in Retention" amongst 11 college campuses four years in a row.
- Propagated student population from 256 students to a sustainable model of over 1500 students within approximately five years, increasing the population by 486%.
- Oversaw 15 programs, budgets, and social media platforms for five schools, as well as updated course syllabi, outlines, and daily lesson plans for classroom use; procured graduation and event locations.

- Managed the functions of the Registrar to include enrollment verification, grade processing/reporting, transcripts, transfer credit, degree audits, and certification of graduation eligibility.
- Taught a minimum of one class per term in subjects such as Speech, Communication, Presentation Techniques, Leadership, Critical Thinking, Intro to Marketing, Intro to English Composition, and more to 20+ students per course.
- Supervised 45 instructors and registrar functionality, to include assessing instructor applicants to confirm potential faculty members met Florida Career College's instructor criteria and accreditation standards, as well as evaluated subject expertise and classroom management capabilities.
- Responsible for all marketing on social media platforms for: Facebook, Instagram, LinkedIn, and Twitter; create supplemental content for over 57 programmatic offerings including print and digital media assets.

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*Established reputation as exceptional Recruiter, Physician & Nursing Placement Specialist, and Shift Manager (2005 – 2007) with Supplemental Healthcare and Maxim Health Care Services in Northern Ohio Region.*

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## EDUCATION & CREDENTIALS

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WALDEN UNIVERSITY — Minneapolis, MN

**Doctor of Higher Education**, Expected Summer 2023

*Concentrations:* policy outcomes on institutional effectiveness, student learning and development, and overall development and impact of organizations

AMERICAN INTERCONTINENTAL UNIVERSITY — Schaumburg, IL

**Master of Education in Leadership of Educational Organizations**, 2011

*Concentrations:* leadership of educational organizations, curriculum design and evaluation, and educational planning and development

KENT STATE UNIVERSITY — Kent, OH

**Bachelor of Arts in Communication Studies**, 2004

*Concentrations:* interpersonal communications, public relations, and public speaking

### **Professional Development**

StudyHub - "Six Sigma Black Belt - Advance Diploma," Certification #378633-400169-194631

StudyHub - "Agile Project Management Diploma," Certification #378633-383567-194631

StudyHub - "Data Analytics with Tableau," Certification # 378633-394138-194631

Stanford Online - "Game Theory II: Advanced Applications," Certification # 7G7P8C5K5Y2F

Alison - "Diploma in the Foundations of Cognitive Robotics," Certification #2962-24296696

Alison - Empower Yourself "Change Management – Guiding Principles and Practices," Certification #1627-24296696

Alison - Empower Yourself - "Kaizen Approach - Lean Methodology for Continuous Improvement," Certification #1756-24296696

Alison - Empower Yourself - "Learning Lean Six Sigma: Yellow Belt," Certification #4373-24296696

Alison - Empower Yourself "Modern Human Resource Management," Certification #1488-24296696

Alison - Empower Yourself - Empower Yourself "Modern Project Management," Certification #1510-24296696

Alison - Empower Yourself "PRINCE2® Project Management – Practitioner," Certification #3586-24296696

Alison - Empower Yourself "Facilities Management," Certification #4435-24296696

Alison - Empower Yourself "Fundamentals of Operations Management," Certification #1272-24296696

Alison - Empower Yourself "Supervision Skills - Managing Groups and Employee Interactions," Certification #1228-24296696

Alison - Empower Yourself "Training of Trainers-Advanced Training Methods," Certification #2093-24296696

Alison - Empower Yourself "Scrum Master Training," Certification #3395-24296696

Alison - Empower Yourself "ISO 9001:2015 - Quality Management System (QMS) Certification," #1907-24296696

Google Analytics "Google Analytics Individual Qualification," Certification #11935505

Google Analytics Academy "Advanced Google Analytics Certification"

Google Digital Academy (Skillshop) "Google Ads Search," Certification #111707748

The National Institutes of Health (NIH) Office of Extramural Research "Protecting Human Research Participants," Certification #1848797

