NEW LEADERSHIP IN THE WORLD OF PHILANTHROPY

CIC Conversation between Foundation Officers and College and University Presidents

Tuesday, October 15, 2013

TIAA-CREF Headquarters • Wharton Auditorium
730 Third Avenue, New York, NY
NEW LEADERSHIP IN THE WORLD OF PHILANTHROPY

8:00 a.m. BREAKFAST BUFFET

8:20 a.m. WELCOME

Michael Gilligan, President, Henry Luce Foundation, and member, CIC Board of Directors

Nancy Oliver Gray, President, Hollins University, Vice Chair for Resource Development, CIC Board of Directors

GREETINGS FROM TIAA-CREF

Ronald R. Pressman, Executive Vice President and Chief Operating Officer

INTRODUCTION

Richard Ekman, President, Council of Independent Colleges

8:35 a.m. SESSION I: KEYNOTE

Earl Lewis, President, Andrew W. Mellon Foundation

Moderator: Marjorie Hass, President, Austin College, and member, CIC Board of Directors

9:20 a.m. SESSION II

Barbara A. Chow, Director, Education Program, William and Flora Hewlett Foundation

Moderator: Thomas A. Kazee, President, University of Evansville

10:05 a.m. BREAK
10:20 a.m.  **SESSION III**

**Judith R. Shapiro**, President, Teagle Foundation

Moderator: **Donald R. Eastman III**, President, Eckerd College

11:05 a.m.  **SESSION IV**

**Daniel Greenstein**, Director of Education, Postsecondary Success in the United States Program, Bill & Melinda Gates Foundation

**John R. Ettinger**, Chief Executive Officer, Leona M. and Harry B. Helmsley Charitable Trust

Moderator: **Mary B. Marcy**, President, Dominican University of California

Noon  **SESSION V**

**Eugene R. Tempel**, Founding Dean, Lilly Family School of Philanthropy, Indiana University

Moderator: **W. Richard Merriman, Jr.**, President, Southwestern College (KS)

Announcements: **Barbara Hetrick**, Senior Vice President, Council of Independent Colleges

12:45 p.m.  **BOXED LUNCHES AND ROUNDTABLE DISCUSSIONS WITH FOUNDATION EXECUTIVES**

*(See page 18 for discussion group leaders and locations.)*

2:00 p.m.  **ADJOURNMENT**
ANDREW W. MELLON FOUNDATION

The Andrew W. Mellon Foundation currently makes grants in five core program areas: higher education and scholarship; scholarly communications and information technology; art history, conservation, and museums; performing arts; and conservation and the environment. Institutions and programs receiving support are often leaders in fields, but they also may be promising newcomers or in a position to demonstrate new ways of overcoming obstacles to achieve program goals. Mellon’s grantmaking philosophy is to build, strengthen, and sustain institutions and their core capacities, rather than be a source for narrowly defined projects. As such, the foundation develops thoughtful, long-term collaborations with grant recipients and invests sufficient funds for an extended period to accomplish the purpose at hand and achieve meaningful results. For additional information, see www.mellon.org.

Earl Lewis is president of the Andrew W. Mellon Foundation. He earned an undergraduate degree from Concordia College, Minnesota, in history and psychology and a PhD in history from the University of Minnesota. Lewis held faculty appointments at the University of California at Berkeley (1984–1989), the University of Michigan (1989–2004), and Emory University (2004–2012). Before coming to Mellon he served as provost and executive vice president for academic affairs and the Asa Griggs Candler Professor of History and African American Studies at Emory. In recent years Lewis has championed the importance of diversifying the academy, enhancing graduate education, re-visioning the liberal arts, exploring the role of digital tools for learning, and connecting universities to their communities. The author and co-editor of seven books as well as the 11-volume The Young Oxford History of African Americans, he has written numerous essays, articles, and reviews on aspects of American and African American history. Among his books are the critically recognized In Their Own Interests: Race, Class and Power in 20th Century Norfolk (University of California Press, 1991); the award-winning To Make Our World Anew: A History of African Americans (Oxford University Press, 2000); and the widely acclaimed Love on Trial: An American Scandal in Black and White (WW Norton, 2001). His most recent books are The African American Urban Experience: Perspectives from the Colonial Period to the Present (2004) and Defending Diversity: Affirmative Action at the University of Michigan (2004). Lewis has been a member of several academic and community...
boards, founding co-editor of the award-winning book series *American Crossroads* (University of California Press) and, since 2008, a fellow of the American Academy of Arts and Sciences.

