Embracing diversity. Delivering excellence.

2018 TIAA Institute Women’s Leadership Forum
Program and Speaker Bios

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Dear Colleagues:

Welcome to the TIAA Institute’s first Women’s Leadership Forum! At a time when women leaders are increasingly visible and at the helm of organizations across sectors, we have designed a program to explore women’s leadership challenges and opportunities, examine innovative ideas for enhancing impact, and help successful women continue to progress in their fields and in society. We are delighted to be able to bring together such a diverse, accomplished, inspiring group of individuals for this purpose.

Arising from TIAA’s legacy of commitment to advancing leadership excellence in the higher education and charitable sectors, the TIAA Institute builds and shares knowledge with thought leaders on vital issues, including topics we will discuss today. With these partners, we have produced studies to promote women’s leadership skills, analyze working women’s financial capabilities, and assess female representation in leadership roles in academia and more broadly. A reference sheet citing some of our work is included at the back of this program.

Convenings like this one underscore why TIAA created the Institute 20 years ago—to harness diverse perspectives, leverage intellectual capital, and forge strong partnerships that allow us to give back and contribute meaningfully to the greater good.

Thank you for bringing your enthusiasm and your talent to the table!

Sincerely,

Stephanie Bell-Rose
Senior Managing Director,
Corporate Strategy and Development,
and Head of the TIAA Institute, TIAA
The Benjamin Hotel  
125 E. 50th Street, New York, NY 10022  
Thursday, October 18, 2018

8 to 8:45 a.m.  
Registration and Networking Breakfast

8:45 to 9 a.m.  
Welcome  
Stephanie Bell-Rose, Senior Managing Director, Corporate Strategy and Development, and Head of the TIAA Institute, TIAA

9 to 10 a.m.  
Opening Plenary: Strategies for Success  
Women leaders discuss challenges, strategies, and lessons learned  
**Moderator:** Mona Bhalla, Senior Managing Director and Corporate Secretary, TIAA  
**Panelists:**  
Belinda Miles, President, Westchester Community College  
Linda Akutagawa, President and Chief Executive Officer, Leadership Education for Asian Pacifics (LEAP)  
Millie Garcia, President, American Association of State Colleges and Universities (AASCU)

10 to 10:30 a.m.  
Speed Talk: Latest Research and Trends on the Advancement of Women  
Ripa Rashid, Managing Director, Diversity Best Practices

10:30 to 10:35 a.m.  
Overview of Plan for Break-out Groups  
**Facilitator:** Patricia Hayling Price, Executive Coach, LIVEWORKSTRATEGIZE LLC

10:35 to 11 a.m.  
Break/Transition to Break-out Groups

11 to 11:30 a.m.  
Break-out Groups Discussions  
Topics and Facilitators:

- **Development and Fundraising:** Identifying and engaging donors, cultivating relationships, uncovering new sources, fostering innovation  
  **Facilitator:** Trish Jackson, Senior Advisor, Geisel School of Medicine and Dartmouth-Hitchcock Health

- **Managing Expectations:** Balancing local and national visibility, establishing boundaries, demonstrating awareness of stakeholders’ needs, communicating effectively  
  **Facilitator:** Ella Bell, Professor of Business Administration, Tuck School of Business, Dartmouth College
• **Financial Health of Institutions**: Asking the right questions, understanding key indicators, ensuring clarity around roles and responsibilities
  **Facilitator**: Michelle Asha Cooper, President, Institute for Higher Education Policy

• **Building Your Brand: How to Tell and Sell Your Value**: Building your personal brand, amplifying your strengths and accomplishments, leveraging networks, influencing people
  **Facilitators**: Kim Sharan, Founder and Chief Executive Officer, Kim M. Sharan, LLC and TIAA Trustee
  Lisa Coleman, Senior Vice President for Global Inclusion and Strategic Innovation, New York University

• **The Power of Technology**: Eliminating intimidation, embracing the possibilities, understanding the place of technology in your leadership role, leveraging technology to increase your impact
  **Facilitator**: Khuloud Odeh, Vice President, Technology and Data Sciences and Chief Information Officer, Urban Institute

