

TIAA-CREF institute
**2010 Higher Education
Leadership Conference**

CHARTING THE WAY

New Realities For Higher Education
New York, NY—November 4–5, 2010



FINANCIAL SERVICES
FOR THE GREATER GOOD®

About the TIAA-CREF Institute

The mission of the TIAA-CREF Institute is to build knowledge, support thought leadership, and enhance understanding of strategic issues related to the business of higher education and lifelong financial security. A respected source of knowledge and expertise, the TIAA-CREF Institute sponsors and conducts objective, relevant research, allies with nationally recognized educational leaders, convenes conferences and symposia, and administers highly regarded awards programs. This conference is part of the *TIAA-CREF Institute Series on Higher Education*—resources developed to help college and university leaders effectively address challenges and opportunities.

For more information, please visit: www.tiaa-crefinstitute.org.

A MESSAGE FROM ROGER W. FERGUSON, JR.

Welcome to TIAA-CREF and to the 2010 TIAA-CREF Institute Higher Education Leadership Conference.

The theme – *Charting the Way: New Realities for Higher Education* – is particularly timely and relevant. Even though we see hopeful signs of an economy on its way to full recovery, the past few years have left a perhaps permanently altered landscape filled with challenges and new opportunities.

That's why the kind of dialogue and information-sharing you'll find here over the next two days is so important. Framed by presentations given by an outstanding, diverse, and passionate group of experts, we will examine creative strategies and best practices for the academy to become more efficient, more effective, and more responsive to new demands and changing needs.

We are privileged to have as our keynote speaker one of the most distinguished names in higher education thought leadership, Dr. William Bowen. We are also honored to welcome Cokie Roberts as our evening event speaker. Their insights, acumen and candor will bring additional perspectives to challenge our thinking.

I appreciate your partnership in addressing issues of critical importance to the future of our nation's colleges and universities. TIAA-CREF understands that our higher education system is the bedrock for our nation's strength and our position in the world. We know that the forces of international competition demand greater innovation from the labor force, from educators, and from policymakers. Since 1918, TIAA-CREF has been and is increasingly committed to working with you and for you to ensure America's place as the global gold standard for higher education.

Sincerely,

A handwritten signature in black ink that reads "Roger W. Ferguson, Jr." The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Roger W. Ferguson, Jr.
President and Chief Executive Officer
TIAA-CREF

A MESSAGE FROM STEPHANIE BELL-ROSE

It is with great pleasure that I welcome you and join you as a participant in the Institute's 2010 Higher Education Leadership Conference.

This year's conference closes out a decade of enormous change in our country and our world with incredible implications for higher education. Presented with a mosaic of new realities, promise and potential, there are choices to be made to keep America's colleges and universities vibrant, relevant, and competitive. Since its creation 12 years ago, the TIAA-CREF Institute has helped to inform the decisions faced by higher education leaders and policy makers. We have provided objective quality research, publications, symposia, and conferences like the one that brings us here today. And as we begin a new decade, the Institute is poised to build on its legacy of support to the academic community through new strategies and a continuation of invaluable partnerships with you and other higher education leaders, associations and institutions to advance mutual goals.

I gratefully recognize our conference presenters, who will set the stage, and invite all of you to contribute to the discussions. Collectively, we bring a tremendous amount of experience and expertise plus a keen awareness of the pre-eminent importance of higher education as the basis for our nation's global leadership and competitiveness.

As we enter this new decade, challenges as well as expectations may be greater. Charting the way won't be easy, but TIAA-CREF and the TIAA-CREF Institute are committed and honored to stand with you as we navigate the waters together.

Sincerely,

A handwritten signature in black ink that reads "Stephanie Bell-Rose". The script is fluid and cursive, with the first name "Stephanie" written in a larger, more prominent hand than the last name "Bell-Rose".

Stephanie Bell-Rose
TIAA-CREF Managing Director and Head of the TIAA-CREF Institute
TIAA-CREF Institute

Throughout the conference, time will be allocated for audience dialogue, and participation will be strongly encouraged and facilitated.

THURSDAY, NOVEMBER 4

8:00 AM – 8:30 AM

Breakfast

8:30 AM – 8:45 AM

Welcome

STEPHANIE BELL-ROSE

TIAA-CREF Managing Director and Head of the TIAA-CREF Institute

8:45 AM – 10:00 AM

Opening Keynote Address

WILLIAM G. BOWEN

President Emeritus, The Andrew W. Mellon Foundation;
President Emeritus, Princeton University

10:00 AM – 10:30 AM

Break

10:30 AM – 12:00 PM

Session I

CHARTING THE WAY: FOCUS ON THE FUTURE

It has often been said that leaders are paid to look around the corner. This session will explore current and future trends in the nation's economy and in its need and support for higher education. What should leaders be considering as they steer their institutions through the next few years? Which major trends are the most significant for higher education? What will be the impact of these trends? How will they affect the business model of higher education, and how will they affect academic directions and emphases?