**Eugene M. Tobin** is the program officer for Higher Education and the Liberal Arts Colleges Program at the Andrew W. Mellon Foundation. His grantmaking responsibilities encompass the areas of faculty and curricular development, presidential leadership, undergraduate teaching and learning, educational effectiveness, and institutional collaboration. Tobin spent 23 years at Hamilton College as a faculty member, department chair, dean of faculty, and as the 18th president (1993–2003). Prior to joining the Hamilton faculty in 1980, he taught at state colleges in New Jersey and Pennsylvania, was a National Endowment for the Humanities Postdoctoral Fellow at Vanderbilt University, and held visiting appointments at Miami University (Ohio) and Indiana University, Bloomington. His research focuses on late 19th and early 20th century American social and political history and the history of American higher education. Tobin earned his BA in history from Rutgers University and his MA and PhD degrees in the history of American civilization from Brandeis University. He is the co-author with William G. Bowen and Martin A. Kurzweil of *Equity and Excellence in American Higher Education*, winner of the 2006 American Educational Research Association’s Outstanding Book Award. Tobin’s recent publications include an essay, “The Modern Evolution of America’s Flagship Universities,” in William G. Bowen, Matthew M. Chingos, and Michael S. McPherson, *Crossing the Finish Line: Completing College at America’s Public Universities* (Princeton University Press, 2009).
According to its co-founders, the Bill & Melinda Gates Foundation is teaming up with partners around the world to “take on the really tough problems” such as extreme poverty and poor health in developing countries and the shortcomings of America’s education system. The foundation focuses on only a few issues because the founders think that is the best way to have critical impact, and it focuses on these issues because they believe they are the biggest barriers that prevent people from making the most of their lives. For each issue the foundation works on, it funds innovative ideas that could help remove these barriers—for example, new techniques to help farmers in developing countries grow more food and earn more income; new tools to prevent and treat deadly diseases; and new methods to help students and teachers in the classroom. The Gates Foundation leaders think an essential role of philanthropy is to make bets on promising solutions that governments and businesses can’t afford to make. They believe that by doing these things—focusing on a few big goals and working with partners on innovative solutions—the foundation can help every person get the chance to live a healthy, productive life. For additional information, see www.gatesfoundation.org.

Daniel Greenstein, director of Education, Postsecondary Success in the United States Program, oversees work to increase substantially the number of students that acquire a postsecondary degree or certificate. Before joining the foundation, Greenstein was vice provost for academic planning and programs at the University of California office of the president. In that role he oversaw academic planning at the university-wide level for this 10-campus 220,000-student system. He had administrative responsibility for system-wide academic programs—the University of California Press, the California Digital Library, the university’s Education Abroad Program and internship programs in Washington, DC, and Sacramento—and acted as director for UC Online Education, a new effort to integrate online education into the university’s undergraduate curriculum. Greenstein has led, and in some cases founded, several internet-based academic information services in the United States (the California Digital Library) and the United Kingdom (the Arts and Humanities Data Service), and he has served on boards and acted in strategic consulting roles for educational, cultural heritage, and information technology organizations. He holds degrees from the Universities of Oxford (DPhil) and Pennsylvania (MA, BA) and began his professional life as a senior lecturer in modern history at Glasgow University. Intellectual pursuits include sustaining models for public higher education, online undergraduate instruction, and models for supporting disruptive innovation in large well-established organizations.
The Henry Luce Foundation points to higher education as “a persistent theme for most of the foundation’s programs, with an emphasis on innovation and scholarship.” Grants are awarded for specific projects in the broad areas of Asian affairs, American art, public policy and the environment, theology, advancement of women in science and engineering, and higher education. The Luce Scholars Program gives a select group of young Americans, not Asian specialists, a year’s work experience in East and Southeast Asia. Asia grants support the creation of new scholarly and public resources on East and Southeast Asia as well as innovative cultural and intellectual exchanges between the Asia-Pacific region and the United States. The Clare Boothe Luce Program is designed to enhance the careers of women in science and engineering through scholarships, fellowships, and professorships at invited institutions. Funding in the arts focuses on research, scholarship, and exhibitions in American art; direct support for specific projects at major museums and service organizations; and dissertation support for topics in American art history through the American Council of Learned Societies. Theology grants are made primarily to seminaries and divinity schools for educational purposes. The Henry Luce III Theology Fellows Program is administered through the Association of Theological Schools. Public Policy and the Environment grants are made to support the study of critical issues and environmental training and research. For additional information, see www.hluce.org.

