

HARRISON KELLER

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UNIVERSITY ADMINISTRATION

Deputy to the President for Strategy and Policy, THE UNIVERSITY OF TEXAS AT AUSTIN, 2015-present.

- Driving achievement of the president's strategic vision, working with university and system leaders, faculty leaders, policymakers, national thought leaders, foundations, and other partners and stakeholders.
 - Coordinating institutional planning, strategy and policy development to unlock student potential, empower world-class faculty, transform health care, and advance a vibrant future for the state of Texas and the nation.
 - Facilitating development of policy innovations related to affordability, access, and upward mobility.
- Engaging policymakers, educational organizations and institutional leaders to inform higher education policy.
 - Developing and leading cross-institutional collaborations to inform state and federal policy deliberations about college and career advising, credit transfer, student success, and educational innovation.
 - Engaging policymakers, educational organizations, and institutional leaders to develop and advance policy reforms to improve college and career advising and streamline pathways to postsecondary credentials.
- Organizing and overseeing UT Austin's participation in major state and national institutional partnerships.
 - Leading innovative collaborations through major partnerships including the American Talent Initiative, APLU Powered by Publics, Texas Postsecondary Innovation Network, and University Innovation Alliance.
 - Directing the Texas OnRamps and Texas OnCourse initiatives that serve tens of thousands of Texas students and educators to improve college readiness and advance equity in college and career advising.
- Monitoring and analyzing major developments in higher education policy across the United States and around the world. Conducting scholarly research and providing classroom instruction; creating opportunities for faculty, students, and staff to participate in ongoing academic and policy initiatives on behalf of UT Austin.

Vice Provost for Higher Education Policy and Research, UT AUSTIN, 2009-15.

Developed major university initiatives and designed state and national policy solutions related to college readiness, affordability, productivity, and new educational delivery models. Secured millions of dollars in external funding and developed new partnerships to improve student success and accelerate academic innovation. Accomplishments include:

- Establishing and facilitating the Public Flagships Network, including presidents and provosts from more than twenty flagship universities and partner organizations working together to strengthen America's leading public universities.
- Establishing and directing the Texas Higher Education Leaders Consortium (now the Postsecondary Innovation Network) including more than a dozen community college, university and system leaders working with state policymakers to increase educational productivity through institutional collaborations and policy innovations.
- Founding the Texas OnRamps initiative to increase the number and diversity of high school students who are well-prepared for colleges, by deploying best-in-class technologies, evidence-based pedagogies, and learning analytics.
- Establishing a competency-based high school graduation option aligned with academic expectations at UT Austin.
- Initiating a program for automated "reverse transfer" of credits from Texas universities to community colleges that has been adopted by more than a dozen states through the National Student Clearinghouse.

Executive Director, CENTER FOR TEACHING AND LEARNING, UT AUSTIN. 2010-15.

Led a large, dynamic center of more than 200 program staff, instructional designers, technologists, support staff, and affiliated faculty to promote excellence and innovation in teaching and learning. Key accomplishments included:

- Reorganizing the Center for Teaching and Learning and Continuing and Innovative Education to redirect more than \$1 million annually into direct services for faculty and students and reduce operating costs more than \$250,000.
- Leading design and development of new campus support structures for technology-enhanced education, including new instructional technologies, and development and launch of the TEXAS Extended Campus.
- Leading UT Austin's participation in the edX Consortium, including development of eleven MOOCs.
- Initiating Provost's Teaching Fellows program with forty award winning faculty to drive academic innovation.
- Launching \$500,000 Curriculum Innovation Grants program to support faculty innovation in teaching and learning.
- Developing the Campus Conversation with the provost and faculty leaders to engage faculty, students, staff, and administrators in discussions and planning to enhance the value of a UT Austin education.

UNIVERSITY TEACHING

Professor of Practice, DEPARTMENT OF EDUCATIONAL LEADERSHIP AND POLICY, UT AUSTIN, 2018-present.

