

Going for the goal





For Steve Chrisman of Nappanee, Ind., the economic downturn isn't just a topic for op-ed columnists or televised talking heads. It's real, and it's personal. At age 39, after two decades as a factory laborer, Chrisman has seen his hours cut drastically. He tries to make up the difference with side jobs — repairing snowmobiles (as he's doing in this photo), and doing maintenance work for a regional housing agency — but things are tough right now.



Goals matter. They give shape and direction and purpose to life.

They sharpen our vision, helping us see beyond life's boundaries and barriers.



He still works part time at the local Gulf Stream RV plant, Steve's employer off and on since his high school days and the workplace from which his father retired after more than 35 years. Steve is grateful for the hours he still gets at Gulf Stream — and for what the RV plant has meant to his family in the past. But, like millions of American blue-collar workers, he is anxious about the future.

A goal is a tool.

With it, we can build new
opportunities. We can
reshape ourselves...



...We can even remake the world we leave to others.

A goal is an emblem. It is a bright badge of confidence, a sure sign that we reject the slavery of circumstance — that we refuse to be victims of the past, or of our problems.

It is also a pledge, a promise to strive... to put forth our best effort.

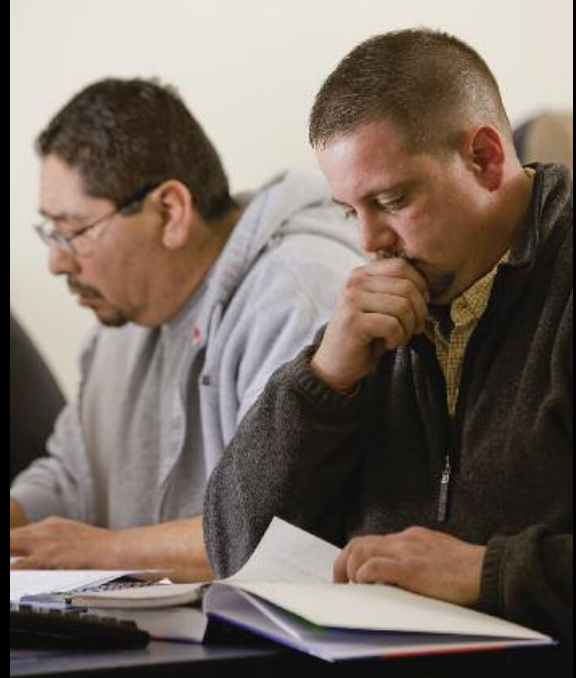
He's a single father, and he wants to do more for his two children, ages 20 and 14. And that means more than providing material things. Another thing Steve wants to provide — especially for teenage son Josh (shown here) — is a positive example. Steve knows that one of the best ways to put Josh on a path to success is to walk that path himself...to be a role model.







To set an example for Josh's future — and to improve his own — Steve is going to college. He's enrolled in a manufacturing training program at Ivy Tech Community College in Warsaw, taking classes that will prepare him for steady work in a growing field: manufacturing medical and orthopedic devices.



Millions of Americans are working hard to pursue **the goal of a college degree.**

We at Lumina Foundation salute them. In fact, our goal as an organization is tied directly to theirs.

What's more, this shared goal holds the key to our nation's economic prosperity and social stability. Our future depends on increasing levels of college attainment.



In his Ivy Tech classes — including this course in Computer Numerical Controlled (CNC) Programming for machine tools — Steve works with his classmates and instructors to master the 21st century skills he needs to succeed. Steve Chrisman has goals, and he knows that education is the key to reaching them. He's made a commitment to college success...and that makes him a role model for all of us.



Let's reach that goal together.

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To tackle a big goal, we focus on specific outcomes

The mission of Lumina Foundation for Education has never wavered. At the organization's inception in the summer of 2000, we dedicated ourselves to one cause: increasing college access and success. Today, nearly nine years later, we know our mission is still the right one — particularly in light of the nation's current economic woes.

Still, there has been an important change here at Lumina — a change in how we *pursue* that mission. Our new approach — although it was more than a year in the making and is so sweeping that it affects virtually everything we do as a foundation — revolves around three words: "the big goal." To most effectively pursue

our mission, we have chosen to aim at a specific, concrete and very ambitious target: **By 2025, we want 60 percent of our nation's population to hold high-quality postsecondary degrees or credentials.**

That percentage now stands — and has stood for four decades — at around 39 percent, so we know our job is huge. Such jobs aren't accomplished quickly, and that's why

we have committed to this one for the long haul. Perhaps just as important: Huge jobs aren't accomplished haphazardly. That's why we have focused much of our recent effort on crafting a strategic plan to guide our actions.

The plan is clear and it is comprehensive, encompassing three long-term outcomes toward which we will work — all interdependent, and each one vital to the achievement of the big goal. Those three outcomes, though inherently complex and challenging, can be summed up in just a few words: effective **pre-college preparation** of students, full support for students' **success** in college, and increased **productivity** leading to greater capacity in higher education. (The long-term outcomes are explained more fully on Page 14, where we offer a detailed summary of our strategic plan.)

We know that each of these three outcomes will require years of thoughtful and focused effort — not just from us, but from a range of partners and stakeholders. And to ensure that the effort *does* remain focused, we are working diligently to "unpack" each of these three high-level outcomes. In each case, we have

identified a series of intermediate outcomes — a number of steps we will take over the next several years to make steady progress toward our big goal.

Our aim is to make our work as concrete and specific as possible. Rather than supporting initiatives that separately pursue a broadly defined mission (increasing college access and success), we now choose to work toward discrete and measurable outcomes that lead to one ambitious but clearly defined goal (60 percent degree attainment).

In some ways, our decision to define Lumina as an outcomes-based organization is a watershed moment for the Foundation. It gives us a new orientation, clearer direction and a new burst of energy for the vital task ahead. Still, in some important ways, very little has changed. For example, although we now focus intently on specific outcomes, we are still very much committed to the initiatives that Lumina has long supported — precisely because they will help us *achieve* those outcomes.

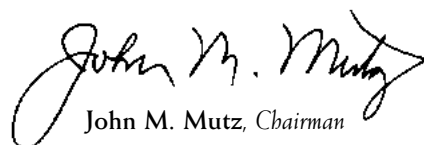
Those initiatives — Achieving the Dream, KnowHow2GO and Making Opportunity Affordable — made important strides in 2008, and we fully intend to maintain their momentum. For example, our KnowHow2GO public-awareness campaign is spreading the message of preparedness all over the nation. In supporting student success, Achieving the Dream has brought new tools and a new sense of urgency to the job of improving completion rates in our nation's community colleges. And Making Opportunity Affordable is creating a seedbed for innovative ideas that can boost productivity in higher education — a task that has become critical in the current economic climate.

Again, all of this work (and much more) fits into a comprehensive plan ... and everything in the plan is geared toward one, big goal ... and that goal is tied tightly to Lumina's unchanged mission. But we own none of these things solely. The mission is too important, the goal too distant and the plan too ambitious for any one organization.

That's why we value you, our partners in this vital work. That's why we constantly seek *new* partnerships — among higher-education institutions, with our peers in philanthropy, with the policy community, with business leaders and others.

Working together, we can find and operate the proper levers to bring about change. And we must.




