

SUMMARY: Heather A. Marsh is a seasoned nonprofit executive with a solid reputation for achieving organizational goals and successfully building long-term collaborations and coalitions. She establishes a vision for impact that is achieved through the combined and collaborative efforts of a diverse team of high-performing leaders, staff and volunteers. Recognized as an innovator with significant experience and responsibility in developing and leading ambitious projects, she leverages the power of relationships and networks, and works across private, public and corporate sectors to achieve organizational goals.

Areas of Expertise:

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| ✓ Fund Development | ✓ Education Policy & Innovations | ✓ Program Development |
| ✓ Public Speaking & Presentations | ✓ Partnership Building | ✓ Accreditation / SACSCOC |
| ✓ Government & Board Relations | ✓ Strategic Communications | ✓ Budget Development & Management |
| ✓ Strategic Planning & Vision | ✓ Advocacy | ✓ Nonprofit Management |
| ✓ Spokesperson & Representative | ✓ Donor Relations | |
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EDUCATION:

University of Dallas	MBA, May 1994
Texas State University	BFA, May 1989

NONPROFIT AND EDUCATION ADMINISTRATIVE ROLES:

Executive Director - Texas Higher Education Foundation and Senior Director of Development - Texas Higher Education Coordinating Board (THECB) [State Agency with Oversight of Postsecondary Education]
2017 to 2020

- Planning, organizing and directing advancement and advocacy initiatives for the Commissioner's strategic vision
- Coordinating collaborative activities with postsecondary leaders, policymakers, national thought leaders, national and state foundations, faculty members and other state agencies
- Facilitating development of innovations leading to postsecondary access and success for traditional students and the over 3.2 million Texans who accrued some college credit but never a college degree
- Monitoring and analyzing education and workforce-related policy and program developments
 - Established advocacy plans for Texas' higher education strategic plan, and identified opportunities to advance innovations in collaboration with Texas postsecondary institutions
 - Supervised and/or directly managed all grant-funded initiatives to ensure proper stewardship of \$6.4M donated funds from multiple foundations including the Bill & Melinda Gates Foundation, Kresge Foundation, AT&T, Michael & Susan Dell Foundation, and Houston Endowment
 - Secured \$1,000,000 to support 'Returning Adult Student' initiative and \$955,100 to support the 'Texas Affordable Baccalaureate' initiative
 - Developed case statements leading to legislative and funding support and connected civic and business leaders with Texas' higher education opportunities
 - Developed and maintained networks among foundations, corporations, advocacy organizations and research institutes
 - Provided leadership in the development of policies, procedures, and planning related to Foundation management

NONPROFIT AND EDUCATION ADMINISTRATIVE ROLES continued:

Dean of Resource Development: Mountain View College (MVC)

2007 to 2017

MVC is a two-year postsecondary institution with a \$28.4M annual budget located in the southern sector of Dallas. Over 9,000 credit students (50% Hispanic) are served each semester.

- Responsible for college-wide public and private fundraising efforts and the development of strategic partnerships by securing supplemental funding needed for organizational priorities from a variety of public and private sources
- Worked closely with the President in providing strategic focus to further the college's development, marketing, communications, and community engagement initiatives
- Developed a strong external relations program and spearheaded the development of external funding opportunities, including government and foundation grants, as well as donations from companies and individuals
- Supported student internships and scholarships by developing and sustaining partnerships in the Dallas area
- Served on a variety of campus committees and maintained cooperative working relationships with faculty, athletics, campus deans and professional support staff
- Implemented an efficient grants management system to ensure all compliance aspects of discretionary awards and gifts (Federal, State, corporate, foundation, and private) were met with an accurate accounting of expenses and timely submission of reports regarding goal/objective attainment
- Responsible for SACSCOC accreditation responses related to institutional advancement (3.2.12, 3.2.13, 3.10.5) and District alignment (3.13.4.b) in reports and during onsite visits. Additionally, co-led the selection of the Quality Enhancement Plan (QEP) topic and report submission
 - Increased discretionary funding from \$7.2M to \$15.4M. Multi-year awards from the U.S. Department of Education include Title V (Individual and Cooperative); Title III, Part F; and TRiO
 - Initiated the college's first Employee Giving Campaign in 2015 with \$10,500 raised from 33 donors. In 2016, 112% increase in donors and 47% increase in funding.
 - Designed and funded new projects with faculty including (a) a STEM Learning Community (2011) with \$4.1 million awarded from the U.S. Department of Education, and (b) the Academic Center for Writing (2010) with \$3.5 million awarded from the U.S. Department of Education.

