

Foreword

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TIAA-CREF (Teachers Insurance and Annuity Association-College Retirement Equities Fund) is pleased to partner with the higher education community by offering forums such as the TIAA-CREF Institute National Higher Education Leadership Conference where leaders can share their perspectives on critical issues that affect the academic community. In November 2007, the Institute hosted university presidents, chancellors, and other senior officials at the “Generational Shockwaves: Implications for Higher Education” conference. The sessions addressed the growing challenge of managing faculty, staff and students from different generations, often with very different perspectives and priorities—and how this ever-widening generational gap is impacting their institutions.

Over the course of the event, conversations focused on three key generations of students and employees—the Baby Boomers, Generation X, and the Millennials—and their influence on both the pedagogical and operational aspects of higher education. Colleges and universities are compelled—by the realities of addressing aging faculty, retaining talented professors and researchers, and attracting new ones—to accommodate the particular goals and circumstances of each generation while adhering to the missions and values of their institutions. It is our collective responsibility and challenge to fulfill the expectations of today’s college and university students and faculty, while preparing to meet the needs of generations to come. As all of us rethink strategies for effective institutional evolution, we must consider how to meet the often divergent needs of these groups.

This book includes chapters authored by prominent thought leaders who have synthesized the themes and discussions of the conference and also further elaborated on issues and challenges raised. Additionally, it represents the contributions of the more than 100 higher education thought leaders who attended. All of us at TIAA-CREF are appreciative of their efforts.

TIAA-CREF’s historic mission remains constant: to aid and strengthen institutions of higher education by offering strategic expertise focused on the specific needs of colleges and universities and by seeking to provide

lifelong financial security through our comprehensive financial services capabilities and advisory services. As competition for faculty and students increases, and institutions adjust to meet those evolving needs, TIAA-CREF is committed to being their trusted partner.

NOTE

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