

# 2021 TIAA Institute Women's Leadership Forum

Reimagine. Seize the moment.

Program and Speaker Bios



Join the conversation online:  
[@TIAAInstitute](https://twitter.com/TIAAInstitute)  
[#TIAAInstituteForum](https://twitter.com/TIAAInstituteForum) [#WomenWhoLead](https://twitter.com/WomenWhoLead)

## 2021 TIAA Institute Women's Leadership Forum

Reimagine. Seize the moment.



Dear Colleagues:

Welcome to the fourth TIAA Institute Women's Leadership Forum, a distinctive event for women leaders in higher education, healthcare, philanthropy and business.

The overarching theme of "Reimagine. Seize the moment." is a call to action—an encouragement to think intentionally about the future and to capitalize on our nation's current focus on inequities across multiple dimensions. Threads running through the program are leadership excellence, financial well-being, and positive change.

On the pages that follow, you'll find a detailed agenda, biographies of speakers and links to a number of TIAA Institute studies. These studies, all of which are housed on our website, reflect what the TIAA Institute is all about: building and sharing knowledge that can help inform and enhance personal and professional leadership impact and financial decisions. This is why TIAA created the Institute nearly 25 years ago, and it's why we hold events like our annual Women's Leadership Forum.

Thank you for spending time with the TIAA Institute, whether through the Forum, via our website or in other ways. Individually strong, collectively powerful—we look forward to our continued partnership with each and all of you.

Sincerely,

A handwritten signature in black ink that reads 'David'.

David P. Richardson  
Head, TIAA Institute

A handwritten signature in black ink that reads 'Anne'.

Anne Ollen  
Managing Director, TIAA Institute

# 2021 TIAA Institute Women's Leadership Forum

Reimagine. Seize the moment.



Date Friday, September 17, 2021

Location Virtual

## Agenda

11:30 to 11:45 a.m. Welcome  
**Anne Ollen**, Managing Director, TIAA Institute

11:45 a.m. to 12:45 p.m. Imagine a future...insights and possibilities  
**Edie Weiner**, President and CEO, The Future Hunters  
With so much still uncertain, how can you spot emerging cultural and economic trends before they impact your organization? Learn where the future is heading and hear provocative insights on the possibilities.

12:45 to 12:50 p.m. Transition to table talks

12:50 to 1:15 p.m. Imagine a future...table talks  
Break out into small groups to discuss key trends described by Edie Weiner and what these trends might mean for you.

1:15 to 1:20 p.m. Transition back to questions and answers session

1:20 to 1:45 p.m. Imagine a future...questions and answers  
Edie will address key questions raised during the table talks.  
Session host: **Westina Matthews**, Author and Speaker

1:45 to 2 p.m. Wellness break

2 to 3:15 p.m. Seize the moment: A fireside chat  
Cultivating leadership excellence  
Moderator: **Waded Cruzado**, President, Montana State University  
**Thasunda Brown Duckett**, President and CEO, TIAA

**Renu Khator**, Chancellor and President, University of Houston System/University of Houston

Women in leadership positions face both distinctive challenges and opportunities. These dynamic trailblazers will discuss how women can leverage their personal and professional impact, lead effectively, and drive positive change.

Session host: **Tonya Murray**, Senior Director, Institute Marketing, TIAA

Seize the moment: Advancing positive change

Speaker/Facilitator: **Subha Barry**, CEO, Seramount

Panelists: **Michelle Asha Cooper**, Acting Assistant Secretary, U.S. Department of Education

**Nerissa Morris**, Senior Vice President & Chief Human Resources and Diversity Officer, Cincinnati Children's Hospital Medical Center

3:15 to 4:15 p.m.

While leadership excellence cuts across sectors, some distinctive challenges and opportunities may require nuanced approaches to drive success. Hear insights from women leaders who represent different sectors, and consider how sharing knowledge across industries can foster innovation and collaboration.