Vice President of Development: Texans Can Academies

2001 to 2007

Texans Can (501(c)(3)) is a statewide network of charter schools serving over 5,000 at-risk students at 14 high schools in Texas.

- Responsible for the development, implementation and monitoring of all fundraising initiatives (individual, corporate, state and foundation giving as well as special events) in support of ten charter schools in Texas.
 - Received state, foundation, private and corporate awards totaling over \$5.8 million.
 - Created and implemented a strategic framework for capital campaigns in Dallas, Houston and San Antonio, worked with Trustees to cultivate individual giving relationships, wrote all grant proposals and managed prospect research activities.
- Worked closely with the President and other senior leadership on strategic planning to support the organizations academic priorities.
 - Facilitated programmatic and organizational expansion including the acquisition of resources to purchase the Metro Dallas YWCA and the opening of a model Early Childhood Development Center in San Antonio.
- Managed the E-Rate program including the required coordination with all telecommunications vendors, and served as the organization's central contact for audit requests and USAC/FCC annual reports.
- Worked closely with the President and the Board of Trustees to support the organizations efforts regarding city and state legislative affairs and prepared briefings for the President and Superintendent regarding Federal and state legislation impacting K-12 and charter schools.

NONPROFIT AND EDUCATION ADMINISTRATIVE ROLES continued:

Executive Director: Las Colinas, Garland and Arlington Symphony Orchestras

1996 to 2001

Each orchestra annually presents a season of eight subscription concerts with ninety-three professional musicians under one union contract.

- Responsible for the implementation of objectives related to strategic planning, fiscal management, fundraising, marketing, human resources, public relations and production management
- Established an Arts-in-Education program including annual youth concerts and the Lone Star Youth Orchestra – the first non-tuition based youth orchestra in Texas
- Ensured effective communication with orchestra's constituencies: volunteer groups, other arts organizations, public agencies, government agencies, and the general public to achieve the objectives of the organization
- Led all fund-raising, including annual fund drive, corporate sponsorships, special events, endowment campaigns, planned giving program, and identification and cultivation of donors
- Consulted with the Music Director in the selection of guest artists, guest conductors, and programs to support the orchestra's artistic objectives and negotiated contracts for guest artists
- Developed and implemented a marketing plan for subscription campaigns and for individual performances to achieve maximum season and single ticket sales
- Served as principal staff spokesperson/liaison to the orchestra for policy issues and non-artistic matters and negotiated all labor agreements

SELECT GRANTS and SPONSORED PROJECTS (2007 to Present)

August 2019: Grad TX Consortium (Lumina Foundation)

Project to establish a statewide program to develop and deploy evidence-based and equity-focused strategies to support the 3.2 million Texans who accrued some college credit but no degrees. Select postsecondary institutions will be invited to incubate innovations at their campuses and share successful strategies with policymakers, postsecondary leaders, and with the Texas Higher Education Coordinating Board.

Project Period: August 2019 through December 2021. Funds Awarded: \$350,000

August 2019: ADVISE TX - VR (Texas Workforce Commission / WIOA Funds)

Partnership with Texas Workforce Commission to use WIOA funds to increase the number of high-school students with disabilities who pursue and are successful in postsecondary education. 110 near-peer Advise TX advisors trained to serve up to 5,000 students with disabilities across 110 Texas high schools.