(15-minute transition)

11:45 a.m. to 12:30 p.m.  Break-out Groups Discussions Report Out

12:30 to 1 p.m.  Lunch and Networking

1 to 1:45 p.m.  Luncheon Fireside Chat: **Leveraging the Power of YOU—Leading with Authenticity**
  **Introduction**: Christina Proscia, General Manager, Institutional Retirement Key Markets, TIAA
  Michelle Miller, CBS News Correspondent and co-host, CBS *This Morning: Saturday*
  Priscilla Sims Brown, Chief Executive Officer, Emerge.me and TIAA Trustee

1:45 to 2 p.m.  Break

2 to 2:30 p.m.  Speed Talk: **Leveraging the Power of Changing Demographics**
  Marta Tienda, Professor of Demographic Studies, Princeton University and TIAA Trustee

2:30 to 3:30 p.m.  Plenary: **Financial Confidence and Capability:**
  **At the Helm, In the Boardroom, In Life**
  Examining leadership in a financial context—understanding what you must know, confirming what you don’t, and finding ways to close the gaps
  **Moderator**: Lori Dickerson Fouché, Senior Executive Vice President and CEO, Retail & Institutional Financial Services, TIAA
  **Panelists:**
  Kim Lew, Vice President and Chief Investment Officer, Carnegie Corporation of New York
  Nina F. Tannenbaum, Managing Director, Alternatives Research, Nuveen Solutions
3:30 to 4:30 p.m.  
**Closing Plenary: Resiliency and Wellness**

Staying mentally, emotionally and physically strong for maximum leadership impact and vitality  
**Moderator:** Subha Barry, President, Working Mother Media  
**Panelists:**
- Brenda Malone, Director of Human Resources, Smithsonian Institution  
- Dnika Travis, Vice President of Research, Catalyst

4:30 to 4:45 p.m.  
**Closing Remarks**

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

4:45 to 5:45 p.m.  
**Networking Reception**

Questions to consider as you reflect upon the dialogue, thoughts and ideas from the Forum:

1. What new or nuanced thinking stood out that you can activate to drive even greater effectiveness for yourself and/or your organization?

2. As you consider your role, what relationships are missing or lacking that could deliver greater value for you and/or your team?

3. Did anything you heard challenge assumptions or prevailing notions?

4. Is there a seemingly intractable issue that can be reexamined with a new mindset from today?

5. Is there an unsolved problem that the discussion shed some light upon?
Linda Akutagawa is President and CEO of Leadership Education for Asian Pacifics, Inc. (LEAP) where she is responsible for LEAP’s strategic direction, sustainability, relationships and collaborations. A passionate social entrepreneur for more than 25 years and beneficiary of LEAP’s leadership programs, 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, 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.
Subha V. Barry is president of Working Mother Media. She oversees Working Mother magazine, workingmother.com, Diversity Best Practices (the leading corporate membership organization supporting diversity and inclusion), and the National Association for Female Executives (NAFE).

Barry’s career spans 30 years of experience in front-line business, operational and leadership roles. Building cohesive and productive teams to become agents of change, she’s demonstrated how strong and inclusive leadership can drive business results and profitability.

During her 21 years at Merrill Lynch, Barry served as a wealth advisor, branch manager, leader of the Multicultural Business Development Group, and Global Head of Diversity & Inclusion. She also held leadership roles with Freddie Mac, serving as Senior Vice President and Chief Diversity Officer with oversight of Diversity & Inclusion, Supplier Diversity, Community Engagement and the Freddie Mac Foundation.

