

Foreword

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In the face of ever increasing pressures within the business of higher education, transformational change has become a prevalent theme for academic leaders. Forces necessitating change are many, including daunting fiscal and demographic challenges; increasing demands regarding access, affordability and accountability; the rapid pace of technological advances; increased competition among institutions for both students and faculty; and demands to upgrade and expand facilities. Such forces will continue to stretch budgets that are already constrained and challenge traditional ways of operating. The best leaders will see this as an era of opportunity for American colleges and universities and will adapt their paradigms and their models to embrace and foster evolving teaching roles, learning preferences, and research and outreach missions.

At TIAA-CREF, we are building on our historic mission of partnering with higher education, our core market, to help address challenges such as those described above, to meet institutions' needs and those of their employees. Acting as a bridge between higher education and our company, the TIAA-CREF Institute generates research, information and understanding focused on financial security and higher education issues. The Institute shares this knowledge through its books, periodicals, DVDs, conferences, webcasts and other forums. This volume, part of the TIAA-CREF Institute Series on Higher Education, is one example of our commitment to providing new and actionable information to higher education leadership to enhance decision making and inform strategic planning.

In November 2006, the Institute convened Transformational Change in Higher Education: Positioning Your Institution for Future Success, a major national conference of university presidents, chancellors, academic deans, scholars and others to examine how their institutions can successfully adapt to the rapidly changing higher education landscape.

Conference attendees first considered how successful leaders can align their institutional vision and initiatives with the expectations of the diverse groups of stakeholders they serve (governing boards, policymakers and the public) and achieve an environment conducive to transformational change. The conference next provided a forum for academic leaders to exchange ideas on issues of strategic importance, such as increasing student access through strategic pricing initiatives and developing creative financing strategies for higher education. We are indebted to our conference participants who brought their experiences to the table and shared their unique perspectives.

This book includes chapters devoted to each of the thematic issues covered by the conference. The input of the more than 100 higher education thought leaders who attended the conference is also reflected throughout these pages. The chapters were written by a distinguished group of prominent higher education scholars, who not only summarized and synthesized the presentations and discussions of each conference session but also shared their personal thinking and insights regarding the issues raised. We are very grateful for their efforts.

TIAA-CREF is proud to once again explore issues of strategic importance to higher education with those we serve through the TIAA-CREF Institute's National Higher Education Leadership Conferences. We at TIAA-CREF are privileged to serve our partners in higher education, and look forward to continuing our longstanding collaboration with them.