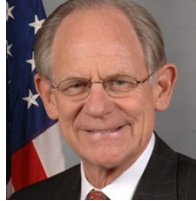


National Commission on Financing 21st Century Higher Education

Mike Castle, Co-Chair

Former Governor of Delaware and U.S. Congressman



Mike Castle has served as a governor, United States congressman, lieutenant governor, deputy attorney general, and state senator. Before entering public service, Castle practiced law in Wilmington for more than ten years and was a partner in one of Delaware's largest firms. During his nine terms as Delaware's sole member in the House of Representatives, he served on the House Financial Services Committee, which has jurisdiction over the banking, securities, and insurance industries, where he chaired the Subcommittee on Domestic and Monetary Policy and dealt with issues which directly affect the financial services industry and consumers. While in Congress, Castle was instrumental in helping to write and pass welfare reform, the Balanced Budget Act, child nutrition programs, the No Child Left Behind Act, and campaign finance reform. In his eight years as governor of Delaware, he was responsible for propounding and signing many of Delaware's most important laws, including amendments to the Delaware General Corporation Law, alternative business entity laws, and laws governing insurance companies and financial institutions.

Bob Graham, Co-Chair

Former Senator and Governor of Florida



Bob Graham is the former two-term governor of Florida, and served in the United States Senate for 18 years and in the Florida legislature for 12 year. Graham retired from public service in January 2005 following his presidential campaign in 2003. He has written four books, including *Intelligence Matters: The CIA, the FBI, Saudi Arabia, and the Failure of America's War on Terror*; *Keys to the Kingdom*; and *America, the Owner's Manual: Making America Work for You*, written while he was a senior fellow at Harvard's Kennedy School of Government. Since leaving the Senate in 2005, Graham has been chair of the Congressional Commission on the Prevention of Weapons of Mass Destruction, a member of the Congressional Financial Crisis Inquiry Commission, and co-chair of the Presidential Commission on the BP Deepwater Horizon oil spill. He established the Center for Public Service at the University of Florida to enhance civic engagement and prepare the next generation of public and civic leaders.

Andrea J. Ayers

President and CEO, Convergys Corporation



Andrea Ayers is president and chief executive officer of Convergys Corporation, a global leader in customer management. Ayers became a member of the Convergys Board of Directors and was appointed chief executive officer in October 2012. Prior to that, she forged a 20-plus-year track record of success and business growth in a variety of executive positions, including president of the company's Relationship Technology Management line of business; president of Convergys's Government, Retail, Healthcare, Automotive, and Financial Services vertical service sectors; and vice president of marketing, and general manager of the Direct Broadcast Services (DBS) business unit. Ayers is committed to job creation, improving educational opportunities to develop the workforce of tomorrow, and enhancing the quality of life in the communities in which Convergys employees live and work. She is an active member of the Business Roundtable, G100, the Greater

Cincinnati Chamber of Commerce, the Cincinnati Business Committee, and the Ohio Business Roundtable.

Jorge L. Benitez

Retired, Chief Executive for Accenture, North America



Jorge L. Benitez retired from Accenture in August 2014 as chief executive of North America. He had primary responsibility for Accenture's business and operations in North America, including developing and executing the company's business strategy, delivering client service, and driving its growth in the region. Prior to being named chief executive and senior managing director, Benitez served as the chief operating officer for Products, the largest of Accenture's five operating groups. During his five years in that role, he led Accenture's global business across a wide set of consumer-relevant industry groups. Benitez has also been the executive sponsor for several of Accenture's largest clients. He serves on a variety of board and forums focused on business, education, policy, and health. Benitez has been recognized for his impact on

business and the Latino society: *Hispanic Business Magazine* included him on its "2011 Top 25 Corporate Elite" list and selected him as one of the 100 most influential Hispanics in the United States in 2004.

Carl T. Camden

President and CEO, Kelly Services, Inc.



