



Peter McPherson is president of the Association of Public and Land-grant Universities (APLU). During his tenure at APLU, which began in 2006, McPherson has overseen the expansion of a sophisticated federal advocacy arm coupled with an expanded focus to drive innovation across public higher education through projects and initiatives well beyond the scope of a typical trade association. These efforts are aimed at boosting degree completion, enhancing transparency and accountability, strengthening universities' research enterprise, and expanding community and economic engagement. He also led the addition of Canadian and Mexican members to the association, making North American higher education collaboration a key part of APLU's agenda under his stewardship.

McPherson spearheaded the creation of APLU's boldest initiative to date — [Powered by Publics: Scaling Student Success](#), which launched in November 2018. The effort is convening 130 change-ready institutions within 16 "[transformation clusters](#)" — reaching 3 million undergraduate students, including 1 million Pell Grant recipients. The effort is aiming to increase college access, eliminate the achievement gap, and award hundreds of thousands more degrees by 2025. APLU is broadly sharing lessons from the collaboration to help spur student-centered transformation across the sector.

McPherson has also championed a range of transparency and accountability efforts. In 2007, he led APLU's role in co-founding the Voluntary System of Accountability — which was designed to enable institutions to demonstrate their voluntary commitment to publishing access, cost, and student outcomes measures for the benefit of the public, prospective students, and lawmakers. The VSA has since evolved into a data analytics tool for universities to improve their strategic planning and decision-making. Building on those efforts, APLU co-founded the Student Achieve Measure (SAM) in 2014 to provide a more complete understanding of student success at universities. SAM was created to address flawed federal education data that only counts first-time, full-time students who receive federal financial aid.

Another focus of McPherson's leadership has been the expansion of community and economic engagement efforts. In 2013, APLU launched the Innovation and Economic Prosperity (IEP) Designation and Awards program to recognize universities that are leaders in spurring and promoting regional economic development. Participating institutions complete a rigorous self-study process and earn the IEP designation if enough benchmarks are met. More than 60 universities have received the designation.

His leadership of APLU has also included a permanent partnership with the Coalition of Urban Serving Universities (USU) in an effort to incubate and promulgate the reforms necessary to help public urban research universities best serve their rapidly changing student populations. USU works with these institutions to pilot, refine, and share the most effective practices to accelerate innovation across higher education. Its work is centered on recruiting, admitting, retaining, and graduating high-need, traditionally at-risk students while reducing costs, reexamining campus business models, and fostering mutually beneficial campus-community engagements.

APLU has also bolstered its research work through a variety of initiatives under his leadership. Partnering with the Association of American Veterinary Medical Colleges, APLU launched a joint Task Force on Antibiotic Resistance in Production Agriculture in 2014 that led to a report issuing recommendations to address the problem. That report laid the groundwork for the establishment of a new National Institute for Antimicrobial Resistance Research and Education at Iowa State University. Following a number of high-

profile lab accidents, APLU also established a Task Force on Laboratory Safety. A report from the task force provided guidance to universities on enhancing laboratory safety.

Adding to this focus on science, under McPherson's leadership APLU has launched a host of collaborative initiatives aimed at improving STEM education and the diversity of STEM fields. This includes work to: increase the number and quality of math and science teachers in secondary schools, improve the effectiveness of undergraduate math education, and expand the diversity of students in undergraduate STEM programs. The association has also built a network of campus-based STEM education centers to support national improvement of STEM education.

Before leading APLU, McPherson served as president of Michigan State University (MSU) from 1993 to 2004. His accomplishments at MSU included holding tuition increases to inflation for all but three years of his leadership. He also led a campaign to vastly increase the number of students participating in study abroad, nearly tripling the number of students participating in the program and cementing Michigan State's distinction of having one of the largest and most active programs in the country. Other initiatives he led included the expansion of the honors college, deepening the university's ties to K-12 schools, and redoubling the institution's fundraising efforts while bolstering its endowment returns.

Prior to being named president of Michigan State University, McPherson held a variety of senior positions at Bank of America. He led the bank's renegotiation of \$8 billion in troubled debt with developing countries and later managed the bank's work in Latin America and Canada and oversaw the bank's domestic and international private banking operations.

During the Reagan administration, McPherson served as Deputy Secretary of the U.S. Department of the Treasury from 1987 to 1989. As the number two official at Treasury, his work focused on trade, tax, and international issues. He also served as one of three of U.S. negotiators for the Canadian Free Trade Agreement in the final weeks of those negotiations. That agreement was a forerunner of the North American Free Trade Agreement. Between Treasury Secretaries Baker and Brady, he served as Acting Secretary of the cabinet department.

McPherson temporarily returned to government service in 2003, taking leave from the presidency of Michigan State, to serve as Director of Economic Policy in Iraq. There, he worked closely with the Iraqi Ministry of Finance and the Central Bank of Iraq to open up new banks and create a new currency for the country.

Before his work at the Treasury Department, McPherson served as Administrator of the United States Agency for International Development (USAID) from 1981 to 1987. While serving in that role, he oversaw missions in 70 countries and was tasked with the U.S. response to famine in East Africa, leading the delivery of than two millions tons of food to Africa over a 12-month period. As USAID administrator, he also led worldwide efforts with the United Nations Children's Fund to address diarrhea and dehydration, then the leading causes of death for children in the developing world. The campaign saved millions of lives.

Prior to leading USAID, McPherson was managing partner at the law firm Vorys, Sater, Seymour and Pease's Washington office. He served as Special Assistant to the President and Deputy Director of the Office of Presidential Personnel during the Ford administration. He also previously served as Chair of the Board of Directors at Dow Jones and Company.

He has been recognized with a variety of awards throughout his career. These include the U.S. Presidential Certificate of Outstanding Achievement for "continued vision, initiative, and leadership in efforts to achieve a world without hunger;" the Secretary of State Distinguished Leadership Award; the Secretary of Treasury Alexander Hamilton Award; UNICEF award for "Outstanding Contributions to Child Survival;" the Jewish

National Fund Tree of Life Award; the National Public Service Award from the American Society for Public Administration; as well as the Banker of the Year Award for Lifetime Achievement from the Bankers Association for Finance and Trade.

McPherson holds a bachelor's degree from Michigan State University, an M.B.A. from Western Michigan University, and a J.D. from American University.