

DAVID L. GRAHAM, PhD

Career Summary

A committed educator and university administrator with expertise in developing infrastructure and services to enhance student success and organizational reputation. Inspirational communicator of strategic vision, engaging stakeholders and establishing partnerships to facilitate undergraduate student success efforts university-wide. An accomplished leader in leading complex organizations, creating financial and workflow efficiencies, strategic planning, and recruitment initiatives. A proven track record in cultivating resources from corporate partners, philanthropic foundations, individual donors, and government agencies.

Education

AMERICAN COUNCIL ON EDUCATION

Washington, DC

2013-14 Emerging Leaders Fellowship

Fellows spend an academic year on another ACE-member campus, working directly with presidents/chancellors and other senior leaders, observing how the institution and its leaders address strategic planning, resource allocation, development, policy, and other challenges.

Host institution: East Carolina University

Greenville, NC

Mentored by Chancellor, Vice-Chancellors, and other campus leaders at East Carolina University; focused on projects about fiscal sustainability, fundraising, student recruitment, and retention, and student learning outcomes; participated in the design and implementation of the campus and community-wide Student Affairs strategic planning process.

Doctor of Philosophy, Higher Education Administration

Ohio University

Master of Science, Sport Management

Georgia Southern University

Bachelor of Science, Electronics Engineering Technology & Mathematics

Savannah State University

Leadership Experience

THE OHIO STATE UNIVERSITY | Office of Academic Affairs

2006 to Present

A public land-grant institution was founded in 1870. Currently, OSU has a total enrollment of 61,170 (undergraduate, graduate, and professional) matriculating across six campuses (Columbus, Lima, Mansfield, Marion, Newark, and Wooster), utilizing a semester-based academic calendar. OSU ranked 53rd in the 2020 edition of Best Colleges. OSU offers more than 200 majors and a wide variety of graduate programs at the undergraduate level through its highly ranked College of Education and Human Ecology, Max M. Fisher College of Business, College of Engineering, College of Medicine, and Michael E. Moritz College of Law.

Assistant Vice Provost, Office of Student Academic Success (OSAS)

2018 to Present

Promoted in 2018: Report to the Vice Provost for Student Academic Success and Dean of Undergraduate Education (VP/UE) and responsible for a comprehensive University student success plan that interfaces across all divisions, Enrollment Management, Office of Diversity and Inclusion, and throughout Student Affairs. Serve as a senior member of the executive leadership team that drives the Office of Student Academic Success mission and communicates direction for over 500 professional and 400 student employees. Assist in the management of a \$35 million budget and the leadership for OSAS's 11 units (Academic Enrichment, Administrative Services, Marketing, and Strategic Communications, Military and Veterans Services, ROTC, Research and Program Assessment, Strategic Enrollment Planning, Student-Athlete Support Services Office,

Transition and Academic Growth, Undergraduate Education, and University Registrar) support the undergraduate student experience at OSU. Pursue external partnerships and solicit funding to support student success efforts. Provide direction to several university-wide programs that serve 53,669 undergraduate students. Apply knowledge of current high-impact practices and retention management strategies, and work with University partners in their implementation. Ensure that assessment, research, and analytics relative to the retention and student completion support the University's strategic goals. Provide direct supervision of staff, administrative and fiscal oversight for \$9 million, and strategic leadership to the offices in the Transition and Academic Growth unit (First Year Experience, Academic Advising, University Exploration, and Spring Forward Academic Recovery), lead the Provost Close the Gap Initiative, and chair the Cross-University Support Network Committee.

