

2019 TIAA Institute Women's Leadership Forum

Embracing diversity. Delivering excellence.

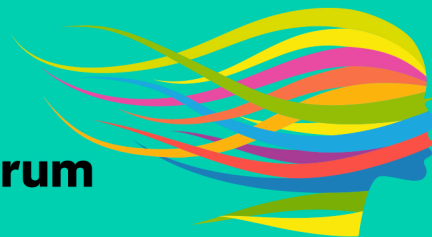
Program and Speaker Bios

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2019 TIAA Institute Women's Leadership Forum

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Dear Colleagues:

Welcome to the TIAA Institute's second Women's Leadership Forum, a one-of-a-kind event specifically designed for women leaders in the higher education and charitable sectors. Our theme this year is currency—a medium of exchange—and how women can leverage their currency to surmount challenges, excel in their careers and effect positive change. To explore these topics, we have once again assembled an amazing group of diverse, accomplished institutional leaders.

On the pages that follow, you'll find a detailed agenda, biographies of speakers, and links to Institute studies on women's leadership skills, financial capabilities and pathways to leadership positions. These studies, along with convenings like this one, are key to fulfilling the Institute's mandate: building and sharing knowledge vital to TIAA clients and society at large. That's why TIAA created the Institute 21 years ago—and it's why we have invited you here today.

I hope you enjoy the Women's Leadership Forum and the opportunity it presents to learn from, network with, and marvel at highly accomplished women. Thank you for joining us and adding your unique voice to the discussion!

Sincerely,



Stephanie Bell-Rose
TIAA Senior Managing Director,
Corporate Strategy & Development
and Head of the TIAA Institute

2019 TIAA Institute Women's Leadership Forum

Embracing diversity. Delivering excellence.



Convene, 237 Park Avenue, Lobby Level
New York, NY 10017
Friday, September 27, 2019

8 to 8:45 a.m.	Registration and Networking Breakfast
8:45 to 9 a.m.	Welcome Stephanie Bell-Rose, TIAA Senior Managing Director, Corporate Strategy & Development and Head of the TIAA Institute
9 to 9:45 a.m.	Opening Keynote: Harness Your Currency Learn how to leverage your value in performance, relationship, personal, and financial currency Introduction: Lori Dickerson Fouché, Senior Executive Vice President, CEO, TIAA Financial Solutions Keynote Speaker: Carla Harris, Vice Chairman, Managing Director and Senior Client Advisor, Morgan Stanley
9:45 to 10:45 a.m.	Performance Currency: Inclusive Leadership Challenges and opportunities for leveraging race, gender, age and culture in the changing workplace Moderator: Ripa Rashid, Managing Director, Culture@Work, A Working Mother Media/Bonnier Company Panelists: Erika James, John H. Harland Dean; Professor in Organization & Management, Goizueta Business School, Emory University Christina Paxson, President, Brown University
10:45 to 11 a.m.	<i>Break</i>
11 to 12 p.m.	Philanthropic Currency: The Power and Privilege of Charitable Giving What does leadership among philanthropists look like? How do women focused on specific goals that require support from multiple stakeholders and lots of money engage others through philanthropy to achieve results? What behaviors, attitudes and practices can help drive positive and productive change? Moderator: Una Osili, Economist; Associate Dean for Research and International Programs, Indiana University Lilly Family School of Philanthropy Rose Mays, Founder, Indiana University Mays Family Institute on Diverse Philanthropy Ana Marie Argilagos, President, Hispanics in Philanthropy

12 to 12:45 p.m.

HERstory is YOURstory is OURstory

Hear how race and gender affected their pathway to leadership positions

Moderator: Westina Matthews Shatteen, Author and Speaker

Speakers:

Cynthia Teniente-Matson, President, Texas A&M University-San Antonio

Linda Akutagawa, President and CEO, Leadership Education for Asian Pacifics, Inc.

12:45 to 1 p.m.

Break/Transition to lunch

1 to 2 p.m.

Luncheon Fireside Chat—Financial Currency: Personal financial well-being—special considerations for women

Are you as thoughtful about your financial wellness as you should be? Are you thinking about your financial future? What do you want it to look like and are you taking steps to make that vision a reality?

Introduction: Christina Cutlip, Senior Managing Director, TIAA Financial Solutions

Speakers:

Lori D. Fouché, Senior Executive Vice President, CEO, TIAA's Financial Solutions

Annamaria Lusardi, Denit Trust Endowed Chair of Economics and Accountancy at the George Washington University School of Business, Founder and Academic Director of the Global Financial Literacy Excellence Center, George Washington University, TIAA Institute Fellow

2 to 2:15 p.m.