Project Period: September 2019 through December 2021. Funds Awarded: \$4,800,000

July 2019: Equity Leadership Acceleration Grant (Lumina Foundation and Rockefeller Philanthropies)

Project to advance equity-minded leadership through Texas' tri-agency initiative (TEA, THECB and TWC), and to catalyze support for addressing persistent attainment gaps among learners of color.

Project Period: July 2019 through February 2020. Funds Awarded: \$50,000

June 2019: Degrees When Due (Institute for Higher Education Policy)

A nationwide completion initiative designed to help participating institutions improve their student completion rates by sharing data-driven strategies and tactics through a free web-based platform. Institutions apply an equity lens to their own real-time student data to ensure that today's students – students of color, low-income students, working students, student parents, and others – are re-engaged to earn their postsecondary degree. Participating postsecondary institutions included Texarkana College, Texas A&M University – Texarkana, Texas Southern University, and University of Houston-Downtown.

Project Period: August 2019 through August 2021.

GRANTS and SPONSORED PROJECTS continued

October 2017: Texas Affordable Baccalaureate (TAB) (Michael and Susan Dell Foundation)

Project to expand upon and modify the Texas Affordable Baccalaureate Initiative, initially developed in 2014. Funding supported the expansion of the program statewide providing students with a low-cost alternative to earning a bachelor's degree. New programs included a Bachelor of Applied Technology in Medical & Health Service Management (BAT-MHSM) at South Texas College, a Bachelor of Applied Arts and Sciences (BAAS) in Applied Public Administration and Leadership at the University of Houston-Downtown and a Bachelor of Applied Arts and Sciences in Emergency Services Administration serving first responders at the University of North Texas – Dallas.
Project Period: October 2017 through October 2022. Funds Awarded: \$955,100

September 2016: Carl D. Perkins Career and Technical Education (Texas Higher Education Coordinating Board)

The Perkins programs supports postsecondary institutions in educating students who enroll in CTE (career and technical education) programs in preparation for high-skill, high-wage, or high-demand occupations.
Project Period: September 2016 through August 2017. Funds Awarded: \$217,646

July 2016: Job Location and Development – JLD (U.S. Department of Education)

The Job Location and Development (JLD) Program is a federally funded program designed to assist students with part time employment. The JLD program is centered on creating real-world work experiences for students to increase self-knowledge and develop marketable skills.
Project Period: July 2016 through June 2017. Funds Awarded: \$13,375

September 2015: TRIO Student Support Services (U.S. Department of Education)

Project to provide opportunities for academic development, assist students with basic college requirements, and to motivate students toward the successful completion of their postsecondary education.
Project Period: September 2015 through August 2020. Funds Awarded: \$1,208,575

September 2015: Work-Study Peer Mentoring (Texas Higher Education Coordinating Board)

Project to employ college students to mentor, tutor, and/or advise peer or high school students to improve student access, success, and eventual completion of a postsecondary credential.
Project Period: September 2015 through August 2017. Funds Awarded: \$55,000

September 2015: Carl D. Perkins Career and Technical Education (Texas Higher Education Coordinating Board)

The Perkins programs supports postsecondary institutions in educating students who enroll in CTE (career and technical education) programs in preparation for high-skill, high-wage, or high-demand occupations.
Project Period: September 2015 through August 2016. Funds Awarded: \$217,646

August 2015: Skills Development Funding with Airbus Co. (Texas Workforce Commission)

The Skills Development Fund is Texas' premier job-training program providing local customized training opportunities for Texas businesses and workers to increase skill levels and wages of the Texas workforce. This project supported the employees of Airbus Co.
Project Period: August 2015 through August 2016. Funds Awarded: \$498,540

July 2015: RAND Research – Corequisite Models of Developmental Education (Texas Higher Education Coordinating Board)

Participation in a statewide research project to consider (a) the different types of corequisite models being implemented across Texas community colleges; (b) the range of decisions colleges must make in designing and implementing corequisite models, and (c) how Texas community college implements corequisite models as part of their developmental education program.
Project Period: July 2015 through December 2020. Funds Awarded: \$50,000

GRANTS and SPONSORED PROJECTS continued

July 2015: Job Location and Development – JLD (U.S. Department of Education)

The Job Location and Development (JLD) Program is a federally funded program designed to assist students with part time employment. The JLD program is centered on creating real-world work experiences for students to increase self-knowledge and develop marketable skills.