Clinical Professor of Public Policy Practice, LBJ SCHOOL OF PUBLIC AFFAIRS, UT AUSTIN, 2014-present.

Adjunct Professor, DEPARTMENT OF EDUCATIONAL LEADERSHIP AND POLICY, UT AUSTIN, 2013-18.

Senior Lecturer, COLLEGE OF EDUCATION, UT AUSTIN, 2009-13.

Visiting Faculty, LBJ SCHOOL OF PUBLIC AFFAIRS, UT AUSTIN, 2003-04, 2009-14.

Adjunct Professor, ST. EDWARD'S UNIVERSITY, AUSTIN, TEXAS, 1999-2000.

Lecturer, GEORGETOWN UNIVERSITY, 1997-98.

EDUCATIONAL POLICY

Educational Policy Consultant, 2008-present.

Adviser to universities, foundations, and state and national organizations. Areas of specialization include public and higher education finance, educational innovation, institutional support structures for leading academic change, college affordability including financial aid and college savings policies, and institutional planning and improvement.

Director of Research, SPEAKER'S OFFICE, TEXAS HOUSE OF REPRESENTATIVES, 2003-09.

Senior Education Policy Advisor, SPEAKER'S OFFICE, TEXAS HOUSE OF REPRESENTATIVES, 2003.

Project Director, CHARLES A. DANA CENTER, UT AUSTIN, 2000-03.

Associate Research Scientist, CHARLES A. DANA CENTER, UT AUSTIN 1999-2000.

Education Analyst and Legislative Associate, TEXAS STATE REPRESENTATIVE DIANNE WHITE DELISI, 1998-99.

Research Assistant, TEXAS STATE SENATOR TROY FRASER, 1998.

MILITARY SERVICE

Lieutenant (1635/Intelligence), UNITED STATES NAVY RESERVE, 2005-15.

SELECTED CURRENT INITIATIVES

Office of Strategy and Policy. Working with the president, provost, chief financial officer, and other senior leaders to specify and drive long-range institutional goals and priorities. Leading the development and implementation of new approaches to planning, improvement, and accountability reporting related to student success, affordability, educational innovation, interdisciplinary research, operational effectiveness and efficiency, and other institutional priorities. Since 2009, UT Austin has improved four-year graduation rates from 52 percent to nearly 70 percent, closed persistence and achievement gaps between students in the lowest and highest SAT quartiles by 50 percent, and increased educational productivity as reflected in the largest numbers of undergraduate degrees awarded and FTIC's enrolled despite near-constant undergraduate enrollments and instructional budgets. Current initiatives include expanding high-quality experiential learning opportunities, innovating strategies to promote affordability, driving upward mobility, defining priorities for faculty investment, consolidating administrative portfolios, and redirecting resources from administrative to academic purposes.

Texas OnRamps. Founder and Principal Investigator for a statewide dual enrollment initiative to increase the number and diversity of high school students prepared to be competitive at leading colleges and universities, by providing high-quality college-level courses with technology-enabled learning experiences, robust teacher training, and learning analytics. In the 2019-20 academic year, OnRamps will serve more than 40,000 students across Texas, more than half of whom will be first-generation college students. Related innovations include: OnRamps Replication Network (with Texas Tech University and Houston Community College); TEXAS MicroMajor, to provide high school students with pathways and advising aligned with university fields of study; and the OnRamps Dual Credit Innovation Collaborative, working to define and improve quality in dual credit and dual enrollment offerings with seven public colleges and universities.

SELECTED CURRENT INITIATIVES (CONTINUED)

Texas OnCourse. Founder and Principal Investigator for the nation's most comprehensive digital learning initiative to improve college and career advising for more than 2.7 million middle and high school students across the state of Texas. Working at the request of the legislature and in close partnerships with state agencies, colleges and universities, and state and national organizations to develop, curate, and deploy online competency-based training for counselors and advisers, online resources for middle school students and their families, and rigorous data analytics and research to streamline students' pathways from secondary education to college and career opportunities. The OnCourse Academy provides competency-based online training, in-person coaching, and support to more than 11,500 counselors and advisers in schools that serve more than 95 percent of secondary Texas public school students.