Session host: **Mauriel Aviña**, Managing Director, National Advocacy and Client Engagement, TIAA

Seize the moment: Inspiration and wisdom

Introduction: **Christina Cutlip**, Senior Managing Director, Head of Client Engagement and National Advocacy, TIAA

**Ruth J. Simmons**, President, Prairie View A&M University

4:15 to 5 p.m.

Reflections on a career spent at the pinnacle of higher education leadership, from the winner of the **2021 TIAA Institute Theodore M. Hesburgh Award**.

5 p.m.

Forum adjournment

# Michelle Asha Cooper

U.S. Department of Education



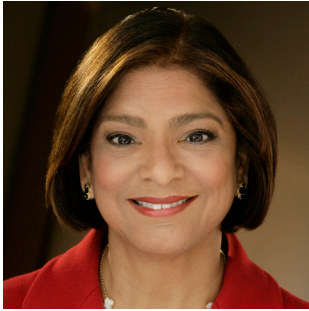
Dr. Michelle Asha Cooper currently serves as acting assistant secretary for postsecondary education and deputy assistant secretary for higher education programs at the U.S. Department of Education. In this role, she oversees the Department's work to strengthen the capacity of colleges and universities to better serve today's students. She works closely with all sectors of the higher education community, manages an expansive portfolio of domestic and international competitive grant programs, oversees \$76 billion in funds to aid in the recovery of higher education due to the pandemic, and leads a team of 175 people.

Prior to joining the Biden-Harris Administration, Dr. Cooper served as the president and chief executive officer of the Institute for Higher Education Policy for 12 years. She previously worked at the Department of Education as the deputy director at the Advisory Committee on Student Financial Assistance. She has also held leadership roles at the Association of American Colleges and Universities, the Council for Independent Colleges, and King's College.

An advocate for racial and economic equity and demonstrated leader, Dr. Cooper is a champion of access and success for all in higher education.

# Subha Barry

Seramount



Subha V. Barry is chief executive officer of Seramount (formerly Working Mother Media), a strategic professional services firm dedicated to advancing diversity, equity and inclusion in the workplace. Here, she oversees four key divisions—Insights, Solutions, Events, and Digital—and drives the firm’s vision, strategy, and business development.

Subha’s career spans 30 years of experience in front-line business, operational, and leadership roles where she has built cohesive and productive teams to be agents of change. She has shown how strong and inclusive leadership can drive business results and profitability.

During her 21 years at Merrill Lynch, Subha was a wealth advisor, a branch manager, the leader of the Multicultural Business Development Group, and Global Head of Diversity and Inclusion.

At Freddie Mac, she was the Senior Vice President and Chief Diversity Officer with oversight of Diversity & Inclusion, Supplier Diversity, Community Engagement, and the Freddie Mac Foundation.

She has taught Gender Policy at Columbia University and speaks passionately about the ability to drive innovation by embracing diversity and creating a culture of inclusion. She serves on a number of boards aligned with her passions—education, cancer research, and women’s advancement.

A native of India, Subha holds a BA from Bombay University and an MBA and MS in Accounting from Rice University. She has two grown children and lives in Naples, Florida and New Hope, PA with her husband.

# Thasunda Brown Duckett

TIAA



Thasunda Brown Duckett is President and Chief Executive Officer of TIAA, a Fortune 100 provider of secure retirements and outcome focused investment solutions to millions of people working in higher education, healthcare and other mission-driven organizations.

As TIAA's CEO, Thasunda leads a company whose mission is defined by financial inclusion and opportunity – goals and values she has upheld throughout her career.

Thasunda joined TIAA after serving as Chief Executive Officer of Chase Consumer Banking, where she oversaw a banking network with more than \$600 billion in deposits and 50,000 employees. Previously, she was the CEO of Chase Auto Finance, one of the leading U.S. providers of auto financing, and National Retail Sales Executive for Chase Mortgage Banking, where she managed 4,000 mortgage bankers.

