TIAA Institute Higher Education Symposium

Exploring new realities: Pandemic implications for higher education operating models and student success

Program Agenda and Speaker Bios

Join the conversation online:
@TIAAInstitute #HigherEd #COVID19
Dear Colleagues:

Welcome to Exploring new realities: Pandemic implications for higher education operating models and student success, a virtual symposium hosted by the TIAA Institute. Thank you for joining this important conversation.

COVID-19 is not only creating new financial and operational challenges for higher education institutions across the nation, it’s also accelerating the impact of demographic, technological and political trends long affecting the sector. As colleges and universities confront new realities, they are being forced to reconsider their value propositions and operating models—while still accomplishing their core missions.

Today’s program is designed to help higher education leaders navigate the uncertainties ahead. We’ll review a new report by TIAA and EY-Parthenon that examines ways to manage pandemic risks, strengthen financial sustainability, and meet changing stakeholder demands. We’ll look closely at what's happening on several campuses, and we’ll take an early look at three important Institute-supported research initiatives underway.

The TIAA Institute was founded in 1998 to build and share knowledge on issues vital to the higher education community, and convenings like this are central to our work. I hope you find the symposium valuable and urge you to add your voice to the discussion. Stay safe and be well.

Sincerely,

Stephanie Bell-Rose
Senior Managing Director and Head
TIAA Institute
October 16, 2020
TIAA Institute Higher Education Symposium

Exploring new realities: Pandemic implications for higher education operating models and student success

Virtual

by invitation only

11 to 11:15 a.m.  Welcome and Opening Remarks
Stephanie Bell-Rose, Senior Managing Director and Head, TIAA Institute
David P. Richardson, Managing Director of Research, TIAA Institute

Session I

11:15 a.m. to 12:30 p.m.  The New Normal: Higher Education in a Post-COVID-19 World
A new white paper, being released in conjunction with the symposium, was developed by TIAA and EY-Parthenon, examining how colleges and universities will manage new risks, strengthen financial sustainability, and address changing stakeholder demands. The paper offers insights gleaned from extensive analyses of publicly available data and industry publications, as well as in-depth conversations with leaders at colleges and universities ranging from small liberal arts institutions to large flagship public universities. This session’s panelists were participants in those in-depth conversations.

Moderator:
Christina Cutlip, Senior Managing Director, Head of National Advocacy & Client Engagement, TIAA

Panelists:
David Anderson, President, St. Olaf College
J. Michael Gower, Executive Vice President–Chief Financial Officer and University Treasurer, Rutgers, The State University of New Jersey
Pierre Joanis, Vice President, Human Resources, Bucknell University

Q&A

12:30 to 12:45 p.m.  Break
Session II
12:45 to 2 p.m.  
Exploring Implications for Student Success: TIAA Institute Partner Research Updates

Moderator: 
Ben Lewis, Senior Managing Director, Head of Sales, Consultant Relations, and Healthcare Markets, TIAA

Panelists:  
Alcione Frederick, Program Manager, and Melissa Rivas, Assistant Director, Center for Public University Transformation, Association of Public and Land-grant Universities (APLU)

Financial Aid Innovations for College Affordability and Mitigating Student Debt
This project is designed to improve the evidence base for financial aid innovations that impact affordability and student debt, particularly for students of color and low- and middle-income students. Primary focus is on: (1) institutional learnings and insights from CARES Act emergency fund distribution; (2) how the pandemic has heightened the need to address the immediate emergency needs of students; and (3) new emphasis on change in institutional arrangements and structures to make college more affordable in the long term.

Wil Del Pilar, Vice President of Higher Education Policy and Practice, The Education Trust

Disproportionate student debt and default rates among African American students
This research will contribute new equity-minded findings that explain why Black students are borrowing in high amounts, struggling to repay, and uniquely impacted by the student loan system. Understanding why students default is critical to crafting effective policy solutions. A COVID lens will be applied to evaluate new concerns and obstacles for Black students.

Gregory Ratliff, Vice President, Rockefeller Philanthropy Advisors

Strengthening Colleges’ Financial Sustainability with Equity in Mind
Key questions developed to spur inquiry, identify options and inform decisions will be discussed. Specifically:
- How do access and success factor into institutional decision making?
- How can equity remain central when institutions are under financial duress?
- In what ways are institutions aligning their financial sustainability strategies with student access and success?

