

John David Osae-Kwapong, Ph.D.

CAREER BRIEF

Seasoned educator and accomplished higher education administrator with over a decade proven track record of leadership and innovation in higher education, specializing in institutional effectiveness, institutional research, data analytics, and strategic planning. Adept at redesigning processes, implementing data-driven solutions, and fostering a culture of assessment. Holds a Ph.D. in Political Science, and brings extensive experience in program reviews, assessment, and successful development of new academic programs.

NOTABLE ACCOMPLISHMENTS

- *Redesigned and implemented processes for academic program review to improve efficiency and assure quality.*
- *Built from scratch an office of planning, assessment, and research, developing policies, and hiring staff for the department.*
- *Designed a new assessment approach for general education assessment for academic institutions.*
- *Successfully chaired a new program development process that led to the creation of three new academic programs at a university.*
- *Successfully designed and completed comprehensive assessments for student advising leading to changes to institutional advising model.*
- *Successfully completed a comprehensive review of remedial education leading to program changes to better address student needs.*
- *Successfully implemented a data governance policy leading to improvements in the integrity of analysis and reporting of institutional metrics.*
- *Successfully designed and implemented a model for enrollment management leading to an improved and comprehensive methodology for enrollment projections.*
- *Redesigned and implemented processes for institutional review board to improve efficiency in the administrative processes governing the conduct of research.*

AREAS OF EXPERTISE

- Research & Innovation | Student Success & Support | Faculty Development & Engagement | Quality Assurance | Curriculum Development & Enhancement | Academic Leadership & Management | Systems Design | Policy & Program Development | Institutional Development & Effectiveness | Training & Facilitation | Community Engagement & Fundraising

ACADEMIC HISTORY

George Mason University, Fairfax, VA. | 2013

DOCTOR OF PHILOSOPHY, POLITICAL SCIENCE

Areas of Interest: Public Administration and Comparative Politics

Clark Atlanta University, Atlanta, GA. | 2003

MASTER OF PUBLIC ADMINISTRATION

Area(s) of Concentration: Public policy and international Development

PROFESSIONAL EXPERIENCE

Western Connecticut State University, Danbury, CT

ASSOCIATE VICE-PRESIDENT, INSTITUTIONAL EFFECTIVENESS & STRATEGIC PLANNING | Oct 2023 – present

Under the direction of the Provost and Vice President for Academic Affairs, responsible for providing oversight for institutional research, strategic planning, program review/assessment, and support for regionalized and specialized accreditation. Responsible for collecting, managing, and reporting institutional research data for the University and for driving the strategic planning process, working with cross-functional teams, translating strategic goals into tactical plans, coordinating program review and assessment processes for academic and student success programs. Position supervises the Director of Institutional Research & Assessment and Administrative Assistant.

- Leads a comprehensive approach to institutional effectiveness research and planning for the University, including performing managerial and organizational oversight of complex and comprehensive analyses of information about such subject areas as student demographics, student academic histories, course offerings, institutional effectiveness and alumni career patterns to provide guidance to the Provost, Executive Cabinet and other key stakeholders on the effectiveness of the institution and future strategic direction of the University.
- Supports efforts to ensure that the academic programs align with the University's mission and institutional learning objectives, as well as accrediting body standards, and that best practices in teaching and learning are demonstrated across all programs. Works collaboratively with department leaders and faculty to maintain, assess, revise, and monitor the quality of academic programs across multiple learning modalities, including campus and digital learning environments. This includes assisting the Provost/VP of

Academic Affairs with research on all matters of academic assessment, student learning outcomes, key performance indicators for all general education, undergraduate and graduate majors.

- Implements policies and procedures governing the planning, research, analysis, and assessment of all the University's functional areas, including academic programs, enrollment management, student retention, and grant development. This includes directing IR operations and activities to ensure a broad range of stakeholders are supported with data and analytical tools as valuable resources that empower decision making at strategic, tactical, and operational levels, while also maintaining required reporting and data integrity; Created and implemented a ticketing system for data requests to improve efficiency in responding to institutional data needs.
- Provides coordination and support in the collection, analysis, interpretation, and communication of data, both internal and external, to drive college-wide planning and institutional decision-making. Plays key role in maintaining and reporting on Key Performance Indicators data and other related data from units/departments relevant to student success and completion as well as overall institutional performance and effectiveness.
- Provides support for all the University's regional and specialized accreditation and ongoing assessment activities. Coordinates processes of program review and assessment across the entire organization and coordinates accreditation for new and existing programs, and ensures compliance with NECHE requirements and recommendations, as well as all federal, state, and local regulations.
- Collaborates with all areas of the University to develop long-range, strategic goals for the college. Works with the senior leadership to collect, analyze, and summarize disaggregated institutional data to identify trends and thereby inform the strategic planning process. Provides support and guidance to the President's Executive Cabinet on strategic approaches to institutional effectiveness and performance that include continuous improvement and data-driven innovations.
- Represents the University at state-wide meetings and conferences, serves as a representative on committees, commissions, and other activities, makes presentations at meetings, workshops and events as assigned.