Barry has taught Gender Policy at Columbia University, and continues to speak passionately about the ability to drive innovation by embracing diversity and creating a culture of inclusion. Currently, she serves as board member for a number of organizations aligned with her passions—education, cancer research, and issues affecting women and girls.
Ella L.J. Edmonson Bell is a professor in the Tuck School of Business at Dartmouth College, as well as an author, managerial consultant, and advocate on women’s workplace issues. Bell’s works include *Career GPS* and *Our Separate Ways: Black and White Women and the Struggle for Professional Identity*, for which she served as co-author. Her scholarly work has been featured in *The Wall Street Journal, The Christian Science Monitor, Working Women*, and *Black Enterprise and ESSENCE* magazines, and she is considered by industry and the academy to be one of the leading experts in organizational change and the management of race, gender and class in organizational life.
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, nonprofit and public sectors. Prior to her appointment at TIAA, she served as president of the Goldman Sachs Foundation, and as legal 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, Bed Bath & Beyond Inc., the Public Welfare Foundation, the Council on Foundations, and ABFE, 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.
Mona Bhalla joined TIAA in April 2017 as Vice President and Assistant Corporate Secretary. In October 2017, she was appointed Senior Managing Director and Corporate Secretary. Prior to joining TIAA, Bhalla was with AllianceBernstein LP, where she served as Senior Vice President, Counsel and Corporate Secretary, and Head of the Corporate, Securities and M&A Group. In this capacity, she served as the firm’s corporate secretary, as well as senior securities counsel. In addition, she had responsibility for the legal aspects of all domestic and off-shore business transactions, including mergers and acquisitions.

From 2000 to 2005, Bhalla served as Vice President and Senior Corporate Counsel for AXA Equitable. Prior to that, she practiced law at Willkie Farr & Gallagher and Dewey & LeBoeuf LLP.

Bhalla earned a B.A. *cum laude* from Columbia University and a J.D. from New York University School of Law. She is admitted to practice in New York.
Priscilla Sims Brown has served as CEO of Emerge.me, a digital insurance broker, since 2017. Previously, she served as Senior Executive Vice President and Chief Marketing Officer of AXA Financial, Inc., Senior Vice President, Chief Marketing & Development Officer of Amerihealth Caritas, and Senior Vice President, Head of Marketing and Strategy of Sun Life Financial. Prior leadership roles also include Chief Marketing and Brand Officer with Lincoln Financial Group. Brown attended San Francisco State University, and provides expertise in the areas of financial services operations, financial marketing, institutional customer experience and executive leadership. She serves on the board of TIAA.
Dr. Lisa M. Coleman is inaugural Senior VP for Global Inclusion and Strategic Innovation with New York University (NYU). In this role, she is responsible for advancing strategic global inclusion, belonging and innovation initiatives across NYU’s global campus and schools. Prior to NYU, Dr. Coleman served for six years as the first Chief Diversity Officer and Special Assistant to the President at Harvard University. Prior to those roles, Dr. Coleman directed the Africana program at Tufts University, and was appointed to serve as that institution’s first senior executive D & I officer, reporting to the President.

Dr. Coleman’s scholarly work was sparked by early professional experience with the Association of American Medical Colleges, as well as working as an independent organizational computer consultant. She has spent more than 20 years teaching and working with numerous organizations, including the Transportation Security Administration, the National Organization of Black Law Enforcement, the University of Leiden (Netherlands), Vassar College, and New Zealand Works. Dr. Coleman serves as consultant to leaders around the globe, and sits on various national and international boards, including the U.S. National Association for Tennis and the international board for Diversity in Organizations, Communities & Nations. She has been recognized and received numerous awards for teaching and leadership, as well as for her work on diversity, inclusion, belonging and equity.

Dr. Coleman earned her doctorate in Social and Cultural Analysis, American Studies from NYU, and three master’s degrees from The Ohio State University in African and African American Studies; Women’s, Gender and Sexuality Studies; and Communication Studies.
Dr. Michelle Asha Cooper is the president of the Institute for Higher Education Policy, one of the nation’s most effective voices in championing access and success for all students in postsecondary education.

She is recognized as a fierce advocate for equity and social justice in higher education. She is well-versed in many higher education access and success issues, including equitable reform of higher education, college affordability and financial aid policy, and data quality and transparency.

Prior to joining IHEP, Dr. Cooper held various leadership positions with the Advisory Committee on Student Financial Assistance in the U.S. Department of Education, the Association of American Colleges and Universities, the Council for Independent Colleges, and King's College.
Lori Dickerson Fouché is Senior Executive Vice President and CEO of TIAA's Retail & Institutional Financial Services. In this role, she oversees the business areas that focus on meeting the growing needs of TIAA institutional and individual clients across the full range of financial services, as well as the robust and growing endowments and foundations business.

