



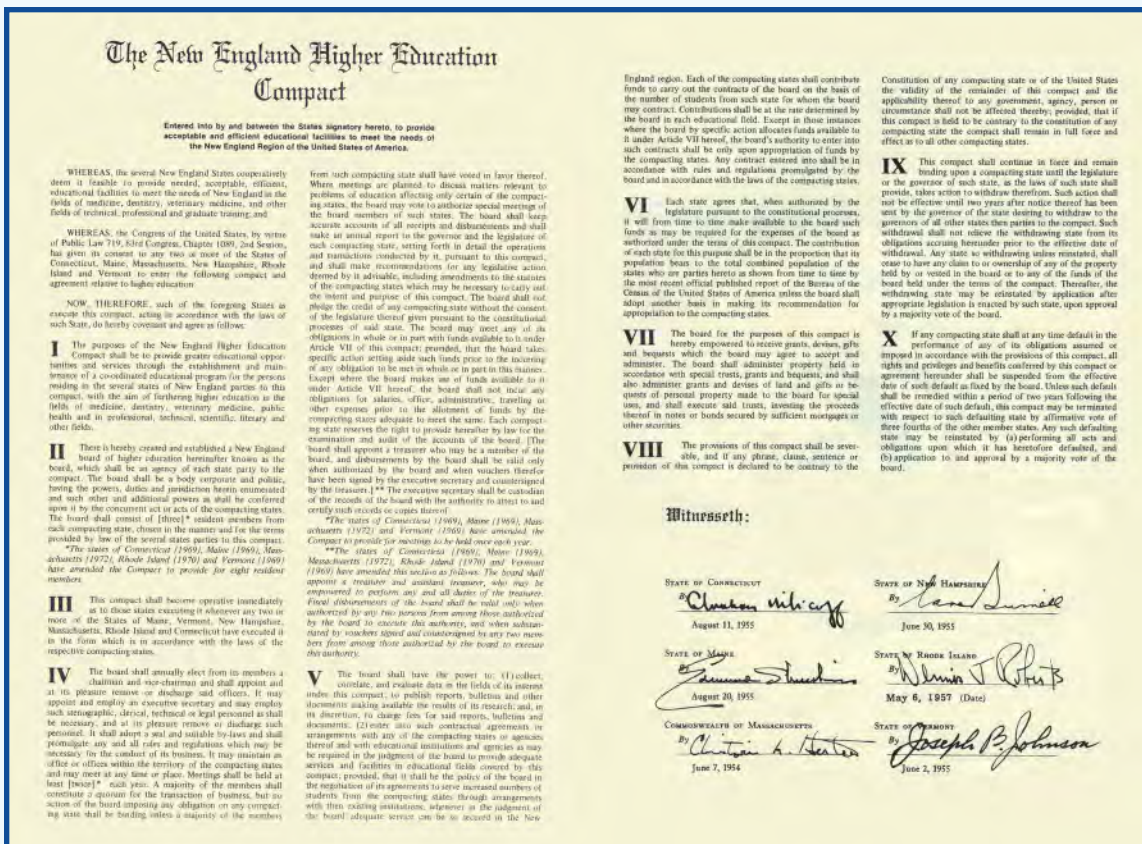
NEW ENGLAND BOARD
of HIGHER EDUCATION



2018 ANNUAL REPORT

Our Mission

Higher education is New England's most critical sustainable resource. The region's governors knew that over 60 years ago when they founded the New England Board of Higher Education (NEBHE). Today, NEBHE promotes greater education opportunities and services for the residents of New England and its more than 270 colleges and universities. It works across the six New England states to help leaders assess, develop and implement sound education practices and policies of regional significance; to promote regional cooperation and programs that encourage the efficient use and sharing of educational resources; and to strengthen the relationship between higher education and the economic well-being and quality of life in New England.



Six New England governors' signatures authorize the original compact founding NEBHE.

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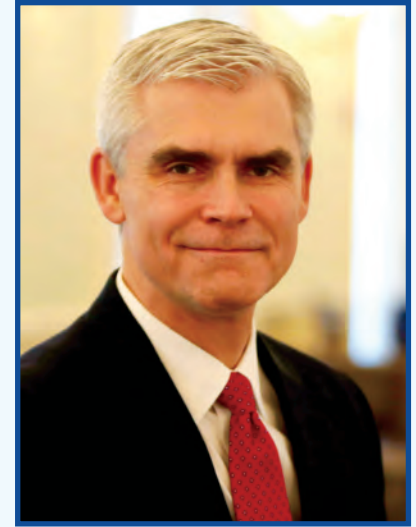
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From the President



Dear Colleagues:

Leadership defines New England.

In education, government, business, innovation and higher education, our region has often set the pace.

Today, a confluence of key factors—the rising cost of postsecondary education, a fast-changing digital economy and changing public opinion about the value and benefits of a college degree—summons us again to lead the way in providing affordable, learner-centered, workforce-aligned degrees.

Over the past year, NEBHE has pursued its critical leadership roles in a variety of ways. We have worked with leaders and partners across the region to:

- Save over 8,500 New England residents \$59 million on their tuition bills—over \$8,200 per student on average through our Tuition Break program
- Complete an expert commission that charted an ambitious regional action plan to increase the employability and economic contributions of the graduates of New England’s colleges and universities
- Assist New England states and their postsecondary institutions to be leaders in online learning delivery, including elevating standards for high-quality online learning and increasing consumer protection
- Provide a top-quality series of conferences, forums and professional development opportunities for senior leaders of New England’s colleges and universities on critical topics impacting students and institutions
- Expand our range of cost-saving programs for New England colleges and universities, including for technology and insurance
- Launch a multi-state project to understand the qualifications of greatest worth to employers in key sectors of the region’s economy—and how they align with credentials and degrees offered by our colleges and universities.

NEBHE continues to help set the pace of leadership in New England—and to support our higher education institutions, their leaders and the region’s policymakers in making sense of the changes, challenges and opportunities before us.

Your contributions to these critical efforts, projects and leadership initiatives—further detailed in this report—are much appreciated. We value your leadership and support in helping NEBHE fulfill its mission to expand education opportunities and services available to New England residents and the institutions that serve them and to strengthen the connection between higher education and the regional economy.

Sincerely,

A handwritten signature in black ink that reads "Michael K. Thomas". The signature is fluid and cursive, with a period at the end.

Michael K. Thomas
President and CEO
New England Board of Higher Education

From the Chair



Dear Friends:

The New England Board of Higher Education has had a productive year and two of its undertakings have had particular relevance in these times.

One is NEBHE's commitment to expand access to affordable, high-quality education, especially through its Regional Student Program (RSP), known as "Tuition Break." The other is its benchmark work on employability of our college and university graduates, including the Commission on Higher Education & Employability.

Both NEBHE thrusts help New England bolster social mobility—making sure that higher education is affordable and enables students to achieve their potential, economic and other.

More recently, NEBHE's State Authorization Reciprocity Agreement (SARA) has begun saving New England institutions millions of dollars in fees while increasing student access to high-quality online programs and promoting consumer protection. Through SARA, NEBHE also engages institutions and policymakers in New York and New Jersey.

