

Contributors

Authors

F. King Alexander was named the 6th President of California State University, Long Beach, in November of 2005 after serving as the President of Murray State University in Kentucky from 2001–05. He is a well-respected national expert in domestic and international higher education finance and public policy. His research on university revenue and expenditure patterns has been featured in *The Economist*, *The New York Times*, *The Chronicle of Higher Education*, *The Boston Globe*, *The Australian*, and *The Christian Science Monitor*. Due to his expertise in these areas, Alexander was recently named as chairperson of one of the three national committees responsible for developing the Voluntary System of Accountability (VSA) advanced by the Spellings Commission for the Future of Higher Education. He also was recently selected by the Under Secretary for Higher Education as part of a national task force to develop recommendations to improve federal and state needs-based student aid policies. Prior to serving as president of two public universities, Alexander was a faculty member and director of the Higher Education Program at the University of Illinois at Urbana-Champaign from 1997–2001. He received his PhD from the University of Wisconsin-Madison in higher education finance and public policy, a Master of Science degree from Oxford University (England) in comparative education policy and his undergraduate degree in political science from St. Lawrence University in New York.

Herbert M. Allison, Jr. was Chairperson, President, and Chief Executive Officer of TIAA-CREF (Teachers Insurance and Annuity Association-College Retirement Equities Fund) from 2002 to 2008. He joined TIAA-CREF in 2002 after a 28-year career at Merrill Lynch & Co., Inc., where he last served as President and Chief Operating Officer until 1999. His professional career began with Merrill Lynch in 1971, serving as an associate in investment banking in New York and he also held posts in Paris, London, and Tehran. He became President and Chief Operating Officer and a member of the board in 1997. In 2000, Herbert accepted a leadership role in a start-up academic organization, the Alliance for Lifelong Learning, Inc., a joint venture by Oxford, Stanford, and Yale Universities. There, as President and Chief Executive Officer, he helped build an online

learning forum for adults that provided the highest-quality college-level courses. Herbert is Chairperson of the Business-Higher Education Forum and serves on the Advisory Board of the Yale School of Management as well as the Advisory Council of the Stanford Graduate School of Business. He earned a BA in philosophy from Yale University. Following a four-year tour of duty in the US Navy, including service in Vietnam, he earned an MBA from Stanford University.

Carol A. Cartwright is Interim President of Bowling Green State University in Bowling Green, Ohio. Previously, she served as Kent State University's president for more than 15 years. She was the university's 10th president and the first woman president of a state university in Ohio. Prior to her career at Kent State, she was Vice Chancellor for Academic Affairs at the University of California at Davis and Dean for Undergraduate Programs and Vice Provost at The Pennsylvania State University. Kent State's eight campuses serve more than 33 000 students from throughout Ohio and the nation, and from 100 countries. One of the largest employers in Northeast Ohio, the university employs more than 4600 full and part-time faculty and staff. Carol has also held prominent leadership roles in higher education's most influential national organizations, chairing the board of directors of the American Association for Higher Education and serving on the boards of directors of the American Council on Education and the National Association of State Universities and Land Grant Colleges. She chaired the National Collegiate Athletic Association (NCAA) Executive Committee and served as a member of the NCAA's board of directors. She also served on the executive board of the National Council for Accreditation of Teacher Education, the Center for Research Libraries board of directors and the American Council on Education Commission on Women in Higher Education. She currently serves on the board of directors of the American Association of Colleges and Universities, the Knight Commission on Intercollegiate Athletics and the National Public Radio board of directors. She is also a member of the Wilson Council and chairs the Board's Fellowship Committee of the Woodrow Wilson International Center for Scholars. Carol earned Master's and doctoral degrees from the University of Pittsburgh and her Bachelor's degree from the University of Wisconsin at Whitewater.

