

# Curriculum Vitae

## Daarel E. Burnette

Dr. Daarel E. Burnette has built a distinguished career in higher education upon honorably retiring from the United States Air Force as a Lieutenant Colonel in 2001. A visionary leader and educator, with more than 20 years of experience and accomplishments serving several academic institutions (e.g., HBCUs, land-grant, public, private, large, small, and residential). Leading through strategic priorities with overarching themes of increasing the quality of academic excellence, strengthening and developing regional and corporate partnerships, and focusing on student centric engagement.

### Educational Background

<b>Doctor of Philosophy (Ph.D.), Leadership in Urban Education,</b> Jackson State University, Jackson, MS	<b>Dec 2012</b>
<b>Masters in Business and Administration (MBA),</b> Georgia State and University College, Milledgeville, GA	<b>May 1985</b>
<b>Bachelor of Science (BS), Business Administration and Finance,</b> Morehouse College, Atlanta, GA	<b>May 1978</b>

### Noteworthy Accomplishments

- Recognizing the need to meet adult learners, efficiently spearheaded the development and implementation of career-aligned academic programs through Rust College online school.
- Launched “Project Innovation” which includes infrastructure advances, capital improvements and new state of the art facilities.
- Secured \$8.3 million required to achieve vision and strategic goals to modernize the quality of life supportive of academic excellence. (i.e., residence hall, athletic complex, faculty housing, controlled entrance gate, etc.).
- Implemented campus wide student enrichment initiatives (i.e., writing and reading labs, living and learning residential halls, intrusive academic advising, service excellence platforms, financial alerts).
- Designed and integrated best business practices to Rust College’s fiscal year with an excess of \$5.0 million surplus on an \$22.0 million annual operating budget, ranging from efficient spending to launching initiatives that are maximizing returns on tuition and fees, federal aid, grants, and federal emergency relief funds.
- Highly recruited to remedy Jackson State University’s internal controls that led the state College Board and SACSCOC to intervene in the university’s finances. Significant and timely achievements convinced SACSCOC and Mississippi’s Institution of Higher Learning to remove JSU off their fiscal watch lists in 2021.
- Spearheaded initiatives that advanced JSU’s academic mission (i.e., Accreditation Preparations, Student Success Center, On-Line Education, and Classroom Upgrades, Library Space Modernization, etc.).

- Served as senior advisor to JSU’s investment committee. The \$42 million endowment grew double-digit annually, thereby contributing \$2.0 millions for student scholarships, technology and infrastructural upgrades.
- Lobbied and procured over \$25 million in Mississippi legislative capital infrastructure funds, earmarked for various physical plant modernization projects – the largest state authorization in the institution’s history.
- Advised Stillman College’s (SC) President, Board of Trustees, and Leadership Team on the business office best practices, efficiencies, and standardization of quality services to academic, research and support units.
- Analyzed SC’s finance indicators and data analytics. Implemented programs that increased revenues: dissolved long-term debt to vendors; launched an aggressive debt collection program from former students; developed summer educational programs for non-traditional students (duel enrolled & adults).
- Enhanced SC’s financial viability, public branding and compliances propositions for federal grants and accrediting agencies. Lastly, reallocation of cost savings and revenue surpluses have helped extend research capacity, and improved campus infrastructures. Net dollar savings were redirected to faculty and staff pay raises for their exemplary performances.
- Provided the necessary leadership that removed Central State University (CSU) from Ohio’s Fiscal Watch List. Institution was awarded legislators’ good standing approval within a two-year period. Increased end-of-year cash on hand by over 700 percent, from below \$1.0 million in FY 2012 to over \$7.0 million in FY 2016.
- Supervised all aspects of CSU’s construction of an 85,000 square foot University Student Center, valued at \$35.5 million. State-of-the-art building, which opened in 2015, replaced two obsolete facilities built in 1964. The new facility, celebrated with “Ervin Magic Johnson”, now houses student organizations, student support departments, as well as provide flexible conference event venues.
- Led recruiting initiatives that helped CSU achieve double-digit enrollment growth among new students by conceiving a series of measures that began with analyzing affordability, retention and graduation rates. After five consecutive years of enrollment decline, campus enrollment increased in Fall 2016, with a freshmen class of 634 first-time students, representing a phenomenal 22 percent increase over Fall 2015 student population.
- Made significant contributions to CSU’s campus learning, diversity and the local economy by expanding global reach and presence in the international higher education community. CSU’s Fall 2017 international student populations grew over 300 percent with students from Brazil, Bahamas, Ghana and Nigeria.
- Yielded over \$3.5 million annually in scholarships and kept in-state undergraduate tuition and fees flat over a two-year period. Affordable Schools.net recognized the value of a CSU degree in their 2016 ranking of the 25 most affordable bachelor degree granting Historically Black Colleges and Universities (HBCUs).
- Spearheaded CSU’s negotiations that secured a \$16.2 million energy performance contract, encompassing a decentralized heat and boiler systems to replace the campus antiquated centralized steam plant structure built in 1942. Campus overall utility spending (gas, electricity and water) decreased by over \$1.5 million annually.
- Led CSU’s 4-year negotiations with U.S. Department of Education Capital Financing Program to acquire two residential halls from a private developer.
- In FY 2015, the University settled its \$13.2 million loan to purchase the residence halls. The residential hall acquisitions offer modernized dwellings for students and also helped the University generate over \$250,000 in auxiliary programs revenue streams.