PARTICIPANTS:

SCOTT S. COWEN, President, Tulane University

MATTHEW GOLDSTEIN, Chancellor, The City University of New York

MARY SPILDE, President, Lane Community College

DAVID WHEELER, Managing Editor, *The Chronicle of Higher Education*
(moderator)

12:00 PM – 1:00 PM

Lunch

CONVERSATION CAFÉ

Facilitated table discussion offering an additional opportunity to ask questions and share perspectives.

1:00 PM – 2:30 PM

Session II

FINDING NEW OPPORTUNITIES: VOICES OF EXPERIENCE

All institutions of higher education have been affected by the difficult economy and by other aspects of the environment in recent years. Some institutions have treated these challenges as an opportunity to try new ventures, experiment with alternative modes of instruction, reshape the curriculum to preserve quality, and/or to engage the campus in rethinking the mission, goals and strategies of the institution. How can institutions maintain quality programs, access, and academic standards in the face of increasing costs and declining revenues? What are new initiatives that might be explored as institutions seek to improve without increasing cost?

PARTICIPANTS:

MICHAEL S. BASSIS, President, Westminster College, Utah

JONI E. FINNEY, Vice President, The National Center for Public Policy and Higher Education; Practice Professor, Graduate School of Education, The University of Pennsylvania (moderator)

EARL LEWIS, Provost and Executive Vice President for Academic Affairs, Emory University

TERESA SULLIVAN, President, University of Virginia

2:30 PM – 2:45 PM

Break

2:45 PM – 4:15 PM

Session III

MEETING NEW GOALS FOR HIGHER EDUCATION

Early in his presidency, President Obama announced that he is committed to ensuring that America will have the highest proportion of students graduating from college in the world by 2020. He has also said that all Americans should be prepared to enroll in at least one year of higher education or job training to better prepare our workforce for a 21st century economy. His bold goal has been supported by the Lumina Foundation and the Bill and Melinda Gates Foundation, both of which are awarding grants to this end. What specifically are the goals of each of the players: the Obama administration, Lumina Foundation, and Gates Foundation? How attainable are these goals? What actions are needed by colleges and universities to play their part in meeting these goals? For many years, observers have indicated that the U.S. is losing its competitive position and we need to educate more students and educate them better, especially in the STEM areas. In what ways is this movement different?

PARTICIPANTS:

JAMIE P. MERISOTIS, President and CEO, Lumina Foundation

MARK DAVID MILLIRON, Deputy Director, Postsecondary Improvement, Bill and Melinda Gates Foundation

JACK STRIPLING, Higher Education Reporter, *Inside Higher Ed* (Moderator)

4:15 ^{PM} – **4:30** ^{PM}

Spotlight on the Winner of the 2010 TIAA-CREF Theodore M. Hesburgh Award for Leadership Excellence

4:30 ^{PM} – **5:15** ^{PM}

Keynote Address

ROGER W. FERGUSON, JR., President and CEO, TIAA-CREF

6:30 ^{PM}

Reception and Dinner – The University Club

KEYNOTE SPEAKER: COKIE ROBERTS, Senior News Analyst, NPR News

FRIDAY, NOVEMBER 5

8:00 AM – 9:00 AM

Breakfast

9:00 AM – 9:15 AM

Welcome

9:15 AM – 10:30 AM

Session IV

ALTERNATIVE APPROACHES: WHAT CAN WE LEARN?

In efforts to improve the quality of instruction and reduce costs, some colleges and universities have been exploring new strategies. Some have hired private companies to host, design, market and provide education and student services online. Others have been trying to learn from the successful for-profit universities. Many have attempted to find new ways to better use technology. This session explores a few of the strategies currently being used by colleges and universities in facing today's challenges. What lessons can the not-for-profit sector of higher education learn from the successful for-profit institutions? What alternative approaches for instruction have proven effective to maintain or increase quality of learning and decrease costs? What are the challenges in large group, computer-based instruction? How can institutions address these challenges?

PARTICIPANTS:

KENT CHABOTAR, President, Guilford College

PETER P. SMITH, Senior Vice President of Academic Strategies and Development, Kaplan Higher Education

CAROL A. TWIGG, President and CEO, National Center for Academic Transformation

10:30 AM – 10:45 AM

Break

10:45 AM – 12:00 PM

Session V

LEADERSHIP CHALLENGES AND LEADERSHIP COURAGE

The recent years have been stressful for leaders in higher education. All forecasts indicate that in the immediate future higher education will realize neither increased revenue nor decreased demand for its services. The cost of providing quality education keeps increasing. The public wants more, better, and less expensive options. Young faculty members have different expectations from those with more experience. Students in this digital age learn differently, have different expectations from those of students of the past, and are more technologically sophisticated than many of their teachers. How do presidents and chancellors balance the interests and demands of trustees on the one hand with those of faculty, staff, and students on the other? How do higher education leaders prepare themselves to face the challenges of the future and make courageous decisions in the face of opposition that is often extreme and personally discouraging? How do higher education leaders deal with the stresses of the job on a short-term and long-term basis?