Q&A

2 to 2:15 p.m.  
Closing Remarks
David P. Richardson, Managing Director of Research, TIAA Institute
David Anderson is in his 15th year as President at his alma mater, St. Olaf College. He earned his Ph.D. at Boston College, specializing in 18th-century British literature. He served on the faculty at St. Olaf College, Texas A&M University, and Florida Atlantic University, and served as Dean of the College at Luther College and as Provost at Denison University before becoming the 11th President of St. Olaf in 2006. His scholarly writings range from articles on theodicy in 18th-century literature to a book on modern American detective fiction.
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 is a Senior Managing Director for the Institutional Financial Services division of TIAA (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.
Wil Del Pilar, Ph.D., serves as Ed Trust’s vice president of higher education policy and practice. In this role, Wil spearheads Ed Trust’s mission to highlight inequities and outline solutions in order to improve access, success, affordability, and completion in higher education for low-income students and students of color.

Prior to joining Ed Trust, Wil served in Pennsylvania Governor Tom Wolf’s administration as deputy secretary of postsecondary and higher education, where he developed and implemented the state’s strategic vision for higher education. Before joining Governor Wolf’s team, Wil had experience in the Pennsylvania Department of Education, working as an executive assistant in the state’s higher education office. In this role, he managed an array of services for the state, including the College Access Challenge Grant and the Pennsylvania Information Management System.

Aside from working for Pennsylvania’s Department of Education in higher education policy roles, Wil has held senior development positions, as the director of development at Pennsylvania State University and at the University of Florida’s Machen Florida Opportunity Scholars Program. In both positions, he fought to secure funding to support access and success initiatives for historically underrepresented students.

In addition to his policy and development experience, Wil has a wealth of institutional experience, working in admissions at Chapman University in Orange, California, and the University of California Santa Cruz, as a financial aid counselor at Loyola Marymount University in Los Angeles, and as a research assistant at Penn State.

Wil holds a doctorate in higher education/higher education administration from The Pennsylvania State University, a master’s degree from California State University-Dominguez Hills, and a bachelor’s degree from Chapman University.
Alcione Frederick joined APLU’s Center for Public University Transformation as a Program Manager in July 2020. Prior to APLU, Alcione spent over 10 years working in student affairs supporting student-centered initiatives both nationally and internationally. She is a former Peace Corps volunteer and a teacher trainer who spent three years working in Senegal. Alcione completed her master’s degree in Anthropology at Washington State University. She also holds a bachelor’s degree in Anthropology and Psychology from Juniata College.
J. Michael Gower is the Executive Vice President – Chief Financial Officer & University Treasurer at Rutgers, The State University of New Jersey. Gower is responsible for financial management, planning, procurement, and strategic administrative systems initiatives. He oversees Human Resources and Information Technology through the respective Senior Vice Presidents and provides coordination with the Senior Vice President, Risk Management.

Prior to Rutgers, Gower was Vice President for Business Affairs and Chief Financial Officer at Yeshiva University, Vice President for Finance and Administration and University Treasurer at the University of Vermont, and a higher education management consultant for PricewaterhouseCoopers. He held earlier accounting and financial management roles at Cornell University and Duke University.

Gower is a past Chair of the Board of Directors for EACUBO, serving in numerous other roles over the past 25 years. He was the former chair of the Research Universities Council for NACUBO, was a member of NACUBO’s Board of Directors, and chaired its Committee on the Effective Use of Analytics. He was the recipient of NACUBO’s Professional Development Award in 2008 and EACUBO’s Distinguished Service Award in 2019. He is currently a member of TIAA's Advisory Council.
Pierre Joanis joined Bucknell University in February of 2014 as the Chief Human Resource Officer and Vice President for Human Resource. Pierre leads a team of highly effective Human Resource professionals charged with managing, and supporting the, recruitment, retention, and total rewards efforts for Bucknell faculty, staff, retirees and their dependents.

Pierre is responsible for developing, planning and implementation of strategic initiatives that will position Bucknell University as a higher-education employer of choice. Major accomplishments at Bucknell include the transition to self-insured health benefit programs, and the successful design and implementation Workday HCM and Financials.

Prior to joining Bucknell, Pierre served as the Executive Director for Human Resources at Princeton University. At Princeton Pierre led the employee relations and labor relations teams, as well as the training & organizational development efforts. Pierre served on various staff, faculty and trustee committees to address a diverse set of issues, including, preparing for shifting dynamics in enrollment demographics; diversity, equity, and inclusion; management development; and strategic management of financial resources.