## Senior Level Administrative Experience

**Interim Vice President Business Office and Chief Financial Officer**      **December 14, 2020 – January 31, 2022**  
**Rust College (RC)**      **Holly Springs, MS**

- Managed the college's operating and grant funds, and ensuring resources are aligned with the strategic priorities, maintaining executive authority over a budget more than \$22.0 million dollars.
- Working collaboratively with campus constituents by supporting the development and submission of grants to support curriculum development, scholarship and related programs to promote student success.
- Facilitated college's business entities, to include financial management, accounting, accounts payable, payroll operations, grant accounting, purchasing, transportation, student accounts and major construction projects.
- Manages daily cash balances, long-term debt, and \$61.0 million endowment.
- Facilitate execution of Ellucian Colleague and electronic, paperless processes to better carry out management and reporting functions of the Business Office.

**Consultant/Vice President and Chief Financial Officer**      **February 20, 2019 – March 1, 2020**  
**Jackson State University (JSU)**      **Jackson, MS**

- Highly recruited to help establish financial stability to the institution (**\$186 million annual budget**).
- Reported directly to the President as a member of the President's Executive Council. Directed and managed the functions and activities of the following University offices and departments: Budget, Accounting, Treasurer, Bursar, Purchasing, Facilities, Auxiliary Services and Grants compliance in conjunction with appropriate financial policies.
- Provided leadership for successful reaffirmations of accreditation reaffirmations in Engineering (ABET) and Social Work (CSWE). Provided leadership for the 2021 reaffirmation certification by SACSCOC
- Effectively helped restore \$3.0 million in Mississippi HBCU Ayers Settlement funding that was judicially prescribed step-down through 2012 Mississippi legislative session process.
- Elevated the performance metrics that demonstrated financial stability (cash, debt service and debt burden).
- Intensified the student debt collection efforts, exceeding \$5.0 million.
- Closed 25 of 28 independent auditor's recommendations to improve internal controls of financial affairs.
- Initiated projects to strengthen the infrastructure and improve the campus living and learning environments.
- Spearheaded new initiatives that will helped JSU achieve enrollment growth among new students by conceiving a series of measures that began with analyzing affordability, retention and cohort debt default rates.
- Cultivated and sustained meaningful relationships with Board of Directors, senior administrators, deans, faculty, and institutional and external constituencies.

**Senior Higher Education Consultant (Chief Financial Officer)**      **July 1, 2017 – December 2017**  
**Stillman College**      **Tuscaloosa AL**

- Provided strategies for financing academic programs, student services and campus business activities.
- Developed operational budgets, managed construction projects and conducted administration training.
- Facilitated the annual year-end audit and executed financial recovery action plans.
- Advised other subject matters units on enrollment growth, recruitment, and retention models.
- Counseled clients on scholarship administration; customer etiquette and communication; federal policies implementation; student debt and loan mediation; physical plant moderation; and financial literacy instruction.

**Vice President for Administration and Chief Financial Officer**      **August 15, 2012 – June 30, 2016**  
**Central State University (CSU)**      **Wilberforce, OH**

- Transformed business units polices and operating procedures to improve service to campus community.
- Improved customer service disciplines in business areas such as accounting, facilities and human resources.
- Garnered \$3.4 million to finance network hardware, Wi-Fi, workstations, laptops and software changes.
- Led committees, special projects and serve as liaison for various transformation teams.
- Sustained academic programs prominence, grew the campus infrastructure and boosted student enrollment.
- Completed major constructions projects (student union, technology, dormitories, library, roads, roofs, etc.).
- Assisted campus leadership in developing FY 2015-2020 Strategic Vision, including budget requirements.