PARTICIPANTS:

JANET HOLMGREN, President, Mills College (moderator)

MARVALENE HUGHES, President, Dillard University

DANIEL J. KAUFMAN, President, Georgia Gwinnett College

WILLIAM E. KIRWAN, Chancellor, University System of Maryland

12:00 PM – 1:30 PM

Lunch

1:30 PM

Adjournment & Shuttles to Airports

**JOIN US AT THE
CONVERSATION CAFÉ**

During lunch on Thursday, the Conversation Café offers you additional opportunity to ask questions, share insights, and interact with conference presenters and other participants. Here are some of the topics we'll be discussing...

- Emerging Demographic Trends and the Impact on Higher Education.
- Maintaining Quality Academic Programs in the Face of Fiscal Challenges
- Maintaining Employee Morale in Challenging Times
- Access & Affordability
- Achieving Diversity: How to attract students from underserved populations, and how to help them persist to graduation
- Leadership Challenges for the Future: Seeking advice and offering suggestions
- Challenges in Communication - within an institution, with trustees, with the community and general public
- Strategic Management of Faculty Retirements
- Global Opportunities and International Initiatives

PRESENTERS

MICHAEL S. BASSIS

President,
Westminster College, Utah



Michael S. Bassis is in his ninth year as president of Westminster, the only private, comprehensive liberal arts college in Utah. He is an authority on educational change and an active participant in the national conversation on the future of higher education. Over the course of his 40-year career, Dr. Bassis has served as a faculty member and administrator at institutions large and small, selective and non-selective, and public and private.

Shortly after his appointment at Westminster, he led the college community in the creation of an ambitious 10-year strategic plan. Since the plan was approved in 2004, 15 new academic majors and eight new graduate programs have been added, total enrollment has increased by 31%, enrollment of out-of-state students and students of color have both more than doubled, and the institution has enjoyed a rising national reputation for the quality of its learning environment.

A graduate of Brown University, Dr. Bassis holds M.A. and Ph.D. degrees in the Sociology of Education from the University of Chicago.

STEPHANIE BELL-ROSE

TIAA-CREF Managing
Director and Head of
the TIAA-CREF Institute



Stephanie Bell-Rose became Managing Director of TIAA-CREF and Head of the TIAA-CREF Institute in 2010. She has an extensive background in higher education policy and nonprofit executive leadership. Prior to her appointment at TIAA-CREF, Ms. Bell-Rose served as President of the Goldman Sachs Foundation. She also served as Counsel and Program Officer for Public Affairs at the Andrew W. Mellon Foundation where she directed legal affairs and designed philanthropic initiatives in education and public policy. Ms. Bell-Rose is currently a Trustee of the Independent Sector, Executive Leadership Council Foundation, American Museum of Natural History, and America's Promise. She is an appointee to Mayor Bloomberg's Cultural Affairs Advisory Commission and the Dean's Council of Harvard Law School. She is a member of the Women's Leadership Board of the Kennedy School, the Executive Leadership Council, the Contributions Council, The Economic Club of New York and the Council on Foreign Relations where she serves on the Membership Committee.

Ms. Bell-Rose earned an A.B. with honors from Harvard College, and was a recipient of Harvard University's Rockefeller Fellowship. She also received a J.D. from Harvard Law School, and an M.P.A from the Kennedy School of Government.

WILLIAM G. BOWEN

President Emeritus,
The Andrew W. Mellon
Foundation

President Emeritus,
Princeton University



William G. Bowen served as President of The Andrew W. Mellon Foundation from 1988–2006, and also served as President of Princeton University from 1972–1988. A graduate of Denison University (A.B. 1955) and Princeton University (Ph.D. 1958), he joined the Princeton faculty in 1958 and served as Provost there from 1967 to 1972.

Mr. Bowen's special interest in the application of information technology to scholarship led to a range of initiatives including the Mellon Foundation-sponsored creation of JSTOR (a searchable electronic archive of the full runs of core journals in many fields), the Mellon International Dunhuang Archive, ARTstor (a repository of high-quality digitized works of art and related materials for teaching and research), and Ithaka Harbors, Inc. (an organization launched to accelerate the adoption of productive and efficient uses of information technology for the benefit of higher education).