Break/Transition from lunch

2:15 to 3 p.m.

Intellectual Currency: Reinforcing Why Higher Education Matters

There are both private and social benefits of schooling. Yet educational attainment is an investment decision with both costs and benefits, and some risk.

Introduction: Christina Cutlip, Senior Managing Director, TIAA Financial Solutions

Speaker:

Cecilia Rouse, Dean of the Woodrow Wilson School of Public and International Affairs; the Katzman-Ernst Professor in Economics and Education and Professor of Economics and Public Affairs, Princeton University

3 to 4 p.m.

Intergenerational Currency: Cultivating and Leveraging Talent Across the Age Spectrum

Insights from leaders will help inspire fresh thinking about engaging generation-specific perspectives and skills. How can we maximize the value of age diversity and be as intentionally inclusive in this area as with race, culture, gender?

Moderator: Corie Pauling, Senior Vice President, Chief Inclusion and Diversity Officer, TIAA

Panelists:

Kathy Hiyane-Brown, President, Whatcom Community College

Tamara S. Franklin, TIAA Trustee and Vice President, Media & Entertainment, Industry Solutions, IBM

4 to 4:15 p.m.

Break

4:15 to 4:50 p.m.

Personal Currency: Health and Wellness

Reaching your fullest physical and mental potential requires that you understand how emotional and health factors can affect your well-being. Learn how to enjoy a longer and healthier life through stress management, work/life balance, and by creating goals that align with your purpose.

Introduction: Anne Ollen, Senior Director, TIAA Institute

Speaker:

Janet Taylor, M.D., Psychiatrist and Life Coach

4:50 to 5 p.m.

Closing Remarks

Stephanie Bell-Rose, TIAA Senior Managing Director, Corporate Strategy & Development and Head of the TIAA Institute

5 to 7 p.m.

Networking Reception

7 p.m.

Reception concludes

Linda Akutagawa

Leadership Education for Asian Pacifics, Inc.



Linda Akutagawa is President and CEO of Leadership Education for Asian Pacifics, Inc. (LEAP), where she is responsible for the organization's strategic direction, sustainability, relationships and collaborations. A passionate social entrepreneur for over 25 years and beneficiary of LEAP's leadership programming, Ms. Akutagawa is an advocate for diversity and believer in the value and urgent need for diverse, equitable, and inclusive leadership. She has dedicated herself to continuing the cycle of leadership development and inspiring Asian and Pacific Islanders to step up to leadership roles across sectors, industries and communities. She is an appointed member of the California Department of Insurance (CDI) Diversity Task Force, as well as a member of the Asian/Asian American Institute Advisory Board at California State University at Los Angeles, and a Board member of Japanese American Community Services (JACS), a community grantmaking organization. Linda received her B.S. in International Business with a minor in Economics from California State University at Los Angeles. Linda is married and a fur-mom to her cockapoo, Belle, and aunty to 11 nephews and nieces.

Ana Marie Argilagos

Hispanics in Philanthropy (HIP)



Ana Marie Argilagos is guiding HIP with a bold vision: to usher in a new generation of philanthropy that is for, by, and about the Latino community. Under her leadership, HIP has spearheaded rapid responses to the biggest challenges facing Latinos today, including: coordinating a regional response to the migration crisis in the U.S. and Central America; supporting Puerto Rico's long-term recovery from Hurricane Maria; and investing in nonprofits to fight for an inclusive and accurate 2020 Census, among other critical efforts.

An entrepreneurial thinker, she bridges diverse agendas with a track record that includes working within the philanthropic, public, and nonprofit sectors. Previously, Ana Marie was a senior advisor at the Ford Foundation, where she focused on urban development strategies to reduce poverty, expand economic opportunity, and advance sustainability in regions across the world. She also served as deputy chief of staff at the U.S. Department of Housing and Urban Development (HUD), where she created the Office for International and Philanthropic Innovation (IPI) to deepen and scale collaboration between public and philanthropic sectors. She has also taught international urban planning at New York University's Wagner School of Public Service, and served as a senior program officer at the Annie E. Casey Foundation, director of the New Workplace for Women Project at the National Council of La Raza (now UNIDOS US), and deputy director of Ayuda, a community-based legal clinic serving immigrants in Washington, D.C.

Ana Marie currently serves on the board at Foundation Center and Rockefeller Philanthropic Advisors. She received her master's degree in public administration from Harvard University and her bachelor's degree in international relations from American University.