Michael Gilligan was elected president of the Henry Luce Foundation in 2002, having been program director for theology since 1998. He previously served as director of accreditation and leadership education at the Association of Theological Schools, as academic dean of the Pontifical College Josephinum, and as teacher and administrator in the Catholic Diocese of Columbus. He received his BA from Duke University and his MA and PhD in English from the University of Virginia. He is a trustee of the United Board for Christian Higher Education in Asia and the General Theological Seminary and on the Board of Directors of the Council of Independent Colleges.
The Lilly Family School of Philanthropy is dedicated to improving philanthropy by training and empowering students and practitioners to be innovators and leaders who create positive and lasting change in the world. The first such school in the world, the School of Philanthropy partners with colleagues in the IU School of Liberal Arts at Indiana University-Purdue University Indianapolis (IUPUI), the School of Public and Environmental Affairs at IUPUI and IU Bloomington, and colleagues in this field across IU and around the world to strengthen philanthropy. Building on the foundation of its precursor, the Center on Philanthropy at Indiana University, the school encompasses, enhances, and expands all existing academic degree, research, and training programs, including the Fund Raising School, the Lake Institute on Faith & Giving, the Women's Philanthropy Institute, and International Programs. The school was founded in response to the increasingly complex and dynamic environment in which philanthropy operates. Successful philanthropy now requires greater knowledge and more sophisticated education, research, and training than ever before. For additional information, see www.philanthropy.iupui.edu.

**Eugene R. Tempel** is the founding dean of the Indiana University Lilly Family School of Philanthropy, the world’s first school devoted to the study and teaching of philanthropy. He is an internationally recognized expert on philanthropy and the philanthropic sector. Tempel has nearly three decades of philanthropy leadership, administration, and fundraising experience. He played an integral role in establishing the school’s precursor, the Center on Philanthropy at Indiana University, and served as its executive director for 11 years, transforming it into a leading national resource. An early leader in creating the field of philanthropic studies, he was the first elected president of the Nonprofit Academic Centers Council. He is professor of philanthropic studies and of higher education and adjunct professor of public administration at Indiana University. Committed throughout his career to strengthening the philanthropic sector, Tempel has been named one of the 50 most influential nonprofit sector leaders for 11 consecutive years. He earned a BA degree in English and philosophy from St. Benedict College and an MA in English and a doctoral degree in higher education administration from Indiana University. He holds the Certified Fund Raising Executive professional designation.
LEONA M. AND HARRY B. HELMSLEY CHARITABLE TRUST

The Leona M. and Harry B. Helmsley Charitable Trust aspires to improve lives by supporting effective nonprofits in a variety of selected areas. Despite its significant financial resources and the advanced development of several of its programs, the trust is a relatively new organization. The trust expects to continue to grow materially in the coming years, both in terms of assets (as various additional properties are liquidated from the Helmsley estate) and the number, scale, and impact of grants across the array of critical issues it seeks to address. Currently, the trust has developed a number of programs in the health care and medical research fields, as well as programs focused on education, vulnerable children, conservation, and the security and development of Israel. For additional information, see www.helmsleytrust.org.

