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CURRENTLY

Commissioner of Higher Education, TEXAS HIGHER EDUCATION COORDINATING BOARD, 2019-present.

Chief executive officer of the Texas Higher Education Coordinating Board. Appointed by the Board to provide leadership and coordination of higher education policy for the ninth largest economy in the world as State Higher Education Executive Officer for the State of Texas. Responsible for annual budgets of more than \$1.7 billion and approximately 300 staff. Initiatives and accomplishments to date include:

- Reorganizing the agency to enhance effectiveness and efficiency, strengthen support for students and institutions, and bolster interagency collaborations especially through the Governor's Tri-Agency Workforce Initiative.
- Coordinating support for Texas higher education through the COVID-19 pandemic, including working with the Governor and legislative leadership to secure \$360 million in federal stimulus funds for emergency student aid, college and career advising, digital learning, financial aid, and short-term reskilling and upskilling programs.
- Leading a collaborative project of the Texas Higher Education Coordinating Board and the Texas Higher Education Foundation to refine and update state higher education goals with employers, policymakers, and other stakeholders.
- Coordinating modernization of the state educational and workforce data infrastructure, to increase accessibility and utility of data with new tools to inform decisions by students, families, educators, employers, and policymakers.
- Initiating development of the Texas Transfer Framework, to establish transparent pathways that enable students to be assured of up to 60 semester credit hours guaranteed for transfer and applicability to university degree plans.
- Informing state budget and policy discussions to bolster innovation in higher education, support student success, expand educational and workforce opportunities, and accelerate recovery of the Texas economy.

UNIVERSITY ADMINISTRATION

Deputy to the President for Strategy and Policy, THE UNIVERSITY OF TEXAS AT AUSTIN, 2015-19.

Developed and coordinated university initiatives to advance the president's strategic vision, working with campus and system leaders, faculty, policymakers, foundations, and state and national partners. Accomplishments included:

- Facilitating development of nationally recognized policy innovations related to affordability, access, student success, and upward mobility; by 2019, UT Austin had been recognized as a national leader in rapidly improving student success and ranked #12 in the nation for innovation by U.S. News, tied with the University of Michigan.
- Leading UT Austin's engagement with state and national collaborations and partnerships to advance equity in student success, including the American Talent Initiative, APLU Powered by Publics (PxP) initiative, Texas Postsecondary Innovation Network, and the University Innovation Alliance. Organizing UT Austin-led projects with the ATI (in partnership with Georgetown University) and APLU PxP (with seven large public research universities).
- Founding, directing, and serving as Principal Investigator for Texas OnRamps and Texas OnCourse. By 2019, Texas OnRamps was serving more than 47,000 dual enrollment course enrollments annually and supporting 1,200 teachers in 185 school districts. In 2019, Texas OnCourse provided training and digital resources to more than 13,000 counselors and advisers, who served the public schools enrolling more than 95 percent of Texas secondary students.

Vice Provost for Higher Education Policy and Research, THE UNIVERSITY OF TEXAS AT AUSTIN, 2009-15.

Developed university initiatives and designed state and national policy solutions related to college readiness, affordability, productivity, and new educational delivery models. Accomplishments included:

- Establishing and facilitating the Public Flagships Network, with 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 (later called the Texas 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 leading colleges, by deploying best-in-class technologies, evidence-based pedagogies, and analytics.
- Initiating a project for automating the "reverse transfer" of credits from Texas universities to community colleges that was subsequently adopted by more than a dozen states through the National Student Clearinghouse.

UNIVERSITY ADMINISTRATION (CONTINUED)

Executive Director, CENTER FOR TEACHING AND LEARNING, THE UNIVERSITY OF TEXAS AT 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 by 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 the Provost's Teaching Fellows program with forty award winning faculty to drive academic innovation.
- Launching the Curriculum Innovation Grants program to support faculty innovation in teaching and learning.

UNIVERSITY TEACHING

Clinical Professor of Public Policy Practice, LBJ SCHOOL OF PUBLIC AFFAIRS, UT AUSTIN, 2014-19.

Professor of Practice, DEPARTMENT OF EDUCATIONAL LEADERSHIP AND POLICY, UT AUSTIN, 2018-19.

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, 2008-19.

Adviser to universities, foundations, and state and national organizations. Areas of specialization include public and higher education finance, educational innovation, college affordability including 529 savings plans, and institutional planning.