John M. Mutz, Chairman

Seizing a vital role as a catalyst for change

Looking back on the past year, it's easy to be a bit overwhelmed, even stunned, by the events of 2008. As a nation, we turned out in record numbers for a barrier-breaking presidential election. And, just as we made our choice, the nation's economy began to crack along its long-ignored fault lines — a painful, grinding process whose duration and ultimate effects are still unknown.

What we do know, however, is that today we face the most difficult economic challenge this nation has confronted since the 1930s. And so, along with the messages of "hope" and "change" that drove tens of millions to the polls last November, a new message has been added: a sense of urgency.

At Lumina Foundation for Education, we feel that urgency, and in 2008 we fully embraced it. In fact, that urgency is what has compelled us to redefine ourselves, not just as a mission-driven organization, but as one that is focused on a particular goal — and on achieving the specific outcomes that can help us achieve that goal.

Having committed ourselves to working simultaneously toward three critical outcomes in higher education (student **preparation**, student **success** and increased **productivity** in the postsecondary system), we recognized very quickly that this job is far too big for Lumina — or for any organization — to tackle alone. We see very clearly that the goal of 60 percent degree attainment among Americans can't merely be Lumina's goal; it must be a *national* goal, one that engages and energizes a wide array of partners and stakeholders.

A vital part of our job as an organization, then, is to encourage collaborative action, to act as a social catalyst. At Lumina, we relish that catalytic role; more important, we feel it is our duty, given our unique status as the nation's largest national foundation devoted exclusively to issues affecting higher education.

As we embrace this vital role as a catalyst, Lumina is taking three strategic approaches, applying each approach in a cross-cutting way to foster progress toward all three critical outcomes (preparation, success, productivity). Those strategic approaches are:

1. Supporting the development and implementation of a wide range of **effective practices** in higher education.
2. Advocating for changes in **public policy** that can lead to greater levels of student access and attainment.

3. Using our communications and outreach capability to build the **public will** for change.

Again, we at Lumina take our catalytic role very seriously. In fact, we have taken several steps recently to foster the kind of constructive collaboration that is so vital in prompting the changes we seek.

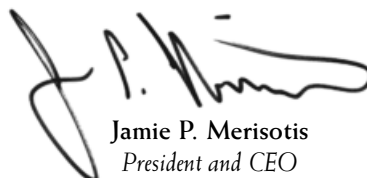
For example, we have forged active, working relationships with several of our peer organizations in philanthropy — particularly in our efforts to assist community colleges and enhance developmental education. We have met with stakeholders from several distinct areas who can inform, shape and share our work (including representatives of the nation's minority-serving institutions, state and federal policymakers and business and industry leaders).

We have supported other national organizations as they take on vital and active roles in fostering student success. This includes the YMCA of the USA, which recently assumed responsibility for managing and expanding College Goal Sunday, a national effort that, over a 20-year period, has helped hundreds of thousands of low-income students complete the paperwork required to obtain financial aid for college.

We have convened higher-education experts from several European countries, hoping to apply here what they have learned — especially from their efforts to coordinate disparate systems of higher education and to clearly define the learning outcomes of various educational disciplines.

In short, Lumina has used every tool available, and worked to form as many committed partnerships as possible, in our effort to reach the goal of 60 percent degree attainment.

We at Lumina believe the time is absolutely right to pursue new ideas, to take bold steps. Certainly, the need is urgent. There are millions of students who want and deserve every chance to succeed, and we as a nation very much *need* them to succeed. Our aim at Lumina Foundation — in fact, our commitment — is to act as a caring catalyst for their success. We welcome and appreciate your help in that effort.



Jamie P. Merisotis
President and CEO

Weathering tough times, poised for the future

The economic downturn affected virtually every business and nonprofit organization in the nation in 2008, and Lumina Foundation was certainly no exception. The global credit crisis that emerged mid-year differed markedly from other crises of the past 75 years in terms of its rapidity and breadth. Prices declined very quickly — and in almost every financial and real asset. These extreme price movements in nearly every asset class sparked fear throughout the global financial system, and that pervasive fear ultimately reduced Lumina’s asset base by hundreds of millions of dollars.

Throughout 2008, many investors were forced to sell long-term investments to meet short-term cash needs, using markets that were frozen at times. Lumina was able to avoid the worst of these problems because of our approach to risk management — an approach that combines quantitative risk measures with seasoned judgment and also features adequate safety margins that can offset the negative effects of estimates that prove inaccurate. We recognized that extreme market events, although infrequent, are more than merely possible, and we managed our portfolio accordingly.

Liquidity stress tests performed in 2008 indicate that Lumina is positioned to stay the course in the coming year and has the capacity and flexibility to make longer-term adjustments should this period of financial-market distress prove to be an extended one.

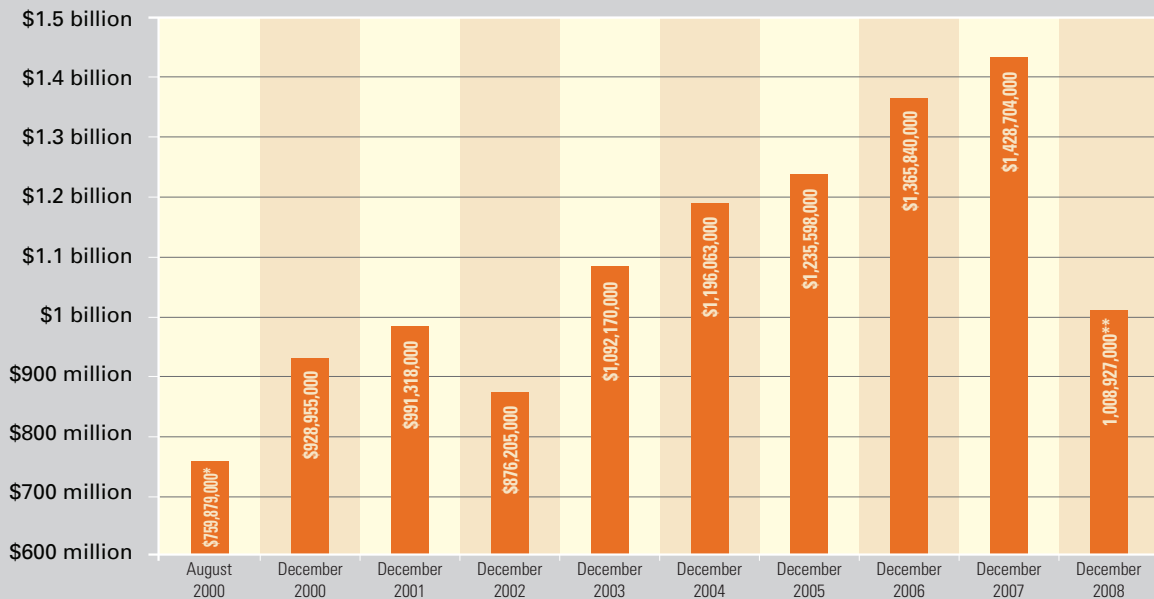
Market disruptions notwithstanding, Lumina’s grant-making program continued to build in 2008. Net payout (including sponsorships and special philanthropic gifts) was \$53.7 million in 2008, up \$1.7 million from the previous year’s total. At the end of 2008, our total assets totaled just over \$1 billion.

Despite the challenges posed by recent market volatility and economic uncertainty, Lumina’s financial position remains strong. And we remain committed to the thorough and thoughtful stewardship necessary to maintain that strength and support the Foundation’s vital mission.

In fact, because we believe increased levels of college attainment are even more important now in light of the nation’s economic woes, our commitment to that mission is stronger than ever.