- Guide, as an ex-officio member of the university senate committee Council on Enrollment and Student Progress, on policies that affect the student body's characteristics and impact timely completion of degrees.
- In concert with the Strategic Enrollment and Planning Office, monitors enrollment and evaluates strategies; collaborates with colleges regarding marketing, recruitment, admissions and yield, and retention, ensuring technology and analytical data support.
- Provide oversight and support for undergraduate academic advisors across all units and campuses at OSU, consisting of approximately 270 full-time professional advisors serving over 53,600 students.
- Responsible for sustaining and scaling the Higher Learning Commission Quality Initiative, *Enhancing Academic Advising*, as a part of Ohio State's decennial reaffirmation of accreditation.
- Collaborate with academic units and the undergraduate advising community to enhance the student experience with academic advising, including but not limited to providing oversight and leadership for strategic usage of predictive analytics and advising technology.
- Lead OSU's membership in the University Innovation Alliance consists of 11 universities committed to improving educational outcomes for students from all backgrounds, including low-income and first-generation college students.
- Serves as the project lead for the Ohio Department of Higher Education Strong Start to Finish project funded by the *Bill & Melinda Gates Foundation*, *Ascendium*, and *The Kresge Foundation*. The goal is to significantly increase the number of students completing gateway mathematics and English courses as part of a guided pathway during their first academic year.
- Manage two scholarship programs- Land Grant Opportunity Scholarship and Buckeyes First Scholars Program. Scholarship awards range from \$2,000 to the total cost of attendance. These renewable scholarships are awarded annually to 200 students with an estimated \$4 million.
- Lead partnerships across the University to identify and implement academic-based student success strategies (such as addressing high DFW-rate courses, curricular bottlenecks, and class availability) to improve student retention, time-to-degree, degree completion rates, and student retention educational experience.
- Advance the use of data to evaluate and continuously improve the effectiveness of curricula and best practices for student success and meet benchmarks for retention, graduation, and equity of underrepresented populations.
- Manage implementation of updated policies and procedures to address COVID-19 challenges; serve as an expert consultant to faculty senate committees including APAC (Curricular Associate Deans Group), Council on Enrollment, Standards, and Progress (CESP), and the Drake Institute for Teaching and Learning.
- Serve as the Executive sponsor for OSAS's Diversity and Inclusion Council and the OSAS Diversity Advocate on the university-wide diversity and inclusion committee. The OSAS Diversity and Inclusion Council develop strategies to monitor and evaluate OSAS progress to create a diverse, equitable, and inclusive work and learning environment that includes continuous monitoring of the environment, including regular assessment and evaluation.

Notable Accomplishments:

- Provide predictive analytics interventions to identify and overcome achievement gaps, design and implement student success initiatives, such as the Student Success Collaborative Strategy with Education Advisory Board (EAB), and launch technologies to track, monitor, and advise students of their progress.

- Increased coordinated use of EAB's OnCourse advising notes and predictive analytics tool, which realized a 90% increase in student use between autumn 2020 and autumn 2021.
- Successfully converted our traditional in-person new first-year student orientation for 8,400 students to a fully online experience in response to COVID-19.
- Create baseline assessments to track results and provide in-depth data analysis; data modeling to develop retention programs involving each department, identifying intervention points, and leveraging the data to establish baselines and targets. For example, The Closing the Gap Initiative:
 - First-year Retention Rates
2020 first-year retention rate for priority students is 92.7% compared to all students at 94% (-1.3%).
2019 first-year retention rate for priority students is 94% compared to all students at 93.9% (+.1%).
 - Four-year Graduation Rates
2017 four-year graduation rate for priority students is 57.3% compared to all students at 70.8% (-13.5%).
2016 four-year graduation rate for priority students is 50.3% compared to all students at 68.7% (-18.4%).
 - Six-year Graduation Rates
2015 six-year graduation rate for priority students is 79.2% compared to all students at 88% (-8.8%).
2014 six-year graduation rate for priority students is 78.4% compared to all students 87% (-8.6%).
- Co-chair a 30-plus member faculty and administrator University Student Academic Success Programs and Research Committee that translates research data on retention into actionable initiatives. In spring 2019, I secured additional funding (\$125,000) from the Office of Academic Affairs, distributed for faculty-led research, focusing on institutional issues related to student success.
- Member of the OSU's accreditation institutional Quality Initiative (QI) project team charged with enhancing academic advising by achieving the following goals:
 - Improving students' engagement with advising resources.
 - We are supporting the professional status of advisors through continuous training, professional development, and career opportunities.
 - Defining and assessing the learning outcomes for academic advising.
 - Improving access to information needed to guide and support students.