NEBHE's employability commission exemplifies our organization's commitment to enrich New England's economy and quality of life. The Commission, chaired by Rhode Island Gov. Gina Raimondo and comprising 50 students, business, policy and higher education leaders, in April released an action agenda to improve the work readiness and life transitions of the region's postsecondary graduates. I commend the Commission's work and prescriptions to leaders of higher education, business and government across the region.

NEBHE is a widely regarded convener of leaders on issues related to higher education through its major conferences and workshops, policy and research and its *New England Journal of Higher Education*.

Much of this vital discussion has focused lately on the serious financial and demographic challenges squeezing some of our colleges and universities. For their own good and the region's, these institutions need to skillfully adapt as much to changing business practices and to the needs and expectations of new groups of students, many "nontraditional" in age and background.

Working together through NEBHE, we can help the institutions and the students continue to successfully find the way.

Sincerely,

A handwritten signature in black ink that reads "Todd Leach". The signature is written in a cursive, flowing style.

Todd Leach
Chancellor
University System of New Hampshire

Chair
New England Board of Higher Education

NEBHE: Created for Leadership

NEBHE plays a number of key leadership roles that make it unique in its ability to serve the New England states and to contribute to higher education issues nationally:

- **Policy Leadership and Dialogue.** NEBHE engages policymakers at the highest levels in the six New England states, including governors and their education advisors; legislators; state P-12 and higher education commissioners; leaders at public and independent colleges and universities; as well as industry.
- **Raising Awareness.** NEBHE draws attention to key issues related to higher education that are important to the region's stakeholders—catalyzing awareness, analysis, discussion and policy change.
- **Leadership Convener and Bridge Builder.** NEBHE regularly convenes top leaders and decision-makers from P-12 and higher education, industry, government and the nonprofit sector—creating the critical cross-sector conversations that lead to change, collaboration, alignment and innovation.
- **Regional Collaboration Platform.** NEBHE develops and executes collaborative, multistate projects and programs that maximize cost savings, expand resource efficiency, promote innovation, support policy adoption and forge cross-state alignment and integration. NEBHE's expert staff and notable network of state, regional and national collaborators lower the cost and increase the impact of collaborative work among multiple states, partners and entities.
- **Capacity Builder.** NEBHE provides multiple professional development and training opportunities to key leaders in education, government and business. It launches innovation-oriented projects that build best practices, cutting-edge tools and expertise to support policy and program transformation.
- **Innovation Accelerator.** NEBHE launches innovative experiments and pilot projects. It accelerates and supports the adoption of new education models across the region's diverse institutions and stakeholder organizations.
- **Consultant and Advisor.** NEBHE conducts policy research, analysis, technical assistance and advising on state and institutional policy and program issues. It has a reputation for providing neutral, unbiased appraisals of key issues, topics, policies and proposals.
- **Program Developer and Manager.** NEBHE has extensive experience in creating and managing multi-party collaborative projects/programs, including: proposal development, grant cultivation and management, fiscal agency, project management, implementation and evaluation.



Our History

A sample of NEBHE's work through the years on behalf of New England's educators, legislators, policymakers—and students and parents.

1955: The **New England Board of Higher Education** is established to implement the New England Higher Education Compact, expand educational opportunity and foster cooperation among the region's colleges and universities.

1957: NEBHE establishes the **New England Regional Student Program**, enabling New England students to pay a lower tuition rate at out-of-state public land-grant universities within New England if they pursue certain academic programs that are not offered by their home state's public institutions. The RSP would invite community and technical colleges in 1967 and state colleges in 1972, and later transition to the name Tuition Break.

1979: NEBHE creates the **Commission on Higher Education and the Economy of New England**, comprising college presidents, labor officials, professors, bank executives, publishers and business leaders. It is the first of several NEBHE commissions to hold conferences and release publications on diverse issues such as biotechnology, distance learning, international competitiveness, the legal profession, human capital and higher ed retirement plans.

1986: NEBHE begins publishing its quarterly journal, **Connection: New England's Journal of Higher Education and Economic Development**. In 2007, the journal is rebranded as *The New England Journal of Higher Education*, and in 2010, moves entirely online at www.nebhe.org.

1993: NEBHE creates the **New England Technical Education Partnership**, bringing together educators and other professionals to improve New England's two-year technical education programs, which ultimately advances "problem-based learning."

1999: NEBHE and the John W. McCormack Institute of Public Affairs at the University of Massachusetts Boston conduct **The Future of New England** survey asking 1,000 New England opinion leaders and 1,000 New England households their views on pressing public policy issues, regional economic prospects and opportunities for interstate action in New England.

2002: NEBHE initiates a series of three conferences addressing key issues and challenges in workforce development, culminating in a policy report titled **Building Human Capital: A New England Strategy**, which recommends steps to improve science and math teaching in New England schools, expand adult literacy programs and reform community colleges.

2003: NEBHE launches the **New England Higher Education Excellence Awards** to honor New England individuals and organizations who show exceptional leadership on behalf of higher education, public policy or the advancement of educational opportunity.

2006: NEBHE launches its **College Ready New England** initiative to encourage more New England students to prepare for, enroll in and graduate from New England colleges and universities.

2012: NEBHE and the Davis Educational Foundation convene more than 400 academic, philanthropic and education leaders in a series of discussions to explore innovative strategies identified by regional leaders to address cost and affordability issues challenging the region's institutions and its students. NEBHE then works with the foundation to launch the **Higher Education Innovation Challenge**.

2015: NEBHE launches the New England component of the national **State Authorization Reciprocity Agreement**, or **SARA**, funded by generous grants from the Lumina Foundation and the Bill & Melinda Gates Foundation. Accredited degree-granting institutions in a SARA state that offer distance education courses can then seek approval from their state to participate in SARA. NEBHE now coordinates SARA for all six New England states, as well as New York and New Jersey.

2017: NEBHE launches the **Commission on Higher Education & Employability**. Chaired by Rhode Island Gov. Gina Raimondo, the Commission brings together employers and higher education leaders, as well as policy leaders, to ramp up efforts aimed at bolstering the region's workforce future.

Regional Student Program Tuition Break

The Regional Student Program (RSP) Tuition Break, New England's premier tuition savings program for over 60 years, is more important today than ever. Tuition Break is a key resource for families concerned about affording college; for institutions competing for fewer high school graduates; and for the six New England states aiming to keep students and workers in the region.

Tuition Break's benefits are threefold: Expanding affordable college options for students and families, helping the region's public colleges meet enrollment goals, and supporting the region's workforce by preparing students in specialized, high-demand fields.

- Tuition Break students saved \$59 million in tuition last year alone
- A full-time student saved an average of \$8,200
- Participating colleges and universities received \$97 million in tuition from Tuition Break students.

“ Tuition Break creates affordable options for students interested in majors not offered in our state system. ”

PJ O'Toole
School Counselor, Walpole High School (MA)

New policies to enhance program benefit and growth

Tuition Break introduced new policies approved by the NEBHE board in spring 2018 following a strategic review. The revised policies are designed to enhance and sustain Tuition Break's role and relevance for both institutions and students, addressing growing concerns in the region about enrollments and affordability.

The region's primary platform for out-of-state tuition savings

- Students and families can access centralized information about a wide array of degree programs and tuition savings opportunities at out-of-state public institutions within New England.
- Tuition Break expands affordable public college options in the region.