Prior to joining TIAA in August 2018, she served as Head of Individual Solutions for Prudential Financial, with responsibility for financial advice, annuities, life insurance and other outcome-oriented solutions. Prior to that role, she served as CEO of Prudential Group Insurance and President of Prudential Annuities. Before joining Prudential, Fouché served as President and CEO of Fireman’s Fund Insurance Company, and also spent several years in underwriting and product management, strategic marketing and other leadership roles at Chubb.

Fouché earned her undergraduate degree from Princeton University and an M.B.A. from Harvard Business School. She serves as a Trustee of Princeton University and on the boards of directors for My Brother's Keeper Alliance and Girls Inc.
Dr. Mildred García assumed the presidency of the American Association of State Colleges and Universities (AASCU) on January 22, 2018. In this role, Dr. García is an advocate for public higher education at the national level, working to influence federal policy and regulations on behalf of member colleges and universities. She is the first Latina to lead one of the six presidentially based higher-education associations in Washington, D.C.

Prior to joining AASCU, Dr. García served as president of California State University, Fullerton—the largest university in the CSU system and third largest university in the state. She previously served as president of CSU Dominguez Hills, where she was the first Latina president in the largest system of public higher education in the country. Before her arrival at CSU, she served as the CEO of Berkeley College, where she was the first systemwide president for all six campuses.

Dr. García has held both academic and senior-level positions at Arizona State University; Montclair State University; Pennsylvania State University; Teachers College, Columbia University; and the Hostos, LaGuardia, and City Colleges of the City University of New York.

A first-generation college student, Dr. García earned a Doctor of Education degree and an M.A. in Higher Education Administration from Teachers College, Columbia University; an M.A. in Business Education/Higher Education from New York University; a B.S. in Business Education from Baruch College, City University of New York; and an A.A.S. from New York City Community College.
Patricia Hayling Price is an executive coach and leadership strategist, focused on helping professionals reach higher levels of effectiveness and reward. As president of LIVEWORKSTRATEGIZE LLC, she leverages more than two decades of insight from a successful corporate career in areas including CRM & Sales, Marketing, Business Strategy, Consulting, Market Intelligence, Operations, Communications and Leadership Development. Price’s lauded leadership work as an IBM Global Business Executive inspired the launch of her consultancy in 2006.

In addition to her private practice, Patricia has served as Managing Director for MLT’s Executive Programs since 2007.

Her strategic thought partnership has helped clients including Viacom, Goldman Sachs, Google, Twitter, Bank of America, Fannie Mae, Distillery (data science), Columbia University, Lexis Nexus, Heidrick & Struggles, NYU Wagner - American Express Initiative for Non Profit Woman Leaders, Pace University Center for NFP Management, Merck, Marsh McLennan, and Ambassador Andrew Young’s Good Works International Leadership Team, among others.

A featured guest on NPR's "All Things Considered," Price has served as a valued speaker and facilitator for Dun and Bradstreet (Global Sales Conference in Budapest and Lisbon), Forbes Woman in Leadership Conference, ELC’s Black Woman on Wall Street Symposium, MasterCard Woman's Global Summit, and others.

Price’s contributions to community include board directorships with Westchester Medical Center (nominated by Governor Pataki), International Market Research Association, NFF (U.S. Dept. Agriculture), the American Heart Association, and Harlem JTEP.

Price is a Charles P. Dana Fellow, a Thomas J. Watson Fellow, and a graduate of Colgate University.
Patricia (Trish) Jackson has more than 30 years of advancement experience at a wide variety of institutions. In 2013, she completed an eight-year tenure as vice president for development at Smith College, where she managed all fundraising initiatives, including launch of the $486 million *Women for the World: The Campaign for Smith*, which, once completed, was determined to be the most successful campaign at a women’s college.