StackSkills – “Deep Learning with Python,” Certification  
StackSkills – “Python Data Analysis & Visualization,” Certification  
StackSkills – “Machine Learning and Data Science Developer Program,” Certification  
StackSkills – “Machine Learning with Python,” Certification

#### ***Affiliations***

Founding Advisory Board Member for the Center for Asian Resources and Intercultural Studies at Southeastern Oklahoma State University

NASPA (formerly the National Association of Student Personnel Administrators) Student Affairs Administrators in Higher Education

Phi Delta Kappa International Walden University Cyberspace (PDKWUCC) Chapter 158

#### ***Former Affiliations***

Vice Co-Chair of Desert Meadows Area Health Education Center (AHEC)

Student Development & Student Activities Board Member at RUCOM

Co-chair of Strategic Planning Committee at RUCOM

Internal COM Community Engagement and Philanthropy Group Member at RUCOM

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## **CONTRIBUTIONS TO ADMINISTRATIVE FIELD**

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#### ***Teaching Accomplishment Highlights***

- Taught 25+ courses, including at least one course per semester while upholding administrative duties.
- Conducted 100+ Freshman orientation seminars and professional development courses for every student cohort.
- Supervised 1500+ students’ grades, program progress, retention, professional organization affiliation, and community involvement.
- Directly supervised 40+ professors and other ancillary academic staff, and 35 staff members at one time.
- Planned and executed field trips designed to expose students to environments related to specific disciplines of interest.
- Accountable for timely and consistent procurement of all course-related and supplementary materials for students to purchase and faculty to prepare for classroom use; established multiple databases, cloud space, and shared drives for timely and instantaneous information dissemination used for course content and evaluation purposes, such as quiz and exam creation. Conducted daily check-in observations / interviews with faculty and students at high risk for academic disciplinary action or drop out to review progress and understand challenges; reviewed student achievement and watched for any behavioral or academic triggers that could result in psychological morbidity, attrition, sexual harassment, and/or bullying.
- Trained entire faculty, staff, and fellow administrators at multiple organizations to customer relational management software, student tracking systems, learning management software, curriculum management software, and grading procedures, and oscillating trends in adult education.

#### ***Courses Taught***

*Business:* Career & Life Planning, Public Relations, Human Resource Management, Leadership

*College Accelerated Program, IT, Access 2007-2012 (Introductory and Intermediate Levels), Microsoft Excel 2007-2012, & Computer Information Systems:* Microsoft Word 2007-2012, Microsoft Publisher 2007-2012, Computer Applications

*Sales & Management:* Customer Service, Professional Selling, Advertising & Broadcasting, Internet Marketing, Personal Selling, Business Communications, Sales Management & Leadership, Ethics of Management, Management, Introduction to Marketing

*English & Speaking:* English Composition, Technical Communications, The Art of Public Speaking, Presentation Techniques, Speech

*Philosophy & Psychology:* Critical Thinking, Introduction to Psychology, Social Psychology

#### ***Research Interests***

- Student engagement, learning communities, mentor-mentee relationship, professional development, adult education,

andragogy, civic engagement, student and faculty retention, and higher education administration.

- First-Generation, First Time, Students, Lifelong Learner, and underrepresented persons.
- Potential factors that may influence college student persistence-to-completion, career-selection and choice, and areas of service.
- Experienced in conceptualizing research problems and identifying gaps in methods and the literature.
- Planned and managed research projects for Ph.D. course assignments, including data recording, analysis, and interpretation.

#### ***Publication***

1. Lazerson, J., Rosenthal, J., Glaubenslee, C., Hunt, T., Morgenstern, B., Pamidimukkala, J., **Penn, D.M.**, Rosenthal, K., Sarsekeyeva, M., & Wragg, S. (2018). Adaptation of the Roseman 6-Point Mastery Learning Model to the College of Medicine Program. *Journal of medical education and curricular development*, 5, doi:2382120518803111.