Enrollment management tool for institutions

- The new policies provide greater flexibility for participating institutions to expand their program offerings and enrollment through Tuition Break.
- NEBHE's Tuition Break team provides valuable landscape analysis of program offerings and enrollments to help inform enrollment management decisions and make optimal use of Tuition Break.
- NEBHE provides enhanced, complimentary promotion of colleges and their programs through multiple communications with key stakeholders, including school and outreach counselors, legislators, students and families.

Tuition Break helps retain students and future workers in New England

- Tuition Break supports enrollment in specialized degree programs, helping to prepare students for high-demand careers in areas such as cybersecurity, biomedical and health fields, and engineering technologies, to name a few.

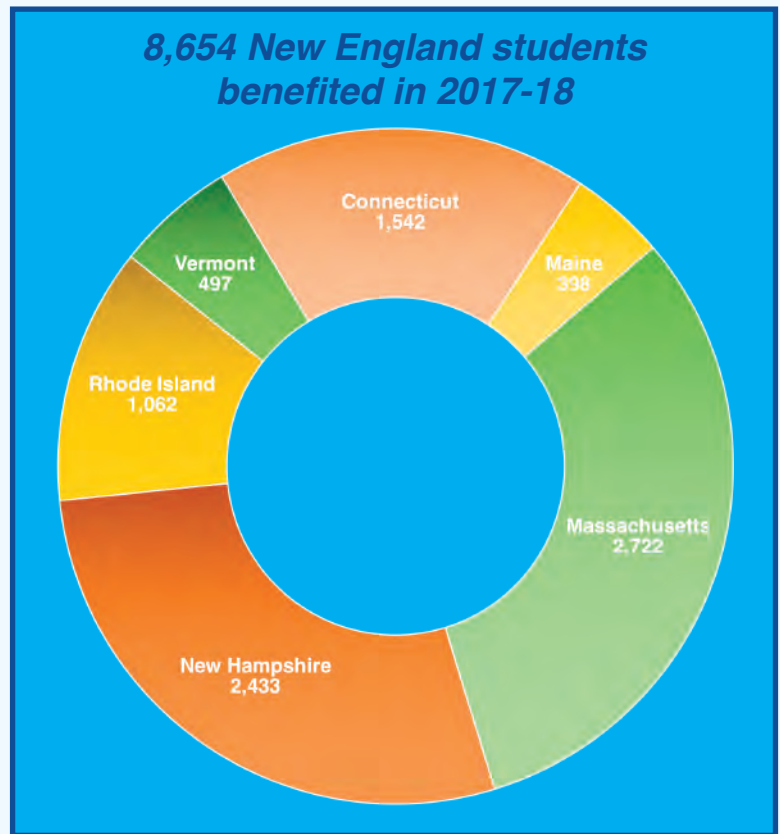
More than 850 degree programs and growing

A record-high number of additional programs were approved as Tuition Break offerings for the 2018-19 academic year: eight associate, 13 bachelor's, eight master's and four doctoral programs. Examples of new offerings are bachelor's programs in audio engineering, fine woodworking and furniture design, aging studies and climate change science, and graduate programs in genetics and genomic counseling, health promotion science, quantitative economics and urban planning and community development.

Tuition Break Transfer

Launched in 2017, Tuition Break Transfer highlights and promotes transfer opportunities from two-year to four-year institutions, through the Tuition Break program. Efforts have focused on outreach throughout New England to community college students at transfer fairs, networking with transfer advisors, and tracking transfer enrollment.

Of the 35 four-year institutions participating in Tuition Break, 28 institutions provided data on their transfer students in 2017-18. Over 500 transfer students were enrolled through Tuition Break, making up 11% of the total Tuition Break enrollment in 2017-18 at those 28 institutions.



“ The RSP Tuition Break allowed me to receive my master’s degree at a fraction of the cost of my peers while keeping me in the New England area. I graduated from graduate school debt-free, due in large part to the Tuition Break. This also allowed me flexibility in my job search, and gave me time to find a career that utilized the skills I gained from my degree program. I am proud to be from an area that really supports students pursuing higher education! ”

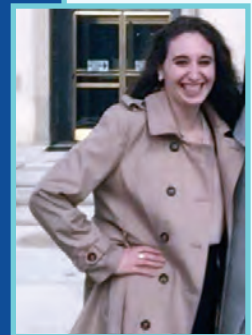
”

Samantha Friedman

Paralegal Specialist in Washington D.C.

University of New Hampshire, Political Science, Class of 2016

Home State: Maine



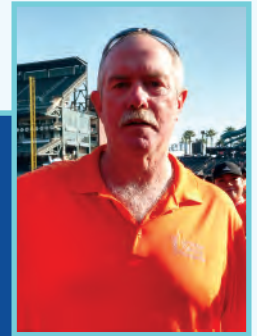
“ The Regional Student program is a great advising tool in the college researching process. ”

”

Drew Carty

School Counselor, Canton High School (MA)

► Regional Student Program Tuition Break



“ I knew the University of Maine was the best school for Forestry and I could go there affordably because of the Regional Student Program. I had a great four years at the University of Maine and met some terrific people and followed some very good sports teams. Black Bear for life. ”

Tim Powers
*Certified Golf Course Superintendent
University of Maine, Forest Management, Class of 1982*

Impact at a Glance

Students

- Almost 9,000 eligible New England students saved more than \$59 million on their tuition bills
- A full-time student saved an average of \$8,200
- For every dollar the six New England states invest in NEBHE, their students receive \$52 in RSP tuition savings

Institutions

- 82 participating public colleges and universities received nearly \$97 million in tuition payments from RSP students as well as an estimated \$23 million in mandatory fees
- Tuition Break boosts enrollments and supports the development, growth and sustainability of specialized programs
- Tuition Break provides valuable marketing muscle for participating institutions and programs with distribution of over 28,000 brochures, along with media coverage and advertisements

“ The Regional Student Program gives students the opportunity to attend out of state schools they might otherwise not have access to financially. The program gives students the ability to pursue their chosen major without having to stay in-state and study in a field that was not their first choice. ”

Susan M. Saurman
Guidance Counselor, Amesbury High School (MA)

Tuition Break Savings and Revenue FY18

Tuition savings to NE residents

\$59,047,027

Revenue to NE public institutions

\$96,807,501

Fee revenue to NE public institutions

\$22,627,020

“ I am very excited to attend the University of New Hampshire, my dream school, and receive a degree in a field that I am so passionate about, but most of all, it is reassuring to know that I will graduate without significant student loans. I cannot wait to see what the next four years have in store for me. ”