Stephanie Bell-Rose

TIAA Institute



Stephanie Bell-Rose leads the TIAA Institute, which conducts and publishes original research and insights on issues pertaining to financial security and organizational effectiveness for the education, non-profit and public sectors. Prior to her appointment at TIAA, she served as president of the Goldman Sachs Foundation, and as General Counsel and program officer at the Andrew W. Mellon Foundation.

Bell-Rose currently serves on the Boards of Trustees of The John S. and James L. Knight Foundation, the Public Welfare Foundation, the Council on Foundations, and the Association of Black Foundation Executives, and is on the Board of Overseers of Columbia University's School of Professional Studies. She is a member of The Gates Scholarship Advisory Council, the Council on Foreign Relations, the Economic Club of New York, the Executive Leadership Council, and the Women's Forum of New York City. After a number of years of board service, she remains an Honorary Trustee of the American Museum of Natural History and Trustee Emerita of the Barnes Foundation.

She earned her A.B., J.D. and M.P.A. degrees from Harvard University.

Christina Cutlip

TIAA



Christina Cutlip is a Senior Managing Director for the TIAA Financial Solutions. She is the head of the Client Engagement & National Advocacy team, which is responsible for expanding relationships with industry and government associations, while also focusing on client engagement.

In 2011, Christina was recognized as TIAA's Working Mother of the Year by *Working Mother* magazine, and received an Outstanding Volunteer Award in 2016 from The Council of Independent Colleges (CIC) State Fund Network for her contributions to higher education. She was appointed by the Secretary of Labor to the Department of Labor ERISA Advisory Council for a three-year term from 2013–2016. Christina is on the board of The Council of Independent Colleges (CIC), and chairs the board of Almasi Collaborative Arts, a nonprofit organization that strives to create and facilitate artistic collaborations between African and American artists and American artistic institutions. She serves on the board of retirement healthcare provider Emeriti, and on the advisory councils of WISER and ERIC.

Christina earned a B.A. in Economics from Grinnell College, an M.B.A. from Regis University and a Ph.D. in Organizational Leadership from Northcentral University. As a FINRA registered representative and principal, she holds Series 7, 24 and 51 licenses while maintaining accident, health, life and variable annuity licenses. Additionally, Christina has obtained the Certified Employee Benefits Specialist (CEBS) professional designation.

Lori Dickerson Fouché

TIAA



Lori Dickerson Fouché is the Chief Executive Officer of TIAA Financial Solutions.

Ms. Fouché oversees the business areas that focus on meeting the growing needs of TIAA institutional and individual clients across the full range of financial services. Her organization helps institutional clients manage and solve their financial challenges and provide a lifetime of financial security to their employees. Ms. Fouché's organization also helps individuals manage their finances and achieve financial well-being through customized financial advice and a broad set of savings, investment and retirement solutions, including banking services.

Ms. Fouché joined TIAA in August 2018, bringing deep expertise in financial services and a track record of driving revenue growth, increased profitability, new product development, innovation and enhanced customer experience. Previously, she was the Head of Individual Solutions for Prudential Financial, where she led financial advice, annuities, life insurance and other outcome-oriented solutions. During her five years at Prudential, she also served as CEO of Prudential Group Insurance and as President of Prudential Annuities.

Prior to Prudential, Ms. Fouché served as President and CEO of Fireman's Fund Insurance Company. She also spent several years in underwriting and product management, strategic marketing and other leadership roles at Chubb. In addition, Ms. Fouché served as a management consultant with The Parthenon Group, advising senior executives of mature and start-up businesses on corporate strategies. She is known for creating customer-focused cultures that foster empowerment and innovation and strengthen solutions and service delivery.

Ms. Fouché earned her undergraduate degree from Princeton University and Master of Business Administration from Harvard Business School. She most recently served as a trustee of Princeton University and on the boards of Girls Inc. and My Brother's Keeper Alliance.

Tamara Franklin

IBM



A native of New Jersey, Tamara Franklin served as Vice President and Chief Digital Officer for North America through 2018 and was recently named Vice President, Media & Entertainment, Industry Solutions at IBM. Prior to that, she was Executive Vice President of Digital at Scripps Networks Interactive (HGTV, Food Network, Travel Channel), where she oversaw the company's digital business units to coordinate overall strategy and activity, focusing on an integrated company-wide approach to digital video production and distribution. Franklin has also contributed to the success of Turner Broadcasting Systems, Motorola, Bain & Company and Knight-Ridder Newspapers.

