David W. Gardner Deputy Commissioner for Academic Planning and Policy/Chief Academic Officer Texas Higher Education Coordinating Board

As Deputy Commissioner for Academic Planning and Policy/Chief Academic Officer, David W. Gardner leads the Board's Planning and Accountability Division, the Academic Affairs and Research Division, and the Division of P-16 Initiatives. His primary responsibilities include coordination of the Board's efforts toward *Closing the Gaps* through academic excellence and research at Texas institutions of higher education.

Previously, Gardner served the agency as the Associate Commissioner for Academic Excellence and Research and as the Assistant Commissioner for Planning and Information Resources. Gardner provided leadership for statewide initiatives such as Texas' higher education plan *Closing the Gaps by 2015*, the college and university electronic library resource sharing consortium, the Texas Accountability System for Higher Education, and the Texas Public Education Information Resource, which includes information on all students enrolled in Texas public schools, as well as both public and private higher education institutions in Texas.

Prior to joining the Coordinating Board staff in 1985, Gardner was on the faculty at Hofstra University, where he taught in the master's and doctoral programs in the Administration and Policy Studies Department. While at Hofstra, he was director of the master's program, chaired the university's planning committee, and served on the graduate council and the scholarships committee. He also has been a visiting professor at Texas A&M University. He is currently an Adjunct Professor of Higher Education at The University of Texas at Austin.

Gardner received his Ph.D. and Master's degrees from Texas A&M University and his Bachelor of Arts degree from the University of Houston.