Assistant Vice Provost | Associate Athletics Director, Student-Athlete Success 2006 to 2018

Led a comprehensive student success program by building broad-based partnerships with key campus constituencies including students, faculty, staff, and other senior-level college administrators across all academic divisions, Enrollment Management, and Student Life. Coordinated and monitored the application review and selection process for student-athletes. Provided vision and leadership in change management and performance evaluation for the three units in the Student-Athlete Support Services Office: Academic Advising, Instructional Support Services, and Student-Athlete Development; supervised two Directors, Associate Director, and approximately 150 full-time and part-time staff members. Pursued external partnerships and solicited funding to support student success efforts. Established and administered academic support policies, processes, and procedures that protected the institution's academic integrity. Managed and balanced a \$3.2 million operation budget and managed a \$2.5 million endowment for student-athlete life skills development programs.

Notable Accomplishments

- Provided guidance, as a member of the Vice Provost for Undergraduate Education Council, on university-wide enhancements to undergraduate education, as it related to student success, including the curriculum and new programs that were instrumental in **increasing retention and graduation rates**: 2017 cohort first-year to second-year student-athletes retention rate was 92%, and student-athletes federal graduation rate increased 10% from 63% in 2005 to 73% in 2018.
 - Created support system for students with learning disabilities and academically under-prepared called the Success Team (in consultation with the Office for Disability Services).
 - Created a tutor certification program through the College Reading and Learning Association (CRLA) for the tutoring center that provided over 40,000 appointments during that academic year.
 - Implemented GradesFirst (now EAB OnCourse) academic advising and early alert system technology, including a centralized tutoring appointment system.

- Established an Academic Coaching Program, through which graduate students assisted moderately at-risk student-athletes with mastering course materials by utilizing motivational interviewing and positive psychology techniques during coaching sessions.
- Established the Degree Completion Program (DCP) that provides academic support and tuition assistance to former OSU student-athletes who left the University without completing their degrees. In 2010, the National Consortium for Academics and Sports (NCAS) recognized DCP for leading the nation in graduating former student-athletes.
- Created a four-year comprehensive career development curriculum for Student-Athletes by developing programming, appropriate placement metrics, and coordinated reporting.
- Created the Buckeyes Go International Program, collaborating with the Office of International Affairs and the Division of Student Life, which provides funding to support 36 student-athletes annually on international trips via the Ohio State University's Global May Study Abroad program.

MIAMI UNIVERSITY | Division of Student Affairs

1998 to 2006

A public university of Ohio, Miami, provides a rigorous academic experience, offering a wide range of academic programs. MU has a total enrollment of 20,126 (undergraduate and graduate), utilizing a semester-based academic calendar. MU offers more than 120 majors, 60 master's degrees, and 12 doctoral programs. MU ranking in the 2020 edition of Best Colleges is 103.

Director of Student-Athlete Retention

Responsibilities: Developed a vision and a strategic plan for the Student-Athlete Academic Support Services unit serving 19 varsity sports teams, totaling over 500 students; assumed responsibility for the development, administration, and coordination of MU's comprehensive retention program for student-athletes; coordinated and delivered proactive advising and student services for student-athletes and provided supervision and leadership to seven program coordinators, three clerical and support staff, ten graduate assistants and 200 student workers (peer mentors and peer tutors) on all student retention program issues and concerns.

- Developed and implemented a strategic plan to engage, advise, develop, and retain 500+ students participating in 19 varsity sports teams.
- Coordinated first-year student-athlete housing assignments by serving as the liaison between intercollegiate athletics and residential life.
- Served on multiple committees focused on elevating student success and well-being.
- Participated in final-phase fundraising for \$3M to begin construction of the Walter L Gross Family Student-Athlete Development Center.
- Served as the facility manager for the Walter L Gross Family Student-Athlete Development Center- Academic Services Area.
- Authored campaign case statements, led donor cultivation, and assured financial stewardship for life skills programming.
- Authored and served as the Principal Investigator for an NCAA CHOICES grant (\$30,000).
- Created, implemented, and assessed an Alcohol Awareness Education Program for Student-Athletes.

SYRACUSE UNIVERSITY | Department of Intercollegiate Athletics

1997 to 1998

A private institution founded in 1870. SU has a total enrollment of 22,484 (undergraduate and graduate), utilizing a semester-based academic calendar. SU offers more than 200 majors in nine schools and colleges. The S.I. Newhouse School of Public Communications is ranked among the top communications schools in the nation. SU's ranking in the 2020 edition of Best Colleges is 58.

Operations & Event Management Assistant

Responsibilities: Assisted with all facets of administration of the Lampe Athletics Complex; provided direction and oversight in areas of administration and supervision relative to event and facility management.