**Finance Director****July 2010 – August 2012****National Underground Railroad and Freedom Center****Cincinnati, Ohio**

- Presided over fundraising, programming, accounting and business support functionalities.
- Advised the Director of approaches to enhance the center's branding locally, nationally and globally.
- Consulted foundation board on approaches to maximize fundraising and outreach development initiatives.
- Assisted the institution retire a \$47 million debt through refinancing and new fund-raising initiatives.
- Negotiated with Cincinnati and Columbus Public Schools to develop tours that fit in the schools' curricula.
- Lowered cost by merging support and revenue generating entities with the Cincinnati Museum Center.
- Helped endowment investments grow, strategically enabling advocacy to reach and inspire wider audiences.

**Vice President, Finance and Administration****September 2008 – July 2010****Grambling State University (GSU)****Grambling, LA**

- Provided leadership for all financial and administrative operations to ensure the College's fiscal integrity.
- Oversaw duties of recording accounting transactions, budgetary planning, and safeguarding physical plant.
- Managed budgets totaling \$75 million, allocated for personnel, operation and merit and equity increases.
- Developed access to service learning, study abroad programs, internships, and leadership training.
- Assisted the institution to acquire Southern Association of Colleges and Schools accreditation reaffirmation.
- Streamlined academic programs and divisional workforces to counter declining state funding support.
- Supervised the planning and construction of a 52,000 square feet performance arts facility.
- Reduced state audit findings from a total of eight (8) in fiscal year 2009 to five (5) in fiscal year 2010.
- Convinced legislators to add an unprecedented nine buildings to the National Register of Historic Sites.
- Collaborated with the Chancellor of the University of Louisiana System to develop the university budget.
- Advanced the campus environments into a state-of-the-art Wi-Fi institution.

**Vice Chancellor, Finance and Administration (Interim)****January 2005 – August 2008****Winston Salem State University (WSSU)****Winston Salem, NC**

- Provided oversight responsibility to the \$86 million Higher Education Unrestricted Budget.
- Served as Co-Chair of WSSU's Southern Association of Colleges and Schools accreditation review.
- Served on North Carolina's General Administration Operational Assessment Review Team.
- Generated and analyzed monthly financial reports to the Board of Trustees.
- Provided oversight of federal, state and privately sponsored research and grants activities.
- Led Southern Association of Colleges and Schools Commission on Colleges reaffirmation preparation.
- Supervised Student Center, Administration Building and Center for Design Innovation construction initiatives.
- Orchestrated a fiscal year closeout plan: Optimized entire \$85.3 million state appropriated budget.
- Initiated a Five Star Award Recognition Program: Inspired outstanding performance and innovating ideas.
- Deployed the purchase card, on-line check requests and purchase requisition approval programs.

**Functional Lead, Keystone Decision Support System****December 2001- December 2006****CACI, Inc****Dayton, OH**

- Chaperon activities related to the design, development and management of an enterprise data warehouse.
- Provided managers real time and accurate information on the Air Force's \$12.2 billion aircraft parts.
- Spearheaded new development activities that enhanced financial data outputs to client's satisfaction.
- Supervised project development efforts and software testing activities for new functionalities.
- Compiled systematized raw data supporting daily, weekly, and monthly budget execution reporting.
- Transposed functional programs in the system design and development of Keystone strategic plan.
- Program awarded the Software Engineering Institute Capability Maturity Model, highest designation.
- Agency earned nine consecutive 100 percent award fee decisions, over \$1.2 million for stellar performance.
- Group received the 2005 Team Eagle Award for advancing the Air Force's web-enabling technology.

**Budget Director  
Central State University**

**January 2000 – December 2001  
Wilberforce, OH**

- Directed all financial management activities including development of monthly funds operations.
- Formulated financial statements, forecasts, and budgets spending patterns.
- Conducted independent cost estimates of major construction projects and self-supporting auxiliaries.
- Exceeded all university goals for formulating, allocating, and executing a \$30.0 million operating budget.
- Financial vigilance optimized revenue and reduced operating expenses by more than 20 percent annually.
- Conducted cost savings/out-sourcing studies (food service, bookstore, print center, housekeeping services).

**Senior Executive Military Officer  
United States Air Force (USAF)**

**October 1978 to January 2000  
Pentagon, NATO and Stateside Units**

***Selected Responsibilities and Accomplishments:***

- Served as an armed forces member responsible for numerous multi-billion dollar contracts and programs.
- Developed financial statements that reported Air Force Working Capital Fund performance.
- Formulated, published and implemented multi-year strategic plans.
- Led economic analysis, independent cost estimates, contract negotiations, and cost/benefit studies.
- Stayed on fast track promotions to higher levels of responsibility with dramatic results in each position.
- Crafted the command's annual \$450 million new facility construction budgets.
- Military service includes progressively command positions including two assignments at the Pentagon.
- Recipient of Department of Defense, Air Force, and North Atlantic Treaty Organization (NATO) Meritorious Achievement Awards for demonstrated exemplary performance.