These highlights are based on preliminary, unaudited figures. Lumina Foundation’s complete, audited financial statements for 2008 will be available on request after July 7, 2009.

A year-by-year look at Lumina Foundation’s assets



Note: This chart shows the Foundation’s total assets as reflected in the audited financial statements for each year. Totals for some years may not match those provided in previous annual reports. In those cases, published totals were estimates made prior to the completion of audited statements.

* This figure reflects the value of the Foundation’s endowment at its inception.

** This is an estimate made in February 2009, prior to completion of the audited financial statement for 2008.

(Amounts rounded to the nearest thousand.)

Guidelines for grant seekers

What we do

Lumina Foundation believes that education provides the basis for individual opportunity, economic vitality and social stability. With its partners, Lumina strives to meet workforce demands and close gaps in attainment for groups not historically well-served by higher education. Lumina's overarching goal is to increase the higher education attainment rate of the United States to 60 percent by 2025. While our mission focuses on both student access and success in higher education, our emphasis is on attainment, defined as completing associate and baccalaureate degrees and credentials.

What we fund

Lumina Foundation supports efforts to increase awareness of the benefits of higher education, to improve student access to and preparedness for college, to improve student success in college and to increase productivity across the higher education system. Specifically, the Foundation supports:

- Work that stimulates broad-based and **systemic change**.
- Work that focuses on promoting educational access and success for **underserved populations**, especially low-income students, students of color, first-generation college students and adult learners.
- **Collaboration** among multiple organizations and institutions to ensure comprehensive and enduring attention to students' postsecondary preparation, enrollment and attainment.
- Projects that demonstrate capacity for **long-term growth and sustainability**.

- Research and/or evaluation that results in **new knowledge and evidence** to strengthen opportunities for postsecondary access and success.
 - Work that addresses increasing **efficiency, effectiveness and productivity** to more cost-effectively educate a significantly larger share of the U.S. population.
- Grants vary in size by their scope. The median size of a grant is approximately \$250,000. The usual duration for a grant is one to three years.

Who and where we fund

Lumina Foundation makes grants within the United States and its territories. In addition, as an Indiana-based foundation, we set aside 10 percent of our grant funds each year for work that is specific to our hometown (Indianapolis) and home state. For Indiana-specific requests, the median grant is typically \$100,000. In general, these requests should follow the same guidelines as requests from out of state.

The Foundation may occasionally initiate a grant to an entity outside the United States in order to inform its work to expand access and success in postsecondary education in the United States.

Lumina Foundation makes grants to organizations that are classified as tax-exempt under section 501(c)(3) of the Internal Revenue Code and as public charities under section 509(a)(1), (2) or (3) of the Code or to public organizations that are designated under section 170(c) of the Code.

For more detailed information about our grant-making program, including information on how to apply for a grant, please visit the "Grants" section of our Web site (www.luminafoundation.org/grants/).



In 2008, Lumina launched a fully rebuilt Web site marked by a clean, new visual design, seamless navigation and several new features – including our President's Corner and a rich multimedia presentation that explains Lumina's "big goal."

Strategic plan a key element in our outcomes-based effort

"A goal without a plan is just a wish." — Antoine de Saint-Exupery

Having embraced the "big goal" of increasing the nation's level of college degree attainment to 60 percent by 2025, Lumina Foundation made a concerted effort in 2008 to formulate a workable plan to reach that goal. Strategic planning is not a task we undertook lightly; in fact, it was an effort toward which our staff members have devoted hundreds of hours of thoughtful deliberation, and one in which we are still very actively engaged.

This planning work has been both fundamental and transformational for Lumina. It has focused our efforts tightly on achieving our goal, and we feel it will help us move forward with greater clarity than ever before. No longer is Lumina merely pursuing a broad mission of improving college access and success; rather, we have purposefully redefined the Foundation as an outcomes-based organization.

As we formulated our strategic plan, we paid particular attention to identifying and clarifying the critical outcomes that we seek. These critical outcomes — three significant results that must be produced by 2025 for the nation to reach the goal of 60 percent degree attainment — are as follows:

- **Preparation:** All students are prepared academically, financially and socially for college success.
- **Success:** Higher education and other institutions support the success of all students, particularly low-income and first-generation students, students of color and adult learners.
- **Productivity:** Higher education systems become more cost-effective and efficient to assure that sufficient capacity exists to meet the needs of students and society.

Clearly, producing any *one* of these outcomes will require a vast investment of resources coupled with many years of focused effort; producing all three in the established time frame is a daunting challenge. We are under no illusions that these outcomes will be reached quickly — or solely by our own efforts. After all, the goal we seek is huge, and the issues we must address are complex and interrelated. That's why our strategic plan addresses this complexity in two ways.

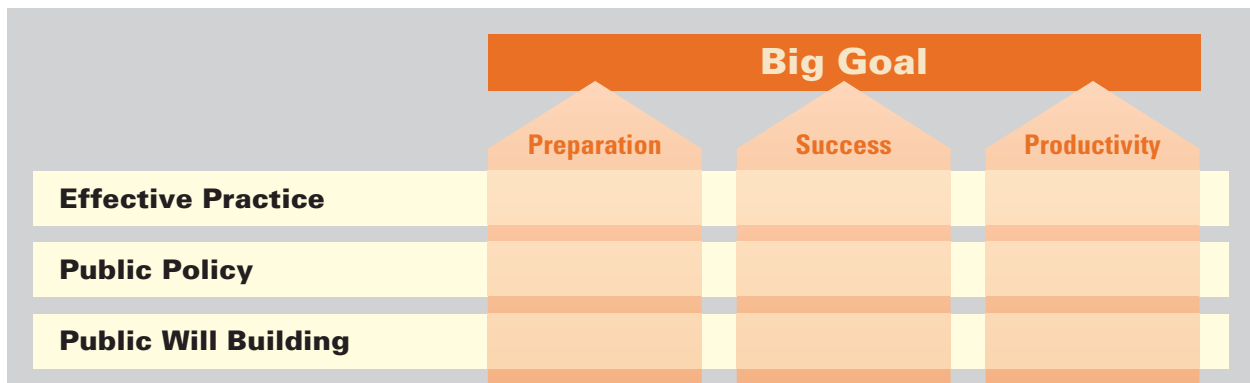
First of all, knowing that our three critical outcomes are especially challenging, we are working diligently to establish intermediate outcomes that are both meaningful and measurable. In other words, we are laying out a path with clearly defined interim steps — steps that will take us in stages to each of three major outcomes, and thus to our ultimate goal of 60 percent degree attainment.

Clearly, these interim steps can't all be mapped out in advance; huge changes are almost certain to occur in the span of years between now and 2025, and our plan must be flexible enough to adapt to and capitalize on those changes. That's why our detailed and specific planning is focused on the period between now and 2012. This near-term plan is almost complete, and we expect to share it publicly this summer.

The second way our plan addresses this complex challenge is that it encourages collaborative work among other organizations and individuals who share our goal. In other words, our plan aims to make Lumina a **catalyst** to reach the critical outcomes. We have identified three basic approaches we will take in playing this catalytic role: supporting **effective practice** in higher education, working to improve **public policy** that affects higher education, and building **public will** for change in higher education.

As the largest national foundation with a specific mission focused on higher education, Lumina is in a unique position to lead — to create a sense of urgency and stimulate action in postsecondary education and public policy to achieve the big goal. We intend to make the most of that position, using every tool at our disposal in a coordinated and comprehensive way.