Franklin has been recognized as one of Multichannel News' "Wonder Women," one of Cynopsis Media's "Most Intriguing People," one of Savoy Magazine's "Most Influential Women in Corporate America", and one of Black Enterprise's "Most Powerful Women in Corporate America".

Franklin earned a bachelor's degree in English from Yale University and an M.B.A. from Harvard University.

Carla Harris

Morgan Stanley



Carla Harris is a Vice Chairman, Managing Director and Senior Client Advisor at Morgan Stanley. She is responsible for increasing client connectivity and penetration to enhance revenue generation across the firm. She formerly headed the Emerging Manager Platform, the equity capital markets effort for the consumer and retail industries, and was responsible for Equity Private Placements. In her 30-year career, Ms. Harris gained extensive industry experiences in the technology, media, retail, telecommunications, transportation, industrial, and healthcare sectors. In August 2013, she was appointed by President Barack Obama to chair the National Women's Business Council.

Ms. Harris sits on the boards of Sponsors for Educational Opportunity (SEO), A Better Chance, Inc, and St. Vincent's Hospitals, and is an active member of the St. Charles Gospelites of the St. Charles Borromeo Catholic Church, and the Mark Howell Singers. She is a member of the Board of Overseers of Harvard University and of the board of directors of the Walmart Corporation.

Prior to joining Morgan Stanley, Ms. Harris received an M.B.A., Second Year Honors from Harvard Business School and an AB in economics from Harvard University, *magna cum laude*. She has also received Honorary Doctorates of Laws, Humanities and Business from Marymount Manhattan College, Bloomfield College, Jacksonville University, Simmons College, the College of New Rochelle, St. Thomas Aquinas College and Fisk University, Wake Forest University and Felician University, respectively.

In her other life, Ms. Harris is a singer who has sold-out concerts at the Apollo Theatre, as well as five sold-out performances at Carnegie Hall. She is also the author of the books, *Strategize to Win* (2014) and *Expect to Win* (2009) (Hudson Press).

Kathi Hiyane-Brown

Whatcom Community College



Kathi H. Hiyane-Brown has been the President of Whatcom Community College in Bellingham, WA since 2007. She is a nationally recognized advocate for community colleges, organizational development, and leadership diversity. In addition to her duties as president of WCC, Kathi conducts training on leadership and diversity in venues locally, nationally and internationally. She is committed to supporting leadership development initiatives with underrepresented groups, and is a mentor to many aspiring leaders.

She currently serves as a founding and executive committee member of the National Asian Pacific Islander Council, an affiliate council of the American Association of Community Colleges (AACC). She has served as the education co-chair of the National Initiative for Cybersecurity Education (NICE); the past chair and chair of the American Association of Community Colleges (AACC) Presidents Academy Executive Committee (PAEC); director on the AACC Board of Directors; and past chair of the Commission on Diversity, Inclusion and Equity for the organization.

Kathi is the current president of the president's council of Washington Association of Community and Technical Colleges (WACTC), and has served as chair of various committees and task forces. She has served on the boards of the Northwest Economic Council (NWECC) and Whatcom Alliance for Healthcare Advancement (WAHA), and is currently a board member of the Northwest Workforce Council and a member of the Rotary Club of Bellingham.

Born in Hawai'i, Dr. Hiyane-Brown holds a Bachelor of Arts in Anthropology, from Grinnell College; a Master of Arts in Instructional Design and Technology from the University of Iowa; and a Doctor of Education in Community College Leadership from Oregon State University.

Erika James

Emory University



Erika H. James has served as the John H. Harland Dean at Emory University's Goizueta Business School since 2014. An award-winning educator, accomplished consultant and published researcher, she was the first African-American woman to be appointed dean of a top-25 business school, and has paved the way for women in leadership both in education and corporate America. Erika has been instrumental in starting various executive education programs, including the Women's Leadership program at Darden. As dean, Erika places an emphasis on what higher education, particularly business education, can do to be of service to industry.

Erika currently sits on the boards of SurveyMonkey, a California-based online survey company, the Graduate Management Admissions Council (GMAC), the foremost authority on business school admissions and manager of the GMAT exam, and several Atlanta community organizations that align with her passion for education and advancing women in business. Prior to her current role at Goizueta, Erika served as the Senior Associate Dean for Executive Education in the Darden Graduate School of Business at the University of Virginia. She also served as an assistant professor at Tulane University's Freeman School of Business, and as a visiting professor at Harvard Business School.