As president and chief executive officer of Kelly Services, Carl Camden is a recognized thought leader on talent management and how companies can adapt to succeed in the changing economic landscape. In his role at Kelly Services – which serves 99 percent of the Fortune 100 companies – Camden regularly consults with leaders of many of the largest, best-known corporations in the world, providing insight into labor trends and advising on flexible workforce strategies. He has been a marketing executive for a bank-holding company, co-president of an advertising

agency, co-founder of a behavioral research group, and a tenured university professor. Camden serves as co-chair of the Board of Trustees of the Committee for Economic Development and is a member of the Business Roundtable, an association of chief executive officers of leading U.S. companies. He has served on the American Staffing Association's board of directors and received awards from international workforce agencies for his significant contributions to improving the workforce development system.

Dr. Juliet V. García

Senior Advisor to the Chancellor of The University of Texas System for Community, National and Global Engagement; Former President, The University of Texas at Brownsville



Juliet V. García served as the first female Mexican-American president of a U.S. college or university at Texas Southmost College. García spearheaded the creation of the University of Texas at Brownsville in 1991, forming a partnership with the community college that consolidated the fiscal, physical, and human resources of both institutions. She began a grassroots effort to envision a new 21st-century university

model for UT Brownsville, the new UT Rio Grande Valley University, which is scheduled to open its doors in September. After serving as a college and university president for 28 years, García was named the founding executive director of the University of Texas Americas Institute in 2014. cAmong the many honors García has received for her work is recognition by *Fortune* magazine as one of the world's 50 greatest leaders and by *Time* as one of the top 10 college presidents in the U.S.

Mildred García

President, California State University, Fullerton



Mildred García is president of California State University, Fullerton, the fourth largest university in the state, serving nearly 39,000 students and with an operating budget of almost half a billion dollars. Since her arrival in 2012, the University has seen a 20% improvement in six-year graduation rates and a significant drop in the achievement gap between underrepresented students and their campus peers. The institution is number one in California in awarding bachelor's degrees to Hispanics as well as fifth in the nation in graduating students of color. A recipient of myriad awards—from Hispanic Business Magazine's 100 Most Influential Hispanics to a Distinguished Alumni Honoree of Columbia University—Dr. García was appointed by President Obama to serve on the President's Advisory Commission on Educational Excellence for Hispanics, and she is the first Latina president in the largest system of higher education in the country.

Bernadette Gray-Little

Chancellor, The University of Kansas



Since becoming chancellor at the University of Kansas (KU) in 2009, Bernadette Gray-Little has focused on advancing KU's mission of educating leaders, building healthy communities, and making discoveries that change the world. In fall 2013, Gray-Little was named to the board of directors of the Association of American Universities (AAU) and to the executive committee of the Association of Public and Land-Grant Universities (APLU). She is also an invited member of the Council on Foreign Relations. Prior to becoming KU's 17th chancellor, Gray-Little held several leadership positions at the University of North Carolina at Chapel Hill, including executive vice chancellor and provost. As part of a Fulbright Foundation fellowship, she conducted postdoctoral research in cross-cultural psychology in Denmark. Gray-Little has also been a Social Science Research Council Fellow and a recipient of a Ford Foundation Senior Scholar Fellowship through the National Research Council.

Luke Kenley

Indiana State Senator

Chair, Appropriations Committee



Indiana State Senator Luke Kenley has served Central Indiana since his election in 1992. As chairman of both the Senate Committee on Appropriations and Indiana's State Budget Committee, Kenley has developed a strong record of leadership for his work in writing multiple honestly balanced state budgets. He helped put Indiana on the cutting edge of institutional performance-based funding by implementing a funding model that incentivizes student success at two- and four-year institutions. Kenley championed significant legislation to triple the funding for the State Student Assistance Commission of Indiana (SSACI) program, which provides grants and funding to students attending higher education institutions in Indiana. This initiative prompted the Center for American Progress to rank Indiana as third in the nation for total state funding to public education during fiscal years 2008 through 2012. Additionally, Kenley was the driving force behind Indiana's 529 tax benefit system. During his tenure in the Indiana Senate, he has also been a steady force in reducing tax burdens on citizens and employers.