John R. Ettinger is the chief executive officer at the Leona M. and Harry B. Helmsley Charitable Trust. From 1999 through 2011, Ettinger served as the managing partner at the global law firm Davis Polk & Wardwell LLP, where he successfully led and helped manage a broad expansion of the 160 year-old firm’s practice both domestically and internationally. The firm’s lawyers routinely represent the largest multi-national corporations and financial institutions on their most complex transactions, advisory, and litigation matters. Ettinger joined Davis Polk in 1979 and became a partner in 1986. He has represented clients in mergers, acquisitions, private equity transactions, joint ventures, securities offerings, restructurings, takeover defenses, and corporate governance issues. He regularly represented leading investment banks in a wide variety of matters. Ettinger has had a strong commitment to public service throughout his career. His community activities have included serving as a trustee of the Phillips Exeter Academy, director of Communities in Schools, Inc. (a national dropout prevention organization that serves more than 1.3 million students), member of the Yale University Council, and director of the Martha’s Vineyard Museum. He is a graduate of the Phillips Exeter Academy, received a BA from Yale University, was a Rhodes Scholar at Merton College at Oxford University, and received a JD from Harvard Law School, where he served as an editor of the Harvard Law Review.
THE TEAGLE FOUNDATION

The Teagle Foundation is an influential national voice and a catalyst for change in higher education with a focus on improving undergraduate student learning in the arts and sciences. The foundation provides leadership by mobilizing the intellectual and financial resources that are necessary if today's students are to have access to a challenging and transformative liberal education. The benefits of such learning last for a lifetime and are best achieved when colleges set clear goals for liberal learning and systematically evaluate progress toward them. The foundation’s commitment to such education includes its grantmaking to institutions of higher education across the country, its long-established scholarship program for the children of employees of ExxonMobil, and its work with organizations and colleges and universities helping economically disadvantaged young people in New York City gain admission to college and succeed once there. In carrying out its work, the foundation is committed to disseminating its findings widely, believing that the knowledge generated by grantees—rather than the funding that enabled their work—is at the heart of its philanthropy. For additional information, see www.teaglefoundation.org.

Judith R. Shapiro became president of the Teagle Foundation on July 1, 2013. She also is president and professor of anthropology emerita of Barnard College and professor of anthropology emerita at Bryn Mawr College. She is a magna cum laude graduate of Brandeis University and received her PhD in anthropology from Columbia University. She began her teaching career at the University of Chicago in 1970, the first woman appointed to the Department of Anthropology, and moved to Bryn Mawr College in 1975. She became chair of the department, dean of the undergraduate college in 1985, and then served as provost from 1986 to 1994. Shapiro assumed the Barnard College presidency in 1994 and served until 2008, a time of major growth for the institution on many fronts: faculty development, curricular innovation, major architectural improvements, and enhanced fundraising. Shapiro’s scholarly work has been in the areas of gender differences, social organization, cultural theory, and missionization. She has carried out research in lowland South America, notably among the Tapirapé and Yanomami Indians of Brazil, and with the Northern Paiute of the North American Great Basin. She also carried out research with the Little Sisters of Jesus, an international Catholic congregation. She was president of the American Ethnological Society, a fellow at the Center for Advanced Study in the Behavioral Sciences, and a fellow of the American Council of Learned Societies. Her views on higher education have been widely published in the New York Times, Chronicle of Higher Education, Boston Globe, and U.S. News and World Report. She was named one of Vanity Fair’s “200 Most Influential Women in America” in 1998. In December 2002, she received the National Institute of Social Sciences’ Gold Medal Award for her contributions as a leader in higher education for women. She was elected in 2003 to membership in the American Philosophical Society, the oldest learned society in the United States, and also is a member of the American Academy of Arts and Sciences. Shapiro currently serves on the boards of ITHAKA Harbors, Scholars at Risk, and Friends of the European Humanities University. She is a member of the President’s Advisory Council of The University of the People.
The William and Flora Hewlett Foundation’s programs have several ambitious goals: helping to reduce global poverty, limiting the risk of climate change, improving education for students in California and elsewhere, improving reproductive health and rights worldwide, supporting vibrant performing arts, advancing the field of philanthropy, and supporting disadvantaged communities in the San Francisco Bay Area. With such far-reaching goals, and relatively limited funds to achieve them, the foundation acknowledges how important it is to have sound strategies for success in all its programs. That approach is informed by three fundamental values:

- First, the Hewlett Foundation is concerned primarily with solving social and environmental problems. This requires that staff defines program objectives, grants, and other activities in terms of problems to be solved; identifies indicators of progress and criteria for evaluating success; and that the foundation is prepared to stay the course.