Erika holds a Ph.D. and Master's degree in organizational psychology from the University of Michigan, as well as a bachelor's degree in psychology from Pomona College of the Claremont Colleges in California.

Annamaria Lusardi

The George Washington University



Annamaria Lusardi is the Denit Trust Endowed Chair of Economics and Accountancy at the George Washington University School of Business (GWSB). Moreover, she is the founder and academic director of GWSB's Global Financial Literacy Excellence Center. Previously, she was the Joel Z. and Susan Hyatt Professor of Economics at Dartmouth College, where she taught for twenty years. She has also taught at Princeton University, the University of Chicago Harris School of Public Policy, the University of Chicago Booth School of Business, and Columbia Business School. From January to June 2008, she was a visiting scholar at Harvard Business School. She holds a Ph.D. in Economics from Princeton University.

Dr. Lusardi has won numerous research and other awards. The more recent ones include the Kahneman Lecture at the 2019 annual meeting of economic psychology and behavioral economics (IAREP/SABE), the 2018 Ketchum Prize from FINRA Investor Education Foundation, the 2018 Oscar and Shoshana Trachtenberg Prize for Faculty Scholarship, the 2017 Skandia Research Award on Long-Term Savings (awarded in Sweden), the 2015 Financial Literacy Award from the International Federation of Finance Museums (awarded in China), and the 2013 William E. Odom Visionary Leadership Award from the Jump\$tart Coalition for Personal Financial Literacy. In 2018, she received an honorary degree of Doctor of Science (Economics and Business Administration) from the University of Vaasa in Finland.

Dr. Lusardi has served in several policy roles. In 2009, she worked for the Office of Financial Education at the U.S. Treasury. In 2017, she was appointed Director of the Financial Education Committee in charge of designing the national strategy for financial literacy in Italy. In 2019, she was included in the Forbes list of the 100 successful women in Italy.

Westina Matthews Shatteen

Author

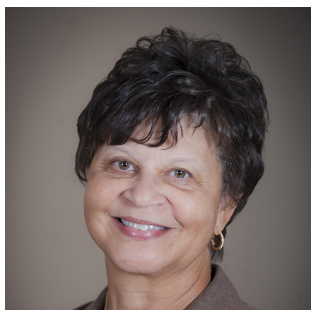


For over 35 years, Westina Matthews Shatteen (professionally known as Westina Matthews) has turned her passion and creativity into realities for so many in the community at large. In 2009, Westina retired from Merrill Lynch with the title of managing director which reflected her progressive responsibilities, including philanthropy, global diversity, community development and business development. Upon her retirement, she was one of sixteen selected for the prestigious fellowship at the Weatherhead Center for International Affairs at Harvard University, where she researched women and girls in Burundi in east-central Africa. She then joined the Jackie Robinson Foundation for four years as vice president chief program officer. Committed to leadership by example, Westina has served on over 30 boards, not-for-profit organizations and colleges and universities. An accomplished author, much sought-after public speaker and retreat leader, Westina is also an author; her newest book is entitled *Dancing from the Inside Out: Grace-filled Reflections on Growing Older* (2019).

Westina earned B.S. and M.S. degrees in education at the University of Dayton, a Ph.D. in education from the University of Chicago, and served as a postdoctoral research fellow at both Northwestern University and the University of Wisconsin at Madison.

Rose Mays

Indiana University Mays Family Institute on Diverse Philanthropy



Dr. Rose M. Mays is passionate about education and, in partnership with her late husband, William G. Mays, has made generous gifts to advance diversity at several post-secondary institutions. She recently founded the Indiana University Mays Family Institute on Diverse Philanthropy as part of the Lilly Family School of Philanthropy, and is also a co-founder of the IU Black Philanthropy Circle.

Presently, Dr. Mays holds the title of Professor Emeritus at IU School of Nursing, Indianapolis. There she taught pediatric nursing, conducted research and served as the school's Associate Dean for Community & International Affairs. With the 2014 passing of her husband, she became sole owner of Mays Chemical Company.

Over the course of her career, Rose has volunteered with a number of community organizations. Currently, she serves on the boards of the IU Foundation, Goodwill Education Initiatives of Central & Southern Indiana, the United Schools of Indianapolis charter school network, and the Indiana University Health Foundation's Philanthropy Council. She also is a University of Evansville trustee and a founding member and past president of that school's African American Alumni Association.

Mays holds three degrees in nursing—a bachelor's from the University of Evansville, masters from Indiana University, and Ph.D. from the University of Texas at Austin. She is the proud mother of two daughters—Heather Mays Wood, an educator, and Kristin Mays Corbitt, President of Mays Chemical Company.