Prior to joining Smith, Jackson was associate vice president for development at Dartmouth College, and also served as vice president for education at the Council for Advancement and Support of Education (CASE), where she oversaw all conferences and award programs, and served as primary philanthropic spokesperson for the organization. She remains an active volunteer for CASE, serving as faculty member and frequent author for the organization. Previously, Jackson served on the development staffs of Wheaton, Mount Holyoke, Claremont McKenna and Scripps colleges.

Trish is an alumna and trustee of Scripps College. She earned an M.B.A. with an emphasis in economics of nonprofits from the Drucker School of Management at The Claremont Graduate University. She recently completed service as President of the Board of Elders at The Church of Christ at Dartmouth College, and, as chair of the Women’s Philanthropy Institute Council at the Lilly School of Philanthropy.
Kim Y. Lew
Carnegie Corporation of New York

Kim Y. Lew is Vice President and Chief Investment Officer of Carnegie Corporation of New York, a private foundation established in 1911 by Andrew Carnegie that supports “the advancement and diffusion of knowledge and understanding.” The $3 billion portfolio is global in scope and diversified by asset class and strategy. Prior to her current role, she served as co-Chief Investment Officer and Director of Investments with Carnegie, responsible for private equity.

Prior to joining Carnegie, Lew spent thirteen years with the Ford Foundation, managing the public technology stock portfolio and, later, the private equity portfolio. Previously, she worked in private placement investment with Prudential Capital, and began her career working in middle market banking at Chemical Bank.

Currently serving as Chair of the Board of Trustees of the Stevens Cooperative School, Lew also serves on the Audit Committee and on the Steering Committee of Private Equity Women Investor Network with the Mutual Fund Board of Ariel Investments. She is a member of the Investment Committees of the ACLU and Girl Scouts of America.

Lew earned a B.S. from the Wharton School of the University of Pennsylvania and an M.B.A from Harvard Graduate School of Business. Additionally, she earned her Chartered Financial Analyst (CFA®) designation, and served as both a grader and standard setter for the CFA exam.
Brenda Richardson Malone is Director of Human Resources for the Smithsonian Institution. She is responsible for the development and administration of the human resource management programs for both the federal civil service and Smithsonian trust employees. Malone directs and oversees the full range of human resources services and programs, including workforce planning, position management and classification, compensation and benefits, recruitment and staffing, labor relations, performance management, and employee assistance programs.

Prior to joining the Smithsonian in 2017, Malone served as Vice President for Human Resources and Chief Human Resources Officer at Georgetown University. Previously, she served as Vice Chancellor for Human Resources at the University of North Carolina at Chapel Hill (UNC), and as Vice Chancellor for Faculty and Staff Relations at The City University of New York (CUNY).

Malone earned her bachelor’s degree from Swarthmore College and her J.D. from Hofstra University School of Law. She is active in several professional organizations.
Dr. Belinda S. Miles has served since 2015 as president of Westchester Community College, a State University of New York (SUNY) institution serving more than 26,000 students in one of the nation’s largest metropolitan areas. Deeply committed to student success and completion, Dr. Miles has worked with faculty and staff to increase the College’s three-year graduation rate, expand academic program offerings and partnerships, and attain membership in Achieving the Dream, the national reform network of community colleges committed to improving equity and student outcomes. WCC is SUNY’s first federally designated Hispanic Serving Institution.

Prior to joining WCC, Dr. Miles served as provost and executive vice president of Access, Learning, and Success at Cuyahoga Community College in Ohio, serving 60,000 students. Previous roles include president of the Eastern Campus, dean of Academic Affairs, and assistant dean of Liberal Arts at Cuyahoga, and faculty and administrator roles at LaGuardia Community College, Nassau Community College, and Columbia University.

Recently elected to a three-year term on the Board of Directors for the American Association of Community Colleges, Dr. Miles serves on numerous local and national boards promoting leadership development and economic empowerment through broad access to high-quality education.
Michelle Miller is co-host of CBS *This Morning: Saturday*, and appears regularly on the CBS Evening News, CBS *This Morning* and CBS *Sunday Morning*. Miller joined CBS News in 2004.