EDUCATION

Georgetown University	Ph.D., Philosophy, 2002.
	M.A., Philosophy, 1998.
University of Notre Dame	B.A., Philosophy and Honors Program, 1993. <i>Cum Laude.</i>

DISSERTATION

Rethinking Respect for Persons, Henry S. Richardson, advisor. August 2002.

AWARDS AND AFFILIATIONS

Institute for Educational Management, HARVARD GRADUATE SCHOOL OF EDUCATION, 2018.
Board Member, E3 ALLIANCE (EDUCATION EQUALS ECONOMICS), 2015-present.
Appointed Member, TEXAS GENERAL ACADEMIC INSTITUTIONS FORMULA ADVISORY COMMITTEE, 2015-21.
Board Member, MATCH THE PROMISE FOUNDATION, 2010-present.
Member, NATIONAL EDUCATIONAL TECHNOLOGY PLAN TECHNICAL WORKING GROUP, 2014-15.
Regional Council Member, COLLEGE BOARD SOUTHWESTERN REGIONAL COUNCIL, 2012-15.
Chancellor's Fellow for Blended and Online Learning, UNIVERSITY OF TEXAS SYSTEM, 2011-12.
Member, SEARCH COMMITTEE FOR DIRECTOR, UT SYSTEM INSTITUTE FOR TRANSFORMATIONAL LEARNING, 2011.
Appointed Member, UT SYSTEM BOARD OF REGENTS TASK FORCE ON BLENDED AND ONLINE LEARNING, 2011.
Board Member, AUSTIN CHILD GUIDANCE CENTER, 2010-12.
Texas House Speaker's Appointee, TEXAS PREPAID HIGHER EDUCATION TUITION BOARD. 2007-11.
Leadership Council, EASTSIDE COMMUNITY CONNECTION, 2009-11.
Lieutenant Governor's Appointee, SELECT COMMITTEE ON PUBLIC SCHOOL FINANCE. 2009-10.
Project Director, TEXAS SCHOOL FINANCE PROJECT, 2003-09.
Regional Finalist, WHITE HOUSE FELLOWS PROGRAM, 2007.
Substitute Teacher, AUSTIN ISD, 2005-07.
Vice-President, TEXAS LYCEUM, 2005-06.
Director, TEXAS LYCEUM, 2004-07.
Associate, NATIONAL CENTER FOR PUBLIC POLICY IN HIGHER EDUCATION, 2003-04.
Finalist, AUSTIN UNDER 40 AWARDS, YOUTH/EDUCATION, 2004.
University Fellow, GEORGETOWN UNIVERSITY, 1993-97.
Member, GEORGETOWN UNIVERSITY SEARCH COMMITTEE FOR EXECUTIVE VICE PRESIDENT, 1995-96.
President, GRADUATE STUDENT ORGANIZATION, GEORGETOWN UNIVERSITY, 1995-96.
Summer Scholarship, Sprachinstitut Tübingen, Germany, 1994.
Drum Major, BAND OF THE FIGHTING IRISH, UNIVERSITY OF NOTRE DAME, 1991-93.

GRANTS AND SPONSORED PROJECTS**Texas Secondary College and Workforce Advising Academies.** (Texas Legislature)

Established a statewide initiative to improve college and career advising across Texas secondary schools, including a consortium of participating universities, state agencies, and educational organizations, advanced digital content and tools for secondary counselors, online resources for middle school students, and ongoing research, evaluation, and analytics.
Project period: September 2015 through August 2019. Funds awarded: \$27,984,276.