Anne Ollen

TIAA Institute



Anne Ollen is senior director of the TIAA Institute, responsible for developing and implementing knowledge-building and public engagement initiatives that serve the higher education community. She was invited to join the Institute when it was established in 1998 and is in charge of identifying opportunities for partnerships with like-minded organizations that advance mutual goals. These partnerships include research, convenings, publications or other products of value to higher education leaders.

In collaboration with the American Council on Education, Ollen manages the administration of the TIAA Institute Theodore M. Hesburgh Award for Leadership Excellence in Higher Education. She also is the lead organizer of the TIAA Institute's signature programs for college and university leaders, including the TIAA Institute Higher Education Leadership Conference.

Ollen has an M.A. in education from Queens College, City University of New York, and holds a Certified Employee Benefits Specialist designation from The Wharton School.

Una Osili

Indiana University Lilly Family School of Philanthropy



Una O. Osili, Ph.D., is an economist with significant experience in research and policy in the fields of household behavior and economic policy. She is also associate dean for research and international programs at the Indiana University Lilly Family School of Philanthropy, the world's first school dedicated to increasing the understanding of philanthropy and improving its practice worldwide.

She directs the school's research program with its partners including Bank of America, United Way Worldwide, Coutts Inc, and National Collegiate Athletic Association. She has served as an associate editor for the Journal of African Economies and guest editor of the Journal of African Development.

Dr. Osili has served as a member of several national and international advisory groups, including the African Development Bank, Social Science Research Council, the United Nations Economic Commission for Africa and the United Nations Development Program.

Additionally, she leads the research and publication of Giving USA, the annual report on American philanthropy. Beginning in fall 2016, she has led the research and publication of Index of Global Philanthropy and Remittances and Index of Philanthropic Freedom. She has pioneered new approaches to using data to better understand global and national trends in philanthropy with the Million Dollar List and the new Generosity for Life project.

Dr. Osili earned her B.A. in Economics at Harvard University, and her M.A. and Ph.D. in Economics from Northwestern University.

Corie Pauling

TIAA



Corie Pauling is Senior Vice President, Chief Inclusion & Diversity Officer at TIAA. Corie was instrumental in the launch of the D&I function at TIAA over ten years ago, and has served as a primary legal and business advisor and thought leader in this area since that time. In her prior role, Corie held the position of Senior Director, Associate General Counsel in the Employment, Benefits & Labor Law Group, in which she provided counseling, training, risk assessment and other support to TIAA's executives, its prior CDIOs and other Human Resources leaders on a broad range of workforce issues.

A former shareholder with the international employment law firm Littler Mendelson, P.C., and also Ferguson Stein Chambers in Charlotte, N.C., Corie's experience includes counseling financial services institutions and other Fortune 500 companies as well as representing individual employees in employment and civil rights litigation. She has significant trial and appellate experience in civil rights matters.

An engaged civic leader and also a competitive 11-time marathoner, Corie was named to the 2019 list of Black Enterprise Most Powerful Women in Corporate Diversity, and was recognized as a TIAA Working Mother of the Year in conjunction with the national magazine *Working Mother*. She was also the recipient of the Young Civic Leader Award by the Thurgood Marshall College Fund.

Corie has served on the Board of Governors of the North Carolina Bar Association (NCBA) and as chairperson of the NCBA's 500-attorney Labor and Employment Law Section. She is an avid "late bloomer" runner and is thrilled to have run the Boston Marathon for the first time in 2018. Corie is currently training to qualify for the 2020 running.

Corie earned her Bachelor of Science in Industrial and Operations Engineering from the University of Michigan College of Engineering, and her Juris Doctor from Northwestern University School of Law.

Christina Paxson

Brown University



Christina Paxson is the nineteenth president of Brown University and Professor of Economics and Public Policy. She assumed the role of president on July 1, 2012.

Key areas of focus of her presidency include empowering collaboration and cultivating entrepreneurship among teacher-scholars and students; expanding Brown's rich research environment, which is currently being developed in Providence's Jewelry District; and creating engaged learning programs that integrate teaching with community-based research and real-world experiences.

Prior to her appointment at Brown, President Paxson was dean of the Woodrow Wilson School of International and Public Affairs and the Hughes Rogers Professor of Economics and Public Affairs at Princeton University.

She has been the principal investigator on a number of research projects supported by the National Institutes of Health, including a study of adversity and resilience after Hurricane Katrina. She has authored or co-authored numerous journal articles, was elected vice president of the American Economic Association in 2012, and is a member of the Council on Foreign Relations. In January 2016, the Federal Reserve Bank of Boston named Paxson to its board of directors.