- Second, the solutions to serious problems are seldom known with anything close to certainty. The foundation must therefore be prepared to experiment and take risks in its grantmaking. This, too, requires setting clear objectives and creating ways to measure success whenever possible. Without this information, it would be very difficult to know how the risk eventuated. This approach also requires a willingness to acknowledge and learn from failures.

- Third, grantee institutions—nonprofit organizations and, in some cases, government entities—are essential partners in achieving the foundation’s goals. This explains the relatively high proportion of the foundation’s grants budget allocated to general operating support. It also implies a concern not only for the health of individual organizations, but for the fields in which they operate.

For additional information, see www.hewlett.org.

**Barbara A. Chow** began her term as the education program director with the Hewlett Foundation in fall 2008, coming from the House Budget Committee where she served as policy director. From 2001 to 2007 she was the executive director of the National Geographic Education Foundation and vice president for education and children’s programs at National Geographic. She served in both terms of the Clinton administration. From 1993 to 1997, she was a special assistant to the president for legislative affairs, acting as White House liaison to Congress on economic, budget, and appropriation matters. From 1997 to 2001, Chow worked in the Office of Management and Budget (OMB), where she was the program associate director for education, income maintenance, and labor. Starting in 2000, she kept the OMB position and added the position of deputy director of the White House Domestic Policy Council.

**Marc Chun** works to develop and implement grantmaking for the Education Program's deeper learning initiative as a program officer at the Hewlett Foundation. The Education Program's Deeper Learning
Network is a consortium of ten school operators that oversee more than 400 schools in 37 states; the network serves to demonstrate the effectiveness of educating students in deeper learning skills. Chun also oversees the program’s research agenda. Before joining the foundation, Chun worked for the Council for Aid to Education, a nonprofit organization based in New York City that measures students’ higher order thinking skills. As the director of education, he created and ran a professional development program that promoted curricular and pedagogical reform. He also has worked for the Stanford Institute for Higher Education Research, the Higher Education Research Institute, and the RAND Corporation. Chun earned a PhD in education from Stanford University and completed a postdoctoral fellowship in sociology and education at Teachers College, Columbia University. He has three master’s degrees: one in administration and policy analysis from Stanford University; a second in education from the University of California, Los Angeles; and a third in sociology, also from Stanford. He has taught at Stanford University, Columbia University, Vanderbilt University, and The New School and has published on topics related to performance assessment and student learning.
TIAA-CREF

The TIAA-CREF group of companies is a prominent financial services organization dedicated to providing lifetime financial security to those in the health care, academic, cultural, and research fields; they serve people whose work serves others. An organization with more than $487.1 billion in total assets under management and administration as of March 31, 2012, TIAA-CREF has more than 3.7 million participants in more than 27,000 plans and 15,000 public and private institutions. TIAA-CREF and its group of companies provide a broad range of products and services including retirement plans, planned giving, executive compensation arrangements, annuities, mutual funds, IRAs, Keogh plans, life insurance, and education savings plans. For additional information, see www.tiaa-cref.org.