WGRANTS AND SPONSORED PROJECTS (CONTINUED)**TEXAS OnRamps.** (Texas Legislature)

Founded an innovative statewide dual enrollment initiative with a network of university and school district partners to increase the number and diversity of students who are prepared for research universities, incorporating advanced digital content, imbedded assessments, analytics, and advanced instructor support developed with UT Austin's UTeach program.
Project period: September 2011 through August 2019. Funds awarded: \$28,984,276.

Texas Legislative Policy Seminars. (Educate Texas/Bill and Melinda Gates Foundation)

Organized and facilitated nonpartisan retreats for state policymakers and state legislative and executive branch staff with leading national education policy experts, in preparation for upcoming legislative discussions.
Project period: December 2006 through January 2017. Funds awarded: \$125,000.

Texas Consortium/Public Flagships Network. (Public Agenda Foundation/Lumina Foundation)

Continued development of the Texas Higher Education Leaders Consortium, including new models for reverse transfer partnerships between community colleges and universities, and the implementation of Texas OnRamps. Led organization and implementation of a network of presidents and provosts of public flagship universities convened by the president of UT Austin, to collaborate on issues pertaining to educational productivity.
Project period: May 2012 through April 2014. Funds awarded: \$745,000.

Completion Management. (Lumina Foundation)

Co-PI for project to establish a national network of innovative leaders from eleven colleges and universities to refine and test evidence-based strategies for using institutional financial aid to promote student success.
Project period: April through December 2012. Funds awarded: \$95,000.

College Readiness Assignments Field Test (CRAFT). (Texas Higher Education Coordinating Board)

Co-PI for a major project to develop, refine, and field test college readiness assignments and develop supporting online modules and training materials to specify the Texas state career and college readiness standards, with faculty from UT Austin, other colleges and universities and public high schools.
Project period: April 2011 through August 2013. Funds awarded: \$966,625.

Texas Higher Education Leaders Consortium. (Public Agenda Foundation/Lumina Foundation)

Led a project to organize and facilitate a consortium of Texas colleges and universities, convened by the president of UT Austin, to collaborate on institutional policy issues pertaining to educational productivity, with emphasis on course redesign and institutional and state policy regarding articulation and transfer.
Project period: September 2010 through August 2012. Funds awarded: \$97,500.

Developmental Education Demonstration Project. (Texas Higher Education Coordinating Board)

Co-PI for a project to redesign the developmental education program at The University of Texas to better align with the state career and college readiness standards and expectations in entry-level courses.
Project period: September 2010 through May 2012. Funds awarded: \$400,000.

Reference Course Profiles/Readiness Assignments. (Texas Higher Education Coordinating Board)

Co-PI for a project to coordinate development of reference course profiles of a dozen entry-level UT Austin courses to signal expectations to prospective students and their teachers, and to engage faculty in a preliminary review of college readiness assignments for English language arts and mathematics.
Project period: September 2010 through August 2011. Funds awarded: \$90,000.

Texas School Finance Project. (Texas Education Agency, Bill & Melinda Gates Foundation)

Directed a comprehensive research project to support legislative efforts to reform the Texas public school finance system. Worked with researchers from UT Austin, Texas A&M, University of Kansas, Rice University, and other leading experts.
Project period: April 2003 through August 2007. Funds awarded: \$1,564,818.

Dynamic Texas School Finance Model. (Texas Education Agency)

Directed a project to develop a dynamic computer model of the Texas school finance system, as a joint project of UT Austin, Texas A&M, University of Kansas, Texas Education Agency and the Texas Governor's Office.
Project period: April 2002 through August 2003. Funds awarded: \$240,000.

GRANTS AND SPONSORED PROJECTS (CONTINUED)**Pre-Legislative Workshop.** (The Rockwell Fund)

Directed a policy research project through the LBJ School of Public Affairs to offer policy workshops for Texas legislative staff, coupled with evaluations of the workshops' impact on the work of legislative staff in the 78th Texas Legislature.

Project period: August 2002 through May 2003. Funds awarded: \$10,000.