We at Lumina feel strongly that the Foundation's new orientation toward concrete, specific outcomes gives us the best opportunity to reach the goal we seek. And we're confident that the plan we are now finalizing will give us vital focus and direction as we work toward that goal.



A new way to look at our grants

As Lumina Foundation works to become an outcomes-based organization, we are looking closely at the way we report on our grant-making activity. In previous years, and again this year, we have grouped our grants in categories that represent five broad themes: student access, student success, community colleges, Indiana grants and special grants.

Though these categories will continue to have some relevance (because Lumina's grant-making activity will certainly continue in all of these areas), we believe a more detailed and precise method of reporting is in order. In short, we want our grant-reporting techniques to more clearly and consistently explain the decisions we make and the actions we take.

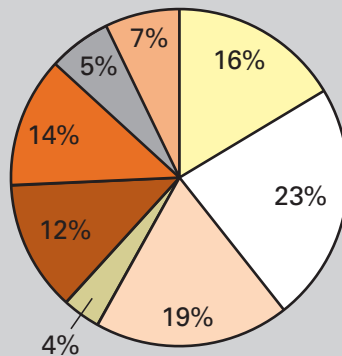
To that end, Lumina plans to begin reporting on its grant-making activity, not by broad themes, but according

to the specific outcomes toward which we are working. As an example, this year we identified eight such outcomes – all of which we feel are necessary steps toward achieving the “big goal” we seek: increasing two- and four-year degree attainment so that 60 percent of Americans hold high-quality degrees by 2025. Those outcomes are:

- Effective leadership and convening.
- Increased public will and effective public policy.
- Increased number of students attaining degrees.
- Expanded capacity in the higher education system.
- Improved assessment of student learning outcomes.
- Improved knowledge of how to go to college.
- Improved academic and financial preparation for college.
- Improved philanthropic leadership.

Distribution of grant dollars for 2008

By examining our grant approvals through these eight “lenses,” we note the following distribution of grant dollars for 2008:



- Convening
- Public will building
- Increased attainment
- Expanded capacity
- Student learning assessments
- Pre-college knowledge
- Pre-college preparation
- Philanthropic leadership

Outcome	Number of grants	Dollar amount	Percent of total
Convening	8	\$3,984,350	7%
Public will building	14	8,314,800	16%
Increased attainment	20	12,138,000	23%
Expanded capacity	19	9,867,100	19%
Student learning assessments	5	2,227,200	4%
Pre-college knowledge	14	6,452,700	12%
Pre-college preparation	32	7,255,100	14%
Philanthropic leadership	15	2,379,100	5%
Total	127	\$52,618,350	100%

Again, it is important to note that these specific outcomes may change from year to year as we pursue slightly different strategies to attain our goal. Still, in any particular year, this reporting method should provide a clearer and more informative picture of Lumina's grant making.

Continuing to support vital work, even in tough times

In 2008, Lumina Foundation's eighth full year of grant making, our staff fielded nearly 600 inquiries and approved 127 grants for a total commitment of more than \$52.6 million. Net payout on current and prior years' grants was \$51.9 million in 2008, an increase of \$1.5 million – or 3 percent – over our 2007 net payout of \$50.4 million. In addition to our regular grants, we made \$87,250 in program-related administrative grants in 2008 and paid out more than \$1.4 million in special gifts to stimulate the charitable donations and volunteer activities of our board members and staff. We also paid out more than \$286,000 in sponsorships to support nonprofit organizations.

The following summary lists Lumina's 2008 grant approvals, grouped in five categories. Two of the categories correspond directly to the Foundation's overall mission: access to postsecondary education and success in postsecondary education (retention of students and students' goal attainment).

A third category is for grants aimed at supporting community colleges and their students. The fourth category includes Indiana initiatives – grants made specifically to honor the Foundation's commitment to its home state. Finally, we include a list of special grants, most of which went to support efforts to advance the field of philanthropy.

(This method of categorizing and reporting on our grants – one that we have followed consistently in all of our annual reports – is likely to change with next year's report. See "A new way to look at our grants," on Page 15, for a detailed explanation.)

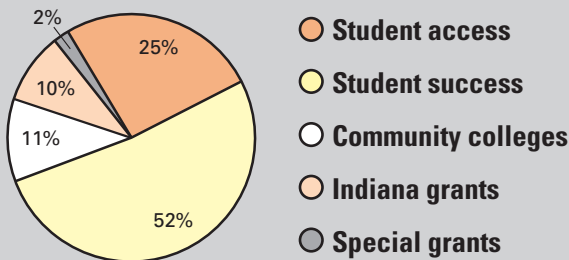
The dollar amounts of our individual 2008 grants ranged from \$3,375 to nearly \$2.7 million. The average dollar amount for our grants was around \$253,000.

For 2008 we approved:

- Forty-six grants totaling more than \$13.2 million to improve student access.
- Fifty-three grants totaling more than \$27 million to improve student retention and success.
- Ten grants totaling more than \$6 million to address issues related to the success of the nation's community colleges and their students.
- Eleven grants totaling nearly \$5.3 million to support Indiana initiatives.
- Seven special grants totaling \$1 million to fund other projects.

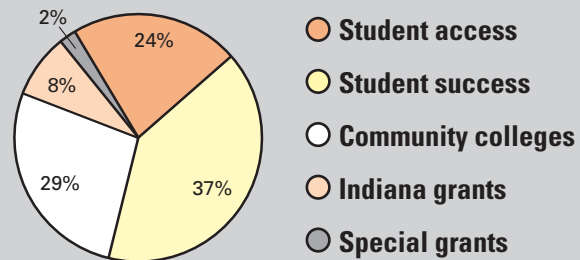
All of these grants are listed on Pages 17-24, grouped according to theme. Each grant summary includes the name and location of the grantee, the grant amount, a brief purpose statement, and the term of the grant (in parentheses).

Regular grants approved in 2008, by theme



Theme	Number of grants	Dollar value	Percent
Student access	46	\$13,206,150	25%
Student success	53	27,097,800	52%
Community colleges	10	6,047,200	11%
Indiana grants	11	5,267,200	10%
Special grants	7	1,000,000	2%
Totals	127	\$52,618,350	100%

Net payout on grants in 2008, by theme



Theme	Number of grants	Dollar value	Percent
Student access	103	\$12,507,190	24%
Student success	79	19,286,350	37%
Community colleges	56	14,920,217	29%
Indiana grants	23	4,016,318	8%
Special grants	37	1,181,372	2%
Totals	298	\$51,911,447	100%

Note: This chart shows the net payout total of all grant payments made in 2008, including those made on multiyear grants approved in prior years. It excludes payments made on 46 program-related administrative grants (PRAGs) or sponsorships – a total of \$373,422. It also excludes special charitable gifts in the amount of \$1,464,623. Total net payout for 2008 was \$53,739,492.

Student access

American Student Achievement Institute
Columbus, Ind.

\$1,940,800 – To increase the opportunities for low-income, first-generation and minority students to earn college credits in high school. (52 months)

City at Peace
New York, N.Y.

\$247,400 – To research, document and disseminate the key factors for City at Peace's success in advancing high school graduation and college enrollment. (40 months)

College Goal Sunday
\$1,149,500 total – Nineteen grants, all aimed at supporting or expanding the scope of College Goal Sunday. This initiative provides information and hands-on help to low-income families in filling out the paperwork required to obtain student financial aid. Both planning and implementation grants are included in this list; generally, the grants of \$10,000 or less are planning grants.