## **Professional Affiliations**

- American Association of State Colleges and Universities (AASCU) Protégé
- National Association of African American Studies (NAAAS)
- Miami Valley Research Park (MVRP) - Member and Committee Treasurer
- American Educational Research Association (AERA)
- Association for the Study of Higher Education (ASHE)
- National Association of College and University Business Officers (NACUBO)
- Alpha Phi Alpha Fraternity, Incorporated (Life Member)

## **Scholarly Publications and Presentations**

**Dissertation:**

Burnette, D.E., (2012). An Analysis of Public Higher Education Finance: Capital Expenditures of Historically Black Colleges and Universities and Predominantly White Institutions

**Journal and Peer Review Articles:**

Burnette, D.E., & Brown W.A., (2014). Public HBCUs Financial Resource Distribution Disparities in Capital Spending, *The Journal of Negro Education*, (pp. 173-182)

Burnette, D.E. (2014). An Analysis of Public Higher Education Finance: Capital Expenditures of Historically Black Colleges and Universities and Predominantly White Institutions, National Association of African American Studies (NAAAS) 2014 Monograph Series

Burnette, D.E., (2011). Higher Education Institutions: An Examination of the Effectiveness of Cost Containment Strategies and Business Models Reform, Jackson State University, Leadership in Higher Education Program

Burnette, D.E., (2011). The Impact of President Obama's American Jobs Act, Jackson State University, Leadership in Higher Education Program

Burnette, D.E., (2011). Diversity Matriculation at Wright State University, Jackson State University, Leadership in Higher Education Program

Burnette, D.E., (2011). Importance of Leadership and Shared Governance, Jackson State University, Leadership in Higher Education Program

### **Presentations:**

Burnette, D.E. (2015/14/13). Guest Lecturer, Wright State University, Ohio, Student Affairs in Higher Education Program, Discussion Topic: *Significance of Today's Historically Black Colleges and Universities*

Burnette, D.E. (2014). An Analysis of Public Higher Education Finance: Capital Expenditures of Historically Black Colleges and Universities and Predominantly White Institutions, National Association of African American Studies (NAAAS) Conference, Baton Rouge, LA

Burnette, D.E. & Brown W.A., (2013). An Analysis of Public Higher Education Finance: Capital Expenditures of Historically Black Colleges and Universities and Predominantly White Institutions, American Educational Research Association (AERA) in San Francisco, CA

Burnette, D.E. & Brown, W.A., (2012). An Analysis of Public Higher Education Finance: Capital Expenditures of Historically Black Colleges and Universities and Predominantly White Institutions, Association for the Study of Higher Education (ASHE) Conference in Las Vegas, NV

Burnette, D.E. & Brown, W.A., (2011). Higher Education Financing: Major Financial Statements for Measuring Performance, Jackson State University, Leadership in Higher Education Program

## **Campus Service**

- Ex-Officio, Jackson State, Grambling State and Winston Salem State University Foundation Boards
- Chair, President Crime and Safety Task Force, 2012 - 2016
- Chair, Fiscal Affairs Advisory Committee, 2012 - 2016
- Co-Chair, Higher Learning Commission Reaffirmation Leadership Team, 2012 - 2016
- Ex-Officio Director, Central State, Grambling State and Winston Salem State University Foundation Boards

## **Certifications and Awards**

- **Internal Revenue Services** - Certified to prepare federal tax returns, Wright Patterson AFB, Ohio, 2017
- **American Association of State Colleges and Universities** - Millennium Leadership Initiative Graduate, Washington, DC, 2015
- **William R. Harvey Leadership Institute Certification**, Hampton University, Hampton, VA, 2010
- **Professional Military Leadership and Executive Management Certifications**, 1978 – 2000, United States Air Force
- **Air Force Officer**, Numerous Military Decorations and Exemplary Performance Awards, 1978-2000
- **Alpha Phi Alpha Fraternity, Inc.**, Alumni Chapter Brother of the Year Award, 2005

## **Other College Administration Experience**

- Financial Literacy Advisory Committees, 2012 - 2020
- Federal Loan Default Prevention & Management Assessment Committee, 2012 - 2020
- Higher Learning Commission Re-Accreditation and Self-Study Committee, 2012 – 2020
- Southern Association of Colleges and Schools (SACS) Re-Accreditation Teams, 2007, 2010, 2020
- Budget Advisory Committee (Chair/Facilitator), 2012 – 2020
- Institutional Effectiveness and Strategic Planning Leadership Teams, 2010 – 2020