Ronald R. Pressman is executive vice president and chief operating officer and a member of TIAA-CREF’s executive management team. In his role as chief operating officer, Pressman is responsible for driving the company’s strategic vision and operational excellence in order to enhance growth, execute business plans, and deliver high-quality products and services to clients. In this capacity, his efforts focus on further improving company performance, strengthening integration across the organization, helping maintain financial stability, and leading new business initiatives. Pressman has more than 30 years of industry experience in the financial services, investment management, real estate, and insurance industries. Prior to joining TIAA-CREF in January 2012, he served as president and CEO of GE Capital Real Estate and as director of the GE Capital Services and GE Capital Corporation boards. Previously, he served as president and CEO of GE Asset Management and chairman, president, and CEO of GE Employers Reinsurance Group. Pressman also held global leadership positions including serving as the CEO of GE Energy Europe, Africa, Middle East, and Southwest Asia and the general manager for GE International’s Central and Eastern European markets. Pressman is a graduate of Hamilton College, where he continues to serve as a charter trustee. He currently is a director at Aspen Insurance Holdings Limited. In addition, Pressman holds leadership positions in various philanthropic organizations, serving as the chairman of the National Board of A Better Chance and a director of Pathways to College.
Donald R. Eastman III was appointed the fourth president of Eckerd College in Florida in July 2001. Before his appointment, Eastman served ten years at the University of Georgia as vice president for development and university relations and as vice president for strategic planning and public affairs. From 1989 to 1991, Eastman served at Cornell University as executive director of university communications and as acting vice president for university relations. At the University of Tennessee, from 1975 to 1989, Eastman served as the executive assistant to the chancellor, executive director of university communications, and director of international affairs. From 1972 to 1975, Eastman served as the executive director of the Florida Endowment for the Humanities. Through his work in international education, Eastman has traveled extensively throughout the world and developed university linkage programs with institutions in Brazil, Chile, China, England, Ireland, Jordan, and Tunisia. Eastman is a member of the Advisory Council for Academy Prep Center of St. Petersburg, the Council of Presidents of the Association of Governing Boards, and a member of the Board of Directors of the Association of Presbyterian Colleges and Universities. He has previously served on the Florida Council of 100, the Board of the National Association of Independent Colleges and Universities (NAICU), and as chair of NAICU’s Tax Policy Committee. He has been a member of the Association of American Universities Council on Public Affairs, the ACE Commission on Women in Higher Education, and the Board of Directors of the National Council for the Advancement and Support of Education (CASE). In 2009, CASE awarded Eastman the 2009 CASE III National Chief Executive Leadership Award, a prestigious national award recognizing outstanding leadership and service in support of education. In December 2009, the City of St. Petersburg City Council presented Eastman the Key to the City. Eastman has published articles and essays on higher education, international education, and English literature. He earned his BA in philosophy and English from the University of Tennessee and his PhD in English at the University of Florida.

Richard Ekman has been president of the Council of Independent Colleges since 2000. During his tenure, CIC has increased in membership, added many programs and services, and increased participation levels in CIC’s major programs. He previously served as vice president for programs of Atlantic Philanthropies and, from 1991 to 1999, as secretary and senior program officer of the Andrew W. Mellon Foundation. From 1982 until 1991, he was at the National Endowment for the Humanities, successively as director of the
Division of Education Programs and the Division of Research Programs. His previous experience includes service as vice president and dean of Hiram College, where he also was a tenured member of the history faculty, and assistant to the provost at the University of Massachusetts at Boston. He currently serves as a member of many boards, including those of Project Pericles, Harvard University’s library and graduate school of arts and sciences, New Leadership Alliance for Student Learning and Accountability, American Academic Leadership Institute, and Hollings Center for International Dialogue. He is a recipient of the W.E.B. DuBois Medal of Harvard University. He is co-author, with Richard E. Quandt, of *Technology and Scholarly Communication* (University of California Press, 1999). He earned his AB in history and PhD in the history of American civilization from Harvard University.

**Nancy Oliver Gray** became the 11th president of Hollins University in Virginia in January 2005 after serving five-and-a-half years as president of Converse College in South Carolina. Gray is a 1973 graduate of Vanderbilt University, holds a master of education degree from North Texas State University, and completed additional graduate work at Vanderbilt. In 2002 she received an honorary doctorate of humane letters from Presbyterian College. Gray first worked in student affairs and then focused on institutional advancement at Vanderbilt, the University of Louisville, and Oberlin College, eventually serving with distinction as vice president of development and alumni/ae relations from 1991–1998 at Rider University in New Jersey. She was vice president of seminary relations at Princeton Theological Seminary (and now serves on its Board of Trustees) when she was named president of Converse College. Gray is a member of the Board of Directors of the Council of Independent Colleges and is past chair of the Council of Independent Colleges in Virginia. She is treasurer of the Women's College Coalition and also holds memberships on the Policy Committee for the National Association of Independent Colleges and Universities and the Board of Directors of the Tuition Plan Consortium. In the Roanoke area, she serves on the boards of United Way of the Roanoke Valley, the Business Council, the Community Advisory Board of the Junior League of Roanoke Valley, and the Editorial Advisory Board of *Valley Business FRONT* magazine.