SELECTED PUBLICATIONS

[“Workforce Preparation.”](#) *Issues in Science and Technology*, Vol. XXXV, No. 2., Winter 2019.

[“For Real Academic Disruption, Try Empathy.”](#) *Chronicle of Higher Education*, October 23, 2016.

[“Avoiding Four Pitfalls in Digital Learning,”](#) (with Andrew Belton) *Stanford Social Innovation Review*, July 16, 2015.

“Using a Cost Function to Inform School Finance Policymaking,” (with Bruce D. Baker) report for the Texas School Finance Project, April 2005.

[“Competing Perspectives on the Cost of Education,”](#) (with Lori L. Taylor) in U.S. Department of Education, National Center for Education Statistics, *Developments in School Finance 2001-02*, NCES 2003-403, William J. Fowler, Jr., Editor, Washington, DC, 2003.

“Confronting the Constitutional Challenges,” in Chris Patterson, editor, *Putting the Sides Together: Twelve Perspectives on Texas Public School Finance*, Austin: Texas Public Policy Foundation, December 2003.

[“Texas School Finance in 2002: Ten Things Every Candidate Should Know,”](#) in Texas Public Policy Foundation, *Legislators' Guide to the Issues 2003-2004*, June 6, 2002.

[“Leading with Respect: An Exploration of Respect in Army Leadership.”](#) *Military Review*, January 2001.

“A Study of Uncontrollable Variations in the Costs of Texas Public Education: Technical Supplement,” (with Celeste D. Alexander, Timothy J. Gronberg, Dennis W. Jansen, Lori L. Taylor, and Philip Uri Treisman), January 1, 2001.

“Advancing Teacher Quality Through Performance Pay,” paper and presentation to the Lone Star Foundation, *Public Education Reform in Texas: A Comprehensive Progress Report*, Austin, Texas, December 7, 2000.

[“A Study of Uncontrollable Variations in the Costs of Texas Public Education: A Summary Report for the 77th Texas Legislature.”](#) (with Celeste D. Alexander, Timothy J. Gronberg, Dennis W. Jansen, Lori L. Taylor, and Philip Uri Treisman), November 1, 2000.

SELECTED PRESENTATIONS (2012-PRESENT)

March 2019	SXSWEDU, Austin Texas
October 2017	Inaugural CLIMB Conference (Collegiate Leaders in Increasing Mobility), Austin Texas
September 2017	Harvard/MIT/Berkeley/Stanford 2017 Online Learning Summit, Cambridge Massachusetts
April 2017	Arizona State University, executive leadership team
December 2016	Renaissance Weekend, Charleston South Carolina
October 2016	Texas House of Representatives Public Education Committee, Austin Texas
February 2016	Texas Senate Education Committee, McAllen Texas
June 2016	Bay View Alliance/Association of American Universities, Washington D.C.
April 2015	Harvard/MIT/Berkeley/Stanford 2015 Online Learning Summit, Cambridge Massachusetts
November 2014	edX Global Forum, Boston University
July 2014	Society for Learning Analytics/Learning Analytics Summer Institute, Harvard University
March 2014	Harvard University, Graduate School of Education
December 2013	Seven Citizens Changing Our City and the World, Austin Texas
October 2013	University of Illinois Summit on Online Education: Mainstreaming Innovation (Keynote)
June 2013	Council of State Governments/National Conference of State Legislatures, Washington D.C.
April 2013	University of Illinois, Envisioning the Future of Online Graduate Education
March 2013	SXSWEDU, Austin Texas
February 2013	Rice University, Center for Teaching Excellence
January 2013	Bill and Melinda Gates Foundation Personalized Learning Network
November 2012	U.S. Chamber of Commerce/Texas Association of Business, Austin Texas
November 2012	Association of Public and Land Grant Universities, National Conference
October 2012	National Association of Schools of Public Affairs and Administration
May 2012	SERU Consortium Research Meeting, UC Berkeley