- **American Student Assistance**
Boston, Mass.
\$3,375. (Nine months)
- **Arizona Commission for Postsecondary Education**
Phoenix, Ariz.
\$10,000. (Nine months)
- **Indiana Student Financial Aid Association**
Indianapolis, Ind.
\$10,000. (Nine months)
- **Iowa College Access Network**
West Des Moines, Iowa
\$115,500. (32 months)
- **Iowa College Access Network**
West Des Moines, Iowa
\$4,500. (Five months)
- **Kansas Association of Student Financial Aid Administrators**
Wichita, Kan.
\$10,000. (Eight months)

- **Kentucky Association of Student Financial Aid Administrators**
Louisville, Ky.
\$10,000. (Nine months)
- **Mid-Eastern Association of Educational Opportunity Program Personnel**
Philadelphia, Pa.
\$6,625. (Seven months)
- **Minnesota Minority Education Partnership**
Saint Paul, Minn.
\$50,000. (33 months)
- **Mississippi Institutions of Higher Learning**
Jackson, Miss.
\$150,000. (33 months)
- **Mississippi Institutions of Higher Learning**
Jackson, Miss.
\$4,500. (Six months)
- **National Association of Student Financial Aid Administrators**
Washington, D.C.
\$256,000. (Six months)
- **New Jersey Association of Student Financial Aid Administrators**
Lincroft, N.J.
\$50,000. (32 months)
- **Ohio Association of Student Financial Aid Administrators**
Pepper Pike, Ohio
\$10,000. (Nine months)
- **Southeastern Association of Educational Opportunity Program Personnel**
Atlanta, Ga.
\$72,800. (19 months)
- **University of South Florida**
Tampa, Fla.
\$50,000. (32 months)
- **University of Wyoming Foundation**
Laramie, Wyo.
\$15,000. (Nine months)
- **Wisconsin Association of Student Financial Aid Administrators**
Ripon, Wis.
\$50,000. (33 months)
- **YMCA of the USA**
Chicago, Ill.
\$271,200. (Six months)

Council for Adult and Experiential Learning
Chicago, Ill.

\$130,000 – To provide additional support for developing sustainable federal and state-based Lifelong Learning Account policy efforts. (One year)

“Choosing goals that are important to you is one of the most essential things you can do in order to live your dreams.”

Bandleader Les Brown

The Finance Project
Washington, D.C.

\$200,000 – To provide technical assistance to Breaking the Cycle grantees involved in the Connected by 25 collaborative demonstration projects to aid former foster youth in Tampa, Fla.; Indianapolis, Ind.; and Oakland, Calif. (25 months)

FrameWorks Institute
Washington, D.C.

\$341,600 – To conduct research on public perceptions of and attitudes toward higher education attainment, and to test possible approaches to reshaping public discussion of the attainment issue. (Two years)

Innovations in Civic Participation
Washington, D.C.

\$500,000 – To support a summer community service model for at-risk youth and to integrate the program within the KnowHow2GO network structure. (Three years)

Grants in 2008

Johns Hopkins University
Baltimore, Md.

\$179,200 – To enhance the Summer Youth Program Fund by providing an intentional focus on improving learning outcomes and college access for underserved students in Indianapolis. (21 months)

KnowHow2GO

\$5,793,100 total – Twelve grants, all to support a two-pronged initiative designed to increase teens’ pre-college preparation and thereby boost college enrollment. One part of KnowHow2GO is a public-awareness effort, an “air campaign” that uses media messages to encourage young teens and their families to start early in taking the necessary steps to college. The second part – the “ground campaign” – seeks to create and support a network of organizations that provide hands-on help to these prospective students and their families.

■ **Academy for Educational Development**

Washington, D.C.
\$551,000 – To build a learning community of the KnowHow2GO states/regions through capacity building, professional development and peer learning to improve access and success in postsecondary education. (10 months)

■ **American Council on Education**

Washington, D.C.
\$388,100 – To supplement the KnowHow2GO ground campaign with additional partnerships and material development. (Three months)

■ **Center for Nonprofit Excellence**

Akron, Ohio
\$75,000 – To conduct a comprehensive formative evaluation of the KnowHow2GO certification process. (One year)

■ **Central Indiana Community Foundation**
Indianapolis, Ind.

\$2,682,000 – To create the College Readiness Fund, a funding collaborative to improve and expand college access in Marion County. (54 months)

■ **Central Indiana Community Foundation**
Indianapolis, Ind.

\$25,400 – To supplement activities in the College Readiness Fund by providing funds for the Central Indiana Community Foundation to attend national KnowHow2GO meetings and convene prospective funders and grantees. (Four years)

■ **Greater Cincinnati Foundation**

Cincinnati, Ohio
\$918,700 – To establish the College Readiness Fund, a funding collaborative to improve and expand college access in Cincinnati and Northern Kentucky. (Three years)

Year-by-year record of grant approvals

Year	Total dollar amount approved	Number of grants approved	Average amount
2001*	\$6,271,730	39	\$160,814
2002	\$21,469,884	90	238,554
2003	\$30,664,745	132	232,309
2004	\$39,937,265	165	242,044
2005**	\$81,537,486	203	401,662
2006	\$44,000,420	186	236,561
2007	\$27,267,472	104	281,107
2008	\$52,991,772	173	253,000
Total	\$304,140,774	1,092	\$278,517

Note: This comprehensive table includes program-related administrative grants, which tend to be small and are omitted from the grant totals typically reported. Totals and dollar figures in this table differ slightly from those used elsewhere in this report and in previous annual reports.

* Although Lumina Foundation grant making officially began in August 2000, grant making under Lumina Foundation guidelines began in 2001. In 2001, Lumina Foundation approved two important but exceptional grants – one to Scholarship America to establish the Families of Freedom Scholarship Fund, and one to the Community Foundation for the National Capital Region to support community-based giving programs in Indianapolis and Washington, D.C. Including these grants means that the Foundation approved 41 grants totaling \$51,275,066 in 2001, and 1,094 grants totaling \$355,415,840 in the past eight years. These grants skew averages and are therefore excluded from the table.

** In 2005, Lumina made several large, multiyear grants to support the Achieving the Dream initiative. These grants represented half of the year’s total.

- **Legacy Foundation of Lake County**
Merrillville, Ind.
 \$869,300 – To create the College Readiness Fund, a funding collaborative to improve and expand college access in Lake County, Indiana. (44 months)
- **National College Access Network**
Washington, D.C.
 \$65,900 – To support NCAN’s 2008 Annual Conference’s Best Practices Gallery and half-day, post-conference convening, featuring Lumina college access grantees and other college access projects targeting Latino students and parents. (Five months)
- **Ohio College Access Network**
Columbus, Ohio
 \$42,000 – To provide technical assistance to the KnowHow2GO state grantees in the ground campaign. (One year)
- **Ohio College Access Network**
Columbus, Ohio
 \$25,000 – To provide re-grant funds to the OCAN members to more widely spread the KnowHow2GO messaging and outreach to underserved students through partnerships with local library systems. (One year)
- **OMG Center for Collaborative Learning**
Philadelphia, Pa.
 \$75,200 – To develop a white paper about lessons learned through the Partnerships for College Access and Success and McCabe Fund evaluations to inform Lumina Foundation’s work in KnowHow2GO, the access policy agenda and the broader access field. (Nine months)
- **State Student Assistance Commission of Indiana**
Indianapolis, Ind.
 \$75,500 – To support Twenty-First Century Scholars’ recruiting efforts, including a special enrollment event at the Indiana State Fair. (Three months)

“How do you go from where you are to where you want to be? I think you have to have an enthusiasm for life. You have to have a dream, a goal, and you have to be willing to work for it.”