- Supported administration, event logistics, maintenance, and operations of Lampe Athletics Complex. Served as liaison between Physical Plant and Athletics Department Staff.
- Managed athletics complex maintenance budget of \$50,000. Facilitated contract negotiations producing

\$25,000 in facility rental revenues. Maintained financial records and created reports on non-university events held at the Lampe Athletics Complex.

SAVANNAH STATE UNIVERSITY | Office of Academic Affairs

1993 to 1997

The oldest public historically black university in the State of Georgia. SSU has a total undergraduate enrollment of 3,503, utilizing a semester-based academic calendar. SSU offers graduate and undergraduate studies, including nationally accredited programs in the liberal arts, the sciences, and the professions. SSU's ranking in the 2020 edition of Best Colleges is 103-133 for Regional Universities South.

Student Support Services Tutorial Coordinator

Responsibilities: Assisted in the daily operations of SSU's Student Support Services, a federally funded program, which served 125 eligible first-generation and enrolled college students throughout the academic year.

- Facilitated operations of a federally funded program serving 125 eligible first-generation and enrolled college students each academic year.
- Managed a budget of \$30,000.
- Recruited, hired, and retained teams of up to 20 academic tutors.
- Participated in successful grant application submission to the US Department of Education.

Professional Development | Certifications

AGB Institute for Leadership & Governance in Higher Education (Cohort 3). Washington, DC. June 2021-January 2022

Cornell University, Innovation Strategy Certificate. eCornell Online Certificates. November 2021-January 2022.

Cornell University, Diversity and Inclusion Certificate. eCornell Online Certificates. October 2021 -December 2022.

Rice University, Real Estate Investment and Development Online Short Course. November 2020 – January 2021.

Fellow (Delta Cohort), Higher Education Leadership Foundation Leadership Institute (HELFI).
Charlotte, NC. December 11-14, 2016.

Comprehensive Title IX Investigator Training and Certification. Academic Impressions.
Cincinnati, OH. July 11-13, 2016.

American College Personnel Association. Institute for Aspiring Senior Student Affairs Officers.
Nashville, TN. November 8-11, 2015.

The John Maxwell Team. Maxwell Leadership Trainer. Orlando, FL. August 2014-February 2015.

American Council on Education (ACE). Fellow. Office of the Chancellor – East Carolina
University, Greenville, NC. July 2013-June 2014.

Society for College and University Planning (SCUP). Certificate. Integrated Planning for Higher Education
Institute. Atlanta, GA. August 2013-June 2014.

Council for Advancement and Support of Education (CASE). Trained in Fundraising Fundamentals.
Indianapolis, Indiana. October 9-11, 2013.

The Executive Leadership Summit (On The Road To The Presidency). Harvey Executive Leadership Model.
Hampton University, Hampton, Virginia. November 2012.

National Collegiate Athletic Association (NCAA). Certificate. Inaugural Leadership Institute for Ethnic
Minority Males. Indianapolis, Indiana. 2001-2002.

Funded Grants & Donor Gifts

Secured over \$5.9M in total gifts, grants, and contracts

2022: **\$1,000,000** – Kessler Scholars Collaborative funded by the Kessler Foundation to support first-generation students.

2020: **\$500,000** - Created and lead the Buckeye First Scholars Program sponsored by Ken Taylor of Ohio CAT.

2020: **\$10,000** - Project lead for University Innovation Alliance (UIA) Doctoral Fellows program.

2020: **\$10,000** - Project lead for UIA Bridging the Gap from Education to Employment (BGEE): Campus