Baruch College, New York, NY

ASSOCIATE PROVOST, INSTITUTIONAL EFFECTIVENESS | Feb 2022 – Nov 2023

Reporting to the Senior Vice President and Provost, responsible for leading the development, implementation, and assessment of programs to meet the College's strategic goals and priorities. Provided leadership for the implementation and evaluation of the College's strategic priorities. Worked collaboratively with the Associate Provost for Faculty Affairs, Research, and Innovation, the Associate Provost for Teaching, Learning, and Students Success, the AVP for Digital Learning, and the deans of the three academic schools and library as a member of the provost senior leadership team. Also worked closely with the Chief of Staff to the President on matters related to the assessment of progress toward the CUNY and Baruch Strategic plans and overall institutional effectiveness. Position supervised the Director of Institutional Research & Assessment, Associate Director of Assessment, Associate Director of Institutional Research, and Executive Assistant.

- Designed institutional evaluation plans related to the College strategic priorities in collaboration with the provost and chief of staff.
- Strategically aligned improvements in the institutional research and academic assessment areas with the College strategic plan.
- Provided leadership in developing and ensuring the execution of a vision that advanced data-informed decision-making across the College.
- Collaborated with the Associate Provost for Teaching, Learning, and Student Success and school deans to ensure the integrity and accountability of academic programs by upholding professional and accreditation standards.
- Chaired the Data Governance Council to ensure integrity in data use and reporting.
- Redesigned and implemented a new process for assessment in all student affairs and service units including new metrics and a common reporting template.
- Created and implemented a ticketing system for data requests to improve efficiency in responding to institutional data needs.
- Designed and implemented dashboards to allow for easy access to institutional data for decision-making.

Nassau Community College, Garden City, NY

ASSOCIATE VICE-PRESIDENT, INSTITUTIONAL EFFECTIVENESS | Sep 2018 – Feb 2022

Reporting to the Vice-President for Academic Affairs, responsible for providing leadership, direction, general supervision and evaluation for Institutional Effectiveness, Assessment, Program Review, and all assigned departments/areas. Position supervised the Director of Institutional Research.

- Planned, organized, and directed operations and activities involved in the research, review, analysis, interpretation and reporting of data and information used in assessing institutional effectiveness and student success.
- Assessed and conducted program review for academic and non-academic initiatives.
- Responsible for oversight and supervision of institutional research.
- Participated in strategic planning, accreditation, and decision-making (including data analysis) regarding College practices, policies, measures, and procedures.
- Worked collaboratively with internal and external stakeholders to understand the needs and experiences of students, as well as reviewing, interpreting, and determining implications of various College practices and measures of institutional effectiveness, assessment, and program review as they pertained to achieving the desired outcomes of the institution.
- Advised department Chairs, their faculty, and administrative units (both academic and non-academic) as appropriate on matters pertaining to assessment and program review.
- Designed, developed, and conducted major institutional research studies, performed statistical analyses, and presented reports utilizing sound research practices that fostered a culture of evidence and informed decision-making.
- Provided oversight of data collection, submission, interpretation, and analysis related to collegiate, local, federal, and state activities and initiatives and shared this information with college constituencies as appropriate.
- Assisted in gathering evidence that the College equitably supports diverse learners and provides multiple pathways to access and completion.
- Provided training and support to faculty, staff, and administrators regarding the effective use of data, research methodologies, results, interpretation, analysis, and their direct relationship informing discussion and decision-making process relative to the mission of the College and to student success.
- Chaired the Institutional Review Board, working collaboratively with faculty to redesign and implement a new process for the the review and approval of research protocols.