Earlier in her career, Thasunda was a Director of Emerging Markets at Fannie Mae, where she led the implementation of national strategies designed to increase homeownership among Black and Hispanic Americans.

She serves on the boards of NIKE, Inc., Robert F. Kennedy Human Rights, Sesame Workshop, National Medal of Honor Museum, Economic Club of New York, University of Houston Board of Visitors and Dean's Advisory Board for the Baylor University's Hankamer School of Business. She is a member of the Executive Leadership Council, Delta Sigma Theta Sorority Inc. and Jack and Jill of America Inc.

Thasunda founded the Rosie and Otis Brown Foundation, in honor of her parents, to recognize and reward people who use ordinary means to empower and uplift their community in extraordinary ways. She is passionate about helping communities of color close achievement gaps in wealth creation, educational outcomes and career success.

Thasunda grew up in Texas and lives in Connecticut with her husband and four children. She holds a Bachelor's degree in Finance and Marketing from the University of Houston and an MBA from Baylor University.

# Waded Cruzado

Montana State University



Dr. Waded Cruzado has served as president of Montana State University since 2010. Well known for her understanding of the Morrill Act, which created the land-grant university system, she is a passionate champion of the tripartite land-grant mission of education, research and public outreach.

MSU has set new student enrollment records under Cruzado's leadership, becoming the fastest growing and largest university in the state. Cruzado is known for placing student success as her top priority, and MSU's students routinely win prestigious national awards.

During Cruzado's tenure, MSU received the only Carnegie R1 classification in its region for "very high research activity," and is one of only two R1 universities nationally also classified as "very high undergraduate enrollment."

Under her guidance, philanthropic support has grown; MSU's comprehensive fundraising campaign raised more than \$413 million, and construction is underway on MSU's donor-funded Bobcat Athletic Complex.

The university's notable national recognition includes the C. Peter Magrath University Community Engagement Award from the Association of Public and Land-grant Universities and the community engagement classification from the Carnegie Foundation for the Advancement of Teaching. Cruzado has also enhanced alumni and community relations.

Cruzado chairs the board of the Association of Public and Land-grant Universities and is a commissioner of the Northwest Commission on Colleges and Universities. She has also served on numerous boards; current board memberships include the American Council on Education, Campus Compact, U.S. Bank and the Burton K. Wheeler Center.

Her awards include the "Hero" Award from the National Alliance on Mental Illness – Montana Chapter; the Chief Executive HR Champion Award from the College and University Professional Association for Human Resources; and the Michael P. Malone Educator of the Year from the Montana Ambassadors.

A native of Puerto Rico, Cruzado previously served as executive vice president and provost at New Mexico State University.

# Christina R. Cutlip

TIAA



Christina Cutlip is a Senior Managing Director for the Institutional Financial Services division of TIAA ([www.tiaa.org](http://www.tiaa.org)), a Fortune 100 financial services organization. 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 non-profit 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, the Board of Trustees for Grinnell College and on the advisory councils of WISER and ERIC.

Christina earned a B.A. in Economics from Grinnell College, an MBA 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

# Renu Khator

University of Houston System/University of Houston



Nationally known as an education thought leader and higher education policy expert, Dr. Renu Khator is currently serving as Chancellor and President of the University of Houston System/University of Houston where she oversees a four-university system that serves nearly 74,000 students, has an annual budget that exceeds \$1.8 billion and has a \$6 billion-plus impact on the Greater Houston area's economy each year.

Throughout her nearly 35-year career, Dr. Khator has directed the transformation of complex global organizations responsible for fulfilling critical and challenging missions worldwide in the health, technology, and energy industry.

Before joining the University of Houston System in early 2008, Dr. Khator held a variety of increasingly responsible executive positions within higher education, including Provost and Senior Vice President of Academic Affairs at University of South Florida and Dean, College of Arts and Sciences at University of South Florida.