President Paxson is a 1982 honors graduate of Swarthmore College, Phi Beta Kappa, and earned her graduate degrees in economics at Columbia University (M.A., 1985; Ph.D., 1987).

Ripa Rashid

Culture@Work



Ripa Rashid, managing director of Culture@Work, specializes in global talent strategies. She spent over a decade as a management consultant with leading global firms including Booz & Company, PwC, and Mitchell Madison Group, and held senior positions at MetLife and Time Warner. Coauthor of *Winning the War for Talent in Emerging Markets: Why Women are the Solution* (Harvard Business Review Press, 2011), *Asians in America: Unleashing the Potential of the "Model Minority"*, the book *Growing Global Executives: The New Competencies* (Center for Talent Innovation, 2015), as well as numerous reports and whitepapers, and has been featured by Fox News, Bloomberg, Newsweek, The Times of India, Hindustan Times, South China Morning Post and China Radio International, among other international media. Rashid has lived and worked in North America, Europe, Asia, and South America, and speaks four languages. She earned an A.B. cum laude in astronomy and astrophysics from Harvard University, an M.A. in anthropology from New York University, and an M.B.A. from INSEAD.

Cecilia Rouse

Princeton University



Cecilia Elena Rouse is the dean of the Woodrow Wilson School of Public and International Affairs, the Katzman-Ernst Professor in Economics and Education and professor of economics and public affairs at Princeton University. A labor economist with a focus on the economics of education, Rouse is the founding director of the Princeton Education Research Section and a member of the National Academy of Education.

She is a senior editor of *The Future of Children*, a policy journal published by the Wilson School and the Brookings Institution, and serves on the editorial board of the *American Economic Journal: Economic Policy*. She also serves on the boards of the Council on Foreign Relations, MDRC and the National Bureau of Economic Research, and is an independent director of the T. Rowe Price Funds.

From 2009 to 2011, Rouse served as a member of President Barack Obama's Council of Economic Advisers, a three-member panel that provided the president with analysis and advice on a wide range of domestic and international economic policy issues. She worked at the National Economic Council in the Clinton administration as a Special Assistant to the President from 1998 to 1999.

Rouse joined the Princeton faculty in 1992 after earning her Ph.D. in economics from Harvard University, where she also completed her undergraduate work. After receiving her undergraduate degree, she studied at L'Université de Cheikh Anta Diop in Senegal.

Janet Taylor

Psychiatrist and Life Coach



Dr. Janet Taylor is a Community Psychiatrist in Sarasota, Florida working with individuals who are criminal justice-involved and who have mental illness. She also has a private practice. The practice of Community Mental Health is extremely rewarding to Dr. Taylor because "being on the frontline with individuals and their families battling the emotional and economic impact of mental illness is where I can make a difference." She attended the University of Louisville in Louisville, Kentucky for undergraduate and medical school. An internship in internal medicine at the Miriam Hospital-Brown University followed. Her psychiatric residency was completed at New York Medical College-Westchester Medical Center. She received a Master's of Public Health in Health Promotion/Disease Prevention from Columbia University. She was a recipient of the 2008 Woman in Medicine Award (National Medical Association-Council of Women's Concerns).

Her medical experience is also international. While living in Vancouver, British Columbia, she practiced Community Psychiatry at Greater Vancouver Mental Health. During that time, Dr. Taylor developed an interest in life coaching and became a Certified Professional Coach through the Coaches Training Institute.

She is a frequently invited speaker on the subjects of minority health, self-care, stress management, parenting and work-life balance. Dr. Taylor also is the host of a podcast, "Sex, Lies and Medical Cannabis with Dr. Janet."

Cynthia Teniente-Matson

Texas A&M University-San Antonio



Dr. Cynthia Teniente-Matson, a San Antonio native, is the second president of Texas A&M University-San Antonio (A&M-SA), one of the fastest-growing universities in Texas and the only Texas A&M System university located in a major metropolitan city. At A&M-SA, she has led the institution's successful transformation to becoming a designated Hispanic Serving Institution (HSI) and a comprehensive four-year university, welcoming the University's first freshman class in 2016. She has led new strategic initiatives, including creation of the Mays Center for Experiential Learning and Community Engagement through private funding, and secured Chancellor's Research funding for the Institute of Water Resource Science and Technology.