Morgan Oberly

University of New Hampshire, Hospitality Management, Class of 2022

Home State: Connecticut

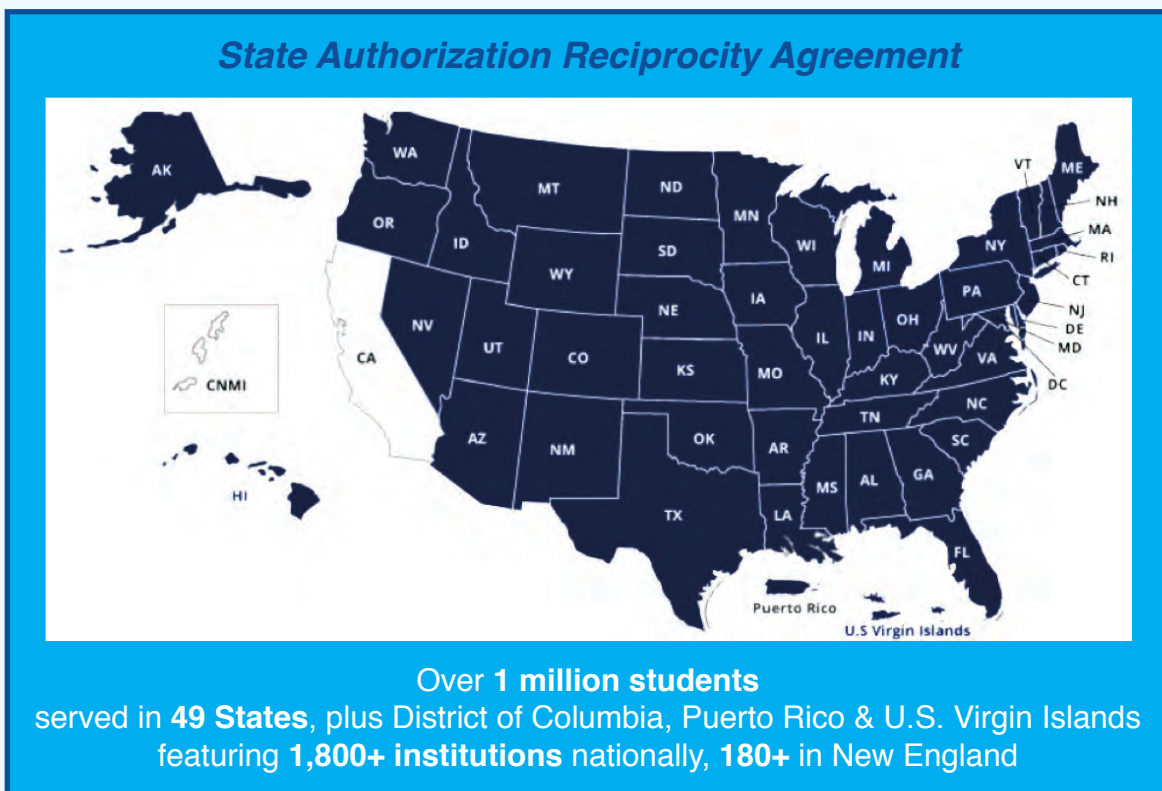
State Authorization Reciprocity Agreement

SARA helps regional higher education institutions to navigate the inconsistent, complicated and expensive maze of regulatory processes and fees related to delivering distance education. Through NEBHE, all six New England states, along with New York and New Jersey, are able to benefit from SARA membership.

Prior to SARA, federal regulations required colleges and universities be authorized in every state to which they delivered online programs; this resulted in an inconsistent, complicated and expensive maze of regulatory processes and fees. As enrollment in distance-education programs expanded, it was clear that a solution was needed.

National leaders, regulators and higher education stakeholders developed a reciprocity framework in 2014 that made it possible for institutions to provide distance learning across state borders with a single authorization obtained from the institution's home state. In 2018, NEBHE welcomed the commonwealth of Massachusetts into SARA, completing its regional network of the six regional states along with New York and New Jersey.

SARA provides quality assurance and streamlined operations to reduce administrative burden in overseeing traditional state authorization.



SARA is built on three partnerships:

- Among states as reciprocal partners
- Among the four regional compacts for higher education
- Among nationally recognized accreditors, the federal government and the states.

This three-way collaboration has traditionally worked well to assure students of quality, accountability and consumer protection.

A powerful enrollment tool

SARA membership enables institutions to more effectively serve student populations in states where authorization may have been cost prohibitive or too laborious prior to obtaining membership. Participation increases access to students seeking more online learning opportunities.

“ The University of Rhode Island values its SARA membership given the growth we’ve experienced in out-of-state enrollment for online courses and programs to meet our transformational goals. As a member of the SARA network, the university is able to recruit and retain students from across the nation, offer innovative programs potentially not available in their region, and ensure these programs meet high-quality standards. In addition, SARA ensures that universities disclose program requirements and avenues for resolving potential student concerns and streamlines the regulatory process to allow the university to operate in a complex, technology-driven marketplace. ”

David M. Dooley
President
University of Rhode Island



Benefits of membership

A 2018 survey circulated by NEBHE to New England SARA member institutions revealed how SARA membership can:

- **Save time, stay in compliance:** 91% say membership has reduced the risk of non-compliance; 73% experience fewer burdens in seeking traditional state authorization
- **Provide quality assurance:** 74% of New England SARA member institutions agree that SARA’s consistent standards create a benchmark to consider across all their programs
- **Support strategy, save money:** 72% feel that predictable fees support more informed strategic planning and forecasting.

“ SARA allows students to match their career goals with access to quality distance education programs that will best prepare them for their careers. As colleges and universities dramatically expand their inter-state online education and clinical site placement offerings, NEBHE’s skillful administration of SARA serves to ensure consistent student and state integrity in the implementation of distance education programs. ”

James D. Herbert
President
University of New England



Cost Savings for Institutions

NEBHE has expanded its menu of cost savings programs for colleges and universities—helping them save money and simplify purchasing.

Our new cost savings programs leverage national purchasing power to reduce the burden of sourcing solutions so higher education institutions can do what they do best: serve their students.

NEBHE offers a growing range of tools for institutions to operate more efficiently and sustainably. Working with the Midwestern Higher Education Compact (MHEC), our cost-saving programs offer cost containment strategies, purchasing efficiencies and solution accessibility in technology goods and services as well as insurance coverage. All contracts can be used by higher education institutions, and many can also be leveraged by K-12, cities, states, and local governments in the six New England states.

NEBHE continues to work with partners to identify additional opportunities to help institutions lower operating costs.

Benefits to the region

- **Let NEBHE do the work for you:**
Competitive, extensive RFP process ensures you save time
- **Reduce your costs:**
Leverage the combined volume of the 47 higher education compact member states
- **Tailored to your needs:**
Contracts vetted by forward-thinking, strategic purchasers who know your needs

Who is eligible?

- **Through NEBHE, eligible entities located in the six New England states may include:**
 - Higher education
Public and nonprofit
 - Nonprofit organizations
Education-related
 - K-12 districts & schools
 - State governments
 - Cities, counties & subdivisions

To learn more, visit www.nebhe.org/costsavings.

Technology Solutions Program **NEW!**

Technology agreements aggregate volume purchases to lower product and services costs and reduce the time institutions must spend developing and conducting an RFP process and reviewing bids. Public and private higher education institutions and organizations can purchase the goods or services knowing that the due diligence in selecting the vendor has been accomplished.

Collaboration between recognized education leaders ensures that vendor offerings are kept current and new features are added as the market demands. Contracts include:

- **Computers, hardware and software:** Desktop & laptop computers, printers, software licensing
- **Security and support:** SEIM solutions, mobile device management, technology support services
- **Network and cloud:** Data and voice networking, e-transcripts, cloud services

New contracts are constantly in development, so you can look forward to a steady stream of more market technology solutions.

