

**Gary L. Donhardt, Ph.D.**  
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### Education

Ph.D., Higher Education Administration, 1982, Ohio University, Athens, Ohio. "The Identification and Prediction of Achievement Levels of Freshmen at Ohio University."  
B.S., Mathematics, 1969, Western Illinois University, Macomb, Illinois.

### Administrative Experience

**Director of Institutional Research. The University of Memphis, Memphis, TN.** August 1996 to Present. Moved the institutional research function from a paper-and-pencil operation to a computer-based unit. Managing operations which supply information to serve the research needs of the institution, governing boards, and outside constituencies. Supporting program review, assessment, and accreditation efforts. Our web site (<http://oir.memphis.edu/>) contains a variety of interactive features, electronic maps (GIS), and standard reports which support decision-making on campus. Developed SAS SQL logic to extract data from Banner and created the university's student evaluation of instruction system. Served on SACS accreditation team for the university and on a SACs accreditation team reviewing other institutions. Serving on the Provost Council and Vice Provost Council.

**The Associate Vice President for Academic Affairs, University Planning and Assessment, and Director of Institutional Research. Frostburg State University, Frostburg, MD.** November 1988 to June 30, 1996. Responsibilities included the management of directors for the Library, Intercollegiate Athletics, the Office of Assessment, the Office of Contracts and Grants, Instructional Technology Support, Academic Computing, the branch campus at the Hagerstown Center, Administrative Computing, the Registrar's Office, and the Office of Institutional Research.

**System Engineering Manager, Systems Engineer, and Manager for Configuration Management. TRW System Development Division, Advanced Systems Group, Aurora, CO.** September 1984 to November 1988. Group's efforts cited by the customer as contributing to the project winning a 100% award fee for two milestones and for overall completion. Budget under-run. *SECURITY CLEARANCE / ACCESS: Successful NSA Full-Scope Polygraph (August 1986). SBI 27 Nov 84 (84296-DW4-1769-1C2) DOD Top Secret. Debriefed Oct 1988.*

**Assistant Director of Institutional Research, Adjunct Assistant Professor of Computer Science, and Systems Analyst. Ohio University, Athens, Ohio.** September 1980 to September 1984. Coordinated and implemented the University's Institutional Impact Study measuring the effects of a general education upon students.

**Project Director.** R.L. White Company, real estate publishing. Louisville, Kentucky. March 1976 to January 1980.

**Programmer Analyst.** Illinois Secretary of State's Office and Comptroller's Office, Springfield, Illinois. 1969 to 1973, 1974 and 1975.

### Teaching Experience

**Peabody College of Education and Human Development, Higher Education Leadership and Policy, Vanderbilt University.** Teaching *Special Topics in Higher Education Administration - Institutional Research*

**College of Education, Counseling Education Psychology & Research, University of Memphis.** Graduate faculty status, College of Education -- served on dissertation committees, taught *Introduction to Educational Research*.

**Fogelman College of Business & Economics, Economics, University of Memphis.** Helped develop an undergraduate SAS certificate program offered -- the first of its kind in the country, taught *Programming Concepts/Techniques*.

**College of Engineering and Technology, Computer Science, Ohio University.** Taught *Computing with Statistical Packages*.

### Honors/Awards

**SAIR award** for the Office of Institutional Research Website, fall 2009.

**ESRI Certificate in ArcGIS**, 2009.

**Phi Kappa Phi**, honor society, 2007.

**Summer Fellow of Vanderbilt University's Peabody College**, 2006.

**Youth Theological Initiative Research Fellow**, 2004-05. Candler School of Theology, Emory University.

**American Association of University Administrators (AAUA). Exemplary Models of Administrative Leadership Award**, June 2002.

**American Association for State and Local History (AASLH). Certificate of Commendation** (September 2002) for Donhardt, Gary L. *Indian Ladder: a history of life in the Helderbergs*. Collierville, TN: Donhardt and Daughters Publishers, 2002.

### **Professional Affiliations**

**Association for Institutional Research, Assessment Committee**, 2010.  
**Southern Association for Institutional Research, Community-College Track Chair**, 2007.  
**SACS, accreditation team**, 2005.  
**Omnicare Health Plan, Inc. consultant**, 2004-2007  
**American Association of State Colleges and Universities Millennium Leadership Initiative**. June 2003. Washington D.C.  
**Board of Examiners for the Tennessee Center for Performance Excellence**, 2003.  
**Association for Institutional Research. Forum Committee for Institutional Effectiveness, Student Learning, and Outcomes Assessment**, 2001.  
**Tennessee Association for Institutional Research, President 2001-2002, Vice President and Program Chair 2000-2001**.

