

Who We Are

Keeling & Associates, LLC (K&A) is a comprehensive higher education consulting firm .

We work with colleges and universities to solve problems, take advantage of opportunities, and plan for the future.

We help higher education meet the most important challenge it faces today: improving the quality and quantity of learning. We call this change for learning.

Core Ideas That Guide Our Work

At **the heart of our work is learning**—what it is, how it happens, what supports or undermines it, and how we know it when we see it. We are evidence-based; we depend on the neurosciences, cognitive psychology, and the scholarship of teaching and learning to ground our projects and reports.

Everything we do—from strategic planning and accreditation preparation to strengthening specific programs, for institutions of all types—**improves the effectiveness of colleges and universities** in supporting learning and student success.

*Our mission is to improve outcomes
in higher education by
creating change for learning.*

Reasons to Engage Consultants in Higher Education

- ▶ **Need for an objective, non-institutional view:** limitations of internal data-gathering, analysis, and interpretation; difficulty seeing things objectively when one is in the middle of those things; restraints that history and relationships within the institution create on asking or answering difficult questions.
- ▶ **Desire to create an opportunity for reflection and longer-term thinking:** need to shift focus from tactics to strategy; challenging the “tyranny of the immediate.”
- ▶ **Need to reassess or rework a problem:** engage a process of discovery facilitated by friendly critics.
- ▶ **Intent to rethink strategy:** take advantage of specific expertise of consultants who have broad experience in higher education.
- ▶ **Desire to motivate and plan institutional change:** use objective, evidence-based assessment to guide goal-setting and change management planning; work on change as a specific goal and process.
- ▶ **Need to unravel institutional tangles:** assessing the alignment among mission, strategy, goals, programs, outcomes, and resources; determining whether the allocation of resources matches institutional priorities; evaluating the clarity and integrity of a focus on learning.

K&A Experience & Expertise

We bring expertise, experience, and, most importantly, the wisdom that grows from working with more than 250 institutions of all types for 30 years.

Our **senior consultants** are recognized leaders and scholars in higher education who have served as president, provost, vice president, and executive director; they have been elected to office in and served on governing and advisory boards of national professional organizations. They continue to think, write, publish, and present at conferences and forums.

Unlike many consulting firms, K&A engages the senior consultants in the content and work of projects from start to finish—from preparation of proposals to completion of final reports and implementation plans.

- ▶ *We emphasize practical, sustainable change to improve the quality and quantity of learning.*
- ▶ *We make our consulting projects educational and transformative.*
- ▶ *We are known as “truth tellers.”*
- ▶ *We help our clients think strategically.*
- ▶ *We are intellectually rigorous.*

More than anything else, we believe in the power and value of higher education; we work to support colleges and universities in realizing their potential.

Learning is not only the core work of institutions of higher education, but also the most important outcome of the student experience.

Our Services

- ▶ **Planning & Strategy:** change for learning; institutional, academic, and divisional strategy; restructuring and reallocation of resources; academic or faculty renewal; retention
- ▶ **Reviews:** academic programs (e.g., general education), Student Affairs divisions, programs, and services (especially health, counseling, career), other departments and divisions, whole institutions
- ▶ **Professional Development:** on higher education, learning, assessment
- ▶ **Senior Executive Consultation:** coaching and leadership development
- ▶ **Executive Search:** permanent and interim leadership and management positions, primarily in Student and Academic Affairs

Selected Publications

- ▶ *We're Losing Our Minds: Rethinking American Higher Education.* New York, NY: Palgrave Macmillan, 2011.
- ▶ Neurobiology of Learning, in London, M. (ed.), *Handbook of Lifelong Learning.* New York, NY and Cambridge, UK: Oxford University Press, 2011.
- ▶ *Assessment Reconsidered: Institutional Effectiveness for Student Success,* National Association of Student Personnel Administrators, 2008.
- ▶ *Horizontal and Vertical Structures: The Organizational Dynamics of Higher Education.* Liberal Education 93(4): 22-29, 2007.
- ▶ *Learning Reconsidered: A Campus-Wide Focus on the Student Experience.* Washington, DC: American College Personnel Association and National Association of Student Personnel Administrators, 2004.