

# Lucie Lapovsky

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## **Consulting and Evaluation Activities:**

Since July, 2004, she has undertaken a variety of consulting projects with colleges and universities around the country and in Japan. Projects focus on issues relating to cost and efficiency, access with a concentration on pricing and discounting, governance, strategic planning and issues relating to endowments and endowment management. In addition, she undertakes a limited number of executive searches for college and university chief financial officers. Clients include Loyola University New Orleans, Lewis & Clark, Goucher College, College of Wooster, University of the Sciences, Drew University, Mills College, College of Saint Scholastica, Fort Lewis College, University of the Sacred Heart in Puerto Rico, Spelman College and Nomura Securities to name a few. She also leads evaluation visits for the Middle States Association.

## **Research Projects:**

Since 2004, she has undertaken several research projects relating to access to higher education, pricing, costs and endowment and endowment management. The research has been supported by grants from the Lumina Foundation, Jobs for the Future, the College Board, the University of Tokyo, the Common Fund and the Association of Governing Boards.

## **Administrative Experience:**

7/99- 7/2004	<b>Mercy College. President</b>	<b>Dobbs Ferry, NY</b>
7/90 – 6/99	<b>Goucher College, Vice President for Finance</b>	<b>Baltimore, MD</b>
9/89 – 7/90	<b>University of Maryland at College Park, Special Asst. to the President</b>	<b>College Park, MD</b>
12/76 – 9/89	<b>Maryland Higher Education Commission</b>	<b>Annapolis, MD</b>
3/80 – 9/89	<b>Director of Finance and Facilities and</b>	<b>12/76 – 3/80 other finance roles</b>
5/74 – 12/76	<b>MD. Dept of Budget and Fiscal Planning, Fiscal Planning</b>	<b>Annapolis, MD</b>

## **Current Board Service**

**American Public University System BOT** (chair objectives and purposes committee) 2004 – present  
**Cedar Crest College Board** (chair, audit committees) 2010 – present  
**College Board** – member of the audit committee – 2014 - present  
**KnowledgeWorks Foundation Board** (chair of audit committee) 2010 – present  
**Re:Gender, formerly National Council for Research on Women** (Chair 2010 – present), 2000 - present  
**Tuition Exchange Board**, (Treasurer 2002-present) 1998-present

## **Books**

**The White House Project: Benchmarking Women’s Leadership** ed. with Deborah Slaner Larkin, Nov. 2009  
**Strategic Financial Challenges for Higher Education: How to Achieve Quality, Accountability and Innovation** edited with Donna Klinger, New Directions for Higher Education, Number 140, Jossey Bass, March, 2008  
**Roles and Responsibilities of Chief Financial Officers**, edited with Mary McKeown-Moak, New Directions in Higher Education, Number 107, Jossey-Bass, Fall, 1999

## **Selected Recent Publications:**

“**Tuition Reset: An Analysis of Eight Colleges that Addressed the Escalating Price of Higher**

**Education**” Supported by the Lumina Foundation November 2015

**Forbes** periodic blogs on higher education issues, 2014 - present

**“The Higher Education Business Model: Innovation and Financial Sustainability,”** published November 2013 by TIAA-CREF

**“How Can Your Institution Be More Cost Effective,”** in Assoc. Gov. Board’s Trusteeship July/August 2012

**“What is the Net Price Calculator: What do Boards Need to Know,”** in AGB’s Trusteeship May/June 2011

**“Tuition Discounting: Institutional Aid Patterns at Public and Private Colleges and Universities, 2000-01 to 2008-09”** with Sandy Baum and Jennifer Ma published by the College Board, August, 2010

**“The 2010 Profile of Chief Finance Officers”** with Ken Redd published by the National Association of College and University Business Officers, July, 2010

**“What’s the State of Investment Committees Today”** in AGB’s Trusteeship May/June 2010

**“Endowment Spending: External Perceptions and Internal Practices”** Commonfund White Paper, March, 2009

### **Selected Recent Invited Addresses:**

**“Tuition Resets: What Have We Learned?”** Council of Independent Colleges President’s Institute Roundtable, San Diego, January 2015

**“What should the board know to assure that their institution is operating efficiently and effectively?”** Idea Exchange, Association of Governing Board’s Annual Meeting, San Francisco, April, 2013

**“Where to Spend Scarce Resources: The Case of Three Liberal Arts Colleges”** Council of Independent College’s President’s Institute, Palm Harbour, Florida January 5, 2013

**“Can We Keep Higher Education Affordable?”** Keynote address, Council of Independent College’s Chief Academic Officer’s Institute, San Antonio, Texas, November 6, 2012

**“Women in the Board Room and in the President’s Office: What Difference Does it Make?”** panel discussion at the Association of Governing Board’s Annual Meeting in LA April 2011

**“A President’s Guide to Tuition Pricing and Discounting”** with Sandy Baum at the Council of Independent College’s Annual President’s Institute, Palm Desert, CA January, 2011

**“Making Sense of CFOs and CBOs: The 2010 National Profile”** with Ken Redd at the 2010 National Association of College and University Business Officers annual meeting in SF July 2010

### **Education:**

- Ph.D. University of Maryland, College Park, Maryland, in Economics, 1981
- M.A. University of Maryland, College Park, Maryland, in Economics, 1974
- B.A. Goucher College, Baltimore, Maryland, Economics, 1972

### **Other Educational Experiences:**

- Duke University, Directors’ Education Institute, 2007
- Harvard University, Program for New College Presidents, 1999
- Baltimore County Leadership Program, 1991
- Harvard University, Institute for Educational Management, 1987

### **Honors and Awards:**

- Named Alumna of the Year by Packer Collegiate Institute in Brooklyn, NY 2009
- Recipient of the Corporate Excellence Award by the Institute of Applied Human Dynamics, St. Jude Rehabilitation Institute, 2002
- Recipient of the Dr. Carol S. Russett Award by the Westchester Rockland Region of the ACE/National Network of Women Leaders, 2002
- Named one of Maryland’s Top 100 Women by the Daily Record 1999
- Named Outstanding Woman Leader by the Maryland ACE/National Network of Women Leaders, 1998