**Marjorie Hass** became the 15th president of Austin College in Texas in July 2009 and has strengthened the college’s firm foundation of success, promoting a culture of academic excellence and a commitment to educational access for talented students regardless of financial background. Her vision includes development of the college’s long-standing core values of global awareness and engaged citizenship, as well as emphasis on sound financial and environmental responsibility, and re-animation of the liberal arts in today’s digital era. Hass is an accomplished spokesperson for the significant influence of liberal arts education on individuals and local and world communities. Engaged with higher education issues beyond her own campus, Hass is a member of the boards of the Council of Independent Colleges, the National Association of Independent Colleges and Universities, and the Independent Colleges and Universities of Texas, and she is a presidential sponsor for the Texas Women in Higher Education conference. She serves on the Southern College Athletic Conference President’s Council and is a member of the NCAA Division
III Management Council. She also has been appointed to the Texas Bar Foundation Board of Trustees. Prior to her presidency at Austin College, Hass served as provost at Muhlenberg College in Allentown, Pennsylvania. She began her career at Muhlenberg in 1993 as a member of the philosophy faculty and also served as director of Muhlenberg's Center for Ethics. Her scholarship and teaching focus on issues in philosophy of language and philosophy of logic. Hass earned her bachelor's degree, master's degree, and PhD in philosophy at the University of Illinois, Urbana-Champaign.

Thomas A. Kazee is the University of Evansville's 23rd president. He began his service to UE in June 2010. A political scientist, Kazee served for 18 years on the faculty at Davidson College, including a decade as chair of the Department of Political Science and four years as dean of the college at Sewanee: The University of the South. Prior to coming to UE, he served as provost and executive vice president at Furman University. He received a BA in political science from Baldwin-Wallace College in Berea, Ohio, in 1974, and a PhD in political science from Ohio State University in 1978. A passionate advocate for the liberal arts, Kazee was the recipient of Davidson College's Hunter-Hamilton Love of Teaching Award. While at Sewanee and Furman, his work focused primarily on curricular development, facilities enhancement, sustainability, and strategic planning. At the University of Evansville, Kazee has led development of the institution's strategic plan, “Transforming Tomorrow: Our Students, Our University, Our World.” The plan builds on the university's widely acknowledged areas of distinctive strength and its fundamental commitment to the integration of the liberal arts and professional programs. “Transforming Tomorrow” identifies a number of core goals for the university, including curricular enrichment, expansion of international programs, and growing the resource base necessary to support its institutional ambitions. The plan also emphasizes UE's commitment to diversity, sustainability, and service—three areas of social responsibility central to the university's mission.

Mary B. Marcy was inaugurated as Dominican University of California's ninth president in October 2011. Prior to joining Dominican, she served as provost of Bard College at Simon's Rock and vice president at Bard College from 2004 until 2011. Marcy currently serves on the editorial board of the Journal of Liberal Education, the Academic Advisory Council of the Panetta Institute, and the Higher Education Advisory Board of the National Council on Education and the Economy. She is a member of the Board of Governors of the Commonwealth Club of California and serves on the Board of Directors of the North Bay Leadership Council. In 2012 and 2013, she was named one of the Bay Area’s “Most Influential Women in Business” by the San Francisco Business Times in recognition of her exemplary leadership in higher education. Prior to her role at Bard College, Marcy worked in both public and private institutions of higher education. Her experience includes leading a national grant-funded Project on the Future of Higher Education through Antioch University, working as the first dean of university relations and planning at Antioch University Seattle, and serving as the lead researcher and policy advisor to the president of Western Washington University. She was appointed by Massachusetts Governor Patrick to serve as a commissioner on the Commonwealth's Public Education Nominating Council. A political scientist, Marcy
earned her doctorate of philosophy and master of philosophy from the University of Oxford. Her research focuses on women in American politics, and she has published extensively on issues of diversity, leadership, and strategy in higher education.

**W. Richard (Dick) Merriman, Jr.** is the 17th president of Southwestern College in Kansas. He assumed the presidency in August 1998. During Merriman’s tenure the college has achieved significant growth in enrollment, particularly in the professional studies program for adults and in the college’s graduate programs. Merriman earned bachelor’s and master’s degrees in social science from Emporia State University. He received a PhD in political science from Indiana University in 1986. Merriman taught courses in American politics at Berea College (KY) from 1983 to 1985 and then moved to Washington, DC, where he was executive director of the Jefferson Foundation and served as a program officer at the National Endowment for the Humanities. He returned to work in higher education as part of the advancement team at Le Moyne College in Syracuse, New York, rising to the position of vice president for institutional advancement.
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