Mr. Bowen is the author or co-author of more than 20 books, including most recently *Crossing the Finish Line: Completing College at America's Public Universities*.

Mr. Bowen is founding chairman of the board of Ithaka Harbors, Inc. He serves on the boards of JSTOR/Ithaka and ARTstor, and he is the co-chairman of the Research Alliance for New York City Schools. He also is a member of the American Philosophical Society and the American Academy of Arts and Sciences. Mr. Bowen served on the TIAA-CREF Board of Overseers from 1995–2009.

KENT JOHN CHABOTAR

President,
Guilford College



Dr. Kent John Chabotar became President and professor of political science at Guilford College in Greensboro, North Carolina in 2002. Previously, he served as Vice President for finance and administration, Treasurer and senior lecturer on government at Bowdoin College.

Dr. Chabotar is on the governing boards of the Commission on Colleges of the Southern Association of Colleges and Schools, Community Foundation of Greater Greensboro, Greensboro Rotary, and the Southeastern Center for Contemporary Art.

Dr. Chabotar's most recent publications include a 2006 book on strategic finance for the Association of Governing Boards of Universities and Colleges and articles on "Coping with Financial Distress" in *Trusteeship* (2007) and "Blue Sky Thinking" in *CASE Currents* (2007).

Dr. Chabotar holds a B.A. from Saint Francis University in Pennsylvania and M.P.A. and Ph.D. degrees in Public Administration from the Maxwell School at Syracuse University.

SCOTT S. COWEN

President,
Tulane University



Scott S. Cowen is Tulane University's 14th President. He also holds joint appointments as the Seymour S. Goodman Memorial Professor of Business in Tulane's A.B. Freeman School of Business and Professor of Economics in the School of Liberal Arts.

In 2009 TIME Magazine named President Cowen one of the nation's top 10 Best College Presidents and he was one of only four university leaders nationwide to receive the 2009 Carnegie Corporation Academic Leadership Award. In 2010, President Cowen was elected to the American Academy of Arts and Sciences, one of the world's most prestigious honorary societies.

President Cowen also serves on a number of civic, corporate, and professional organization boards and he has held leadership positions in national academic and professional associations, including the American Council on Education, the National Association of Independent Colleges and Universities, the NCAA, and the Council of Higher Education Accreditation. He currently serves as a board member of the National Merit Scholarship Corporation.

Prior to coming to Tulane, President Cowen was a professor—and later dean—at Case Western Reserve University in Ohio for 23 years. President Cowen received his bachelor's degree from the University of Connecticut in 1968. After serving a three-year term in the U.S. Army, he went back to school and received his master's and doctoral degrees from The George Washington University in the fields of finance and management.

ROGER W. FERGUSON, JR.

President and Chief
Executive Officer,
TIAA-CREF



Roger W. Ferguson, Jr. is President and Chief Executive Officer of TIAA-CREF, the leading provider of retirement services in the academic, research, medical and cultural fields and a *Fortune* 100 financial services organization with \$434.5 billion in combined assets under management (as of September 30, 2010).

Mr. Ferguson served as Vice Chairman of the Board of Governors of the U.S. Federal Reserve System. He was a voting member of the Federal Open Market Committee, served as Chairman of the Financial Stability Forum, and chaired Federal Reserve Board committees on banking supervision and regulation, payment system policy and reserve bank oversight. Prior to joining TIAA-CREF in April 2008, Mr. Ferguson was head of financial services for Swiss Re, Chairman of Swiss Re America Holding Corporation and a member of the company's executive committee. From 1984 to 1997, he was an Associate and Partner at McKinsey & Company. He began his career as an attorney at the New York City office of Davis Polk & Wardwell.

Mr. Ferguson is a member of President Obama's Economic Recovery Advisory Board and served on the Transition Economic Advisory Board. He is also a member of the Boards of Trustees for the Institute for Advanced Study, Carnegie Endowment for International Peace, the New America Foundation,

and Memorial Sloan-Kettering Cancer Center. He is on the Board of Directors of Brevan Howard Asset Management LLP and the Partnership for New York City, and a member of the Council on Foreign Relations, the Economic Club of New York, the Harvard Law School Visiting Committee, and the Group of Thirty.

Mr. Ferguson holds a B.A., J.D. and a Ph.D. in economics, all from Harvard University.

JONI E. FINNEY

Vice President,
The National Center for
Public Policy and Higher
Education

Practice Professor,
Graduate School of
Education, The University
of Pennsylvania



Dr. Finney is nationally known for her expertise on funding, governance, and accountability in higher education. For more than 20 years, Dr. Finney has worked with state leaders to improve the public policies that govern higher education. She was Vice President of the National Center for Public Policy and Higher Education for the past ten years. Prior to that,

Dr. Finney was with the California Higher Education Policy Center and the Education Commission of the States.

