



# Informing decisions: From insights to outcomes

Highlights Report Executive Summary



# Driving thought leadership

Since 1998, leaders in the education, nonprofit and public sectors have turned to the TIAA Institute for objective, actionable information to make better, more informed decisions. Through our research, convenings, award programs and collaborations, we build and share knowledge in three primary areas:

- **Financial security:** Retirement plan design, lifetime income and retirement security, behavioral finance, financial literacy, capability and wellness
- **Higher education:** Academic workforce trends and issues, higher education leadership, innovation and financial sustainability
- **Endowments and foundations:** Performance benchmarks, strategic management and trends in philanthropy

The insights surfaced through our work, highlighted on the following pages, help advance real-world solutions to complex problems.

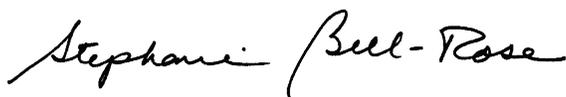
# A message from Stephanie Bell-Rose

The TIAA Institute strives to be a trusted source of knowledge on matters of interest to C-suite leaders, academics and policymakers. Whether we are helping campus administrators navigate transformational change, examining millennials' financial well-being, or highlighting ways to improve retirement outcomes, we bring a consistent, fact-based approach to our work. We define the strategic challenge, conduct rigorous academic research, and convey our findings and insights to key stakeholders, often in collaboration with premier scholars and organizations.

This executive summary of our Highlights Report offers snapshots of our research, convenings and awards, all geared toward promoting financial security and leadership excellence in the higher education, nonprofit and public sectors. To learn more about the studies and thought pieces cited, visit our website, [www.tiaainstitute.org](http://www.tiaainstitute.org), where you'll find hundreds of research papers, video interviews and expert commentary. You can also follow us on Twitter, @TIAAInstitute, for the latest news and insights concerning our work.

The TIAA Institute is committed to helping leaders make informed decisions—and we hope you'll find this summary a great introduction to what we have to offer.

Sincerely,



Stephanie Bell-Rose  
Head of the TIAA Institute



**Stephanie Bell-Rose**  
TIAA Senior Managing  
Director, Corporate Strategy  
& Development and  
Head of the TIAA Institute

# Research that makes a difference



**“Our research, sponsored by the TIAA Institute, has been presented to the U.S. Senate Sub-Committee on Aging to inform policy, and has helped state treasurers address underfunded public pension plans.”**

Olivia Mitchell, TIAA Institute Fellow, International Foundation of Employee Benefit Plans Professor, Executive Director, Pension Research Council, The Wharton School of the University of Pennsylvania



**“The TIAA Institute has helped us develop financial literacy programs on campus, and prioritize educational and communication outreach initiatives for target populations.”**

Laurita Thomas, TIAA Institute Fellow, Associate Vice President for Human Resources, University of Michigan



**“Through research supported by the TIAA Institute, we are finding ways to encourage people to wait 1.5 years longer to claim Social Security benefits, and earn upwards of \$50,000 more in lifetime payments.”**

Eric Johnson, TIAA Institute Fellow, Norman Eig Professor of Business, Director, Center for the Decision Sciences, Columbia University



**“By sponsoring research on the demand for advice in retirement plans, the TIAA Institute is creating the opportunity for more evidence-based financial policy.”**

Jonathan Reuter, TIAA Institute Fellow, 2013 Samuelson Award winner, Associate Professor of Finance, Boston College

# Extending our reach, broadening our impact

With a team of in-house economists and program staff, the TIAA Institute conducts research and organizes convenings on issues related to financial security, higher education, and endowments and foundations. To broaden our reach and impact, we also rely on a community of experts who conduct studies on our behalf and help us plan and lead events. In many instances, we support such initiatives through grants.

## TIAA Institute Fellows Program

Integral to achieving our mission is the TIAA Institute Fellows Program. Institute Fellows are renowned scholars and leaders with deep expertise in areas of concern to our target audiences. Fellows conduct Institute studies, participate in our symposia, help shape our research agenda, and serve as judges for our awards. To learn more about the program and our Fellows, visit [www.tiaainstitute.org/about/fellows](http://www.tiaainstitute.org/about/fellows).

## Strategic collaborations

The Institute collaborates with leading research centers, associations and think tanks, including the Pension Research Council/Boettner Center at the Wharton School of the University of Pennsylvania, the American Council on Education, and the Global Financial Literacy Excellence Center at The George Washington University. These partnerships result in numerous reports and convenings that help leaders and policymakers address key issues.