Rich Madaleno

Maryland State Senator



Rich Madaleno is serving his second term as a Democratic member of the Maryland State Senate, representing the state's 18th district in Montgomery County. Madaleno has worked for the Maryland Department of Fiscal Services, providing nonpartisan professional services for the state legislature, and for the Montgomery County Office of Intergovernmental Relations, representing county interests at the municipal, local, state, and federal levels. In 2002, he was elected to the House of Delegates, where he was a member of the Appropriations Committee, and its Subcommittee on Education and Economic Development. Well-regarded for his extensive budget expertise, Madaleno has served as a valued member of the Senate Budget and Taxation Committee since his election to the Senate, and now chairs the Education, Business, and Administration Subcommittee. In addition to his regular committee assignment, he serves on several of the General Assembly's special committees and task forces.

Gail O. Mellow

President, LaGuardia Community College



Gail O. Mellow has served as president of LaGuardia Community College in Long Island City, Queens since 2000. A member of the City University of New York (CUNY) system, LaGuardia is a nationally recognized leader among community colleges for achieving boundary-breaking success while educating underserved students. An expert on the history, development, and future of the American community college, Mellow is the co-author of *Minding the Dream: The Process and Practice of the American Community College*. She has been quoted in a range of publications on the vital role that community colleges play in educating students for a

global economy and spurring job creation, including the *New York Times*, the *Wall Street Journal*, *BusinessWeek*, and Bloomberg. Mellow has appeared on PBS's *Frontline* and MSNBC, and participated in a Miller Center debate with college presidents from public, private, and for-profit institutions about the future of higher education in America; the debate aired on PBS stations across the nation.

David W. Nelms

Chairman and Chief Executive Officer, Discover



David W. Nelms is chairman of the Board of Directors and chief executive officer of Discover. Nelms is responsible for all Discover-branded financial services, including credit cards, student loans, personal loans, home equity loans, mortgages, CDs, money market accounts, and checking accounts. He also oversees the Discover Network, a comprehensive payments network that supports multiple card products, issuers, and processors; PULSE, one of the nation's leading PIN debit networks; and Diners Club International, a global payments network. In addition, Nelms serves as chairman of Discover Bank, the issuing bank for the Discover card brands. Before his appointment at Discover in 1998, he served as a vice chairman of MBNA America Bank, and held management positions at Progressive Insurance, General Electric Company, and Bain & Company Consulting. Nelms is also a member of the Board of Directors of CDW Corporation, a director and past chairman of The Executives' Club of Chicago, and the Federal Reserve Bank of Chicago's representative on the Federal Advisory Council of the Federal Reserve System's Board of Governors.

Edward B. Rust Jr.

Chairman of the Board, State Farm Mutual Automobile Insurance Company



Edward B. Rust Jr., chairman of the board and chief executive officer of State Farm Mutual and its principal affiliates, is nationally recognized as a leader of business community efforts to improve the quality of education in the United States. Rust is a member of the Business Roundtable and the Financial Services Roundtable. He serves on the board of the James B. Hunt, Jr., Institute for Educational Leadership, Advance Illinois, and Chicago Public Education Fund. Rust is former chairman of the Business-Higher Education Forum and Business Roundtable's Education Initiative. He served on the National (Glenn) Commission on Mathematics and Science Teaching for the 21st Century and on the No Child Left Behind Commission. Rust was co-chair of the Business Roundtable for more than seven years. He is also past chairman of the U.S. Chamber of Commerce Board of Directors, the American Enterprise Institute, the Financial Services Roundtable, the National Alliance of Business, and the Insurance Institute for Highway Safety.

Lou Anna K. Simon

President, Michigan State University



Lou Anna K. Simon, the 20th president of Michigan State University, leads the university's work to advance the common good in Michigan and around the world. She began her career at MSU after earning her doctorate there in 1974. Prior to her appointment as president in 2005, Simon held a variety of administrative roles, including assistant provost for general academic

administration, associate provost, and provost and vice president for academic affairs. As president, Simon has engaged MSU in a strategic and transformative journey to adapt the principles of the land-grant tradition to 21st-century challenges. She has expanded MSU's reach in the state and around the world by focusing the university's strengths on solutions that enhance and protect quality of life: clean and affordable energy, access to education, safe and plentiful food, and health care.