Hofstra University, School of Education, Uniondale, NY

ASSISTANT DEAN, ASSESSMENT & ACCREDITATION | Jul 2018 – Sept 2018

Reporting to the Senior Associate Dean, responsible for providing oversight and guidance for all aspects of the school's assessment and accreditation compliance in furtherance of the mission and strategic goals

- Managed the assessment process for academic and administrative units within the School of Education.
- Served as the accreditation liaison for the School of Education.
- Collaborated with faculty to provide support for assessment of program as well as course learning outcomes.
- Maintained and created assessment resources that supported all aspects of assessment.
- Maintained familiarity with standards of accreditation.

The University of Findlay, Findlay, OH

Associate Vice-President, Academic Affairs | Jul 2014 – Nov 2017

Reporting to the Provost and Vice-President for Academic Affairs, responsible for student academic integrity, academic program reviews, curriculum assessment, and new program development.

- Curated and implemented an improved process for Academic Program Reviews. Successfully supervised two cycles of academic program reviews.
- Redesigned and implemented a new process for assessment in all student affairs and service units including new metrics and a common reporting template.
- Successfully partnered with deans and program chairs to complete a cost study of all academic programs.
- Designed a framework for general education that led successfully to reforms in the general education program.
- Collaborated with Deans and program chairs to improve the assessment of learning outcomes across program curriculum.
- Successfully chaired the new program development process that led to the creation of three new academic programs at the university.
- Handled all student appeals on matters of academic integrity leading to a redesign of the policy on appeals.

Columbia University, Division of Student Affairs, New York, NY

DIRECTOR, PLANNING AND RESEARCH | Feb 2012 – Jun 2014

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Reporting to the Chief Operating Officer, responsible for assessment of all student affairs programs and services.

- Developed and successfully completed an assessment of the Center for Student Advising that led to changes and improvement in student academic advising.
- Developed and successfully completed an assessment of the Financial Aid office that led to changes and improvement in meeting the advising needs of students on matters related to financing college.
- Provided training and support to staff, and administrators regarding the effective use of data for informed decision-making.
- Provided research and data analysis for the development of the student affairs strategic plan.

The Graduate School, Academic Programs Division, Washington, D.C.

DIRECTOR, PLANNING, ASSESSMENT AND RESEARCH | May 2010 – Feb 2012

Reporting to the Provost, responsible for providing leadership, direction, general supervision and evaluation for Institutional Effectiveness, Assessment, and Program Review in the academic programs division.

- Built an office of planning, assessment and research for the organization including policies, regular reports, and hiring staff for the department.
- Served as part of a five-member committee that prepared the organization for initial regional accreditation.
- Provided training and support to staff, and administrators on quality assurance.
- Developed an enrollment management plan for the organization to help guide recruitment, admissions, and retention.
- Developed a student services plan for the organization to help guide the provision of critical support services for students.
- Developed and implemented a cycle of regular institutional research reports covering areas such as admissions, enrollment, retention, etc.

OTHER PROFESSIONAL EXPERIENCE

Director of Institutional Research | Gallaudet University, Washington, D.C. (Sep 2009 – Mar 2010)

Virginia Community College System (Oct 2006 – Sep 2009): Served in capacities as Research Analyst, Coordinator of Institutional Effectiveness and Director for Planning and Institutional Effectiveness across two community colleges in the system)

Assessment Coordinator | Frederick Community College, Frederick, MD (Jul – Oct 2006)

Researcher | *Ohio Rehabilitation Services Commission, Columbus, Ohio* (Oct 2005 – Jul 2006)

Program Evaluator | Legislative Office of Education Oversight, Columbus, Ohio (Apr 2004 – Sept 2005)

Grants:

Successfully wrote and secured a \$18,900 grant to implement a West Africa Governance Risk Assessment project from the West Africa Democracy Solidarity Network. The project was launched in November 2023 and is being piloted in Ghana.

Successfully wrote and secured a \$50,000 grant for the Clark Atlanta University Public Administration Department from the William I. H. and Lula E. Pitts Foundation in Atlanta, Georgia. Grant was used to provide scholarships for students in the community and economic development track in the Master of Public Administration program.

Successfully wrote and secured a \$20,000 research grant from the Southern Center for Studies in Public Policy at Clark Atlanta University in Atlanta, Georgia to conduct a performance assessment of Ghana's Free Compulsory and Universal Basic Education Program.