- Design Thinking Sprints (Principal Investigator).
- 2020: **\$47,223** - Project lead for UIA COVID-19 Emergency Student Aid awarded by the UIA.
- 2019: **\$574,368** - UIA Fellow and predictive analytics project (Principal Investigator).
- 2019: **\$310,000** - UIA - Fellows program director (Principal Investigator).
- 2019: **\$280,486** - MAAPS Monitoring Advising Analytics as Predictors of Success: A validation study proposed by the UIA awarded to Ohio State University (Principal Investigator).
- 2019: **\$75,000** - ChatBot scale project grant awarded by the UIA (Principal Investigator).
- 2018: **\$100,00** - UIA Completion Grant Initiative (Principal Investigator).
- 2018: **\$38,000** - Campus-Level Action and Success Supports (CLASS) grant, awarded by the Ohio Department of Higher Education (Principal Investigator).
- 2015: **\$150,000** - Created the Langdon T. Williams Academic Coaching Endowment Fund.
- 2012: **\$450,000** - Served on the steering committee for the Night of Remarkable Experiences fundraising event, supporting the student-athlete technology fund.
- 2012: **\$250,000** - Created the Ricart Student-Athlete Success Endowment.
- 2012: **\$30,000** - Choices Grant awarded to Ohio State University by the National Collegiate Athletic Association (Co-Principal Investigator).
- 2010: **\$1,000,000** - Assisted Director of Athletics and Major Gift Officer with case statements and presentations to donors to complete the basketball practice facility. Phase I opened in 2013.
- 2007: **\$125,000** - Created a student-athlete communication training program and secured funding with the assistance of a major gift officer.
- 2002: **\$30,000** - Choices Grant awarded to Miami University by the National Collegiate Athletic Association (Principal investigator).
- 2000: **\$2,000,000** - Assisted Director of Athletics with case statements and presentations to donors to build the Walter L Gross Family Student-Athlete Development Center.

Teaching & Presentation Highlights

THE OHIO STATE UNIVERSITY

Teaching Experience:

Faculty Mentor: Second-Year Transformation Experience Program, 2019-present.

Guest Lecturer: Colloquium in Sport Management (Graduate course KNSISM 7897), Spring 2013-present.

Instructor: European Model of Sport in Berlin, Germany (Undergraduate course KNSISM 3798), May 2018.

Adjunct Faculty: College Sport (Undergraduate course KNSISM 4411), Fall 2010 and Fall 2011.

Instructor: Positive Transitions (Undergraduate course Edu PAES 315), 2008-2012.

Faculty: University of Tsukuba Graduate Level Summer Institute. Tsukuba, Japan, 2010.

Selected Presentations:

Presenter: Leveraging College Student Inventory Data to Enhance the Support for First-Year Student-Athletes. Ruffalo Noel Levitz National Conference on Student Success, Nashville, Tennessee, July 2019.

Keynote: Serving Students with PRIDE While Managing Organizational Change. The Institute for Student Services Professionals (ISSP) Columbus, Ohio, October 2018.

Co-presenter: Buckeyes Go International: Access and Peer Engagement for OSU Student-Athletes. International Colloquium on Black Males in Education, Toronto, Canada, October 2017.

Moderator: Bold Solutions from the Front Lines. Black Student-Athlete Summit, the University of Texas at Austin, January 2015 and January 2016.

Panelist: Unique Student Experiences' Panel Discussion Black Males and Intercollegiate Athletics: An Exploration of Problems and Solutions. International Colloquium on Black Males in Education, Kingston, Jamaica, October 2015.

Co-Presenter: Ready or Not: Career Development for African American Male Student-Athletes Post-Graduation. American College Personnel Association (ACPA) National Conference, March 2015.

Presenter: A Decade of Student-Athlete Academic Reform: The Impact of NCAA Academic Regulations on Academic Advisors' Perceptions of Advising Style. NACADA National Conference, 2010.

Facilitator: NCAA Leadership Conference, Disney World, Orlando, Florida, 1998-2009.

MIAMI UNIVERSITY

Teaching Experience:

Instructor: College Success Strategies (Undergraduate course EDT 110), Spring 1999-2005.

Instructor: Strength Through Cultural Diversity (Undergraduate course IDS 159), Fall 2000-Spring 2004.

Selected Presentations:

Presenter: Building Bridges Across Campus. NCAA CHAMPS/Life Skills Conference, 2001.

Presenter: Creating Student-Athlete Success Through Diversity Initiatives. Miami University Student Affairs Annual Retreat, 2000.

Professional Leadership & Service Activities & Honors

THE HIGHER LEARNING COMMISSION

Peer Reviewer

THE OHIO STATE UNIVERSITY

Chair: Search committee for Director for Buckeye Link.

Member: The Ohio State University Commission on Mental Health January 2022-present.

Chair: Search committee for Associate Vice President for Student Affairs, December 2020-February 2021.

Member: Search committee for University Registrar, Spring 2020.