A champion of public universities, Dr. Khator has served on several leading national associations and advisory boards, including serving as the former Chair of the American Council on Education, the National Collegiate Athletic Association and the Association of Public and Land-grant Universities.

A native of India, Dr. Khator earned her Bachelor degree from Kanpur University and her Master of Arts and Doctor of Philosophy from Purdue University.

# Nerissa Morris

Cincinnati Children's Hospital Medical Center



Nerissa E. Morris serves as the Senior Vice President & Chief Human Resources and Diversity Officer for Cincinnati Children's Hospital Medical Center. Ms. Morris joined Cincinnati Children's in April 2018, after serving as the Vice President of Human Resources for the University of Miami for eight years. In her role at Cincinnati Children's she has responsibility for all people planning functions including culture, talent development, HR business partnership and operations, total rewards, employee health and safety, diversity and inclusion, and community relations. Ms. Morris spent more than 20 years in human resources with the Ford Motor Company and Ford Motor Credit Company, holding a variety of roles, including senior leadership positions with Ford in the U.S. and Brazil, and with Volvo Car Corporation in Sweden. She holds a Bachelor of Science in Business Administration and Master of Business Administration from Xavier University in Cincinnati, Ohio. Ms. Morris currently serves on the Cincinnati USA Regional Chamber Board of Directors, ArtsWave Board of Directors, Xavier University Williams College of Business Dean's Executive Advisory Board, and TIAA Healthcare Advisory Council.

# Anne Ollen

TIAA Institute



Anne develops and executes the TIAA Institute’s higher education program. The program seeks to build and share knowledge important to higher education leaders about drivers of change and innovative solutions and strategies in three broad thematic areas: leadership, academic workforce trends, and higher education operating models. Anne leverages the Institute’s pillars of work—research, partnerships, convenings and strategic communications—to bring distinctive value to Institute stakeholders in alignment with TIAA business priorities.

Anne’s career spans 30+ years of experience in front-line business, marketing, operational, and leadership roles at TIAA where she has built and managed cohesive and productive teams to be agents of change. She was part of the founding team of the TIAA Institute and has shown how strong and inclusive leadership can generate thought leadership that creates business impact and forges influential relationships. Anne helped create and launch several Institute signature initiatives, including the TIAA Institute Fellows Program, the Higher Education Leadership Conference, Building Expertise—a professional development program for benefits administrators, and the TIAA Institute Theodore M. Hesburgh Award for Leadership Excellence in Higher Education.

Anne has a Masters in Elementary Education and has obtained the Certified Employee Benefits Specialist (CEBS) designation.

# Ruth J. Simmons

Prairie View A&M University



Ruth J. Simmons serves as President of Prairie View A&M University. She was President of Brown University from 2001-2012. Under her leadership, Brown made significant strides in improving its standing as one of the world's finest research universities.

A French professor before entering university administration, President Simmons held an appointment as a Professor of Comparative Literature and Africana Studies at Brown. After completing her Ph.D. in Romance Languages and Literatures at Harvard, she served in various faculty and administrative roles at the University of Southern California, Princeton University, and Spelman College before becoming president of Smith College, the largest women's college in the United States. At Smith, she launched a number of important academic initiatives, including an engineering program, the first at an American women's college.

Simmons is the recipient of many honors, including a Fulbright Fellowship to France, the 2001 President's Award from the United Negro College Fund, the 2002 Fulbright Lifetime Achievement Medal, the 2004 Eleanor Roosevelt Val-Kill Medal, the Foreign Policy Association Medal, the Ellis Island Medal of Honor, and the Centennial Medal from Harvard University. Simmons is a member of the National Academy of Arts and Sciences, the American Philosophical Society, and the Council on Foreign Relations, and serves on the boards of the Houston Museum of Fine Arts, the Smithsonian National Museum of African American History and Culture, and the Holdsworth Center. She also serves on the Board of Directors of Square. Awarded numerous honorary degrees, she received the Brown Faculty's highest honor: the Susan Colver Rosenberger Medal in 2011. In 2012, she was named a 'chevalier' of the French Legion of Honor.