SELECTED TEACHING EXPERIENCE

Villanova University, Villanova, PA

Adjunct Instructor | 2021 & 2024

Course(s) taught: Data Analysis (a graduate online course for MPA students)

Houghton College, Houghton, NY

Part-time Instructor | Spring 2021

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Course(s) Taught: Data Analysis (a graduate online course for MBA students)

Instructor | Summer 2020 & 2021

Summer Research Institute, McNair Scholars Program | University of Maryland | College Park, MD

Course(s) taught: Research Methods and Data Analysis. (a research methods and data analysis course for students in the McNair Scholar's Program)

Southern New Hampshire University

Adjunct Lecturer | Nov 2014 – Feb 2015

Courses taught: Contemporary Issues in Higher Education. (an online course for graduate students in Higher Education Administration)

SCHOLARSHIP

Books and Book Chapters

Osae-Kwapong, John, 5 Presidents, 8 Elections, 30 Years Later: How Ghanaians See Their Democracy. Dakpabli, Ghana, 2023.

Osae-Kwapong, John, Notes from The Public Square: What Ghanaians Said & How They Felt During Kufuor's Presidency, Dakpabli, Ghana, 2022.

Osae-Kwapong, John, "Testing the Pulse of the Nation – Reflections on Polling in Ghanaian Elections" in Handbook of Election News Coverage And Communication In Ghana, Ghana Institute of Journalism, forthcoming.

Journal Articles

Osae-Kwapong, John David (2023). How We Judge Elections and The Consequences for Democracy and Democratic Norms. Journal of African Elections. Under review.

Osae-Kwapong, John David (2023). Beyond The Ballot Box - Do Voter Preferences in Elections Affect Evaluation of Government Performance? Journal of Policy Studies. Under review.

Osae-Kwapong, John David (2023). What Do Ghanaian Citizens Want? Are They Getting It? And The Consequences for The Political Transition to Democracy African Journal of Public Administration and Management. Forthcoming.

Osae-Kwapong, John David (2022). Coping With School Closures During Covid-19 In Ghana– 10 Key Observations. Multidisciplinary Journal of Distance Education Studies 1(1), 45-59.

Acheampong, Theophilus, Eli A. Akorsikumah, John Osae-Kwapong, Musah Khalid, Alfred Appiah, and John H. Amuasi, 2021. "Examining Vaccine Hesitancy in Sub-Saharan Africa: A Survey of the Knowledge and Attitudes among Adults to Receive COVID-19 Vaccines in Ghana" Vaccines 9, no. 8: 814. <https://doi.org/10.3390/vaccines9080814>

Presentations

Osae-Kwapong, John. Afrobarometer as a unique tool for assessing the agenda 2063 outcomes. Section on African Public Administration (SAPA), American Society for Public Administration Sapa 2023 continental conference, Cairo, Egypt. June 7th, 2023.

Osae-Kwapong, John. Is Democracy in Decline? The Africa Alpbach Network Virtual Summit, May 28th, 2021

Osae-Kwapong, John. Making Sense of Public Policy: A Political Economy Framework. Center for Democratic Development, Accra, Ghana. September 2018.

Osae-Kwapong, John. Ghana's 4th Republic: Women's Perspectives. Center for Democratic Development, Accra, Ghana, November 3rd, 2017.

Osae-Kwapong, John. 4Presidents, 6Elections and 22Years Later. Ghana Academy of Arts and Sciences, Accra, Ghana, May 2016.

AFFILIATIONS

Democracy and Development Fellow, Center for Democratic Development (CDD-GHANA), Accra, Ghana. 2017 to present.

Project Director, The Democracy Project, Accra, Ghana. 2023 to present.

SELECTED COLLEGE AND UNIVERSITY SERVICE

Chair, Data Governance Council, Baruch College, New York, NY

Member, Provost Academic Council, Baruch College, New York, NY

Member, Enrollment Management Group, Baruch College, New York, NY

Chair, Institutional Review Board, Nassau Community College, Garden City, NY.

Chair, Institutional Effectiveness Sub Committee of Institutional Planning Committee, Nassau Community College, Garden City, NY.

Member, Applied Learning Committee, Nassau Community College, Garden City, NY.

Member, Assessment Committee, Nassau Community College, Garden City, NY.

Member, Student Activities Committee, Nassau Community College, Garden City, NY.

Chair, Global Assessment Committee, The University of Findlay, Findlay, OH.

Chair, Academic Portfolio Review Committee, The University of Findlay, Findlay, OH.

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