Madeleine B. d'Ambrosio is Vice President and Executive Director of the TIAA-CREF Institute. She joined TIAA-CREF in 1975 as an Institutional Consultant. She spent nine years counseling colleges, universities, and other not-for-profit institutions on all aspects of their employee benefit programs. From 1984 until 1994 as Vice President, Institutional Counseling, she had management responsibilities for the design and administration

of institutional benefit plans and the counseling and financial education of participants. During this time Madeleine introduced TIAA-CREF Financial Education Seminars, including a special financial education program for women. In 1994 she was named Vice President of Education and Financial Support Services responsible for training, financial guidance, and advice for participants, FINRA (Financial Industry Regulatory Authority) and SEC (US Securities and Exchange Commission) compliance, and further development of educational seminars on topics important to the financial well-being of individuals and families. In 1998 Madeleine was appointed the first Executive Director of the TIAA-CREF Institute. She received her BA degree from Manhattanville College and is a Certified Employee Benefit Specialist.

Ronald G. Ehrenberg is the Irving M. Ives Professor of Industrial and Labor Relations and Economics at Cornell University and a Stephen H. Weiss Presidential Fellow. He is Director of the Cornell Higher Education Research Institute and an elected member of the Cornell Board of Trustees. From 1995 to 1998 he served as Cornell's Vice President for Academic Programs, Planning and Budgeting. A noted labor economist and co-author of the leading textbook, *Modern Labor Economics: Theory and Public Policy* (10th edition, 2008), his recent research has focused on higher education issues. He is the editor of *American University: National Treasure or Endangered Species* (1997), the author of *Tuition Rising: Why College Costs So Much* (2000), the editor of *Governing Academia* (2004) and *What's Happening to Public Higher Education?* (2006), and the co-editor of *Science and the University* (2007), *Transformational Change in Higher Education: Positioning Colleges and University for future Success* (2007), and *Doctoral Education and the Faculty of the Future* (2008). Ehrenberg received a BA in mathematics from Harpur College (SUNY Binghamton) in 1966 and a PhD in economics from Northwestern University in 1970, and an honorary doctorate of science from the State University of New York in 2008. Dr Ehrenberg is a TIAA-CREF Institute Fellow.

Martin Finkelstein is Professor of Higher Education at Seton Hall University. He received his PhD from the State University of New York at Buffalo in 1978. Since then, he has taught at the University of Denver and Teacher's College, Columbia University and has served as a Visiting Scholar at the Claremont Graduate University and the Research Institute for Higher Education, Hiroshima University, Japan. Between 1989 and 1997, he served as the Executive Director of the New Jersey Institute for Collegiate Teaching and Learning. He is the author of *The American Academic Profession* (1988) and *The New Academic Generation* (with Robert Seal and Jack Schuster, 1998). His new book with Jack Schuster,

The American Faculty: The Restructuring of Academic Work and Careers, was published in early 2006.

Donald W. Harward served as President of Bates College from 1989 through June 2002. Before taking the office at Bates, Donald served as Vice President for Academic Affairs at The College of Wooster in Ohio; preceding his tenure there, he taught and served in the Department of Philosophy at the University of Delaware, and subsequently designed and led the university's Honors Program. He holds a PhD in philosophy from the University of Maryland, and has served as a senior advisor for the ACE Fellows Program and is a senior fellow with AAC&U (Association of American Colleges and Universities). He served as the consultant for the joint AAC&U and Campus Compact Project to establish a national Center for Liberal Education and Civic Engagement, and has, from its inception in 2003, served as the Director of the Bringing Theory to Practice Project—a national effort to understand and promote outcomes of liberal education, including those of student well-being and their civic development. The project is a partnership of the Charles Engelhard Foundation of New York City and the AAC&U, the largest and oldest professional association committed to liberal education.

Mark Heckler became the 18th president of Valparaiso University in July 2008, where he also holds a tenured appointment as Professor of Theatre. He was previously the Provost and Vice Chancellor for Academic and Student Affairs at the University of Colorado Denver. Mark arrived in Colorado in 1995 where he served as Director of the School of the Arts and Professor of Theatre, Film, and Television and later became founding Dean of the College of Arts and Media. Mark was Director of Theatre and Chair of the Department of Fine Arts at Siena College in Albany, NY, a post he held from 1979. As an actor, director, and designer for the stage, Mark has over 100 academic and professional productions to his credit, including performances throughout the United States, Europe, and the Middle East. Active for over a decade in international education, Mark has been heavily involved in innovative educational and research partnerships in China, Russia, Africa and the European Union.