Project Period: July 2015 through June 2016. Funds Awarded: \$13,375

September 2014: Carl D. Perkins Career and Technical Education (Texas Higher Education Coordinating Board)

The Perkins programs supports postsecondary institutions in educating students who enroll in CTE (career and technical education) programs in preparation for high-skill, high-wage, or high-demand occupations.

Project Period: September 2014 through August 2015. Funds Awarded: \$229,844

July 2014: Adult Education & Literacy (Texas Workforce Commission)

Establishment of a program to provide math, reading, and writing instruction to help students acquire the skills needed to succeed in the workforce, earn a high school equivalency, or enter college or career training.

Project Period: July 2014 through June 2017. Funds Awarded: \$272,344

July 2014: Sustainability at Mountain View College (National Fish & Wildlife Foundation)

Support of sustainability initiatives at Mountain View College, including the establishment of a community garden.

Project Period: July 2014 through December 2015. Funds Awarded: \$57,824

July 2014: Skills Development Funding with Fresh Express (Texas Workforce Commission)

The Skills Development Fund is Texas' premier job-training program providing local customized training opportunities for Texas businesses and workers to increase skill levels and wages of the Texas workforce. This project supported the employees of Fresh Express.

Project Period: July 2014 through September 2015. Funds Awarded: \$45,748

May 2014: Health Career Resource Center (JP Morgan Chase)

Support of the Dallas County Community College District's Health Career Resource Center to connect students with health professions and employers.

Project Period: May 2014 through June 2017. Funds Awarded: \$500,000

May 2014: Skills Development Funding with Logistics Consortium (Texas Workforce Commission)

The Skills Development Fund is Texas' premier job-training program providing local customized training opportunities for Texas businesses and workers to increase skill levels and wages of the Texas workforce.

This project supported the employees of a newly established 'Logistics Consortium', including First Co., Ozburn-Hessey Logistics, and the E.A. Sween Company.

Project Period: May 2014 through September 2016. Funds Awarded: \$339,585

February 2014: Tex-PREP (Dallas ISD)

The Texas Pre-Freshman Engineering Program (TexPREP) provides students the opportunity to develop a passion for engineering and a stronger foundation in science and mathematics by exposing them to current research and student lab facilities, preparing them through interactions with faculty and college students, and inspiring them with hands on activities in a postsecondary environment

Project Period: February 2014 through December 2016. Funds Awarded: \$89,807

September 2013: Carl D. Perkins Career and Technical Education (Texas Higher Education Coordinating Board)

The Perkins programs supports postsecondary institutions in educating students who enroll in CTE (career and technical education) programs in preparation for high-skill, high-wage, or high-demand occupations.

Project Period: September 2013 through August 2014. Funds Awarded: \$181,622

GRANTS and SPONSORED PROJECTS continued

July 2013: Skills Development Funding with AMX (Texas Workforce Commission)

The Skills Development Fund is Texas' premier job-training program providing local customized training opportunities for Texas businesses and workers to increase skill levels and wages of the Texas workforce. This project supported the employees of AMX.

Project Period: July 2013 through January 2015. Funds Awarded: \$460,570

September 2012: Carl D. Perkins Career and Technical Education (Texas Higher Education Coordinating Board)

The Perkins programs supports postsecondary institutions in educating students who enroll in CTE (career and technical education) programs in preparation for high-skill, high-wage, or high-demand occupations.