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 INITIATIVES

Building a Talent Strong Texas. Initiated development of an updated strategic plan for Texas higher education through 2030. The new plan includes goals for postsecondary attainment—including for adult workers who need to reskill and upskill to compete in the rapidly changing state economy; the addition of goals for research, development, and innovation; updated credential production goals for degrees, certificates, and other postsecondary credentials of value—including short term industry-recognized credentials; and updated student debt goals based on students' projected abilities to repay their loans given the expected earnings associated with their credentials. Data across each goal will be disaggregated by race, sex, income, and geography, renewing the state's commitment to advance equity in higher education opportunities. With the *Talent Strong Texas* goals, Texas is the first state to condition its higher education goals on typical net costs and earnings associated with specific degrees, certificates, and other credentials.

SELECTED INITIATIVES (CONTINUED)

Office of Strategy and Policy. Led development and implementation of new approaches to university planning, improvement, and accountability reporting related to student success, affordability, educational innovation, interdisciplinary research, operational effectiveness and efficiency, and other institutional priorities. Worked with the UT Austin president and other senior leaders to specify and drive long-range institutional goals and priorities. From 2009 to 2019, UT Austin 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 freshmen enrolled despite near-constant undergraduate enrollments and instructional budgets. Initiatives included 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 nationally recognized dual enrollment initiative to increase the number and diversity of high school students who are prepared for leading colleges and universities, by providing high-quality college-level courses with technology-enabled learning experiences, robust teacher training, and learning analytics. In the 2021-22 academic year, OnRamps is partnering with more than 1,500 teachers to serve more than 34,000 unique students—more than half are first-generation college students and two-thirds are students of color. Related innovations include the OnRamps Replication Network (with Tarleton State University, Texas Tech University, and Houston Community College); the TEXAS MicroMajor, to provide high school students with pathways aligned with university fields of study; and a research partnership with the Texas Mindset Initiative to support excellence in teaching.

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. Worked at the request of the legislature and in partnerships with state agencies, higher education institutions, 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. In 2021-22 the OnCourse Academy is providing competency-based online training, in-person coaching, and support to more than 18,000 counselors and advisers in schools that serve more than 95 percent of Texas secondary school students. In 2021, the legislature authorized the move of Texas OnCourse from UT Austin to the Texas Higher Education Coordinating Board, where the initiative’s charge has been expanded to support students and advisers in secondary schools, colleges and universities, and regional workforce boards.

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.

SELECTED AWARDS AND AFFILIATIONS

Executive Committee, STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION, 2021-present.

Advisory Board, THE PIVOTAL NETWORK BY GEORGETOWN UNIVERSITY, 2021-present.

Board Member and Executive Committee, SOUTHERN REGIONAL EDUCATION BOARD, 2020-present.

Board Member, UPBRING, 2021-present.

Board Member, MATCH THE PROMISE FOUNDATION, 2010-present.

Member, FORUM FOR THE FUTURE OF HIGHER EDUCATION, 2010-present.

Institute for Educational Management, HARVARD GRADUATE SCHOOL OF EDUCATION, 2018.

Board Member, E3 ALLIANCE (EDUCATION EQUALS ECONOMICS), 2015-present.

Member, TEXAS GENERAL ACADEMIC INSTITUTIONS FORMULA ADVISORY COMMITTEE, 2015-21.

Member, NATIONAL EDUCATIONAL TECHNOLOGY PLAN TECHNICAL WORKING GROUP, 2014-15.

SELECTED AWARDS AND AFFILIATIONS (CONTINUED)

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.

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.

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 (AS PRINCIPAL INVESTIGATOR AT UT AUSTIN)**Texas Secondary College and Workforce Advising Academies.** (Texas Legislature)

Established the Texas OnCourse 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 evaluation and analytics.

Project period: September 2015 through August 2021. Funds awarded: \$36,968,552.

TEXAS OnRamps. (Texas Legislature)

Founded an innovative statewide dual enrollment initiative with a facilitated 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.

Project period: September 2011 through August 2021. Funds awarded: \$36,543,552.

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.

GRANTS AND SPONSORED PROJECTS (CONTINUED)**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.

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

December 2021	State of Texas Higher Education Address , Austin Texas
November 2021	Graduate School of Education, Harvard University, Cambridge Massachusetts
November 2021	State Higher Education Executive Officers, Washington D.C.
August 2021	Commencement Speaker, UT Arlington, Arlington Texas
March 2021	Kennedy School of Government, Harvard University, Cambridge Massachusetts
February 2021	Texas Association of Faculty Senates, Austin Texas
November 2020	Open Educational Resources Conference, Rice University, Houston Texas
November 2020	State of Texas Higher Education Address , Austin Texas
September 2020	National Science Foundation Convergence Accelerator Workshop, Cambridge Massachusetts
September 2020	Greater Houston Partnership State of Education, Houston Texas
November 2019	State of Texas Higher Education Address , Austin Texas
November 2019	College Board Forum, Washington D.C.
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, Tempe Arizona
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