Basketball coach Jim Valvano

National Association of Student Financial Aid Administrators

Washington, D.C.
 \$159,600 – To develop and disseminate case studies of partnerships between College Goal Sunday and KnowHow2GO programs to integrate and sustain both programs. (18 months)

National College Access Network

Washington, D.C.
 \$516,200 – To support NCAN’s capacity building as an intermediary organization promoting college access. (Three years)

New America Foundation

Washington, D.C.
 \$450,000 – To increase access to postsecondary education among lower-income children by exploring policy options for reforming state 529 savings plans. (13 months)

Pell Institute for the Study of Opportunity in Higher Education

Washington, D.C.
 \$315,400 – To study alternative and innovative approaches to college admission and academic support. (18 months)

Protestant Episcopal Cathedral Foundation

Washington, D.C.
 \$150,000 – To conduct a feasibility study on offering the OpenCourseWare curriculum from the Massachusetts Institute of Technology to students at St. Albans and other high schools. (One year)

Schott Foundation for Public Education

Cambridge, Mass.
 \$500,000 – To support the launch of the Opportunity to Learn Campaign. (Two years)

Southern Regional Education Board

Atlanta, Ga.
 \$367,800 – To evaluate the effectiveness of student information portals and provide recommendations for future development and support of college-access portals. (Two years)

Women In Government

Washington, D.C.
 \$265,550 – To assist state policymakers in understanding college access and success issues. (Two years)

**Number of student access grants: 46
Total: \$13,206,150**

**Student success
(attainment/retention)**

Alverno College

Milwaukee, Wis.

\$234,000 – To extend the Innovation and Inquiry for Student Learning program by providing technical assistance to participating two-year colleges and developing and distributing workshop and case-study materials. (28 months)

American Council on Education

Washington, D.C.

\$400,000 – To support a Web-based portal and communication strategy to inform returning veterans of their educational benefits under the new GI Bill. (Nine months)

American Council on Education

Washington, D.C.

\$400,000 – To help postsecondary institutions implement the Post 9/11 Veterans Educational Assistance Act of 2008. (25 months)

American Indian College Fund

Denver, Colo.

\$25,000 – To help tribal college students enroll and succeed in baccalaureate programs at the University of Oklahoma or Southeastern Oklahoma State University. (One year)

American Legislative Exchange Council

Washington, D.C.

\$300,000 – To create a two-year policy development and communication program to educate state lawmakers about higher education topics. (Two years)

Association of American Colleges and Universities

Washington, D.C.

\$350,000 – To work with three state postsecondary education systems to increase the participation and success of underserved students. (Three years)

CEOs for Cities NFP

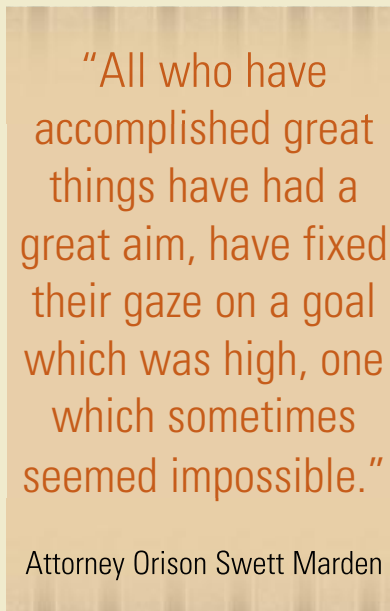
Chicago, Ill.

\$375,000 – To implement multiple strategies to increase the number of college graduates in metropolitan areas. (16 months)

Corporation for a Skilled Workforce

Ann Arbor, Mich.

\$398,000 – To disseminate and promote public, institutional and business policies and practices shown to advance postsecondary access and attainment among Latino immigrant workers in the United States. (18 months)



Council for Adult and Experiential Learning

Chicago, Ill.

\$399,600 – To study the effect of prior learning assessment on the academic persistence and success of adult learners. (14 months)

Curators of the University of Missouri

Columbia, Mo.

\$41,800 – To strengthen project evaluation and dissemination of the applied baccalaureate degree project. (14 months)

Education Commission of the States

Denver, Colo.

\$1,405,400 – To align state and system policies to increase college success for students who require remedial and developmental education. (Three years)

Education Sector

Washington, D.C.

\$114,800 – To provide policy-makers and higher education leaders with new, independent research on factors that affect student loan default rates and to arm them with strategies for reducing the likelihood of default. (15 months)

Evergreen State College

Olympia, Wash.

\$195,000 – To support improved postsecondary educational services for Native students in Washington state. (Two years)

Excelencia in Education

Washington, D.C.

\$75,000 – To disseminate the brief, *Florida Policy Options to Accelerate Latino Success in Higher Education*, and to engage policymakers in serious discussions and deliberations about the recommendations. (18 months)

Excelencia in Education

Washington, D.C.

\$585,000 – To increase Excelencia’s organizational capacity to better serve Latino students pursuing success in higher education. (25 months)

Harlem Children’s Zone

New York, N.Y.

\$800,000 – To strengthen the College Success Program. (Two years)

Hechinger Institute on Education and the Media

New York, N.Y.

\$977,600 – To support in-depth projects that improve news reporting on higher education finance, community college and international postsecondary attainment issues. (Two years)

Hechinger Institute on Education and the Media

New York, N.Y.

\$45,000 – To build the Hechinger Institute's capacity to promote and guide effective media coverage of higher education. (One year)

Institute for Higher Education Policy

Washington, D.C.

\$753,900 – To create a financially self-sustaining Summer Academy. (22 months)

Institute for Higher Education Policy

Washington, D.C.

\$600,000 – To provide general operating support for, including but not limited to, building organizational capacity to improve student outcomes in higher education. (Two years)

Low-Income Families' Empowerment Through Education

San Leandro, Calif.

\$150,000 – To help low-income families gain access to, and achieve success in, postsecondary education. (Two years)

Making Opportunity Affordable

\$9,392,100 total – Seventeen grants, all to support a national effort to promote increased productivity and effectiveness in higher education. Making Opportunity Affordable aims to help states and institutions transform the delivery of postsecondary education to serve more students without sacrificing learning.

■ **Big Picture Company**

Providence, R.I.

\$500,000 – To develop a replicable pilot program for first-generation college students that increases student knowledge, applied skills and graduation rates. (Two years)

■ **Board of Trustees of Illinois State University**

Normal, Ill.

\$806,300 – To aid policymakers, higher education officials, students and their families by

studying the effects of Illinois' and Georgia's guaranteed-tuition laws on college and university productivity and on undergraduate degree attainment. (27 months)

■ **CommunicationWorks**

Washington, D.C.

\$622,000 – To assist 11 states participating in the Making Opportunity Affordable initiative in building the case for addressing the urgent need to graduate millions more U.S. college students within existing financial resources. (One year)

■ **Delta Project on Postsecondary Costs, Productivity and Accountability**

Washington, D.C.