# Edie Weiner

## The Future Hunters



Edie Weiner is President and CEO of The Future Hunters, one of the world's leading futurist consulting firms. She has served over 400 clients identifying opportunities in the areas of marketing, product development, investment, strategic planning, human resources and public affairs. Clients have ranged from national governments to the Fortune 500. Edie has keynoted hundreds of conferences (including The World Economic Forum in Davos and TEDx), and has guest lectured at various prestigious institutions, including Harvard, Wharton, U.S. Army War College, U.S. Naval War College, among others.

At 29, she became the youngest outside woman ever elected to a corporate board. Her many articles have appeared in publications like The Harvard Business Review, The Futurist, and The Wall Street Journal. She wrote four books, and her latest, FutureThink, was a global bestseller, translated into many languages.

Edie served on over 30 Boards and Advisory Boards, now including the US Comptroller General's (the US GAO) Advisory Board and GOSO (Getting Out and Staying Out—reducing recidivism). Past boards include José Limón Dance Foundation (Chair), UNUM Corporation, First Unum Corp., CompUSA, the Fashion Group International, ThinkQuest New York City (Chair), Boardroom Inc., the SyFy Channel, Independent Agents & Brokers of New York, the Women's Leadership Exchange, and the Women's Forum. Ms. Weiner is a member of the Women's Forum, a co-founder of the Belizean Grove and Women Corporate Directors, and has received over 30 awards and citations, including the Fashion Group International's Entrepreneur of the Year (1998), NOW New York's 2011 Woman of Power and Influence, and The World Future Society's Lifetime Achievement Award.

# Mauriel Aviña

TIAA



Mauriel Aviña is a Managing Director and a member of the Leadership Team of the Client Engagement and National Advocacy organization in Institutional Relationships. She is responsible for leading TIAA's various Client Advisory Councils, which include our Enterprise Advisory Council, Inclusion & Diversity Council, Select Client Advisory Council, Investment Council, Healthcare Council and Consultant Advisory Council.

Mauriel has also served as National Co-Chair for Achieve; the 5,000+ member Women's Business Resource Group at TIAA.

Mauriel has held various Relationship Management and Sales Management positions and brings more than 25 years of financial services experience spanning a range of sectors: higher education, healthcare, government and Taft-Hartley.

Mauriel was formerly Vice President, Client Service, for SSI Investment Management Inc., an alternative investment management firm specializing in long-short equity market neutral and convertible arbitrage strategies. Mauriel was responsible for managing major Corporate and Taft-Hartley institutional relationships as well as business development in the Public Fund sector. Additionally, Mauriel served as Vice President, Regional Manager for Fidelity Investments, where she was responsible for managing the Western Region Participant Sales team. Prior to joining TIAA, she served as Vice President, Relationship Manager, for Prudential Financial.

Mauriel holds a Bachelor of Science in Finance from the University of Southern California as well as Series 6 and 63 Securities Registrations.

Mauriel is based out of Los Angeles, California.

# Westina Matthews

Author and Speaker



An accomplished author, public speaker, and corporate strategic advisor, for many years Westina Matthews has turned her passion and creativity into realities for so many in the community at large.

After a 24-year career at Merrill Lynch, Westina retired with the title of managing director which reflected her progressive responsibilities, including philanthropy, global diversity, community development and business development. Upon retiring, she was a fellow at the Weatherhead Center for International Affairs at Harvard University and then joined the Jackie Robinson Foundation for four years as vice president, chief program officer.

Always committed to education as well as the development and retention of women and minorities, Westina was appointed by Hon. David N. Dinkins as one of seven members to the Board of Education, City of New York. She also was an early pioneer and advocate for women and minorities in mathematics and science; and published extensively on the subject.