Project Period: September 2012 through August 2013. Funds Awarded: \$138,981

June 2012: TRIO Upward Bound (U.S. Department of Education)

Program that assists students in their pursuit of a high school diploma and prepares them to enter and complete a post-secondary education program.

Project Period: June 2012 through May 2017. Funds Awarded: \$1,306,646

September 2011: Hispanic Serving Institutions STEM & Articulation (U.S. Department of Education)

Program designed to (1) increase the number of Hispanic and other low-income students attaining degrees in the fields of science, technology, engineering, or mathematics; and (2) to develop model transfer and articulation agreements between two-year and four-year institutions in such fields. This program included the development of a STEM peer-tutoring program, and the use of 3D technology across the curriculum.

Project Period: October 2011 through September 2017. Funds Awarded: \$3,914,124

September 2011: Carl D. Perkins Career and Technical Education (Texas Higher Education Coordinating Board)

The Perkins programs supports postsecondary institutions in educating students who enroll in CTE (career and technical education) programs in preparation for high-skill, high-wage, or high-demand occupations.

Project Period: September 2011 through August 2012. Funds Awarded: \$177,896

August 2011: Skills Development Funding with Regional Hispanic Contractors Association (Texas Workforce Commission)

The Skills Development Fund is Texas' premier job-training program providing local customized training opportunities for Texas businesses and workers to increase skill levels and wages of the Texas workforce. This project supported the members of the Regional Hispanic Contractors Association.

Project Period: August 2011 through December 2012. Funds Awarded: \$202,668

July 2011: Job Location and Development – JLD (U.S. Department of Education)

The Job Location and Development (JLD) Program is a federally funded program designed to assist students with part time employment. The JLD program is centered on creating real-world work experiences for students to increase self-knowledge and develop marketable skills.

Project Period: July 2011 through June 2012. Funds Awarded: \$13,375

February 2011: Dropout Recovery Pilot Program (Texas Education Agency)

Initiative to provide students 25 years of age or younger who dropped out of a Texas public secondary school with the opportunity to continue their education and prepare for future work and/or postsecondary education.

Project Period: February 2011 through December 2016. Funds Awarded: \$28,750

GRANTS and SPONSORED PROJECTS continued

October 2010: Title V Cooperative Project with UNT-Dallas (U.S. Department of Education)

Title V funding is designed to expand educational opportunities for, and improve the attainment of, Hispanic students with an expansion of academic offerings. This project focused on writing skills, and the development of 'Writing Centers' at Mountain View College and the University of North Texas – Dallas.

Project Period: October 2010 through September 2016. Funds Awarded: \$3,543,797

September 2010: TRIO Student Support Services (U.S. Department of Education)

Project to provide opportunities for academic development, assist students with basic college requirements, and to motivate students toward the successful completion of their postsecondary education.

Project Period: September 2010 through August 2015. Funds Awarded: \$1,247,240

September 2010: Carl D. Perkins Career and Technical Education (Texas Higher Education Coordinating Board)

The Perkins programs supports postsecondary institutions in educating students who enroll in CTE (career and technical education) programs in preparation for high-skill, high-wage, or high-demand occupations.

Project Period: September 2010 through August 2011. Funds Awarded: \$199,595

October 2009: Title V 'New Student Success' (U.S. Department of Education)

Title V funding is designed to expand educational opportunities for, and improve the attainment of, Hispanic students with an expansion of academic offerings. This project focused on supporting FTIC (First Time in College Students) who were identified as 'high risk' at their high school.

Project Period: October 2009 through September 2014. Funds Awarded: \$1,785,743

September 2009: Carl D. Perkins Career and Technical Education (Texas Higher Education Coordinating Board)

The Perkins programs supports postsecondary institutions in educating students who enroll in CTE (career and technical education) programs in preparation for high-skill, high-wage, or high-demand occupations.