As part of his commitment to Public Service, Pierre accepted the nomination of NJ Governor Jon Corzine and confirmation by the NJ Senate to serve the State of New Jersey as a Commissioner of the New Jersey Public Employment Relations Commission, NJPERC is the State equivalent of the National Labor Relations Board. Pierre currently serves on the national board of directors for CUPA-HR.

Pierre holds an MBA from Arcadia University and a BA from the National Labor College.
Ben Lewis is a Senior Managing Director for the Institutional Retirement business at TIAA, a Fortune 100 financial services organization and leading provider of asset management and retirement services for the academic, research, medical, and cultural fields.

As Head of Healthcare Markets Ben’s team focuses on managing relationships with healthcare clients to ensure TIAA addresses their specialized needs. Ben is also responsible for TIAA’s Sales and Consultant Relations teams, through which he oversees the sales process for new and existing Institutional clients across all markets and seeks to grow relationships with search consultants, an increasingly important group of industry influencers.

Ben joined TIAA in 2012 as Senior Managing Director for the Select Plan Market and was responsible for leading a team in delivering outstanding client service and working with participants to help improve their retirement readiness, while also seeking to produce sound segment financials.

Before joining TIAA, he was Managing Director at Putnam Investments where he oversaw all of Putnam’s retirement distribution channels (institutional, advisor and investment). This included leading a team of relationship managers and establishing a defined contribution consultant relations team.

Ben is on the Board of Directors for the National Business Officers Association (NBOA). He is also an Executive Co-Sponsor of TIAA’s OurCorps Business Resource Group and recently joined the Advance Male Ally Program as the New England Male Ally Ambassador. He is also on the TFS Operating Committee.

Ben earned a B.S. in Economics from Hamilton College and holds FINRA Series 6, 7, 24 and 63 licenses.
Greg Ratliff
Rockefeller Philanthropy Advisors

Greg is a Vice President at Rockefeller Philanthropy Advisors’ New York office beginning in 2019 and manages client engagements with a range of individual, family and corporate donors. As part of Rockefeller Philanthropy Advisors’ impact investing practice, he advises investors on portfolios to generate both social and financial returns.

Prior to Rockefeller Philanthropy Advisors, Greg was a member of leadership team at the newly launched ACT Center for Equity in Learning. Greg held several positions at the John D. and Catherine T. MacArthur Foundation, where he created an impact investment portfolio defined at five percent of institutional assets. He doubled the annual rate of investing to $20 million and initiated multi-year grant and investment programs in the areas of affordable housing preservation and community development venture capital. Greg also worked at the Bill & Melinda Gates Foundation, where he was responsible for developing strategies to increase the engagement of low-income young adults in postsecondary education.

Greg holds a BA from UCLA and earned his MBA from Northeastern University, while also completing graduate work in Urban Studies at MIT. He is a Board member at Domini Impact Equity Funds.
David P. Richardson is Managing Director of Research at the TIAA Institute. Before joining the Institute, he served as Senior Economist for Public Finance at the White House Council of Economic Advisers and held the New York Life Chair in Risk Management and Insurance at Georgia State University. Previously, he worked as a financial economist in the Office of Tax Policy at the U.S. Treasury and was an assistant professor in the Department of Economics at Davidson College.

Richardson’s research interests include public pensions, employer retirement benefit plans and household financial security. He has served as a research fellow for the China Center for Insurance and Social Security Research at Peking University, a research fellow for the Center for Risk Management Research, and a research associate at the Andrew Young School of Policy Studies at Georgia State University. He also is a member of the Pension Research Council Advisory Board, the American Economic Association, the American Risk and Insurance Association, and the National Tax Association.

Richardson earned a B.B.A. from the University of Georgia, and an M.A. and a Ph.D. in economics from Boston College.
Melissa is the Assistant Director for the Center for Public University Transformation at APLU, working primarily on the Powered by Publics Initiative. Before joining APLU, Melissa was a graduate intern at Excelencia in Education, where she analyzed strategies for improving Latino student success through their “Growing What Works” program. She has also worked with the University of Maryland, College Park’s ADVANCE program, and with uAspire in Oakland, CA, where she helped local high school students navigate the financial aid process as a College Affordability Advisor. Melissa completed her master’s degree in Higher Education, Student Affairs, and International Education Policy at the University of Maryland, College Park. She also holds a bachelor’s degree in sociology from the University of California, Berkeley.
About the TIAA Institute

For more than 20 years, 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 tiaainstitute.org.