



## WHO WE ARE AND WHAT WE DO

Lumina Foundation is the nation's largest private foundation dedicated exclusively to increasing students' access to and success in postsecondary education. Lumina is committed to enrolling and graduating more students from college. **Our goal is to increase the percentage of Americans who hold high-quality degrees and credentials to 60 percent by 2025.**

Based in Indianapolis, the Foundation employs nearly 50 staff members and has an endowment in excess of \$1 billion. This total ranks Lumina among the nation's top 40 private foundations.

Lumina pursues the 60 percent attainment goal in three ways: by identifying and supporting **effective practice**, by encouraging effective **public policy**, and by using our communications and convening capacity to build **public will** for change. We have worked with and made grants to many colleges, universities, associations and other organizations that work to improve student access and degree attainment across the nation. In 2011, we approved 87 grants — ranging from \$5,000 to \$3.1 million — for a total commitment of more than \$47 million.

## WHY THIS MATTERS

Increasing the level of higher education attainment is crucial to the health of the nation's economy, communities, and its democracy. The workplace now requires higher-level skills. In fact, according to noted labor economist Tony Carnevale, 63 percent of all jobs in the U.S. will require some level of postsecondary education by 2018.

If we hope to improve college attainment rates, and thus remain globally competitive, we must concentrate our efforts on serving America's 21st century students — including low-income students, first-generation students, students of color and adult learners. These populations are growing rapidly, and their success will largely determine our future success as a nation. By 2050, demographers say, minorities will constitute the majority of the U.S. population.

## HOW WE WORK

For the nation to reach the goal of 60 percent degree attainment, three critical outcomes must be achieved:

1. Students must be prepared academically, financially and socially for success beyond high school.
2. Higher education attainment rates must be improved significantly through data-driven efforts that both improve student performance and ensure that students obtain the knowledge and skills that the workforce needs.
3. The postsecondary system must be more productive so that it can effectively serve more students.

To achieve each of these critical outcomes, Lumina strives to be a catalyst for change.

## OUR EFFORTS AND STRATEGIES

Our drive to reach the 60 percent attainment goal compels us to work simultaneously toward all three outcomes: better pre-college **preparation**, greater support for student **success**, and improved **productivity** in higher education.

**Preparation:** Lumina pursues several strategies that seek to upgrade and systematize students' preparation for postsecondary education. We work to create seamless academic alignment between the K-12 and higher education systems by advancing public policies that help to: 1) build common state standards and assessments, 2) use student outcomes data effectively, and 3) support efforts that re-engage students who are academically adrift or out of the system. We seek to identify, design and help put into place effective financial resource policies at the federal and state levels and to increase the college access community's capacity to assist many more students. Finally, we are committed to exploring how innovation and technological applications can help build a new generation of student supports that are uniformly high quality, customizable, accessible and easy to use.

**Success:** Lumina's efforts to support student success are numerous and varied. First, we're working with postsecondary institutions, employers and other organizations to increase the number of all types of high-quality postsecondary credentials. This work is driven by the belief that these credentials — including bachelor's degrees, associate degrees and workforce-relevant certificates — should constitute a transparent, valued sequence that offers clear pathways for all learners. Second, we work to improve degree attainment among several specific populations (including Latino students, adult students and those attending Minority-Serving Institutions) by participating in a range of state, multi-state, metro-area and national partnerships. Third, we work with community colleges and other organizations to increase student success by improving developmental education. Finally, we work to strengthen state, national and local capacity to develop and use quality student attainment data in higher education policy and decision-making.

**Productivity:** Through a 23-state network of Strategy Labs, Lumina works with states and their higher education systems to increase productivity in postsecondary education. By putting in place performance funding, financial incentives for students to complete programs, new academic delivery models and practices to increase business efficiency, states and higher education systems can increase their capacity to help more students earn postsecondary credentials. In addition, Lumina is spearheading the development of a Degree Qualifications Profile (DQP) to help ensure the quality of those credentials. Regional accrediting organizations and more than 100 institutions in at least 30 states are experimenting with the DQP as a tool that can help define what students need to know and be able to do to earn college degrees.

## A FEW OF OUR PARTNERS

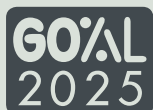
- » Aspen Institute (Aspen, Colo.)
- » CEOs for Cities (Chicago, Ill.)
- » Council for Adult and Experiential Learning (Chicago, Ill.)
- » Georgetown University Center on Education and the Workforce (Washington, D.C.)
- » HCM Strategists (Washington, D.C.)
- » National Center for Higher Education Management Systems (Boulder, Colo.)
- » National College Access Network (Washington, D.C.)
- » National Governors Association (Washington, D.C.)
- » Public Agenda (New York, N.Y.)
- » State Higher Education Executive Officers (Boulder, Colo.)

## OUR LEADERSHIP TEAM

- » Jamie P. Merisotis, president and chief executive officer
- » James Applegate, vice president for program development
- » Samuel Cargile, vice president for grantmaking
- » J. David Maas, vice president for finance and chief financial officer
- » Dewayne Matthews, vice president for policy and strategy
- » Holiday Hart McKiernan, vice president for strategic operations and chief of staff
- » Juan (Kiko) Suarez, vice president for communications and external affairs

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