**Institute  
Fellows have  
conducted  
more than  
150 Institute  
research  
studies**



**“TIAA Institute grants offer more than financial support. The Institute community provides feedback on my research and allows me to expand my reach beyond purely academic audiences, directly impacting public policy.”**

**Gopi Shah Goda, TIAA Institute Fellow, Deputy Director and Senior Fellow, Stanford Institute for Economic Policy Research**

# Building and sharing knowledge

Institute events bring leading thinkers and practitioners together to network, share ideas and gain fresh insights. Our Fellows symposia, awards ceremonies and Capitol Hill briefings provide forums for focused discussion on critical challenges in financial security and higher education. Our signature conferences provide opportunities for C-suite leaders to meet with peers and explore emerging issues. In addition, we share our research and insights on our Twitter page. Join the conversation @TIAAInstitute.



**TIAA Institute Women's Leadership Forum:**  
Embracing diversity.  
Delivering excellence.

To view the upcoming event, visit: <https://www.tiaainstitute.org/event/2019-tiaa-institute-womens-leadership-forum>

## TIAA Institute Women's Leadership Forum

Our annual TIAA Institute Women's Leadership Forum is a full-day event for women leaders to learn from each other's experiences, gain new career insights, and discuss strategies for enhancing personal success. The focus is on women who are under-represented in the leadership tiers of higher education and the broader nonprofit sector, including foundations.

## Fellows symposia with the Pension Research Council

The Institute, in partnership with the Pension Research Council/Boettner Center at the Wharton School of the University of Pennsylvania, has presented a series of convenings, backed by innovative research, designed to strengthen the U.S. retirement system. These initiatives focus on behavioral factors and biases that affect retirement outcomes.



**“As a president, I still have the tendency to think our problems belong only to us. The TIAA Institute helps identify commonalities in higher education struggles, and provides education and opportunities for leaders to learn from each other to help us grow.”**

**Patricia A. McGuire, President, Trinity Washington University**

# Enhancing financial security

Institute studies tackle important issues in financial security. We have conducted research on the fairness of retirement plan fee structures, the effects of streamlining retirement plan investment options, and financial literacy among U.S. adults and key segments of the population, such as working women, millennials and Hispanics.

## The TIAA Paul A. Samuelson Award

Named in honor of the late Nobel Prize winner and former CREF trustee, the Samuelson Award is given annually by the TIAA Institute to recognize an outstanding research publication that helps advance Americans' lifelong financial well-being. To learn more about the award and past recipients, visit [www.tiaainstitute.org/about/awards](http://www.tiaainstitute.org/about/awards).

## Gathering leading thinkers

At convenings hosted or supported by the TIAA Institute, leading thinkers bring diverse views to examine critical economic issues. At past events, we have explored ways to promote the Hispanic community's financial well-being, help workers make their retirement savings last a lifetime, and design retirement plans that seek to achieve the intended outcome of income security.



**“In research sponsored by the TIAA Institute, we find there is a disconnect between what people know and what people do when it comes to financial literacy. When people are presented with real financial decisions, they tend to fall back on their gut and forget about the principles they’ve learned.”**

**B. Douglas Bernheim, Edward Ames Edmonds Professor of Economics, Chair, Department of Economics, Stanford University, Senior Fellow, Stanford Institute for Economic Policy Research**

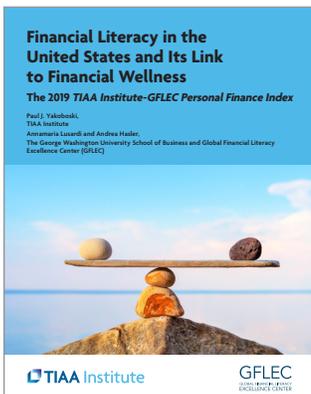


**Conrad S. Ciccotello, TIAA Institute Fellow, Director, Professor, Reiman School of Finance, Daniels College of Business, University of Denver**



See video:  
[www.tiaainstitute.org/video/2016-fellows-symposium-enhancing-retirement-security-conrad-ciccotello](http://www.tiaainstitute.org/video/2016-fellows-symposium-enhancing-retirement-security-conrad-ciccotello)

# P-Fin Index: Measuring financial capability



## 2019 TIAA Institute-GFLEC Personal Finance Index

To view the series of reports, visit: [www.tiaainstitute.org/research-area/financial-literacy/p-fin-index-hub](http://www.tiaainstitute.org/research-area/financial-literacy/p-fin-index-hub)

The 2019 *TIAA Institute-GFLEC Personal Finance Index (P-Fin Index)* represents the third wave of an ongoing project designed to track U.S. adults' financial literacy. Produced in conjunction with the Global Financial Literacy Excellence Center at The George Washington University, the *P-Fin Index* is unique in its capacity to measure overall knowledge of personal finance along with individuals' capabilities in eight functional areas. To view the series of reports, visit our *P-Fin Index* hub page: [www.tiaainstitute.org/research-area/financial-literacy/p-fin-index-hub](http://www.tiaainstitute.org/research-area/financial-literacy/p-fin-index-hub).