“ The first benefit that comes to mind is cost savings. Additionally, since these contracts have all been competitively bid through the RFP process, it simplifies and accelerates the buying process at the institutional level. Extending the technology contracts to MHEC’s sister compacts, including NEBHE, has opened the door for more institutions to benefit from these contracts. ”

Aric Kirkland
*Director of Desktop and Classroom Technology
Eastern Michigan University*

“ MHEC’s contract with HP-Enterprise enabled us to move quickly on an entire campus network refresh by letting us focus on designing the solution rather than terms or contracts. We accomplished a project that we would not have otherwise been able to afford in terms of money or time. ”

John Dunning
*Chief Information Officer
Wayne State College, Nebraska*

Cyber Insurance Program **NEW!**

NEBHE’s cyber insurance program, offered through MHEC and Marsh Insurance, is tailored to deliver the right mix of risk transfer and advisory solutions for institutions to assess, manage, and respond to their risk.

As a market leader in the higher education marketplace, Marsh’s cyber insurance specialists understand the unique risk factors of higher education and are well positioned to:

- **Assess and analyze:** Understand attack scenarios and risk profile when addressing cyber risks.
- **Secure and insure:** Managing cyber risks means preparing institutions for the inevitable event. Marsh’s cyber team will work with institutions to optimize the security controls that protect and detect threats, and transfer exposures off the institution’s balance sheet.
- **Respond and recover:** Quick, effective response to a cyber event is crucial for business. Marsh’s cyber team will guide and support institutions through the event, and enhance protection moving forward.

MHECare Student Insurance Solutions

NEBHE’s comprehensive insurance solutions through MHECare respond to increasing costs and concern for student health. Benefits and services include coverage for a wide array of student groups, as well as a commitment to promote the value of student health and student insurance to higher education institutions. The program offers a contract with a national underwriter, United Healthcare Student Resources.

► Cost Savings for Institutions

Master Property Program (MPP)

The MPP is a regional collaborative venture that provides comprehensive property coverage, specifically tailored to the needs of today's college campuses, while reducing insurance costs and improving asset protection. More than \$127 million in savings has been realized for its participating institutions since its inception. Over 170 campuses across the country participate with **total insured values of over \$98.8 billion.**

Lexington (AIG) and Zurich Insurance currently underwrite the program, which is administered by Marsh USA Inc. and supported by Captive Resources, Inc. under the direction of a leadership committee representative of the insured institutions.

“ The University of Maine System achieved truly remarkable results in reducing our total cost of risk for property insurance by participating in the Master Property Program provided by MHEC through NEBHE. The coverage is also robust, which is sometimes not an option for public government. In addition to the insurance risk transfer, we also have a host of experienced professionals available to UMS in the time of a crisis or before a crisis begins. MPP has aggressive, fair claims handling, smart, intelligent property engineering recommendations, and it understands that budgets are not always fluid and that time to implement risk management recommendations as a process is invaluable. We are highly satisfied as an institution and member of the NEBHE/MHEC partnership. ”

*Adam Green, CPCU, ARM
University System Risk Manager
University of Maine System*

“ Clark University has participated in the Master Property Program since 2011. The program has resulted in significant savings, both through premium reductions and dividends, that have allowed us to reallocate resources towards our educational mission. This was accomplished without sacrificing any insurance coverage as the Master Property Program's policies are very broad and designed to meet the needs of higher educational institutions. While we were somewhat apprehensive about moving to the Master Property Program, it was a very good decision that has paid off. ”

*Paul Wykes
Chief University Budget Officer
Clark University*

To learn more, visit www.nebhe.org/costsavings or contact NEBHE Chief Financial Officer Genevieve Davis at gdavis@nebhe.org or 617-533-9510.

Policy & Research

Throughout its 60-year history NEBHE has sought to support innovation, engage conversation, and drive change by working with New England’s higher education stakeholders in public and private education, government and business. In 2018, this work continues.

NEBHE’s policy priorities drive action across the region

Over the past year, NEBHE’s Policy Committee has focused intensely on articulating its core policy priorities. Most are longstanding principles tied to the compact’s decades-old mission, but are now reshaped by challenges and opportunities sweeping across New England higher education. These priorities undergird all the work that Policy & Research and NEBHE does.

Strengthen higher education leadership, resilience and innovation

- Promote action plans to increase the employability of postsecondary students and ensure they acquire essential foundational and digital skills to drive our economy
- Motivate education, policy and legislative leaders in promoting the value proposition of higher education as a public good

Advance P-16 alignment and promote college and career readiness

- Support New England states’ college readiness and higher education attainment goals
- Promote high-quality early college, dual and concurrent enrollment, and other college pathways for all students through effective policies, programs and investments

Drive equity in access, affordability and completion

- Increase access, affordability and completion for returning adult students by removing barriers and improving policies to value prior learning, work and life experience
- Be a resource to state, federal and other policy leaders regarding DACA students and on related immigration policies and issues



“ It is exciting to have education and policy leaders join the region’s employers in creating a commitment to “employability” for all New Englanders. Together, we must help more families and individuals recognize and appreciate the value of education and training, which is crucial to the development of a skilled workforce that ensures livable wages. New England is the first region to lead such a partnership on employability, and our work has only just begun. ”

Joyce Judy
President
Community College of Vermont

► Policy & Research

Enabling collaboration

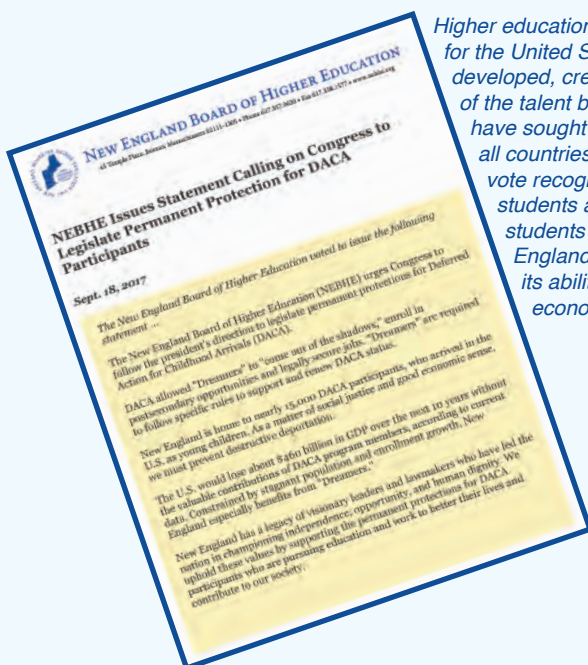
NEBHE's Policy & Research team serves as a critical resource to higher education decision-makers, policy leaders, legislators and business leaders across New England informing action through research, analysis, and best practices shaped by strong collaboration and shared expertise.

Chief among our roles is our ability to convene regional stakeholders on key issues. Most notably, this past year, NEBHE convened several meetings of the Commission on Higher Education & Employability, chaired by Rhode Island Gov. Gina M. Raimondo. In March, the Commission released its report *Learning for Life and Work*, outlining strategies to boost New England's workforce competitiveness.