Donald E. Heller is Professor of Education and Senior Scientist, and Director of the Center for the Study of Higher Education, at The Pennsylvania State University. He teaches and conducts research on higher education economics, public policy, and finance, with a primary focus on issues of college access and choice for low-income and minority students. He is the editor of the books *State Postsecondary Education Research: New Methods to Inform Policy and Practice* (with K. Shaw, 2007), *Condition of*

Access: Higher Education for Lower Income Students (2002), and *The States and Public Higher Education Policy: Affordability, Access, and Accountability* (2000). Donald has testified in front of Congressional committees, state legislatures, and in federal court cases as an expert witness. He earned an EdD in higher education from the Harvard Graduate School of Education, and holds an EdM in administration, planning, and social policy from Harvard and a BA in economics and political science from Tufts University. Before his academic career, he spent a decade as an information technology manager at the Massachusetts Institute of Technology. Donald received the 2002 Promising Scholar/Early Career Achievement Award from the Association for the Study of Higher Education, a scholarly society with over 1500 members dedicated to higher education as a field of study. He was also the recipient in 2001 of the Robert P. Huff Golden Quill Award from the National Association of Student Financial Aid Administrators, for his contributions to the literature on student financial aid. Dr Heller is a TIAA-CREF Institute Fellow.

Neil Howe is a historian, economist, and demographer who writes and speaks frequently on generational change in American history and on long-term fiscal policy. He is co-founder of LifeCourse Associates, a marketing, HR, and strategic planning consultancy serving corporate, government, and non-profit clients. He has co-authored many books with William Strauss, including *Generations* (1991), *13th Gen* (1993), *The Fourth Turning* (1997), and *Millennials Rising* (2000). His other co-authored books include *On Borrowed Time* (1988). He is also a senior associate at the Center for Strategic and International Studies, where he helps lead the CSIS “Global Aging Initiative,” and a senior advisor to the Concord Coalition. He holds graduate degrees in history and economics from Yale University.

D. Bruce Johnstone is Distinguished Service Professor of Higher and Comparative Education Emeritus at the State University of New York at Buffalo. Before he retired in July 2006, he specialized in higher education finance, governance, and policy formation, and in international comparative higher education. He was Director of the Center for Comparative and Global Studies in Education. He continues to direct the International Comparative Higher Education Finance and Accessibility Project, a multi-year examination into the worldwide shift of higher education costs from governments and taxpayers to parents and students, as well as to write, lecture, and consult in international higher education finance. In a 25-year administrative career, Johnstone has held posts of Vice President for Administration at the University of Pennsylvania, President of the State University College of Buffalo, and Chancellor of the State University of New York System, the latter from 1988 through 1994. He holds a BA in

economics from Harvard, an MAT from Harvard's Graduate School of Education, and a PhD in higher education from the University of Minnesota. He has honorary doctorates from California State University San Diego, Towson State University, and D'Youville College. Dr Johnstone is a TIAA-CREF Institute Fellow.

Rebecca Klein-Collins is the Director of Research for the Council for Adult and Experiential Learning. Her research projects have included analyzing state adult learning data and policies, identifying the exemplary workforce development practices of employers, assessing the impact of employer-funded tuition programs on employee retention, and describing innovative, system-transforming practices in workforce development. She has a Bachelor's degree from Grinnell College and Master's degrees from Indiana University and the University of Chicago, Harris School of Public Policy.

Valerie Martin Conley is Associate Professor of Higher Education and Director of the Center for Higher Education, Ohio University. She specializes in quantitative applications for educational policy and research drawing upon her experience as a consultant to the US Department of Education's National Center for Education Statistics (NCES). Valerie teaches courses on institutional research, assessment, management of higher education, and policy. In June 2007, she received the Ohio University Outstanding Graduate Faculty Award. Valerie's work has been published by the US Department of Education, *Research in Higher Education*, and *Academe*. She co-edited (with David Leslie) *New Ways to Phase into Retirement: Options for Faculty and Institutions* (2006) and she regularly writes on retirement and benefits for the National Education Association's *Higher Education Almanac*. Her 2008 chapter was titled *Retirement and Benefits: Shifting Responsibilities*. A former institutional researcher, she is currently serving on the board of directors for the Association for Institutional Research (AIR) and chairs the association's Higher Education Data Policy Committee. She received her PhD (2002) in educational leadership and policy studies from Virginia Tech (Blacksburg, VA) and her MA (1990) and BA (1987) in sociology from the University of Virginia (Charlottesville, VA). Dr Conley is a TIAA-CREF Institute Fellow.