### **Publications and Papers**

Donhardt, G.L. The Fourth-Year Experience; Impediments to Degree Completion. Paper to be presented at the CSRDE National Symposium on Student Retention in Charleston, South Carolina October 31-November 2, 2011.  
Donhardt, G.L. The Fourth-Year Experience; Impediments to Degree Completion. Paper presented at TENNAIR 2011, August 11-12, 2011, Nashville, Tennessee.  
Donhardt, G.L. Identifiers of College Readiness, Academic Achievement, and Career Success among Metropolitan High School Graduates; A Research Design. Paper presented at TENNAIR 2010, August 12-13, 2010, Nashville, Tennessee.  
Donhardt, G.L. In the Shadow of the Great Rebellion; The Life of Andrew Johnson, Seventeenth President of the United States (1808-1875). New York: NOVA Science Publishers, 2007.  
[https://www.novapublishers.com/catalog/product\\_info.php?products\\_id=4331](https://www.novapublishers.com/catalog/product_info.php?products_id=4331)  
Donhardt, Gary L. and Keel, Darla M. "Salient Differences Between Students Who Graduate on Time and Those Still Enrolled." Paper presented at the *EAIR Conference*, August 30 - September 1, 2006, Rome, Italy.  
Donhardt, Gary L. "Jonathan Odell (Loyalist spy)." *The encyclopedia of the American Revolutionary War: a political, social, and military history*. Santa Barbara: ABC-CLIO Publishers, 2006.  
Donhardt, Gary L. "In Search of the Effects of Academic Achievement in Post-graduation Earnings." *Research in Higher Education*, 45 (3), May 2004.  
Donhardt, G.L. "Squeezing the Juice: Strategic Resource Utilization in Public Higher Education." *Current Issues in Tennessee High Education and Public Policy*, Tennessee Higher Education Commission, 2004.  
<http://www.tn.gov/thec/Index/News/CurrentIssuesinTennesseeHigherEducationandPublicPolicy.pdf>  
Donhardt, Gary L. "Post-graduation Economic Status of Masters Degree Recipients; A Study of Earnings and Student Debt." *Journal of Student Financial Aid*. 34 (1), 2004.  
<http://www.nasfaa.org/annualpubs/journal/Vol34n1/donhardt.pdf>  
Donhardt, Gary L. "When the Software Tail Wags the Academic Dogs," Letter to the Editor, *The Chronicle Review, The Chronicle of Higher Education*, February 7, 2003.  
Donhardt, Gary L., Harrast, Steve A. and Keel, Darla M. "Majoring in Debt: What Students Need to Know About Future Income and Borrowing." *Student Aid Transcript*. 14 (3), 2003.  
Donhardt, Gary L. "Earnings Outcomes Assessment: Tracking Undergraduates into the Workforce." Paper presented at the *14th International Conference on Assessing Quality in Higher Education*, July 22-24, 2002, The University of Vienna, Vienna, Austria.  
Harrast, Steve A. and Donhardt, Gary L. "Educational Debt Outcomes: An Analysis of Actual Student Debt and Salary Data." Paper presented at the *14th International Conference on Assessing Quality in Higher Education*, July 22-24, 2002, The University of Vienna, Vienna, Austria.  
Donhardt, Gary L. and Keel, Darla M. "The Analytical Data Warehouse Revolution." *Educause*. 24 (4) Winter 2001. <http://net.educause.edu/ir/library/pdf/EQM01410.pdf>  
Donhardt, Gary L. "On the Road to Memphis With General Ulysses S. Grant." *The West Tennessee Historical Society Papers*. 53, December 1999.  
Donhardt, Gary L. and Kenneth Backer. "Video-on-Demand Technology Holds Potential to Reshape Distance Learning in Near Future." *T.H.E. Journal (Web Exclusive)*. December, 1996.  
<http://www.thejournal.com/past/dec/1296exclu1.html>  
Donhardt, Gary L. [Commuter Student Travel Time as a Factor in Making Location Decisions for Non-residential Educational Centers.] "How Far Will Commuters Travel?" *Planning for Higher Education*. 25, Fall 1996.

- Donhardt, G. L. "Tracking Student Enrollments Using the Markov Chain, Comprehensive Tool for Enrollment Management." *Journal of College Student Development*. 36 (5) September-October, 1995.
- Donhardt, Gary L. "Participative Planning; A Tool for Building Partnerships for Change." *Cause /Effect*. 16 (2) Summer 1993.
- Donhardt, Gary L. "Microcomputers in Education: Elements of a Computer-based Curriculum." *Educational Technology*. 24 (4) April, 1984.
- Donhardt, Gary. "The College Outcomes Measures Project." Paper presented at the Ohio Association for Institutional Research Spring Meeting. Association for Institutional Research Convention, Toronto. May 23, 1983.
- Donhardt, Gary. "The Identification and Prediction of Achievement Levels of Freshmen at Ohio University." Ph.D. dissertation, Ohio University, 1982.
- Gehring, Donald and Gary Donhardt. "Grant Aids to Student Personnel Administrators." *The Southern College Personnel Journal*. 2 (4) Spring, 1980.
- Donhardt, Gary and Donald Gehring. "Grantsmanship in Student Services: A Study of Public and Private Institutions." *The Southern College Personnel Journal*. 2 (3) Spring, 1980.

### **Travel and Grants**

- "Expanding the Perspectives of Institutional Research in Tennessee," **Primary Author, the Association for Institutional Research Grant Program**, Building Institutional Research Capacity. August 2004.
- National Association of Student Financial Aid Administrators, Sponsored Research Grant**, April 2003.
- Travel to Rome**, Italy August 30 - September 1, 2006.
- Travel to Vienna**, Austria and **Oxford / London**, England, July 19 – August 2, 2002.
- Travel and Study Seminar to Syria, Jordan, Sinai, Israel, the West Bank, and Greece**. May 13 - June 6, 1994. Funded by the Pittulloch Foundation.