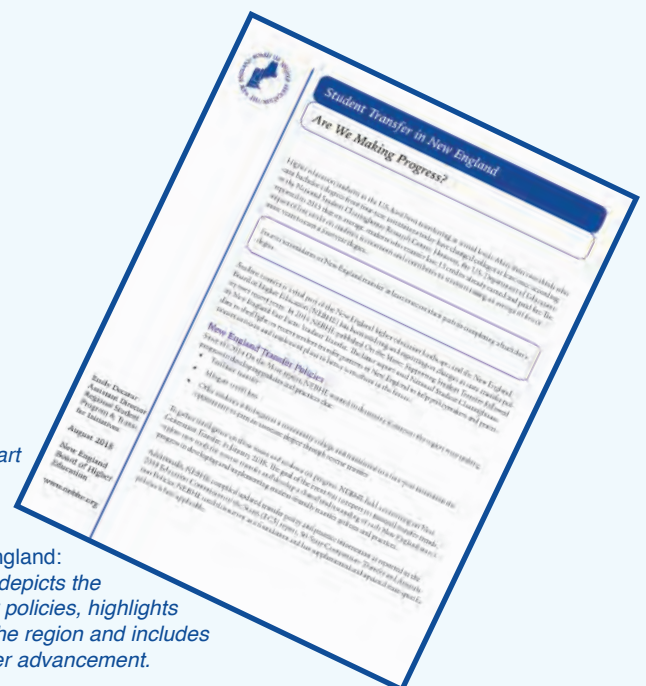


“ The demography of New England high school graduates is shifting dramatically. It is shrinking, more diverse and less wealthy. If we are going to support the educational strength of the region and prepare it for future challenges, we must rethink our approach to college access and success. We either fundamentally change student preparation for college or make our admissions processes more inclusive of diverse talents and less traditional—but more predictive—measures of success. Actually, our region's future depends on our doing both. NEBHE's ability to convene key higher education stakeholders across New England allows us to share best practice from among the diversity of institutions and focus on student access and success collectively, not bound by our borders.”

Angel Pérez
Vice President of Enrollment and Student Success
Trinity College



Higher education has been a key attraction for the United States. We have grown, developed, created and innovated because of the talent born here and those who have sought to come to the U.S. from all countries. NEBHE's Board Policy vote recognized the critical role DACA students along with other immigrant students play to the richness of New England's higher education and in its ability to more fully be a driver of economic and cultural vitality.



Student transfer is a vital part of New England's higher education landscape. Our Policy Spotlight titled Student Transfer in New England: Are We Making Progress? depicts the region's state-level transfer policies, highlights best practices throughout the region and includes recommendations for further advancement.

As part of the Commission’s lead-up, NEBHE convened the December 2017 New England Leadership Summit on *Employability: A National Imperative*.

NEBHE also convened a March 2018 board dialogue on *Changing Public Perceptions of the Value of Higher Education—What Does it Mean for New England?* featuring Public Agenda President Will Friedman, WGBH Managing Editor Kirk Carapezza and New Hampshire state Rep. Terry Wolf, a NEBHE delegate.

P&R facilitated multistate collaboration with the annual meeting of New England State Higher Education Executive Officers, in addition to convenings on High Value Credentials for New England, Next Generation Transfer and Reverse Transfer, and Exploring New Models for Strategic Alliances in Higher Education.

P&R informed legislative discussions, including a NEBHE board dialogue on regional collaboration to inform state action, as well as its Legislative Advisory Committee meetings on Federal Policy Changes and Impact on States and Higher Education.

P&R released reports and presentations focused on *Employability and Attainment: A New Hampshire Lens* and the *State of Higher Education in Connecticut: A Regional Perspective*.

NEBHE’s Policy Priorities respond to state issues



Support Attainment Goals

- Embed employability
- Advocate the value of higher education as a public good
- Address access and student debt
- Promote early college, dual enrollment & college promise

Align with State Policy on Labor and Workforce

- Facilitate multistate wage and student data analytics
- Drive equity goals in higher education attainment
- Support completion for adult learners and veterans
- Partner with New England Congressional delegation on higher education and workforce bills

“ NEBHE holds a vital and unique role in sharing the value postsecondary education can offer in creating successful pathways from K-12 to college and employment. Educators, business and policy leaders have started this work yet we still much to do for our students, families, communities, state and region. ”

Rep. Terry Wolf
Vice Chair, House Education Committee
New Hampshire General Court



Legislative Advisory Committee

Since 2013, NEBHE's Legislative Advisory Committee (LAC) has served as a liaison to strengthen state higher education policymaking in New England, promote regional dialogue and greater interstate collaboration, and inform and advise NEBHE's policy analysis, research and program activities.

Recent LAC meetings have included discussions on the value of higher education, the emergence of non-registered apprenticeships, legislative initiatives to support employability and free college proposals. Additionally, legislators benefit from sharing key issues raised each legislative session and their success, as well as the opportunity to troubleshoot common challenges.

“ The opportunity to serve on the Legislative Advisory Committee has afforded me a unique opportunity to learn from other New England legislators about their approaches to common challenges felt across our states, hear from national experts on the issues we are confronting and, most importantly, to put our heads together and develop possible strategies to help move us forward. ”

Sen. Rebecca Millett
Maine Legislature

2017-18 Membership

The committee's membership comprises legislative delegates to the NEBHE Board and other sitting legislators from each state. The LAC is currently chaired by Sen. Rebecca Millett (D-ME) and Rep. Gregg Haddad (D-CT) serves as vice-chair.

Connecticut General Assembly: Senator **Beth Bye** • Senator **Mae Flexer** • Representative **Gregg Haddad** • Representative **Chris Soto** • Representative **Pam Staneski**

Maine Legislature: Representative **Mattie Daughtry** • Senator **Lisa Keim** • Senator **Rebecca Millett** • Representative **Matthew Pouliot**

Massachusetts General Court: Representative **Patricia Haddad** • Senator **Michael Moore** • Senator **Marc Pacheco** • Representative **John Scibak**

New Hampshire General Court: Senator **Lou D'Allesandro** • Representative **Mary Gile** • Representative **Terry Wolf**

Rhode Island General Assembly: Representative **Gregg Amore** • Senator **Lou DiPalma** • Senator **Hanna Gallo** • Representative **Joe McNamara** • Senator **Harold Metts** • Representative **William O'Brien**

Vermont General Assembly: Senator **Christopher Bray** • Representative **Johannah Leddy Donovan** • Representative **Alice Miller** • Representative **David Sharpe** • Representative **Kate Webb**

To learn more, visit <http://www.nebhe.org/policy-research/lac>



Commission on Higher Education & Employability

In March 2018, the Commission on Higher Education and Employability, launched by NEBHE and chaired by Rhode Island Gov. Gina Raimondo, released an action agenda to improve the work readiness and life transitions of the region's postsecondary graduates.

Through its work, the Commission sought to ensure a successful, equitable workforce future where education provides not only a well-documented earnings premium, but also meaningful, fulfilling work; where employers see developing talent as a sound investment; and where better-aligned institutions and employers prepare New Englanders for sustained contributions to the well-being of the region.