Miller has reported on stories of national and international importance, and her reporting has earned several journalism awards, including an Emmy for her series on the National Guard's Youth Challenge Academy, an Edward R Murrow for her coverage of a day care center stand-off in New Orleans, and as part of the Alfred I. duPont – Columbia Award-winning team for coverage of the Newtown, CT, school shooting. She's was voted Woman of the Year by the National Sports Foundation, and was named one of "12 to Watch in TV News" by TV week in 2014.

Her career includes work at the LA Times; the Star Tribune in Minneapolis; WWL-TV in New Orleans; WIS-TV in Columbia, S.C; the Orange County Newschannel and ABC News "Nightline" in Washington, D.C. Miller also taught journalism and mass communication courses at Dillard University.

Miller is a member of the Board of Advisors at Hampton University's Scripps Howard School of Journalism and the Greater New York Chapter of the Links, Inc. She is a founding member of the Women's Leadership Initiative for the United Way of New Orleans and served on the March of Dimes National Communications Advisory Council. Previously, Miller served as vice president of the YWCA of Greater New Orleans and president of both the Black Journalists Association of Southern California and the New Orleans Association of Black Journalists.

Miller earned a bachelor's degree in journalism from Howard University and studied abroad in Kenya and Tanzania. Miller holds a master's degree in urban studies from the University of New Orleans.
Khuloud Odeh is vice president for Technology and Data Science and Chief Information Officer (CIO) at the Urban Institute, where she leads the strategic planning and implementation of research, operations, and communications technology. Not your typical technologist, Odeh brings a unique blend of education, IT organization leadership, change management experience, and understanding of global and local sustainability challenges. Over the course of her career, she has helped various organizations develop and implement strategic IT roadmaps that align with and support business process improvements, innovation, and organizational growth.

Before joining Urban, Odeh was IT director for the Grameen Foundation, a global poverty-fighting organization. She served previously as the CIO of CHF International (now Global Communities) and as senior IT advisor to the Maternal and Child Health Integrated Program with Jhpiego, an international non-profit health organization affiliated with The Johns Hopkins University.

Odeh holds a B.S. in computer science from the University of Jordan in Amman, Jordan; an M.S. in computer science from American University; and a Ph.D. in information technology from George Mason University, where her research focused on the social, environmental, and economic sustainability of an IT organization’s practices. She also earned a master’s degree in strategic leadership toward sustainability from the Blekinge Institute of Technology in Karlskrona, Sweden, where her research focused on the enabling role of IT and broadband connectivity in sustainable urban development.
Christina Proscia is a General Manager for the Institutional Retirement division of TIAA. She heads the Key Markets team, which serves TIAA’s largest clients in Iowa, Michigan, New Jersey and New York.

Most recently, she served as the Managing Director for the Mid-Atlantic and Northeast regions of Institutional Relationship. Prior to that, Christina served as Regional Vice President for the employer retirement markets at Lincoln Financial Group, and was responsible for the management of pension service and sales for the Northeast division. She has also held positions at both UNUM Provident and Monarch Resources and is a leadership council member at the Athena Center for Leadership Studies.

Christina earned a bachelor’s degree from New York University and her M.B.A. from Pace University. She holds FINRA Series 7, 63 and 24 registrations while maintaining life, accident, sickness & health, and variable annuity licenses. Additionally, Christina has obtained the Certified Employee Benefits Specialist (CEBS) professional designation from the Wharton School of the University of Pennsylvania and is pursuing her Certified Financial Planner designation.
Ripa Rashid is an internationally recognized thought leader on race and identity, gender relations, and global leadership as it pertains to inclusive workplace cultures. Most recently, Ripa was co-president at the Center for Talent Innovation (CTI) in New York City, a premier think tank and content provider that studies global workplace inclusion and diversity. She previously served as a management consultant with Booz & Company, PwC, and Mitchell Madison Group, and held senior positions at MetLife and Time Warner. Having lived and worked in North America, Europe, Asia, and Latin America, she is fluent in four languages.