She has been recognized for her leadership and service in education, including receiving the Making a Mark on the World Innovation Award from the San Antonio Hispanic Chamber and the Women's Leadership Award from the San Antonio Business Journal.

Dr. Teniente-Matson is on the boards of the San Antonio Chamber of Commerce and the San Antonio Hispanic Chamber of Commerce. A national thought leader on higher education issues, she also serves on the boards of the American Association of State Colleges and Universities and of Higher Education Resource Services.

She holds a Bachelor of Arts in Management from the University of Alaska Fairbanks, a Master of Business Administration from the University of Alaska Anchorage and a doctorate in Educational Leadership from Fresno State. She and her husband, Mike, are parents to two sons, Phillip and Wyatt.

TIAA Institute Thought Leadership on Women's Career and Financial Success

Since its founding in 1998, the TIAA Institute has been committed to—and sponsored numerous studies on—issues affecting women's career and financial success. Below are links to recent noteworthy papers, all of which can be downloaded from our website, tiaainstitute.org.

Women and Retirement Security

Annamaria Lusardi and Olivia S. Mitchell (May 2017)

Compared to previous generations, older women are currently carrying more debt and facing retirement in a more financially precarious position. This paper examines data from several large-scale studies to show how today's older women manage their household debt and plan for retirement.

Financial Capability and Financial Literacy among Working Women: New Insights

Annamaria Lusardi and Carlo de Bassa Scheresberg (March 2017)

Improvements in the overall economy between 2012 and 2015 have enhanced working women's short-term financial position. But their long-term financial status and levels of financial knowledge have changed very little.

Working Women's Financial Capability: An Analysis Across Family Status and Career Stages

Carlo de Bassa Scheresberg, Annamaria Lusardi and Paul Yakoboski (May 2014)

As working women's earning power increases, so does their responsibility to make critical financial decisions. This paper looks at working women's unique financial needs and key factors affecting their financial well-being.

The Power and Potential of Diversity and Inclusion

Maureen Devlin (March 2017)

Today's diverse student body represents a vast spectrum of backgrounds, values and beliefs, which presents challenges for higher education leaders striving to help all students reach their potential, while operating within financially constrained parameters.

Leadership in Action: TIAA Institute Theodore M. Hesburgh Leadership Excellence Award Winners

Maureen Devlin (March 2018)

A look at the lives and accomplishments of these 10 diverse Hesburgh Award winners provides unique insights on what it means to provide leadership excellence in higher education.

Taking the Measure of Faculty Diversity

Valerie Martin Conley, Martin Finkelstein and Jack H. Schuster (April 2016)

Faculty career paths have changed radically in recent decades—just as more opportunities surfaced for women and minorities. This paper breaks down the numbers to present a definitive look at today's academic workforce and how it has evolved.

Innovation, Transformation, and Change Leadership: A Compendium Based on TIAA Institute's Symposia and Related Work

Maureen Devlin (December 2017)

This compendium of Institute-commissioned work on innovation and change offers ideas and suggestions all leaders—women and men alike—will find meaningful.

Causes and Consequences of Financial Mismanagement at Older Ages

Marguerite DeLiema, Martha Deevy, Annamaria Lusardi and Olivia S. Mitchell (April 2018)

Poor financial capability in old age can have serious repercussions, causing people to make mistakes with credit, draw down retirement assets too quickly, and fall victim to financial predators.

Voices from the Field: Women of Color Presidents in Higher Education

American Council on Education and TIAA Institute (December 2018)

Women of color presidents and chancellors describe how their race and gender has affected their careers and suggest ways to diversify the college presidency.

Key Issues Facing Higher Education Philanthropy

Una Osili (March 2019)

In an era of declining public funding, private philanthropy has played an increasingly vital role for both public and private institutions.

2018 TIAA Institute Women's Leadership Forum

TIAA Institute (October 2018)

This one-day convening provided unrivaled opportunities for women executives to learn from each other's experiences, gain new career insights and share strategies for enhancing personal impact.

Financial Literacy in the United States and Its Link to Financial Wellness: The 2019 TIAA Institute-GFLEC P-Fin Index

Paul Yakoboski, Annamaria Lusardi and Andrea Hasler (March 2019)

Many Americans lack the personal finance knowledge needed for sound financial decision making.



About the TIAA Institute

The TIAA Institute helps advance the ways individuals and institutions plan for financial security and organizational effectiveness. The Institute conducts in-depth research, provides access to a network of thought leaders, and enables those it serves to anticipate trends, plan future strategies and maximize opportunities for success. To learn more, visit www.tiaainstitute.org.