

**Panelists Biographical Sketches**  
**YSU Board of Trustees ADVANCE**  
**October 25, 2021**



**Tom Taylor, Senior Consultant & Principal, EAB**

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Tom has spent his entire career in enrollment management and higher education marketing. At UMBC, the University of Maryland Baltimore County, he was responsible for the areas of undergraduate admissions, financial aid and scholarships, registration and records, orientation, academic advising, and academic support services. As vice president for enrollment, marketing, and communications at Ball State University, he served both as chief enrollment officer and chief marketing officer, creating a new division, integrating enrollment management and marketing.

In the enrollment arena Tom managed undergraduate admissions, orientation, financial aid, scholarships, and registration and records. As chief marketing officer, he led a talented team of marketing and communications professionals. While at Ball State, he led the university through a rebranding initiative as well as the largest capital campaign in the school's history.

At EAB, Tom works with both current and prospective clients to help insure meaningful results, bringing to bear both practitioner and former client perspectives.

Tom completed a B.A. in English at Hamilton College in Clinton, New York, graduating Phi Beta Kappa. He continued his studies at the Johns Hopkins University in Baltimore, Maryland, where he focused on Renaissance drama.



**Bob Adkins, CEO & Founder, Gray Associates**

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Bob leads Gray and the development of Gray's education industry software and services. He works with Gray's education clients, consulting with Presidents, CAOs, CFOs, and CMOs on program assessment, institutional strategy, pricing, and location selection.

Since founding Gray Associates, Bob has worked with institutions across all sectors of higher education, including the University of Cincinnati, Northcentral University, Baker College, Bay Path University, Massachusetts Bay Community College, the University of Maryland, and Universal Technical Institute, to develop institutional and programmatic growth strategies, identify new markets, and model program and course economics. He led the design of the Program Evaluation System, the Program Economics Platform, and our Program Strategy Workshops.

Prior to founding Gray Associates, Bob worked with corporate clients such as AT&T, American Express, HP, and IBM to develop growth strategies, enter new markets, and build their channel organizations. Bob is a published author, whose articles have appeared in The Wall Street Journal, Sales and Marketing Management, and other publications around the world.

He received an MBA, with honors, from Harvard Business School and a BA, magna cum laude, from Harvard College.



**David Daniels, P3Evangelist, EdTech Advisor, Learning Design Fanatic, Ed Tech Investor**  
**BA, Indiana University-Bloomington (Radio & Television)**

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David possesses over 25 years of executive and operational leadership in the education sector. He has dedicated his career to helping increase access to quality and affordable education for students with a passionate focus on persistence and completion.

Recent corporate experiences include President of Academic Partnerships, a privately-held Online Program Management business recently sold in December, 2019 to Private Equity. Prior to Academic Partnerships, he oversaw all managed services for Pearson's Higher Education business in North America including their Online Program Management division. He has held numerous other senior roles spanning K-12 and Higher Education.

With a unique blend of educational, government, start-up, board work, and corporate experience, David has a wealth of knowledge in business process outsourcing, learning design, product development, organizational design, change management, and implementing/scaling innovative solutions in traditional and non-traditional environments.

David earned his Bachelor's of Arts degree from Indiana University Bloomington in Radio & Television.