Mission

Unite business, government, non-profit, and higher education leadership in developing an urgent national higher education strategy to raise the global competitive position of the United States.
Driving U.S. Global Competitiveness

Keeping our nation secure

Propelling the economic prosperity of our people and communities

Sustaining our democracy
Impacting Outcomes

**AGILE SKILLS ALIGNMENT**
Expand the number of individuals with the postsecondary skills and credentials to meet future workforce demands.

**CLOSE ACHIEVEMENT GAPS**
Propel more college students to graduate to unleash the human capital necessary to fuel innovation and economic prosperity.

**INTERNATIONALLY COMPETITIVE LEVELS OF LEARNING**
Drive more students to engage in rigorous coursework that prepares them at internationally competitive levels.
Delivering Results

Develop, publish, and promote a set of policy recommendations that are adopted by the U.S. President, Congress, states, and institutions to improve educational outcomes and grow the talent needed to ensure a secure and prosperous United States of America.

Encourage the development of a national plan to guide the effective support and utilization of the nation’s higher education strategic assets.
<table>
<thead>
<tr>
<th><strong>Strategy</strong></th>
<th><strong>BUILD</strong></th>
<th>the Council to represent multiple sectors, organizations, and associations with a stake in national higher education strategy and outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GATHER</strong></td>
<td>existing data and recommendations from Council member organizations</td>
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<tr>
<td><strong>CONVENE</strong></td>
<td>the Council to identify a shared national higher education strategy agenda and elevate cross-cutting recommendations for new models and federal and state policy frameworks</td>
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<tr>
<td><strong>IDENTIFY</strong></td>
<td>existing opportunities to engage a broader audience in the discussion (HESA-hosted session) and build strategic partnerships to advocate for final report and recommendations</td>
<td></td>
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<tr>
<td><strong>PRODUCE</strong></td>
<td>practical resources for board and institutional leaders throughout the process</td>
<td></td>
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<tr>
<td><strong>IMPLEMENT</strong></td>
<td>a communications strategy to elevate issues and recommendations throughout process and build energy and interest in final report</td>
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</tbody>
</table>
## Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>IDENTIFY</td>
<td>Priority areas for action to advance higher education’s role in strengthening the competitive position, security, and prosperity of the United States</td>
</tr>
<tr>
<td>PUBLISH</td>
<td>Impactful content promoting ideas generated by the Council that advance HESA priorities</td>
</tr>
<tr>
<td>CREATE</td>
<td>Resources and toolkits for higher education governing boards and chief executives to position their institutions to support national priorities</td>
</tr>
<tr>
<td>PRODUCE</td>
<td>A final report with recommendations for federal, state, and institutional policies and actions to advance HESA priorities to be presented to the President of the United States and the U.S. Congress by June 2024</td>
</tr>
<tr>
<td>BUILD</td>
<td>A network of support for the development of a national plan to advance HESA priorities</td>
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Multi-Phased Approach

PHASE 1
Recommendation Development
JAN 2023 - JUNE 2024

- Build and grow the HESA Council
- Develop policy priorities and recommendations for federal action

PHASE 2
Outreach & Advocacy
JULY 2024 - DEC 2024

- Create awareness of HESA recommendations and
- Infuse recommendations into the political debate
- Build public support

PHASE 3
Action For Change
JAN 2025 - ONGOING

- Gather political support and sponsorship for action by the President and Congress
Audiences

U.S. Congress

Governors and State Leaders

Higher Education Boards of Trustees

Higher Education Associations

Presidents and Senior Staff of Colleges and Universities
Key Roles and Team

**COMMISSIONERS**
National thought leaders that share an interest in advancing the mission of the Council and who can amplify and expand the reach of its work.

**AFFILIATED ORGANIZATIONS AND ASSOCIATIONS**
Groups with missions that align with HESA and could contribute content to Council convenings, working papers, and reports, and potentially provide financial support.

**SENIOR ADVISORS**
Individuals with expertise in topics and areas of inquiry of interest to the commission who would inform the development of council convenings, working papers and reports.

**COUNCIL STAFF**
Individuals providing day-to-day management of the Council and leadership in achieving its goals.
Co-Chairs

**Michael Crow, PH.D.**
President, Arizona State University

**Linda Gooden**
Board Chair, University System of Maryland; Board Member, ADP, General Motors, Home Depot & Washington Gas

**Robert I. King, J.D.**
Interim President, Florida Institute of Technology; Former Assistant Secretary for Postsecondary Education in the U.S. Department of Education; Director, AGB
Council Commissioners

Robert Anderson
President, State Higher Education Executive Officers

Mark Becker
President, Association of Public & Land Grant Universities
Former President, GA State University

Walter Bumphus
President & CEO, American Association of Community Colleges

Ted Carter
Vice Admiral, U.S. Navy (retired)
President, University of Nebraska System
Former Superintendent, U.S. Naval Academy

Alexander Cartwright
President, University of Central Florida

Sharon Davies
President & CEO, Kettering Foundation

Brian Fitzgerald
CEO, Business HE Forum

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Kysha Wright Frazier
President and CEO, Corporation for a Skilled Workforce

Mildred Garcia
President, American Association of State Colleges & Universities

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Mark Hagerott
Chancellor, North Dakota University System

Mary Dana Hinton
President, Hollins University

Danette Howard
Executive in Residence, USC Race and Equity Center

Keith Krach
Chairman & Co-Founder, Krach Institute for Tech Diplomacy at Purdue

Arthur Levine
President Emeritus at Teachers College, Columbia University

Linda Livingstone
President, Baylor University

Devinder Malhotra
Chancellor, Minnesota State Chair, National Association of System Heads

Bill McBride
Executive Director, National Governors Association

Jamie Merisotis
President & CEO, Lumina Foundation

Barbara Mistick
President, National Association of Independent Colleges and Universities

Ted Mitchell
President, American Council on Education

Richard Myers
General, U.S. Air Force (retired); Former President, Kansas State University; Former Chairman, Joint Chiefs of Staff

© 2023 Council on Higher Education as a Strategic Asset (HESA)
Strategic Advisors

- **Derrick Anderson**, Senior Vice President, American Council on Education
- **René Bardorf**, Senior Vice President, Business Executives for National Security
- **William Bates**, Senior Advisor, Council on Competitiveness
- **Bridget Burns**, CEO, University Innovation Alliance
- **Brandon Busteed**, Chief Partnership Officer and Global Head, Learn-Work Innovation, Kaplan
- **Terry Hartle**, Senior Fellow, American Council on Education
- **Debra Humphreys**, Vice President of Strategic Engagement, Lumina Foundation
- **Minu Ipe**, Vice Chair and Managing Director, University Design Institute
- **Drew Koch**, Chief Executive Officer, Gardner Institute
- **Ashish Vaidya**, Senior Fellow, American Association of State Colleges & Universities Senior Research Advisor, National Association of System Heads
Staff

- **Lisa Foss**, Executive Director
- **Christina Jacobs**, AGB VP for Marketing & Communications
- **Merrill Schwartz**, AGB Senior Fellow
Affiliated Organizations and Associations
Phase 1 Schedule

KICKOFF MEETINGS

April 26, 2023
1:45-2:45pm ET

FORMAT: 1-HOUR ZOOM VIDEO MEETING

CONVENINGS

June 6, 2023
October 3, 2023
February 12, 2024
May 17, 2024

FORMAT: FULL-DAY, IN-PERSON EVENTS HELD IN WASHINGTON, D.C.
Thank You