Waves of Change
2016 TIAA Institute Higher Education Leadership Conference

The Grand Hyatt Hotel
109 East 42nd Street at Grand Central Terminal
New York, NY 10017

Day One: Wednesday, November 16

11:30 a.m.  Lunch in Gallery on Lexington, Lobby Level

12:30 p.m. to 12:45 p.m.  Welcome, Manhattan Ballroom
Opening Remarks: Stephanie Bell-Rose, Senior Managing Director and Head of the TIAA Institute

12:45 p.m. to 2 p.m.  Achieving a Winning 21st Century Higher Education Talent Pool
A holistic approach to an institution’s talent development takes commitment—on the part of academic and administrative leaders as well as those who create policies to open doors for a wide spectrum of employees. But even with the best policies in place, disparities remain in hiring, in retention, in promotion and in salary for many in the academic workforce. Success is dependent on institutions being comprehensive and determined, and leaders must model the behavior they expect from others. Leaders intent on breaking down barriers must be committed to both use and look beyond numbers to redesign policies and rethink the cultures of institutions.

Speakers:
Moderator: Valerie Martin Conley, Dean of the College of Education, University of Colorado, Colorado Springs; Institute Fellow
Tomás D. Morales, President, California State University, San Bernardino; Chair of TIAA Hispanic Advisory Council
Wayne A. I. Frederick, President, Howard University
Lynn Pasquerella, President, AAC&U

2 p.m. to 2:15 p.m.  Break
2:15 p.m. to 3:45 p.m.  
**Innovation, Transformation, and Change Leadership**  
Most simply, innovation means change—usually creative and significant—that improves the way something is done. In higher education, innovation can range from new approaches to student learning to the development of public-private partnerships to enhance teaching, learning and research. Driving change and creating a culture of innovation requires a special brand of leadership. This session will share insights and guidance from several “change leaders.”

**Speakers:**
- **Moderator:** Robert G. Leary, EVP, CEO, TIAA Global Asset Management
- Roger W. Ferguson, Jr., President and CEO, TIAA
- Rufus Glasper, President and CEO, League for Innovation in the Community College; Chancellor Emeritus, Maricopa Community Colleges
- James B. Milliken, Chancellor, CUNY
- Richard Ekman, President, Council of Independent Colleges

3:45 p.m. to 4 p.m.  
**Break**

4 p.m. to 5:15 p.m.  
**The Power and Potential of Diversity and Inclusion**  
This session will explore perspectives arising from different leadership capacities—the board, the president, and specially designed positions to advance institutional diversity objectives. A range of diversity challenges will be considered—including income levels and non-traditional students. Topics to be addressed include: effectively understanding and responding to student and other stakeholder needs and details about emerging solutions and best practices.

**Speakers:**
- **Moderator:** Ronald R. Pressman, CEO, Institutional Financial Services, TIAA
- Benjamin D. Reese, Vice President, Office for Institutional Equity at Duke University and Duke University Health System; past president, National Association of Diversity Officers in Higher Education
- Cynthia Teniente-Matson, President, Texas A&M, San Antonio

**Networking Reception and Dinner**

6 p.m. to 6:45 p.m.  
**Reception**

7 p.m. to 9 p.m.  
**Dinner**
- **Welcome:** Carol Deckbar, EVP, Institutional Investment and Endowment Services
- **Featured Speaker:** Roger W. Ferguson, Jr., President and CEO, TIAA
Day Two: Thursday, November 17

7:15 a.m. to 8:30 a.m.  Breakfast Session: Leaving a Legacy through Successful Fundraising
Fulfilling your institution’s mission can be particularly challenging in a time of diminished returns in the capital markets, with subdued returns projected to continue in the near- and mid-term horizon. Whether in capital campaign mode or not, it’s tempting to focus on outright gifts, but taking a broader perspective can increase overall giving and help create sustainable income for the future. Leveraging varying fundraising approaches and purposeful investment management is the focus of this session.