\$347,600 – To improve productivity and accountability in higher education. (Two years)

“Goals allow you
to control the
direction of change
in your favor.”

Author Brian Tracy

■ **Donors Trust**

Alexandria, Va.

\$261,300 – To examine three areas of higher education – the potential of for-profit, higher-education institutions, 25 ways colleges can spend money more cost-effectively, and the use and misuse of institutional accreditation. (Two years)

■ **HCM Strategists**

Washington, D.C.

\$2,013,400 – To provide state policy development and knowledge management for the Making Opportunity Affordable initiative. (Two years)

■ **Hechinger Institute on Education and the Media**

New York, N.Y.

\$210,000 – To increase Hechinger Institute's capacity to initiate high-quality journalism, including an analytical, magazine-style story that examines the University System of Maryland's initiative to increase efficiency and cost-effectiveness. (13 months)

■ **Investigative Reporters and Editors**

Columbia, Mo.

\$50,000 – To allow journalism-training organizations to plan a multiyear effort that aids college journalists' reporting on issues related to making U.S. higher education more efficient and cost-effective and to increasing degree attainment. (Four months)

■ **Midwestern Higher Education Compact**

Minneapolis, Minn.

\$166,000 – To convene a policy summit with higher education stakeholders to focus on the redesign of public policies and institutional practices to create improvements in institutional productivity. (One year)

■ **Midwestern Higher Education Compact**

Minneapolis, Minn.

\$800,000 – To develop group purchasing programs to reduce institutions' cost of procuring energy and providing health benefits to employees and students. (Three years)

■ **National Academy of Sciences**

Washington, D.C.

\$990,000 – To develop improved measures of productivity within U.S. higher education. (18 months)

■ **National Association of College and University Business Officers**

Washington, D.C.

\$600,000 – To strengthen the capacity of college and university leaders to make higher education more efficient and cost-effective. (37 months)

Grants in 2008

■ National Conference of State Legislatures

Denver, Colo.

\$178,600 – To continue raising awareness among state legislators of issues and strategies related to making higher education more productive. (Seven months)

■ Public Agenda Foundation

New York, N.Y.

\$149,500 – To identify and disseminate policy issues and strategies to stakeholders to help higher education systems improve productivity. (10 months)

■ Teachers College of Columbia University

New York, N.Y.

\$517,400 – To examine effective policy and implementation design features that make performance funding systems more likely to be adopted by states. (Two years)

■ Tides Center

San Francisco, Calif.

\$530,000 – To support the continued work of the Making Opportunity Affordable Initiative by coordinating technical support. (One year)

■ University of Illinois Urbana, Ill.

\$650,000 – To examine the effects of the Global Campus academic, service and business models on student persistence, graduation rates, employment and career success. (Two years)

National Action Council for Minorities in Engineering

White Plains, N.Y.

\$91,000 – To design a program to enable underrepresented students of color in developmental mathematics at community colleges to attain engineering degrees. (One year)

National Center for Educational Accountability

Austin, Texas

\$1,000,000 – To build state capacity to share data across educational sectors. (Three years)

National Center for Higher Education Management Systems

Boulder, Colo.

\$95,900 – To strengthen data and information to higher education policymakers and analysts to improve policy. (One year)

National Center for Public Policy and Higher Education

San Jose, Calif.

\$1,500,000 – To provide national policy expertise that will enable the federal government, states and institutions to improve rates of college participation and attainment. (Three years)

“Man is a goal-seeking animal. His life only has meaning if he is reaching out and striving for his goals.”

Aristotle

National Governors Association Center for Best Practices

Washington, D.C.

\$615,000 – To increase awareness of the importance of developing the adult workforce and to help governors in selected states develop an action plan to increase degree attainment rates among adults. (Two years)

State Higher Education Executive Officers

Boulder, Colo.

\$60,000 – To educate presidential nominees and their education advisers about the need to increase U.S. postsecondary attainment. (Seven months)

State Higher Education Executive Officers

Boulder, Colo.

\$977,700 – To increase states' capacity to make data-driven, results-oriented higher education policy affecting student access and success. (Three years)

University of Illinois at Urbana-Champaign

Champaign, Ill.

\$940,000 – To facilitate the dissemination and adoption of best practices in the assessment of college learning outcomes. (Three years)

University of Toledo Foundation

Toledo, Ohio

\$725,000 – To conduct an evaluation of the national Student African American Brotherhood program and increase the organization's capacity and sustainability. (Three years)

University System of Georgia

Atlanta, Ga.

\$500,000 – To improve the retention and graduation of African-American males within the University System of Georgia. (26 months)

Washington Monthly

Chevy Chase, Md.

\$885,000 – To underwrite news analyses that explore topics such as the urgent need for higher U.S. degree attainment rates, especially among underserved student populations. (37 months)

Western Interstate Commission for Higher Education

Boulder, Colo.

\$250,000 – To help policymakers integrate state appropriation, financial aid and tuition policies to promote college access and success. (Nine months)

Western Interstate Commission for Higher Education

Boulder, Colo.

\$629,000 – To pilot an accountability project that will provide policymakers and adult learners with consumer information about student outcomes in distance education programs at various institutions. (42 months)

Western Interstate Commission for Higher Education

Boulder, Colo.

\$412,000 – To expand the scale and scope of the “Non-traditional No More” grant by adding two states and creating a national network of states to inform the enactment of policies and practices supporting adult learners. (Two years)

Western Interstate Commission for Higher Education

Boulder, Colo.

\$400,000 – To develop a deeper understanding of the processes of articulation and transfer between community colleges and four-year institutions in order to guide policy and practice within state higher education organizations. (20 months)

Number of student success grants: 53
Total: \$27,097,800

Community colleges

Achieving the Dream: Community Colleges Count

\$5,085,700 total – Four grants, all to support Achieving the Dream, a multiyear initiative aimed at improving the success rates of community college students, especially low-income students and students of color.

■ **American Association of Community Colleges**

Washington, D.C.

\$600,000 – To build policy analysis capacity at the organization to advance the objectives of the Achieving the Dream initiative at the national level. (Three years)

■ **American Association of Community Colleges**

Washington, D.C.

\$240,800 – To support the Leah Meyer Austin Institutional Student Success Leadership Award for Achieving the Dream colleges. (42 months)

■ **Association for Institutional Research**

Tallahassee, Fla.

\$1,926,700 – To develop online institutional research training courses that will help Achieving the Dream colleges and others use data effectively to improve student success. (Three years)

■ **MDC**

Chapel Hill, N.C.

\$2,318,200 – To strengthen the communications plan as a part of the ongoing expansion of the Achieving the Dream initiative. (18 months)

Action Without Borders

New York, N.Y.

\$100,000 – To expand efforts to share information about non-profit careers with community college students and those who educate and counsel them. (One year)

College Board

New York, N.Y.

\$74,200 – To plan a national voluntary assessment for community colleges. (Five months)

Community College of Aurora

Aurora, Colo.

\$597,000 – To establish an organization focused on mobilizing the voices of business leaders to stimulate new thinking, strengthen political will, and move policies to increase the number and quality of college graduates. (18 months)

Dine College

Tsaile, Ariz.

\$10,000 – To build capacity at Dine Community College. (Six months)

Ivy Tech Community College

Indianapolis, Ind.

\$130,000 – To support a national convening on new delivery models for working adults. (18 months)

Rural Community College Alliance

Washington, D.C.