Member: Re-envisioning General Education Policies and Procedures focus group; spring 2019.

Co-Chair: Campus Change and Community College Transfer Working Group, 2019-December 2021.

Chair: Student Academic Success and Program Research (SASPR), 2018-present.

Member: Academy of Teaching Executive Council, 2018-present.

Member: American Talent Initiative, 2018-present.

Member: Academic Programming Advisory Council: Internal Enrollment Planning meeting, 2018-present.

Member: Education Advisory Board OnCourse Leadership Team, 2018-present.

Member: Office of International Affairs Travel Policy Committee, 2018-present.

Member: Sesquicentennial Student Scholar Leadership Program Selection, Spring 2018.

Member: Transition Options in Postsecondary Settings (TOPS) Program, 2018-present.

Member: Executive Committee on Student Success and Retention, 2015-2017.

Recipient: Lan Hewlett Award recipient, June 2017.

Member: Office of Diversity and Inclusion Transition Committee, Spring 2015.

Member: Council of ACE Fellows, 2013-present.

Member: LiFE Sports Advisory Council, 2012-2017.

Member: American College Personnel Association, 2012-present.

Member: Association for the Study of Higher Education, 2012-present.

Member: Committee on Undergraduate Advising, 2010-present.

Member: Buckeye Book Community Campus Activities Committee, 2010-2012.

Recipient: Degree Completion Award, National Consortium for Academics and Sports, 2010.

Member: Office of Academic Affairs Quarter-to-Semester Conversion sub-committee, 2010-2012.

Member: Division 1A Athletic Directors' Institute, 2009.

Member: NCAA Peer Review Certification Team, 2009-2011 (Texas Tech 2009; University of Nevada, Reno 2010).

Member: NCAA Division I Initial-Eligibility Waiver Committee, Disability Subcommittee, 2008-2012.

Member: Senn-Delaney Leadership Development, Team Building, and Culture-Shaping, 2008 and 2010.

Member: Student Life Alcohol and Other Drug Education Committee, 2007-2010.

Member: National Association of Collegiate Directors of Athletics, 2007-2018.

Member: Cardinal Advisors – Principals of Professional Conduct, 2007 and 2008.

Member: NCAA CHAMPS/Life Skills Program Advisory Team, 2005-2009.

Member: Black Coaches & Administrators, 2006-2011.
Member: National Academic Advising Association, 2005-present.
Member: National Association of Academic Advisors for Athletics, 1998-2018.

MIAMI UNIVERSITY

Member: Student Affairs Distinguished Service Award, 2005.
Recipient: National Pan-Hellenic Council Distinguished Service Award, 2003.
Member: Search Committee for Miami University Athletics Director, 2002.
Recipient: Noel Levitz Retention Excellence Award, 2000.
Member: Student Affairs Committee, 1999-2005.
Member: Alcohol and Other Drug Education Committee, 1999-2004.

SAVANNAH STATE UNIVERSITY (Undergraduate)

Senior Class President
3-year Football letter winner
Student Alumni Association
Omega Psi Phi Fraternity, Inc. (Alpha Gamma Chapter)

ADDITIONAL ORGANIZATIONS

Cook County Training School Foundation, Inc
LiFE Sports Advisory Council
Susan G Komen Race for the Cure volunteer
Columbus Urban League - My Brother's Closet
Omega Psi Phi Fraternity, Inc. (Mu Iota Chapter)

Publications

Bennett, R; Hodge, S; **Graham, D.**, & Moore, J. (2015). Black males and intercollegiate athletics: An exploration of problems and solutions. *Diversity in Higher Education* (16). Emerald Group Publishing.

Graham, D. L.; Pryor, A.; Gray, Q. (2015). Impact of college athletics involvement on African American male student-athletes' career development. In R. Bennett, S. Hodge, D. Graham, & J. Moore (eds), *Black males and intercollegiate athletics: An exploration of problems and solutions*.

Graham, D. L. (2012, October/November). An app for success. *Athletic Management*, 24(6).

Graham, D. L. (2012, May 24). Athletics and academics: the necessary tension in higher education. *Diverse Issues in Higher Education*, 29(8).

Graham, D. L. (2011). A decade of NCAA academic reform: A study of NACADA advising student-athletes. Ohio University. *ProQuest Dissertations and Theses*.