Topics to be addressed include:
• Donor and giving trends
• Capitalizing on planned and outright gifts to help donors maximize giving over their lifetimes
• Leveraging donor-advised funds to accommodate donor desires
• Best practices in endowment management, including consideration of asset allocation, “endowment-style” investing and spending policy

Speakers:
Moderator: Bob Shea, Senior Fellow, Finance and Campus Management, NACUBO
Kay T. McFarlin, Managing Director, President, TIAA Charitable, TIAA
Kevin Nee, Senior Managing Director, CEO, Covariance, TIAA
Lindy Sherwood, Senior Managing Director, President, Kaspick & Company

8:30 a.m. to 8:45 a.m.  Break

8:45 a.m. to 9 a.m.  Opening Remarks: Doug Chittenden, President and EVP, Institutional Retirement

9 a.m. to 10:15 a.m.  The Power of Brand: Protecting the Priceless—Your Reputation
Your unique mission and culture differentiate your brand. Institutions must compete to attract the right students, top faculty and donor funding. Advancing institutions’ reputations and differentiating their brands can seem like a daunting task—consuming both time and money that may not be readily available. Often, decisions and perceptions of stakeholders are made based on how a brand makes them feel vs. simply what is being offered. How can you build upon your organization’s mission-based roots to create a brand differentiator using emotional connection with stakeholders? How can similar institutions still build and maintain some distinctiveness? What are some lesser recognized threats to your reputation and brand and how can such threats be mitigated?
2016 Presidential Elections: A Postmortem on the Impact of Media in Shaping Public Policy

Often referred to as the Fourth Estate for its checks and balance over our three branches of government, mass media has played a central role in educating the public on every commitment and political promise of our local and national candidates. Mainstream media has been both blamed and celebrated, depending on the side you are on, throughout a presidential cycle that has been exceptional, even extraordinary, as to the level of accusations, fact checking, scandal and protest involved. There is no doubt that the media has a great deal of influence in the construction of public understanding and attitudes generally, and around higher education issues including college affordability, debt and value, violence and sexual assault on campus. Our panel brings together a mix of political and education media personalities and journalists to present a postmortem on the elections. What role (or responsibility) does the media have in helping shape the conversation and, in a rapid fire "new media" world, how do we ensure a productive dialogue toward solutions?

Speakers:
Moderator: Elizabeth S. Palmer, SVP, Corporate Communications, TIAA
Molly Ball, Staff Writer, The Atlantic
Jake Sherman, Senior Writer, Politico
Mark Halperin, co-managing editor, Bloomberg Politics and senior political analyst for MSNBC and Bloomberg Television

Implications of the Election on Higher Education

Commentary from Terry Hartle, Senior Vice President, American Council on Education

What REALLY is Changing in Higher Education?

This discussion will address the popular “crises” that appear daily in the news—tuition increases, student debt, the prospect that some small colleges will disappear, and administrative bloat. These concerns will be countered with a view of lesser-publicized but perhaps more concerning challenges to be addressed. Content will be drawn from Mike McPherson’s and Bill Bowen’s recent book Lesson Plan and from the
work of the Commission on the Future of Higher Education, which is co-led by Mike McPherson and Roger Ferguson.

**Speakers:**

Scott Jaschik (interviewer), editor, Inside Higher Ed  
Michael S. McPherson (interviewee), President, Spencer Foundation; TIAA Overseer

3:15 p.m. to 3:30 p.m.  
*Break*

3:30 p.m. to 5:15 p.m.  
**2016 TIAA Institute Hesburgh Lecture and Lessons on Leadership Session**  
Moderator: Skip Spriggs, EVP and Chief Human Resources Officer, TIAA  
The Hesburgh Lecture (3:30 p.m. to 3:55 p.m.) will be delivered by Patricia A. McGuire, President, Trinity Washington University, winner of the 2016 TIAA Institute Hesburgh Award for Leadership Excellence in Higher Education  
Responders’ Panel (3:55 p.m. to 5:15 p.m.) featuring former winners of the TIAA Institute Hesburgh Award  
**Speakers:**  
Diana Natalicio, President, University of Texas at El Paso  
Eduardo J. Padrón, President, Miami Dade College  
William E. Kirwan, Chancellor Emeritus, University System of Maryland  
John Sexton, President Emeritus, NYU

5:30 p.m. to 6:30 p.m.  
*Closing Remarks and Reception*