\$50,300 – To increase the fundraising capacity of rural community college development personnel. (One year)

Number of community college grants: 10
Total: \$6,047,200

Indiana grants

Community Alliance of the Far Eastside

Indianapolis, Ind.

\$576,800 – To provide community building and economic development on the Far Eastside, with the ultimate goal of strengthening educational attainment for students and families. (Three years)

Indiana Institute for Working Families

Indianapolis, Ind.

\$100,000 – To provide policy recommendations to improve Indiana’s financial aid programs for working adults. (16 months)

Grants in 2008

Indiana Housing and Community Development Authority

Indianapolis, Ind.

\$750,000 – To improve college access and success rates for parents of Twenty-first Century Scholars and their dependents. (Three years)

Indiana University Purdue University Indianapolis

Indianapolis, Ind.

\$650,000 – To explore and support the educational success of African-American males in high school and college across the state of Indiana. (Three years)

Indianapolis Downtown Inc.

Indianapolis, Ind.

\$39,000 – To provide operating support for Indianapolis Downtown Inc. (30 months)

John H. Boner Community Center

Indianapolis, Ind.

\$500,000 – To support Indianapolis Public Schools and the city's Super Bowl Legacy Project to implement education, nonprofit and economic development initiatives on the Near Eastside. (51 months)

John Marshall Middle School

Indianapolis, Ind.

\$53,000 – To provide tornado relief funds to John Marshall Middle School. (One year)

The Mind Trust

Indianapolis, Ind.

\$425,000 – To increase college access by expanding College Summit in high-need high schools throughout Marion County. (Two years)

Trustees of Indiana University

Bloomington, Ind.

\$1,699,800 – To develop and implement the Indiana Workforce Intelligence System, a student unit record data system that integrates education and workforce data. (Three years)

Trustees of Indiana University

Bloomington, Ind.

\$50,000 – To support five social entrepreneurship internships during the summer of 2008. (19 months)

United Way of Central Indiana

Indianapolis, Ind.

\$423,600 – To increase the number of foster youth who complete high school and pursue higher education. (37 months)

Number of Indiana grants: 11
Total: \$5,267,200

“Goals provide the energy source that powers our lives.”

U.S. Navy pilot Denis Waitley

Special grants

Center for Effective Philanthropy

Cambridge, Mass.

\$225,000 – To build capacity at the Center for Effective Philanthropy. (Three years)

Donors Choose

Chicago, Ill.

\$100,000 – To fund high school projects that focus on college preparation and academic rigor in Kentucky, Illinois, Indiana and Ohio – key KnowHow2GO states. (One year)

Emerging Practitioners in Philanthropy

New York, N.Y.

\$150,000 – To build capacity within the Emerging Practitioners in Philanthropy organization. (Three years)

Grantmakers for Education

Portland, Ore.

\$150,000 – To provide general operating support to build the organizational capacity of Grantmakers for Education. (Three years)

Grantmakers for Effective Organizations

Washington, D.C.

\$50,000 – To improve learning in philanthropy. (Two years)

Independent Sector

Washington, D.C.

\$25,000 – To disseminate the *Principles for Good Governance and Ethical Practice* publication to nonprofit board and staff leaders. (One year)

National Rural Funders Collaborative

Bethesda, Md.

\$300,000 – To increase civic participation and community wealth in rural communities of color. (Two years)

Number of special grants: 7
Total: \$1,000,000

Grand totals

Number of grants approved: 127

Dollar value: \$52,618,350

Current leadership *(As of June 1, 2009)*

Board of directors

Chairman John M. Mutz, retired vice chairman of PSI Energy, former president of Lilly Endowment and former lieutenant governor of Indiana.

Frank D. Alvarez, president and CEO of the Hispanic Scholarship Fund, San Francisco, Calif.

Gerald L. Bepko, chancellor emeritus and trustees professor at Indiana University School of Law, Indianapolis, and former chancellor of Indiana University-Purdue University at Indianapolis.

Norris Darrell Jr., senior counsel and retired partner of Sullivan & Cromwell, New York, N.Y.

James C. Lintzenich, former vice chairman and chief executive officer of USA Group; former president and chief operating officer of Sallie Mae, Reston, Va.

F. Joseph Loughrey, former vice chairman, president and chief operating officer at Cummins Inc., Columbus, Ind. *(Elected March 2009)*

Marie V. McDemmond, president emerita of Norfolk State University, Norfolk, Va.

Jamie P. Merisotis, president and chief executive officer of the Foundation.

J. Bonnie Newman, former interim president of the University of New Hampshire, Durham, N.H.

Laura Palmer Noone, CEO at Piccolo International University, Scottsdale, Ariz.

Michael L. Smith, former chief financial officer of Anthem Inc., Indianapolis, Ind.

Randolph H. Waterfield Jr., certified public accountant and accounting consultant, High Bar Harbor, N.J.

Belle S. Wheelan, president of the Commission on Colleges of the Southern Association of Colleges and Schools, Decatur, Ga. *(Elected April 2009)*

Senior management

Jamie P. Merisotis, president and chief executive officer.

James Applegate, senior vice president for program development.

Samuel Cargile, vice president for grantmaking.

Nathan E. Fischer, chief investment officer.

J. David Maas, senior vice president, chief financial officer and treasurer.

Dewayne Matthews, vice president for policy and strategy.

Holiday Hart McKiernan, senior vice president, general counsel and secretary.

Juan (Kiko) Suarez, senior vice president for external affairs.

Leadership in 2008 *(As of Jan. 1, 2008)*

Board of directors

Chairman John M. Mutz, retired vice chairman of PSI Energy, former president of Lilly Endowment and former lieutenant governor of Indiana.

Frank D. Alvarez, president and CEO of the Hispanic Scholarship Fund, San Francisco, Calif.

Rev. William E. Beauchamp, president of the University of Portland, Portland, Ore. *(Retired February 2008)*

Gerald L. Bepko, chancellor emeritus and trustees professor at Indiana University School of Law, Indianapolis, and former chancellor of Indiana University-Purdue University at Indianapolis.

Norris Darrell Jr., senior counsel and retired partner of Sullivan & Cromwell, New York, N.Y.

James C. Lintzenich, former vice chairman and chief executive officer of USA Group; former president and chief operating officer of Sallie Mae, Reston, Va.

Marie V. McDemmond, president emerita of Norfolk State University, Norfolk, Va.

Jamie P. Merisotis, president and chief executive officer of the Foundation.

J. Bonnie Newman, former interim president of the University of New Hampshire, Durham, N.H.

Laura Palmer Noone, president emerita of the University of Phoenix, Tempe, Ariz.

Richard J. Ramsden, consultant, Lyme, N.H. *(Retired February 2008)*

Edward R. Schmidt, partner with Krieg DeVault, LLP, Carmel, Ind. *(Retired March 2009)*

Michael L. Smith, former chief financial officer of Anthem Inc., Indianapolis, Ind.

Randolph H. Waterfield Jr., certified public accountant and accounting consultant, High Bar Harbor, N.J.

Senior management

Jamie P. Merisotis, president and chief executive officer.

Susan O. Conner, executive vice president for impact strategy.

Leah Meyer Austin, senior vice president for program development and organizational learning.

Nathan E. Fischer, chief investment officer.

J. David Maas, senior vice president, chief financial officer and treasurer.

Holiday Hart McKiernan, senior vice president, general counsel and secretary.

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For more information about Lumina Foundation, please visit
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