Dr. Finney is Director of the Institute for Research in Higher Education (IRHE) at the University of Pennsylvania. She is currently directing a five-state study, sponsored by the National Center for Public Policy and Higher Education, to understand the relationship between a state's policies for higher education and a state's performance. Dr. Finney developed and directed the nation's first biennial state-by-state report card for higher education, *Measuring Up*. She was principal author of the fifty state-by-state report cards, *Measuring Up 2000–2008*. She has worked with governors and legislators from more than 25 states and has testified before congressional committees on higher education policy. Dr. Finney co-authored *Public and Private Finance of Higher Education: Shaping Public Policy for the Future and Designing State Higher Education Systems for a New Century*. She is currently co-authoring a forthcoming book, *Financing Higher Education in an Era of Global Challenge*. Dr. Finney has written articles and opinion pieces for AGB Reports, *The Chronicle of Higher Education*, *State Government News*, *Spectrum (The Council of State Governments)*, *Change: The Magazine for Higher Learning*, and *Education Week*.

Dr. Finney received her bachelor's degree in Education from Westminster College. She also holds a master's degree in Education from Bowling Green State University, and a Ph.D. in Higher Education from Pennsylvania State University.

MATTHEW GOLDSTEIN

Chancellor of The City University of New York



Matthew Goldstein was appointed Chancellor of The City University of New York (CUNY), effective September 1, 1999. He is the first CUNY graduate to lead the nation's most prominent urban public university (City College, Class of 1963).

Dr. Goldstein has served in senior academic and administrative positions for more than 30 years, including President of Baruch College, President of the Research Foundation, and Acting Vice Chancellor for academic affairs of CUNY. Prior to being named Chancellor, he was President of Adelphi University.

He has held faculty positions in mathematics and statistics at Baruch College, the CUNY Graduate School and University Center, Polytechnic University of New York, Cooper Union, Eastern Connecticut State University, and the University of Connecticut.

Currently, Dr. Goldstein is a member of the Board of Trustees of the JPMorgan Funds and of the Bronx-Lebanon Hospital Center. He is a Director of the Lincoln Center Institute for the Arts in Education, ex officio, and a member of the Business Advisory Council for Columbia Management. By appointment of Mayor Michael R. Bloomberg, he serves as Chair of the 2010 New York City Charter Revision Commission.

Dr. Goldstein earned his doctorate from the University of Connecticut in mathematical statistics, and a bachelor's degree with high honors in statistics and mathematics from The City College of The City University of New York.

DR. JANET L. HOLMGREN

President,
Mills College



Dr. Janet L. Holmgren has served as President of Mills College since July 1991. Prior to assuming her role at Mills, she was Vice Provost of Princeton University. Dr. Holmgren holds an M.A. and Ph.D. in Linguistics from Princeton University. She began her faculty teaching career at the Federal City College, now the University of the District of

Columbia, in 1972. In 1976 she joined the faculty of the English Department at the University of Maryland College Park. From 1982 to 1988, she was Assistant to the Chancellor at University of Maryland College Park, with responsibility for developing policy reports and testimony to the Board of Regents and the state legislature. In 1988, she was chosen Outstanding Woman Administrator at the University.

Instrumental in shaping the national agenda for women and higher education through her leadership roles at Mills and on prominent boards, Dr. Holmgren currently serves on the Boards of Princeton University, the Carnegie Foundation for the Advancement of Teaching, and the National Council for Research on Women.

MARVALENE HUGHES

President,
Dillard University



Dr. Marvalene Hughes serves as the eighth and first woman president appointed to lead Dillard University in New Orleans. Dr. Hughes began her tenure as President of Dillard University on July 1, 2005.

Prior to beginning her tenure at Dillard University, Dr. Hughes served as President of California State University Stanislaus for 11 years. In addition, she has served in a number of high-level, administrative positions at major research institutions (Vice President and Professor at the University of Minnesota; Vice President and Professor at the University of Toledo; Associate Vice President at Arizona State University; and as a senior-level administrator and Professor at San Diego State University). Additionally, she has been an active leader in major national organizations, including the American Council on Education, the Council for Higher Education Accreditation, the Association of American State Colleges and Universities, and the National Association of State Universities and Land Grant Colleges. She was also elected as the National President of the American College Personnel Association and the President of the National Association of Counseling Center Directors.

Dr. Hughes earned her Ph.D. in Administration and Counseling from Florida State University, after studying at Tuskegee University, New York University and Columbia University. She has pursued post-doctoral study at three Harvard University Summer Institutes and one institute at Oxford University, England.

