

WHO WE ARE AND WHAT WE DO

Lumina Foundation is an independent, private foundation committed to increasing the proportion of Americans with high-quality degrees, certificates and other credentials to 60 percent by 2025. Lumina's outcomes-based approach focuses on helping to design and build an accessible, responsive and accountable higher education system while fostering a national sense of urgency for action to achieve Goal 2025.

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

WHY OUR WORK MATTERS

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

Increasing the number of college graduates will not only bolster our economy, it will also strengthen our democracy and communities throughout the nation. There is a wealth of evidence that increased educational attainment improves health, lowers crime rates, and yields citizens who are both globally aware and participate more in civic and democratic processes such as voting and volunteering, all of which have enormous implications for our democracy.

Finally, there is a compelling social-equity argument for increasing college attainment. Educational opportunity and success have long been uneven in the U.S. In particular, low-income and first-generation students, racial and ethnic minorities, immigrants, and adults traditionally have been underrepresented among college students and graduates. These Americans constitute a large and growing percentage of our population, yet they bear a disproportionate share of the increasingly severe consequences of not completing postsecondary education. The persistent and pernicious gaps in educational attainment are simply unacceptable. As a nation, we must focus our efforts on serving these 21st century students.

HOW WE WORK

Our effectiveness will be determined by our ability to promote action by and through many individuals, organizations, institutions and governments throughout the U.S.

In most cases, Lumina produces impact by creating the conditions for collective action by others. Reaching the goal will require significant shifts in the priorities and structure of higher education — shifts that will affect a wide range of autonomous stakeholders. We cannot force action. We can, however, act strategically to create the conditions for change and to encourage action on the part of the many individuals and institutions that must act together to increase attainment.

LUMINA'S STRATEGIC APPROACH

Lumina has defined two high-level imperatives necessary for reaching Goal 2025. While distinct, these imperatives are interrelated and mutually supportive.

The first — *Mobilizing to Reach Goal 2025* — is to mobilize action at the local, state and national levels and in higher education systems and institutions throughout the nation. To reach the goal, thousands of educators (including faculty and administrators), elected officials, community leaders, business leaders and other citizens must understand and accept as their own the need to increase attainment. Effective mobilization also depends on these individuals and groups being equipped with the tools and approaches they need to act.

Lumina's mobilization work is organized around the creation of a social movement to increase attainment, along with approaches targeted to specific groups that must act if the goal is to be reached. Those groups, in addition to entities within higher education, include: employers, metropolitan areas and regions, and individuals and organizations involved with state and federal policy.

Lumina's second strategic imperative — *Designing a 21st Century Higher Education System* — is to develop specific approaches to create the fundamental change needed in higher education to reach the attainment goal. This change is really quite simple, but far-reaching in its ramifications. It is that the U.S. move from a system based on time to one based on learning.

As a consequence of this shift, there are specific structures within the U.S. higher education system — particularly finance and credentialing models — that need to be changed for attainment to increase to the levels required to reach the goal. Through collaboration with its growing number of partner organizations and individuals, Lumina will work to develop new models and to implement them throughout the higher education system.

A FEW OF OUR PARTNERS

- » Aspen Institute (Aspen, Colo.)
- » Council for Adult and Experiential Learning (Chicago, Ill.)
- » Georgetown University Center on Education and the Workforce (Washington, D.C.)
- » Hechinger Report (New York, N.Y.)
- » 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
- » Samuel Cargile, vice president and senior adviser to the CEO
- » Danette Gerald Howard, vice president for policy and mobilization
- » J. David Maas, vice president for finance and investments and chief financial officer
- » Dewayne Matthews, vice president for strategy development
- » Holiday Hart McKiernan, chief of staff and general counsel
- » Juan (Kiko) Suarez, vice president for communications and innovation