

TIAA-CREF Institute Annual National Higher Education Leadership Conference
November 2 – 3, 2006

Transformational Change in Higher Education – Positioning Your Institution for Future Success

The topic of transformational change in higher education has become increasingly prevalent over recent years. The reasons are many, including daunting fiscal and demographic challenges, institutional opportunities presented by new technologies; the growth of the learning industry; increased competition for faculty and students; higher expectations and changing demands from a wide and diverse group of stakeholders; and the need to adapt institutional structures to new teaching roles, learning preferences, and research and outreach missions. Always important, higher education has become even more essential to the economic advancement of individuals, regions, states, and nations. However, there is no guarantee that traditional structures and modes of operation will be the ones that thrive in the future. This conference explores transformational change in higher education, whether and when change is needed, and how campus leaders can develop a vision and strategy for moving change from concept to reality.

The first day of the conference will examine the role of the entrepreneurial leader and his or her interactions with key constituencies that are essential for successful transformational change. Key constituencies considered include trustees, policymakers and the public, including students and parents. Such constituencies have their own values, objectives, priorities and biases regarding the appropriate mission of higher education. How does the successful leader create alignment between his or her vision and those of these constituencies and thus achieve the environment needed for effective change?

The second day of the conference will shift to examination of two strategic issues: the financing of college and university operations and student access in connection with pricing. Transformational change in how an institution finances its operations will have a direct impact on its balance sheet and on its ultimate success in realizing a broad strategic vision, of which financing strategies are only a part. Strategic pricing changes can be made with student recruitment and retention, as well as other objectives, as goals. Speakers will consider the use of creative financing strategies and innovative pricing models as objectives of transformational change and as vehicles to achieve broader transformational change for the institution.

The conference is intended to provide senior institutional leaders (presidents, chancellors, provosts, chief operating officers, business officers, deans) with new and actionable information to enhance decision-making and inform strategic planning leading to future success. Intended for journalists and other representatives of the media as well, the program also aims to encourage and enhance effective reporting on higher education issues.

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Thursday, November 2 8:30 – 4:30
Breakfast will be available from 7:30 – 8:30.

8:30 – 9:00 Welcome

Madeleine d'Ambrosio, Executive Director, TIAA-CREF Institute

9:00 – 11:00 Roundtable: Setting the Stage

The stage will be set with a facilitated roundtable discussion to provide context for the remainder of the conference by illuminating features for the current landscape prompting transformational change related to interactions with key constituencies, financing, and student access.

Alan Finder, Education Reporter, The New York Times (moderator)
F. King Alexander, President, California State University, Long Beach
Dolores M. Fernandez, President, Hostos Community College, CUNY
Gordon Gee, Chancellor, Vanderbilt University
David J. Skorton, President, Cornell University

11:00 – 11:15 Break

11:15 – 1:00 Strengthening the Academic Presidency: Recommendations for Presidents and Governing Boards

A wide-ranging discussion of the global, national, and local challenges facing the leaders of public and private colleges and universities, and the recommendations of the recent AGB Task Force on the State of the Presidency in American Higher Education to strengthen the leadership capacity of presidents and their boards.

Richard D. Legon, President, Association of Governing Boards of
Universities and Colleges (Moderator)
The Honorable Gerald L. Baliles, former governor of Virginia; Director of
the Miller Center for Public Affairs, University of Virginia
Harold W. Pote, Trustee, Drexel University; President and CEO, American
Financial Realty Trust
Alvin J. Schexnider, Executive Vice President, Norfolk State University
Laura Skandera Trombley, President, Pitzer College

1:00 – 2:00 Lunch

2:00 – 3:45 Institutional Vision with Policymakers' and the Public's Interests

Prospects for funding are dependent upon creating alignment between an institution's strategic vision for its role in society and the views of the public and government officials regarding the mission of higher education. This session will explore how leaders build understanding and how growing pressures for accountability impact the development and communication of a strategic vision.

David Ward, President, American Council on Education (Moderator)
Lawrence S. Bacow, Tufts University
Scott S. Cowen, President, Tulane University
Mildred Garcia, President, Berkeley College
William E. Kirwan, Chancellor, University System of Maryland ([View Slides](#))

3:45 – 4:30 Transformational Change at TIAA-CREF

TIAA-CREF's CEO, Herb Allison, will provide information about recent change within TIAA-CREF and share insights learned while leading the organization during a period of significant evolution.

6:30 – 9:30 Reception and Dinner

Friday, November 3 8:30 – 1:30

Breakfast will be available from 7:30 – 8:30.

8:30 – 8:45 Opening Remarks

Ed Van Dolsen, Executive Vice President, Institutional Client Services,
TIAA-CREF

8:45 – 10:15 Financing Institutional Operations – The Entrepreneurial Leader

What transformational change is emerging with respect to raising capital? Innovations in bond markets? Strategic partnerships with the corporate sector? New programs that generate ongoing revenue streams? This session will examine the value and implications of current practices.

Scott Kaspick, President, Kaspick & Company (Moderator)

Roy Flores, Chancellor, Pima Community College

Wale Adeosun, Treasurer and Chief Investment Officer, Rensselaer
Polytechnic Institute ([View Slides](#))

James McGill, Senior Vice President, Finance and Administration, Johns
Hopkins University ([View Slides](#))

Carol Cartwright, President Emeritus, Kent State University ([View Slides](#))

10:15 – 11:45 Changing Student Access through Strategic Pricing Initiatives

Strategic pricing has emerged as a tool in managing the recruitment and retention of students. Objectives are varied across institutions and within institutions. Discussion will focus on changes occurring in institutional policies regarding tuition and financial aid and their impact.

Ronald G. Ehrenberg, Irving M. Ives Professor of Industrial and Labor
Relations and Economics; Director of the Cornell Higher Education
Research Institute, Cornell University (Moderator)

James Garland, President Emeritus, Miami University of Ohio

James Scannell, President, Scannell & Kurz, Inc. ([View Slides](#))

Catharine Bond Hill, President and Professor of Economics,
Vassar College ([View Slides](#))

Robert G. Templin, Jr., President, Northern Virginia Community College ([View Slides](#))

11:45 – 1:30 Lunch and Guest Speaker

Lifestyles editor of *The Futurist* magazine David Pearce Snyder will share data-based forecasts on the dynamic encounter between multiple external realities and higher education.