DANIEL J. KAUFMAN

President,
Georgia Gwinnett College



In September 2005, Dr. Daniel J. Kaufman became the Charter President of the new Georgia Gwinnett College, located in Lawrenceville, the first new 4-year college in Georgia in over 100 years. In addition to his duties at the college, Dr. Kaufman is Vice Chair of the Georgia Gwinnett College Foundation. He also is a member of the Board of Directors

of the Gwinnett County Chamber of Commerce and serves on the boards of many other civic and educational organizations.

Prior to assuming his duties as President of Georgia Gwinnett College, Dr. Kaufman was a brigadier general in the U.S. Army, serving as Dean of the Academic Board and Chief Academic Officer at the United States Military Academy at West Point.

Dr. Kaufman graduated from the United States Military Academy at West Point in 1968; he was commissioned a second lieutenant of Armor and awarded a Bachelor of Science degree. Dr. Kaufman also holds a Master's of Public Administration from the John F. Kennedy School of Government, Harvard University and a Doctorate in Philosophy in Political Science from the Massachusetts Institute of Technology. Upon his retirement from active duty, Dr. Kaufman was honored by the British government as an Officer of the Most Excellent Order of the British Empire (O.B.E.). He is a member of the Phi Kappa Phi Academic Honorary Society.

WILLIAM E. KIRWAN

Chancellor, University
System Of Maryland



On August 1, 2002, William English Kirwan became the third chancellor of the University System of Maryland. Prior to his presidency, he was a member of the University of Maryland faculty for 24 years.

In May 2006, Dr. Kirwan was appointed to serve on the Knight Commission on Intercollegiate Athletics and became co-chair of the commission in May 2007. He also serves on the Board of Directors of the Council for Higher Education Accreditation; chairs the College Board's Commission on Access, Admissions, and Success in Higher Education; and is a member of the Business-Higher Education Forum. Dr. Kirwan is also a member of the Board of Directors of the Greater Baltimore Committee, the Economic Alliance of Greater Baltimore, and the Maryland Business Roundtable for Education.

Dr. Kirwan received his bachelor's degree in mathematics from the University of Kentucky and his master's and doctoral degrees in mathematics from Rutgers, The State University of New Jersey, in 1962 and 1964, respectively. In 2002, Dr. Kirwan was elected to the American Academy of Arts and Sciences. He is co-editor of the book *"Advances in Complex Analysis"* and has published many articles on mathematical research. On February 15, 2007, Dr. Kirwan became the 16th recipient of the Maryland House of Delegates Speaker's Medallion, which recognizes Maryland citizens who have demonstrated exemplary service to the House and to the State of Maryland.

The TIAA-CREF Institute congratulates Dr. Kirwan on being named the 2010 recipient of the TIAA-CREF Theodore M. Hesburgh Award for Leadership Excellence.

EARL LEWIS

Provost and Executive
Vice President for
Academic Affairs,
Emory University



Dr. Earl Lewis is Provost and Executive Vice President for Academic Affairs and the ASA Griggs Candler Professor of History and African American Studies. Before joining the Emory faculty in July 2004, Dr. Lewis served as dean of the Horace H. Rackham School of Graduate Studies and Vice Provost for academic affairs/graduate studies at the

University of Michigan. He was the Elsa Barkley Brown and Robin D.G. Kelley Collegiate Professor of History and African American and African Studies and formerly director of the Center for Afro-American and African Studies. From 1984 to 1989 he was on the faculty in the department of African American Studies at the University of California, Berkeley.

Dr. Lewis, who holds degrees in history and psychology, is author and co-editor of seven critically acclaimed books on race and diversity issues. He has also written numerous essays, articles, and reviews on different aspects of American and African American history that have appeared in many academic journals.

In 1999, Dr. Lewis was a recipient of Michigan's Harold R. Johnson Diversity Service Award. He received the 2001 University of Minnesota's Outstanding Achievement Award given to a distinguished graduate. And Concordia College, whose board of regents he joined in 2008, honored him with an honorary degree in 2002. He was named a fellow of the American Academy of Arts and Sciences in 2008. In 2009, he was named a member of the Department of Education, National Advisory Committee on Institutional Quality and Integrity.

JAMIE P. MERISOTIS

President and CEO,
Lumina Foundation
for Education



Jamie P. Merisotis is President and CEO of Lumina Foundation for Education, the nation's largest private foundation committed solely to enrolling and graduating more students from college. Before joining Lumina Foundation in January 2008, Mr. Merisotis was founding president of the Institute for Higher Education Policy (IHEP). Founded in Washington, D.C., in 1993, IHEP is an independent, nonpartisan organization regarded as one of the world's premier higher education research and policy centers.