Virginia Michelich is the Vice President for Academic and Student Affairs at Georgia Perimeter College (GPC), a multi-campus institution with five campuses located in the metro-Atlanta area. As the Chief Academic and Student Affairs Officer of the College, Virginia is responsible for ensuring excellence in the breadth and quality of academic programs and student affairs services.

She is the college's liaison to the Board of Regents of the University System of Georgia for both academic and student affairs. Virginia holds the rank of Professor of Biology and has served the college as a faculty member and department chairperson of science. She earned a BA in microbiology from the University of Missouri and a PhD in microbiology from the University of Minnesota. Virginia served as an instructor for the Medical College of Georgia prior to teaching at GPC. She has received the Regents' Distinguished Professor of Teaching and Learning and the Faculty Recognition Award from the Consortium for Community College Development. In 1999, she was awarded a Board of Regents' Teaching and Learning grant to develop technology-infused and online courses.

Reena Nadler is the program director of LifeCourse Associates, a marketing, HR, and strategic planning consultancy founded by best-selling authors and generational experts William Strauss and Neil Howe. She works with the authors to give corporate, government, and non-profit clients powerful insights into who today's generation are, how they interact with each other, and how they will shape our national future. Most recently, she helped write the newly released second edition of *Millennials Go to College* (2007), about today's rising generation of young people and how they are transforming higher education. She is currently working on two more books, *Millennials in K-12 Schools* and *Millennials in the Workplace*. Reena has collaborated with Howe and Strauss on articles appearing in a variety of publications, most recently the *Harvard Business Review*. A graduate of Swarthmore College and a first-wave Millennial herself, she brings a first-hand perspective to the authors' work on today's youth generation.

Kenneth E. Redd is a Senior Fellow at the Institute for Higher Education, University of Georgia, and also serves as Director of Research and Policy Analysis for the Council of Graduate Schools (CGS). In his positions Ken provides research and data analysis on graduate school financial aid, enrollments, degrees conferred, and international admissions, applications, and enrollments. Prior to joining CGS, Ken served as Director of Research and Policy Analysis for the National Association of Student Financial Aid Administrators, and also served in various research and policy analysis positions for other organizations. Ken is the author or co-author of numerous research reports, book chapters, and journal articles on a wide variety of issues in higher education. He also serves on the board of directors for the Sallie Mae Fund, on the advisory panel for the National Postsecondary Student Aid Study and the Baccalaureate and Beyond Longitudinal Study. Ken holds a Master's degree in public affairs from the University of Minnesota, and a Bachelor's degree in English and political science from Tufts University.

Phyllis Snyder is Vice President of the Council for Adult and Experiential Learning. She has consulted with organizations to increase the quality and availability of learning opportunities for their workforce during the last 13 years. With funding from the US Department of Labor, she has designed a Nursing Career Lattice program using the apprenticeship model that has been implemented in nine states. She has studied the implications of the aging workforce on business and has developed programs to help address the transition to an encore career. She is a graduate of Smith College and holds Master's degrees in education from Harvard University and in city planning from the University of Pennsylvania.

Karen Steinberg joined the Council for Adult and Experiential Learning (CAEL) as its first Executive Vice President in 2002. Prior to joining CAEL, Karen was the Senior Vice Chancellor for Administration and Finance, United States Open University (USOU), a nationally accredited, not-for-profit, online university established in 1998 by the British Open University to serve adult students. From 1985 through 1999, Karen was Senior Deputy to the Chancellor with the University and Community College System of Nevada. She holds a BA degree in English from California State University at Chico and a Master's degree in public administration and public policy from the University of Nevada, Reno.