Westina earned B.S. and M.S. degrees in education at the University of Dayton, a PhD 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.

# Tonya Murray

TIAA



Tonya Murray is Senior Director, TIAA Institute Marketing and Communications. She is responsible for developing, managing and executing marketing and communications strategies to raise the profile and visibility of the Institute as an innovative thought leader on issues pertaining to financial security and organizational effectiveness in TIAA's sectors.

Tonya is a seasoned marketing communications leader with over 25 years of experience and leadership in strategic marketing and communications, thought leadership, brand management, experiential marketing, and strategic culture transformation.

During her career, she has effectively led and motivated teams, developed integrated marketing strategies and experiences that helped engage institutional clients in driving better retirement plan outcomes, created signature programs and partnerships with K-12 school districts and associations, including Denver Public Schools Homework Hotline, pioneered the firm's first national sponsorship program, and collaborated with TIAA's Law & Compliance Group to launch the firm's first pro-bono and community service initiative.

Tonya is passionate about education, advancing racial and gender equity, women's leadership, and art as a vehicle and catalyst for social change. She is a member of Alpha Kappa Alpha Sorority, Incorporated, and a former member of the Urban Bush Women, Inc. Dance Company Board of Directors.

Tonya earned a M.A. degree in Cross-Cultural Communications from New York University, and a B.A. degree in English from Tuskegee University. As a FINRA registered representative, she holds a Series 6 license. She is also a Senn Delaney certified Culture Transformation Facilitator.

## Table talks session leads

**Ann Marie Ciprari-Cooper**, Director, Corporate Social Responsibility, TIAA

**Joy Crenshaw**, Senior Managing Director, Head, Global Sales & Advisor Development, Nuveen

**Anne Dobkowski**, Senior Managing Director, TIAA

**Rene Eisele**, Managing Director, Market Leader, TIAA

**Megan Fielding**, Senior Director, Responsible Investing, Nuveen

**Eileen Finnegan**, Managing Director, Client Relationships, TIAA

**Megan Freedman**, Senior Director, Advisory and Financial Consulting, TIAA

**Janet Kendall**, Managing Director, New England Market Leader, TIAA

**Larissa Marco**, Director, Corporate Strategy & Development, TIAA

**Liz Morse**, Managing Director, Client Engagement and National Advocacy, TIAA

**Melissa St. Clair**, Vice President, Inclusion and Diversity Innovation, TIAA

**Nancy Teeven**, Vice President, Institutional Marketing, TIAA

**Patty Wu**, Senior Managing Director, Business Excellence & Enablement, TIAA

## 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—women's career and financial success. Below are links to recent noteworthy papers. For these and additional materials, please visit our website, [tiaainstitute.org](https://tiaainstitute.org).

### **Financial literacy and wellness among U.S. women**

Paul Yakoboski, Annamaria Lusardi and Andrea Hasler

An ability to manage personal finances in periods of financial uncertainty and challenges depends, at least in part, on financial literacy.

### **Financial well-being among Black and Hispanic women**

Robert Clark, Hallie Davis, Annamaria Lusardi and Olivia S. Mitchell

There is mounting evidence of minorities' financial struggles and persistent wealth gaps compared to whites, along with substantial gender differences in indicators of financial wellness.

### **2020 TIAA Institute Women's Leadership Forum**

TIAA Institute

In a year of unprecedented challenges and monumental change, we convened a diverse group of visionary leaders who are helping their organizations forge new paths forward.

### **Women and Retirement Security**

Annamaria Lusardi and Olivia S. Mitchell

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 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

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.

### **The Power and Potential of Diversity and Inclusion**

Maureen Devlin

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

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

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

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

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

American Council on Education and TIAA Institute

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

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



### **About the TIAA Institute**

Since 1998, the TIAA Institute has helped 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](http://www.tiaainstitute.org) and follow us on Twitter [@TIAAInstitute](https://twitter.com/TIAAInstitute).