Prior to founding IHEP, Mr. Merisotis had served as Executive Director of the National Commission on Responsibilities for Financing Postsecondary Education, a bipartisan commission appointed by the U.S. president and congressional leaders. He authored the commission's final report, *Making College Affordable Again*, and many of the commission's recommendations became national policy during the 1990s. Mr. Merisotis also helped create the Corporation for National and Community Service (AmeriCorps), serving as an advisor to senior management on issues related to the quality and effectiveness of national-service initiatives.

Mr. Merisotis's work has been published extensively in the higher education field. He has written and edited several books and monographs, and he is a frequent contributor to magazines, journals and newspapers.

MARK DAVID MILLIRON

Deputy Director
for Postsecondary
Improvement,
Bill and Melinda
Gates Foundation



Dr. Mark David Milliron serves as the Deputy Director for Postsecondary Improvement with the Bill and Melinda Gates Foundation. Dr. Milliron works with universities, community colleges, K-12 schools, corporations, associations, and government agencies across the country and around the world.

Dr. Milliron brings broad experience to this work. He founded and served as CEO for the private consulting and service group, Catalyze Learning International (CLI). In addition, he previously served as an Endowed Fellow, Senior Lecturer, and Director of the National Institute of Staff and Organizational Development in the College of Education at The University of Texas at Austin. He also served as Vice President for Education and Medical Practice with SAS, the world's largest private software company, as well as President and CEO of the League for Innovation in the Community College. While teaching at Arizona State, Dr. Milliron received the International Communication Association's Teaching Excellence Award. More recently, the

University of Texas at Austin's College of Education honored Dr. Milliron as a Distinguished Graduate for his service to the education field. In 2005, PBS named Dr. Milliron the recipient of its annual O'Banion Prize for transformational work in support of teaching and learning. And in 2007, the American Association of Community Colleges (AACC) presented Dr. Milliron with its National Leadership Award for his outstanding accomplishments, contributions, and leadership.

COKIE ROBERTS

Journalist and author



Cokie Roberts is a political commentator for ABC News, providing analysis for all network news programming. From 1996–2002 she and Sam Donaldson co-anchored the weekly ABC interview program *This Week*. Ms. Roberts also serves as Senior News Analyst for National Public Radio. In her more than forty years in broadcasting, she has won countless awards, including three Emmys. She has been inducted into the Broadcasting and Cable Hall of Fame, and was cited by the American Women in Radio and Television as one of the fifty greatest women in the history of broadcasting.

In addition to her appearances on the airwaves, Ms. Roberts, along with her husband, Steven V. Roberts, writes a weekly column syndicated in newspapers around the country by United Media.

Cokie Roberts holds more than twenty honorary degrees, serves on the boards of several nonprofit institutions and on the President's Commission on Service and Civic Participation. In 2008, the Library of Congress named her a "Living Legend," one of the very few Americans to have attained that honor. She is the mother of two and grandmother of six.

PETER P. SMITH

Senior Vice President,
Academic Strategies and
Development

Kaplan Higher Education



Dr. Peter P. Smith is the Senior Vice President of Academic Strategies and Development for Kaplan Higher Education. He is responsible for the development of midterm strategies and program development to move Kaplan Higher Education, a \$1 billion business, to higher profitability and academic quality.

Dr. Smith is the former Assistant Director of the United Nations Educational, Scientific, and Cultural Organization (UNESCO) and served as the founding president of California State University at Monterey Bay (CSUMB). Dr. Smith, who holds a Doctor of Education from Harvard University, also advanced higher education in Vermont. He served as the first president of the statewide Community College of Vermont from 1970–1978, and was named President Emeritus upon resigning.

Dr. Smith later went on to serve as the dean of the Graduate School of Education and Human Development for George Washington University. In 1989, he was elected as a representative from Vermont to the U.S. House of Representatives. He served as Vermont's Lieutenant Governor from 1982–1986.

Dr. Smith is also the author of the critically acclaimed *The Quiet Crisis: How Higher Education Is Failing America* and *Harnessing America's Wasted Talent: A New Ecology of Learning*.

MARY SPILDE

President,
Lane Community College



Dr. Mary Spilde joined Lane Community College in 1995 as Vice President for Instructional Services. In 1997, she became Vice President for Instruction and Student Services. Prior to joining Lane, she served 15 years at Linn-Benton Community College in Albany, Oregon, in a variety of positions including dean of business, health, and training. Mary served on the Oregon Workforce Quality Council for six years and the Oregon Workforce Investment Board for three years as well as serving on numerous local boards.

Dr. Spilde is past chair of the American Association of Community Colleges board of directors and serves on its Sustainability Task Force. She is a board member of the American Association of Colleges and Universities and the League for Innovation in Community Colleges. She also serves on the steering committee for the American Presidents' Commitment to Climate Control.