Project Period: September 2009 through August 2010. Funds Awarded: \$210,100

October 2008: College Cost Reduction Access Act (U.S. Department of Education)

Funding supported professional development for faculty and tutors to provide support to students in STEM (Science-Technology-Engineering-Math) courses.

Project Period: October 2008 through February 2012. Funds Awarded: \$1,504,102.

September 2008: Carl D. Perkins Career and Technical Education (Texas Higher Education Coordinating Board)

The Perkins programs supports postsecondary institutions in educating students who enroll in CTE (career and technical education) programs in preparation for high-skill, high-wage, or high-demand occupations.

Project Period: September 2008 through August 2009. Funds Awarded: \$196,940

December 2007: TRIO Upward Bound (U.S. Department of Education)

Program that assists students in their pursuit of a high school diploma and prepares them to enter and complete a post-secondary education program. Partners included Dallas ISD and Grand Prairie ISD.

Project Period: December 2007 through August 2012. Funds Awarded: \$1,984,396.

SELECTED PRESENTATIONS (2015 TO PRESENT)

August 2019: Open Education Resources Convening (Austin, TX)
July 2019: Grad TX Consortium – ‘Some Credit No Degree’ Population in TX (Austin, TX)
July 2019: Texas Higher Education Foundation and the Texas Higher Education Coord. Board (Austin, TX)
June 2019: ‘Write to Work’ Keynote (Dallas, TX)
May 2019: Texas Hispanic Serving Institutions Conference – 60x30TX (San Antonio, TX)
October 2018: Data Fellows (Austin, TX)
September 2018: Funding Support for Emergency Aid Programs (Austin, TX)
July 2018: Texas Higher Education Foundation and the Texas Higher Education Coord. Board (Austin, TX)
June 2018: P16 Initiatives (Austin, TX)
May 2018: Data Fellows (Austin, TX)
February 2018: Texas Affordable Baccalaureate Initiative (Austin, TX)
June 2017: Texas Hispanic Serving Institutions Conference – 60x30TX (San Marcos, TX)
March 2017: Tarrant County College Student Success Conference (Fort Worth, TX)
March 2017: Culture of Writing Festival (Dallas, TX)
January 2016: “Raise Friends and Funds Follow” (Houston, TX)
November 2016: STEM Programs – IHE and ISD Partnerships (Washington D.C.)
June 2015: Perkins Grant Management (Dallas, TX)

SELECTED CONFERENCES ATTENDED (2020 TO PRESENT)

November 2020: Council for Adult & Experiential Learning (CAEL) – *Annual Conference*
September 2020: US Dept. of Education – *2020: The Perfect Decade to Accelerate HBCU Competitiveness*
August 2020: MDC – *Networking for Southern Economic Mobility – Sustaining the Infrastructure of Opportunity*
July 2020: Florida Atlantic University – *Appreciative Advising Institute*
July 2020: National Science Foundation (NSF) – *Convergence Accelerator Expo 2020*
June 2020: Jobs for the Future (JFF) – *Horizons – Designing a Future That Works*
June 2020: Fast Track To Success – *Fourth Annual Conference on Innovation in Higher Education*

U.S. DEPARTMENT OF EDUCATION Federal Reviewer:

- 2016: Onsite Review in Washington D.C. for CSP SEA (State Educational Agencies) Applications.
 - 2014: Offsite Review for CSP Non-SEA Applications.
 - 2011: Offsite Review for CSP Non-SEA Applications
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COMMITTEE ASSIGNMENTS:

- Open Educational Resources – Convening Designer & Facilitator (2018-2019)
- Texas Hispanic Serving Institution Consortium Representative (2017-2020 / Active since 2007)
- Emergency Aid Network Addressing Food and Housing Insecurity Issues for College Students (2017-2018)
- Administrator Association Leader & College Council Representative (2010-2015)
- Convocation and Return Week Activities Designer & Facilitator (2011-2014)
- Planning, Budgeting and Assessment (PBA) Committee Member (2007-2017)