William Strauss, who passed away in December 2007, was a speaker, writer, historian, playwright, theater director, and performer. He was an authority on generational change in American history and the co-founder of LifeCourse Associates, a marketing, HR, and strategic planning consultancy serving corporate, government, and non-profit clients. He co-authored many books with Neil Howe, including *Generations* (1991), *13th Gen* (1993), *The Fourth Turning* (1997), and *Millennials Rising* (2000). He was the co-founder and director of the Capitol Steps satirical troupe, for which he performed up until his death, and wrote three musicals and two plays. In 1999, William co-founded the Cappies, now an international high school "Critics and Awards" program, and in 2006 and 2007 he advised the creative student teams that wrote the musicals *Edit: Undo* and *Senioritis*. William held graduate degrees from Harvard Law School and the Kennedy School of Government.

Teresa A. Sullivan became Provost and Executive Vice President for Academic Affairs at the University of Michigan on 1 June 2006. She is also Professor of Sociology in the College of Literature, Science, and the Arts. Prior to joining the University of Michigan, Teresa was Executive Vice Chancellor for Academic Affairs for the University of Texas System, a position she held from 2002 until May 2006. In that role, she was the Chief

Academic Officer for the nine academic campuses within the University of Texas System. Her responsibilities included developing tuition-setting procedures, initiating and supporting educational and research collaborations among the various campuses, and developing external collaborations. Teresa first joined the University of Texas at Austin in 1975 as an instructor and then Assistant Professor in the Department of Sociology. From 1977–81, she was a faculty member at the University of Chicago. Teresa returned to Texas in 1981 as a faculty member in the Sociology Department. In 1986 she was named to the Law School faculty as well. Teresa also held several administrative positions at Texas including: Vice President and Graduate Dean (1995–2002), Vice Provost (1994–95), Chair of the Department of Sociology (1990–92), and Director of Women’s Studies (1985–87). A graduate of James Madison College at Michigan State University, Teresa received her doctoral degree in sociology from the University of Chicago. She is a TIAA-CREF Institute Fellow.

Cathy A. Trower is Research Associate at Harvard University, Graduate School of Education. Her current project, entitled the “Collaborative on Academic Careers in Higher Education,” has as a primary purpose making the academy a more attractive and equitable place for new teacher-scholars by giving voice to pre-tenure faculty about the quality of their work life and their level of satisfaction with the workplace including climate, clarity of tenure, and promotion processes and criteria, professional development opportunities, and the equity of policies and practices. A secondary purpose of the project is to increase the recruitment, retention, status, success, and satisfaction of faculty of color and white women. Cathy has studied faculty employment issues, policy, and practices for the past 14 years during which she produced an edited volume, numerous book chapters, articles, and case studies. Cathy has made dozens of presentations over the past several years on tenure policies and practices, faculty recruitment strategies, and the issues of women and minority faculty. Previously, Cathy served as a senior-level administrator of business degree programs at Johns Hopkins University with responsibility for corporate and community alliances. She has an MBA and a BBA from the University of Iowa and earned a PhD in higher education administration at the University of Maryland, College Park. Dr Trower is a TIAA-CREF Institute Fellow.

Conference panelists and moderators

F. King Alexander (see list of authors)
Herbert M. Allison, Jr. (see list of authors)
Andrew K. Benton, President, Pepperdine University
Janet Bickel, Principal, Janet Bickel & Associates

- Father Lawrence Biondi**, President, Saint Louis University
Linda Bunnell, Chancellor, University of Wisconsin, Stevens Point
Carol A. Cartwright (see list of authors)
Madeleine B. d'Ambrosio (see list of authors)
Ronald G. Ehrenberg (see list of authors)
Joan Girgus, Professor of Psychology and Special Assistant to the Dean of the Faculty, Princeton University
Robert Glidden, President Emeritus, Ohio University
Richard Guarasci, President, Wagner College
Donald W. Harward (see list of authors)
Mark Heckler (see list of authors)
Julie K. Little, Associate Director, EDUCAUSE
John Lombardi, President, Louisiana State University System
Virginia Michelich (see list of authors)
Steven G. Poskanzer, President, SUNY New Paltz
Kenneth P. Ruscio, President, Washington and Lee University
Lou Anna K. Simon, President, Michigan State University
Debra W. Stewart, President, Council of Graduate Schools
William Strauss (see list of authors)
Teresa A. Sullivan (see list of authors)
Jerry Sue Thornton, President, Cuyahoga Community College
Lee T. Todd, President, University of Kentucky
Nancy Uscher, Provost, California Institute of the Arts
Michael K. Young, President, The University of Utah