## Focused on financial wellness

The 2019 study provides a special focus on financial literacy's link to financial wellness. The results indicate that greater financial literacy is positively associated with financial well-being, including the capacity to handle a financial shock, saving for retirement on a regular basis, and being unconstrained by debt. Other findings from the study include:

- On average, U.S. adults answered only 51% of the *P-Fin Index* questions correctly.
- Personal finance knowledge is highest in the area of borrowing and managing debt and lowest in comprehending risk.
- Financial literacy varies significantly across demographic groups.

The 2019 *TIAA Institute-GFLEC Personal Finance Index* is based on a nationally representative survey of 1,008 U.S. adults, ages 18 and older. To download the full report, executive summaries and more, go to [www.tiaainstitute.org/about/news/2019-personal-finance-index](http://www.tiaainstitute.org/about/news/2019-personal-finance-index).



**“The TIAA Institute is an innovative leader that recognizes the value of investing in research and making research actionable for policymakers and plan sponsors.”**

**Annamaria Lusardi, TIAA Institute Fellow, Denit Trust Chair of Economics and Accountancy, Academic Director, Global Financial Literacy Excellence Center, The George Washington University**

# Meeting higher education challenges

The TIAA Institute is committed to helping college and university leaders navigate the confluence of forces transforming higher education.

## The TIAA Institute Theodore M. Hesburgh Award

Named in honor Rev. Theodore M. Hesburgh, C.S.C., (1917-2015) past president of the University of Notre Dame and longtime member of the TIAA and CREF Boards of Overseers, the Hesburgh Award is designed to recognize leadership excellence and share innovative strategies that drive institutional success and advance the mission of higher education. To learn more about the award and past recipients, visit [www.tiaainstitute.org/about/awards](http://www.tiaainstitute.org/about/awards).

## Exchanging ideas with peers

At the Institute’s higher education convenings, scholars and academic leaders exchange ideas with peers and examine pressing challenges. These events are designed to foster peer-to-peer information exchange, expand valuable personal networks, and examine the implications of research findings and trends.



**“We are seeing—and will continue to see—substantial changes in who the faculty are and what they do. Traditional full-time tenured faculty have a significantly different set of priorities than part-time faculty.”**

**Jack Schuster, TIAA Institute Fellow, Professor Emeritus of Education and Public Policy and Senior Research Fellow, Claremont Graduate University**



**“Vision is what leadership is all about.”**

**Rev. Theodore M. Hesburgh, President Emeritus, University of Notre Dame**



See video:  
[www.tiaainstitute.org/about/awards](http://www.tiaainstitute.org/about/awards)

# Increasing organizational effectiveness



Helping institutions maximize their effectiveness is another important aspect of the Institute’s work, which we address through research, convenings and communications.

## Supporting foundations and endowments

The TIAA Institute helps foundations and endowments enhance their performance and impact. We’ve sponsored research on endowment benchmarks, as well as a white paper designed to demystify endowments for a general audience. Additionally, Institute head Stephanie Bell-Rose has for several years co-chaired the Council on Foundations Endowments and Finance Summit, a one-of-a-kind event spanning philanthropy, finance, investment and public policy.



**“The Summit is an opportunity to share experiences and help leaders tackling the most pressing challenges of our day accomplish their goals.”**

**TIAA Senior Managing Director, Corporate Strategy & Development and Head of the TIAA Institute**

# Moving forward, shaping the future

The research, convenings and programs highlighted here are just some of the ways the TIAA Institute is working to advance financial security and leadership excellence in the higher education, nonprofit and public sectors. New initiatives on the horizon include:

- Benchmarking financial literacy among African Americans
- Exploring the behavioral factors and biases hindering millennials' retirement prospects
- Examining higher education employees' retirement readiness and financial practices
- Collaborating with the American Council on Education and the American Academy of Arts & Sciences to produce thought leadership resources for higher education decision makers
- Partnering with The Education Trust to advance dialogue and motivate action supporting increased social mobility through education for students of color and students from low-income families



**Advancing  
financial  
security and  
leadership  
excellence**



**“The TIAA Institute is a strong voice in Washington on issues concerning retirement plan design and the U.S. retirement system. They get important research results out into the world where they can have an impact.”**

**Brigitte Madrian, TIAA Institute Fellow, Dean and Marriott Distinguished Professor, Marriott School of Business, Brigham Young University**

## About the TIAA Institute

The TIAA Institute helps advance the ways individuals and institutions plan for financial security and organizational effectiveness. The Institute conducts in-depth research, provides access to a network of thought leaders, and enables those it serves to anticipate trends, plan future strategies and maximize opportunities for success.

## About TIAA

With an award-winning track record for consistent investment performance, TIAA (TIAA.org) is a leading provider of financial services in the academic, research, medical, cultural and government fields. TIAA has \$1 trillion in assets under management (as of 3/31/2019) and offers a wide range of financial solutions, including investing, banking, advice and education, and retirement services.

## To learn more

For more on the TIAA Institute, please visit our website, [www.tiaainstitute.org](http://www.tiaainstitute.org).

Join the conversation online:  @TIAAInstitute



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