A sought-after speaker and panelist, Rashid has been featured by the OECD, United Nations, World Bank, Asia Society, Bank Negara Malaysia, International Women's Foundation, Aetna, Goldman Sachs, Johnson & Johnson, Pfizer, Standard Chartered, among other businesses and organizations. 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.
Kim M. Sharan is founder and Chief Executive Officer of Kim M. Sharan LLC, a strategic advisory company which puts to work her 36 years of diverse financial services leadership, investment management, financial planning, marketing and digital experience. She has worked with a number of Fortune 500 global financial services organizations, including nine years with Ameriprise Financial, where she held roles as President of Financial Planning and Wealth Strategies and Chief Marketing Officer. Sharan is a board member of TIAA and Partner Here, and serves on the executive advisory board of Own the Room. She also serves on the national board of Girls, Inc., and is a member of Women’s Forum New York and The Committee of 200.

Sharan earned a B.A. in economics from Drew University and an M.B.A. from the University of Chicago Booth School.
Nina Tannenbaum serves as a Managing Director with Nuveen Solutions, where she is responsible for the investment research and portfolio management of alternative assets.

Bringing with her more than 19 years of investment experience, Tannenbaum joined Nuveen from a multi-family office/OCIO, where she served as a portfolio manager, creating and managing customized portfolios of alternatives for large, sophisticated families. Previously, she held a range of investment, structuring, and asset allocation roles encompassing the entire suite of alternative asset classes, including positions with the Blackstone Group, Citigroup, and AllianceBernstein, as well as working in sports investment banking and corporate finance with the National Basketball Association. Nina began her career in investment banking/capital markets at JP Morgan & Co., where she originated and structured high-yield bonds and loans, later transitioning to the buy-side as a high-yield credit analyst for Alliance Capital.

Nina holds a bachelor’s degree *cum laude* from Columbia College of Columbia University, and an M.B.A. from the MIT Sloan School of Management. She is an advisory board member of the Alignment of Interest Association (AOI) and the Alternative Investment Forum (AIF).
Dr. Marta Tienda has served as the Maurice P. During ’22 Professor of Demographic Studies at Princeton University since 1999. She joined the Princeton faculty as professor of Sociology and Public Affairs in 1997. Her areas of expertise include marketing, demographic analyses, trends in higher education, and sociology.

Currently, Dr. Tienda chairs the Alfred P. Sloan Foundation, and serves on the boards of TIAA, Novume Solutions, Inc., the Jacobs Foundation, the Population Reference Bureau, and the Robin Hood Foundation. She is a member of the American Academy of Arts and Sciences, the American Academy of Political and Social Sciences, and the National Academy of Education, and is a Fellow of the American Institutes for Research.

Dr. Tienda earned a B.A. from Michigan State University and an M.A. and Ph.D. from the University of Texas at Austin.
Dr. Dnika J. Travis is Vice President of Research with Catalyst, a global nonprofit working to “build workplaces that work for women.” A recognized researcher, educator, and change leader, she drives Catalyst’s research focused on inclusive work cultures and intersections of gender, race, and ethnicity in the workplace. Her renowned research on the “Emotional Tax” experienced by people of color at work, along with her expertise on engaging in tough conversations across differences, have been widely published and featured in top-tier media outlets such as CNN, Fortune, and NBC News, and she was named a “2017 Women Worth Watching” by Profiles in Diversity Journal.

Prior to joining Catalyst, Dr. Travis was an assistant professor at the University of Texas at Austin School of Social Work, where she maintains an affiliation as a Fellow, and was inducted into the Society for Teaching Excellence’s inaugural class.

She earned her Ph.D. from University of Southern California, M.S.W. from the University of Michigan, and B.A. from Hampton University.
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.

**Flexible Workplace Agreements: Enabling Higher Education’s Strategic Advantage**  
KerryAnn O’Meara (December 2015)  
The ability to offer workplace flexibility is a largely hidden strategic advantage for higher education—and a welcome resource in the midst of the many constraints facing colleges and universities today.

**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.

**Boards and Institutional Diversity: Missed Opportunities, Points of Leverage**  
Peter Eckel and Cathy Trower (November 2016)  
Boards of trustees can play a significant leadership role on issues concerning diversity, equity and inclusion in higher education. Yet too few boards do enough to advance institutional diversity.
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.
About the TIAA Institute

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