This report is focused on the collaboration between higher education, regional employers and policymakers. The Commission recognizes that higher education's role in shaping the workforce is one aspect of its much broader mission to develop active thinkers and lifelong learners. Indeed, definitions of employability should start with a strong foundation of those competencies widely demanded by employers and commonly associated with the liberal arts: communications, critical thinking, empathy and ethical/moral reasoning.

The Commission has developed a series of recommendations in the key areas of:

- Effective use of labor market data to inform programs, policy and practice
- Re-envisioning advising and career services offered by colleges to better align supply and demand and implement best practices and "disruptive" approaches
- Targeted higher education-industry partnerships
- Increasing postsecondary opportunities for work-integrated, experiential and cooperative learning (for example, internships, field placements), including policy incentives and student aid programs
- In-demand digital skills bundles that include fundamental IT and coding skills, knowledge of the digital economy, data analytics, cloud computing, technology security and entrepreneurship or other essential 21st century skills
- Policies related to new credentials, including the recognition and aggregation of postsecondary and non-postsecondary training and the work experiences of working adults and veterans

“ The outcome [of the Commission] will be that Rhode Islanders, and New Englanders, will gain a readiness that goes beyond their diplomas and will be demonstrated by their ability to transition seamlessly into the workforce, continue to adapt to employers' needs throughout their careers and support their families. ”

Gina M. Raimondo
Governor of Rhode Island

The Commission worked from six **strategic imperatives**:

1. Higher education institutions, in partnership with key stakeholders, should develop detailed strategies and action plans for accessing and incorporating actionable labor market data and intelligence into key areas, including institutional strategy, program offerings, planning, advising and career services, and internship and work-integrated learning opportunities.

► Commission on Higher Education & Employability

2. The New England states should collaborate to launch multistate, industry-specific talent pipeline partnerships focused on top growth-oriented sectors in the state and region (including healthcare, life and biosciences, information technology, advanced manufacturing and financial services) and driven by key stakeholders from higher education, industry and government.
3. New England higher education institutions should better engage each student in clearer goal-setting processes, career-planning engagements and career-related assessments. They should actively expand students' access to job search and job-getting skills, career management skills, readiness for lifelong learning and a knowledge of the future of work and skills—preparing them to navigate the changing world of work.
4. New England states and higher education institutions should work to ensure that all students who enroll in a postsecondary credential program complete at least one high-quality, work-integrated learning experience, including opportunities in key industries important to New England's local and regional economies.
5. New England higher education institutions should collaborate with employer partners to implement digital competency frameworks, supported by technology-enabled curriculum, assessments and other learning tools to aid students in digital skill acquisition across the whole of their postsecondary experience.
6. Institutions should continue to innovate in developing “outside the box” credentials that respond to the dynamic changing needs of individuals and employers. Further, policymakers and accreditors should support structures, policies and processes that are responsible, innovative and help to enable the development of workplace-relevant credentials and certifications—providing incentives, regulatory flexibility, and updated higher education policies informed by employer involvement.



Rhode Island Gov. Gina M. Raimondo accepts the report of the Commission on Higher Education & Employability at its final meeting at the Rhode Island State House in March 2018.



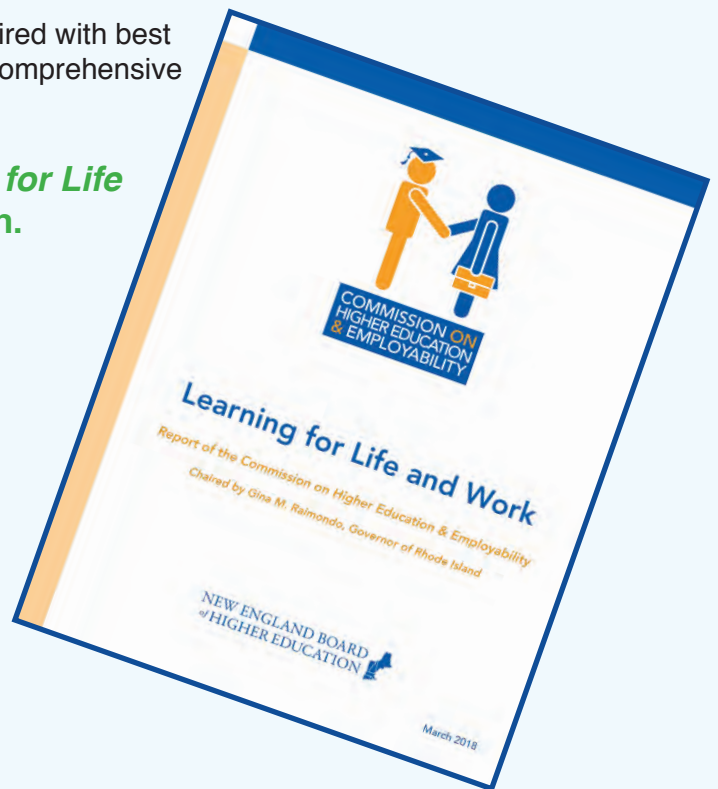
*A morning breakout session in the Commission's October 2017 meeting featured (from left) Commission student representative **Freddy Cruz** of Eastern Connecticut State University; Fidelity Investments Vice President and Head of University Relations **Kurt Heisenbuttel**; NEBHE Senior Consultant **Stafford Peat**; Executive Director of the Center for the Future of Higher Education at Northeastern University **Sean Gallagher**; Maine State Rep. **Paul Stearns**; NEBHE president & CEO **Michael K. Thomas** and Thomas College president **Laurie Lachance**.*



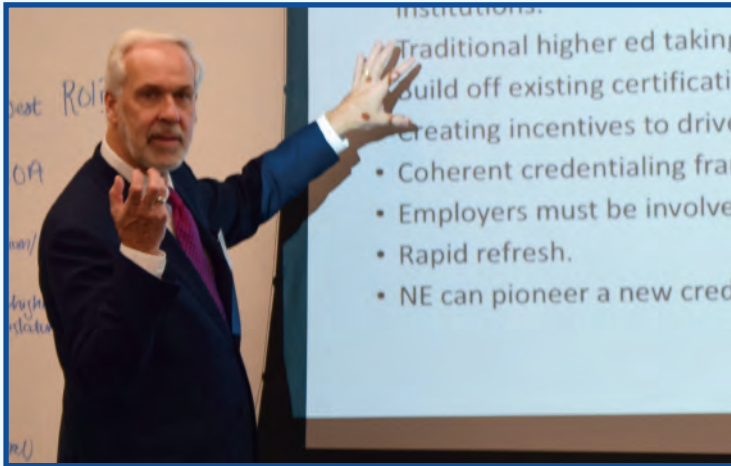
Rhode Island Commissioner of Higher Education **Brenda Dann-Messier** introduces a panel on student viewpoints featuring (from left): **Mariela Lucaj** (Community College of Rhode Island), **Alexandria Steinman** (Bentley University) and **Heather Bollinger** (alumna, Great Bay Community College), while NEBHE Director for Strategic Initiatives & Special Assistant to the President **Candace Williams** (far right) looks on.

The Commission then issued 18 recommendations, paired with best practices and detailed stakeholder action steps, in its comprehensive report.

To read the Commission’s report, *Learning for Life and Work*, visit www.nebhe.org/commission.