Dr. Spilde earned a bachelor's degree in business and social systems and a law degree from the University of Edinburgh, Scotland. She completed a master's in adult education and a doctorate in post-secondary education at Oregon State University. Lane Community College is a Member of the League for Innovation in the Community, and Mary currently serves as a board member.

JACK STRIPLING

Reporter,
Inside Higher Ed



A noted media veteran, Jack Stripling reports on university management issues and the impact of the economic crisis on institutions across the nation. He came to *Inside Higher Ed* after having served as a reporter for *The Gainesville Sun* and the *Opelika-Auburn News*, where he wrote about the University of Florida and Auburn University, respectively.

Jack's stories about the resignation of Auburn's president, and an ongoing governance battle at the university, made him a finalist for the Education Writers Association's top honor, the Fred M. Hechinger Prize. An investigative piece exposing years of plagiarism on the part of a prominent Florida professor also garnered a special citation from the EWA.

TERESA A. SULLIVAN

President,
University of Virginia



Teresa A. Sullivan was elected eighth President of the University of Virginia in August 2010. Before coming to the University, President Sullivan was the Provost and Executive Vice President for Academic Affairs at the University of Michigan. She was also Professor of Sociology in the College of Literature, Science, and the Arts.

Prior to her work at the University of Michigan, Ms. Sullivan was Executive Vice Chancellor for Academic Affairs for the University of Texas System, a position she held from 2002 until May 2006. In that role, she was the Chief Academic Officer for the nine academic campuses within the University of Texas System.

Ms. Sullivan first joined the University of Texas at Austin in 1975 as an instructor and then assistant professor in the Department of Sociology. From 1977–81, she was a faculty member at the University of Chicago. Ms. Sullivan returned

to Texas in 1981 as a faculty member in sociology. In 1986, she was named to the Law School faculty as well. Ms. Sullivan also held several administrative positions at Texas including: Vice President and Graduate Dean (1995–2002), Vice Provost (1994–95), Chair of the Department of Sociology (1990–92), and Director of Women’s Studies (1985–87).

A graduate of James Madison College at Michigan State University, Ms. Sullivan received her doctoral degree in sociology from the University of Chicago.

CAROL A. TWIGG

President and CEO,
National Center
for Academic
Transformation



Dr. Carol A. Twigg is an internationally recognized expert in using information technology to transform teaching and learning in higher education. She serves as President and CEO of the National Center for Academic Transformation. The Center serves as a resource for colleges and universities, providing leadership in how effective use of information technology can improve student learning while reducing instructional costs.

From 1993 to 1998, Dr. Twigg served as Vice President of Educom (now EDU-CAUSE), a national association of higher education institutions dedicated to the effective use of information technology. At Educom, she advanced the need for new models of student-centered, online teaching and learning, now commonly accepted in higher education.

Dr. Twigg received her B.A. from the College of William and Mary and a Ph.D. in English Literature from the State University of New York at Buffalo. During the course of her career, she has become known as a strong advocate for the benefits of using technology in higher education. In 1995, *Newsweek* named Dr. Twigg one of the 50 most influential thinkers in the information revolution, and in 2003, she was the recipient of the prestigious McGraw Prize in Education.

DAVID L. WHEELER

Managing Editor,
International, The
Chronicle of Higher
Education



David L. Wheeler, the Managing Editor, International, for *The Chronicle of Higher Education*, holds a master’s degree in Journalism from Columbia University and was awarded a Vannevar Bush Fellowship in science journalism at MIT. In addition to reporting on biomedical research, he has written on topics ranging from poetry to quantum physics.

He has also had a variety of managerial roles at *The Chronicle*. In the past two years he has explored international opportunities for *The Chronicle* and has led its push to serve readers outside the United States and to expand into new products and new markets.

In the service of *The Chronicle*, he has attended academic conferences and visited campuses in at least 20 countries and made presentations around the world, including at meetings in such cities as Beijing, Doha, Hong Kong, Liverpool, and Segovia.

About TIAA-CREF

For more than 90 years, TIAA-CREF has been helping those in the academic, medical, cultural and research fields plan for and live well in retirement. In keeping with our strong nonprofit heritage, we offer a prudent, long-term approach to investing, objective advice, and a wide array of financial services to help people pursue the kind of financial future they want and deserve.



**FINANCIAL SERVICES
FOR THE GREATER GOOD®**

C49185

TIAA-CREF Institute is a division of Teachers Insurance and Annuity Association (TIAA), New York, NY. TIAA-CREF Individual & Institutional Services, LLC and Teachers Personal Investors Services, Inc., members FINRA, distribute securities products.

For Institutional Investor Use Only. Not for Use with or Distribution to the Public.

© 2010 Teachers Insurance and Annuity Association College Retirement Equities Fund (TIAA CREF), New York, NY 10017