

By Invitation Only

The New Balancing Act in the Business of Higher Education

**November 3 – 4, 2005
New York, NY**

Overview

It is a rare college or university today that doesn't know firsthand the challenges of shrinking institutional budgets. Expectations for resolving budgetary problems through higher levels of state funding or by further increases in tuition are unrealistic. And to what extent can endowments offset the slow or zero growth of revenues? The prospect of long-term budget constraints is forcing contemplation and indeed implementation of drastic measures, including program eliminations, layoffs, and caps on student enrollments. Reduced budgets are surely bringing about significant changes on the nation's campuses. The environment is motivating innovation – new approaches to raising revenues and, as importantly, the creative use of existing funds. The conference will examine methods of implementing new policies, the development of new management plans and institutional objectives in an era of budgetary austerity, and potential methods of enhancing university budgets.

Audience

The conference seeks to attract leading higher education decision makers, including presidents, provosts, chancellors, academic deans and chief financial officers at major colleges and universities, and leading scholars knowledgeable about and pursuing research on issues that will be addressed during the conference.

Preliminary Conference Agenda
Thursday, November 3

10:00-10:30 am **Welcome**

Herb Allison, Chairman, President, and CEO, TIAA-CREF
Madeleine d'Ambrosio, Vice President and Executive Director,
TIAA-CREF Institute

10:30-11:00 am **Session A: Setting the Stage**

Stanley Ikenberry, Regent Professor and President Emeritus, University
of Illinois; President of TIAA and CREF Boards of Overseers

The keynote address for the conference. The address will set the stage
for the conference by discussing the three primary themes of the
conference: enhancing revenues, evolving faculty contracts, and
implementing change.

11:00-12:30 pm **Session B: Issues and Challenges**

David Kirp, Professor of Public Policy, University of California, Berkeley
Joseph Quinn, Professor of Economics and Dean of the College of Arts
and Sciences, Boston College

Kirp, author of *Shakespeare, Einstein, and the Bottom Line*, will
examine economic forces that have been transforming American
universities, both generally and by referencing specific examples. Quinn,
as moderator of this session, will engage Kirp and members of the
audience in discussion, while contributing his own perspectives as well.

12:30-1:45 pm **Lunch**

1:45-3:15 pm **Session C: Enhancing Revenues**

James Hearn, Professor of Public Policy and Higher Education, Peabody
College of Vanderbilt University ([Read Paper](#))
F. King Alexander, President, Murray State University
William Kirwan, Chancellor, University System of Maryland

Hearn will open the session by providing a research overview addressing
changes in the revenue sources of colleges and universities. His
presentation will draw on his recent ACE book and subsequent research.
Alexander and Kirwan will discuss some innovative funding methods
and will highlight the experiences of their own institutions. The speakers
will also address implications of institutions becoming more entrepre-
neurial in an effort to generate additional revenues.

- 3:15-4:45 pm** **Session D: Observations and Reflections on Day One**
- Speakers with different perspectives will comment on the issues raised during the day. They will highlight what was learned and potential implications for the future. The session will include general audience discussion.
- Bert Scott (invited)*, Executive Vice President, Product Management, TIAA-CREF
- David Longanecker*, Executive Director of the Western Interstate Commission for Higher Education (WICHE)
- David Breneman*, Dean of the Curry School of Education, University of Virginia
- Benjamin Quillian*, Senior Vice President, Business and Operations, American Council on Education

- 6:30 pm** **Reception and Dinner**

Friday, November 4

- 8:15-8:30 am** **Welcome**
- Fran Nolan*, Executive Vice President, Client Services, TIAA-CREF

- 8:30-10:00 am** **Session E: Faculty Employment Practices**
- Ronald Ehrenberg*, Irving M. Ives Professor of Industrial and Labor Relations and Economics at Cornell University and Director of the Cornell Higher Education Research Institute ([Read Paper](#))
- John Sexton*, President, New York University
- Kermit Hall*, President, State University of New York at Albany
- Ehrenberg will open the session by providing a research overview on the topic of evolving faculty contracts. Sexton and Hall will provide insights on issues such as the use of innovative new faculty contracts and the development of alternative career paths for faculty. A key question is whether these initiatives are part of thoughtful strategic plans or more of ad hoc responses to immediate financial pressures. Of primary concern is whether changes in faculty contracts are affecting the teaching and research missions of American universities.

- 10:00-10:15 am** **Break**

10:15-11:45 am Session F: Implementing Change

Kenneth “Buzz” Shaw, Chancellor Emeritus and University Professor,
Syracuse University

Robert H. Bruininks, President, University of Minnesota

Michael Adams, President, The University of Georgia

Shaw will open the session by reexamining some of his experiences as a new president at Syracuse, Wisconsin and Southern Illinois. Based on these experiences, he has developed a series of key principles associated with implementing change that culminated in his most recent book, *Intentional Leadership*. Bruininks and Adams will provide reactions to the principles Shaw offers and discuss how/whether they have succeeded in producing fundamental change at their institutions.

11:45-1:00 pm Session G: Observations and Reflections on Day Two

Speakers with different perspectives will comment on the issues raised during the day. They will highlight what was learned and potential implications for the future. The session will include general audience discussion.

Paul Van Heest, Vice President, Strategy & Implementation, TIAA-CREF

Cathy A. Trower, Research Associate, Graduate School of Education, Harvard University

Allan Cohen, Edward Madden Professor and Director of Corporate Entrepreneurship, Babson College and formerly vice president of academic affairs

Gordon Winston, Director of Williams Project on the Economics of Higher Education and Professor, Williams College