► Commission on Higher Education & Employability



Southern New Hampshire University president **Paul J. LeBlanc** wraps up a whiteboard discussion on digital skills and credentials at the Commission's third meeting in Boston in October 2017.



Sean Gallagher, executive director of the Center for the Future of Higher Education at Northeastern University, discusses trends in the postsecondary credential landscape at the Commission's Boston meeting.



Carbonite Inc. president and CEO **Mohamad Ali** discusses emerging credentialing systems with **Scott Cheney**, executive director at Credential Engine and **Ellen Beaulieu**, vice president of strategic initiatives at the University of New England's Digital Competency Initiative.



Berkshire Community College President **Ellen Kennedy** (left) shares a laugh with Bentley University Associate Vice President of University Career Services **Susan Brennan** during a talk on Effective Use of Labor Market Information at the Commission's report launch meeting at the Rhode Island State House in March 2018.

High Value Credentials for New England

New England faces a fast-changing economy, economic inequalities and unparalleled demographic challenges. Access to and completion of an affordable postsecondary credential of value is the key to our region's ability to adapt to changing workforce needs, attract and retain workers, and provide pathways to growth-oriented, high-wage jobs. However, the proliferation of multiple types and sources of credentials, as well as questions around the value of credentials, is creating a complex environment for individuals, institutions and employers to navigate.

Challenges posed by the credential marketplace in New England

Understanding the meaning and value of the various credentials offered is especially challenging due to:

- Redundancies across state lines
- Limited visibility of some programs both within and outside institutions
- Slight differences in program title listings with little clarity about what differentiates similarly-named credentials.

An initial analysis of the credential marketplace, has revealed at least 679 separate credential groups are offered across all of the region's public two- and four-year postsecondary institutions within the project's four targeted industry sectors: life and biosciences, information technology, healthcare and business and financial operations.

“ NEBHE's work to identify credentials linked to regional labor market demand helps address the growing challenge employers face finding qualified candidates to fill open positions. ”

Linda Noonan
Executive Director

Massachusetts Business Alliance for Education

New England's imperative: Creating credential pathways

NEBHE received generous support from Lumina Foundation to launch the High Value Credentials for New England (HVCNE) initiative. HVCNE will provide four states with the tools and technical assistance to identify high-value credentials in these four industry sectors—and populate these credentials to Credential Engine's Credential Registry.

Dedicated to creating credential transparency and greater understanding of the credential marketplace, Credential Engine provides a common language to describe credentials, a cloud-based Registry to collect and connect credential data, and a platform to support applications that would use credential information. HVCNE will have access to these tools and services to obtain the data needed to help students and workers prepare for the future economies of New England.

► High Value Credentials for New England

HVCNE is the first regional effort to utilize the Registry to increase transparency about postsecondary credentials for individuals, employers, institutions and policymakers. Indiana, Kansas, Michigan, New Jersey and Ohio have all launched similar initiatives to populate credentials to the Registry, recognizing its value in creating career pathways, providing comparative data to prospective students, and providing credential competency information to employers to be used in the hiring process.

Bringing innovation to the region's credential marketplace

HVCNE and the Credential Registry will provide infrastructure enabling individuals, states and employers to look at credentials in new ways. Examples of how the Registry may be used to spur innovative practices in New England include:

- **Students / Workers:** By publishing health, IT, life/biosciences and business credentials in New England on the Registry, prospective students can better search for and understand their education and training options in the region and the competencies acquired through these credentials, helping them make more informed decisions.
- **Career Exploration:** In the future, the Registry can be connected to career exploration tools used by students, academic advisors and career counselors to identify career pathways and relevant credentials.
- **Employers:** Assessing credentials and their competencies via the Registry, employers can expand their view of credentials to a wider range of providers and make more informed hiring decisions.
- **Educators:** By reviewing credential offerings within an institution and across systems at secondary and postsecondary education and training levels, institution leaders can make more informed choices about course offerings, competencies and delivery models.
- **States:** Registry data can inform public policy decisions around workforce development, career pathways, and strategies to meet attainment goals.

Employability Programs

NEBHE partners with employers, institutions and workforce organizations to develop timely and innovative programs, training, curricula and other resources to address pressing talent needs in the region.

The employability pipeline

NEBHE launched a partnership with the Eastern Connecticut Workforce Investment Board (EWIB) to advance partnerships between industry and higher education and meet the immediate demand for a skilled workforce, while also developing pathways to postsecondary credential programs.

NEBHE is working with EWIB to expand the Eastern CT Manufacturing Pipeline Initiative (MPI) to all of New England. The MPI has resulted in more than 1,000 job placements since its inception two years ago. This model is replicable and can be applied to industries such as healthcare, IT, biomedical, and financial services.

MPI is focused on meeting the demand for entry-level skills and is one of the on-ramps to other postsecondary credentials, such as associate degrees and credit-bearing certificate programs. Pathways have been created to support transferable credentials which provide students with the ability to continue their education while developing their work skills for higher-level positions.

Industry partners work in collaboration with higher educational institutions to develop relevant curricula that addresses the needs of the industry. Industry partners also provide work-based learning opportunities and hire graduates from the various programs. The benefits of such partnerships include:

- Students, including underemployed, unemployed, adult learners, and traditional students receive the education they need to be gainfully employed
- Employers receive the skilled workforce they require
- Higher education institutions not only support their mission to serve the local community but also receive the economic benefits of enrollment in non-traditional programs.

“ Through our participation in the Manufacturing Pipeline Initiative, Three Rivers students receive funded training in areas such as Welding and Design Engineering which transforms them into the skilled workforce that Connecticut’s manufacturers urgently need. The partnerships we have forged with the Eastern Connecticut Workforce Investment Board, the Eastern Advanced Manufacturing Alliance and the New England Board of Higher Education as well as Grasso Tech are crucial in expanding our connection with a network of employers, and in helping Three Rivers provide the timely and state-of-the-art training in Southeastern Connecticut to meet employers’ needs. ”

Mary Ellen Jukoski
President

Three Rivers Community College

► Employability Programs

Professional development

To address the dynamic changes of today's workforce, NEBHE has developed a comprehensive, balanced approach to teaching educators. Our "Balanced Approach to Teaching and Learning" is a model used to help educators understand the differences among the three main components to teaching and learning—student, instructor and curriculum—as well as the interactions among them and their effect on learning outcomes to develop student agency and power over their own learning. NEBHE employs a systems approach to working with educators to ensure they are fully supported in curriculum development through their understanding of the balance between:

- **A good student and a good learner:** Moving from answering questions to asking questions through the development self-regulation, problem-solving, and critical thinking skills
- **Teacher-centered teaching and student-centered teaching:** Moving from lecture-based instruction to facilitated and applied learning
- **Technical skills and employability skills:** Moving from content knowledge to application of knowledge and applying 21st century skills.



“ Responding to the employability imperative is essential for institutions of higher learning if they want to remain viable in today's competitive educational marketplace. Being a member of NEBHE's employability commission has given me the opportunity to bring valuable information back to my own campus, while also providing a forum to share best practices we have in place at Eastern. It has been eye-opening and gratifying to be part of such a critically important issue for New England. ”

Elsa Núñez
President

Eastern Connecticut State University

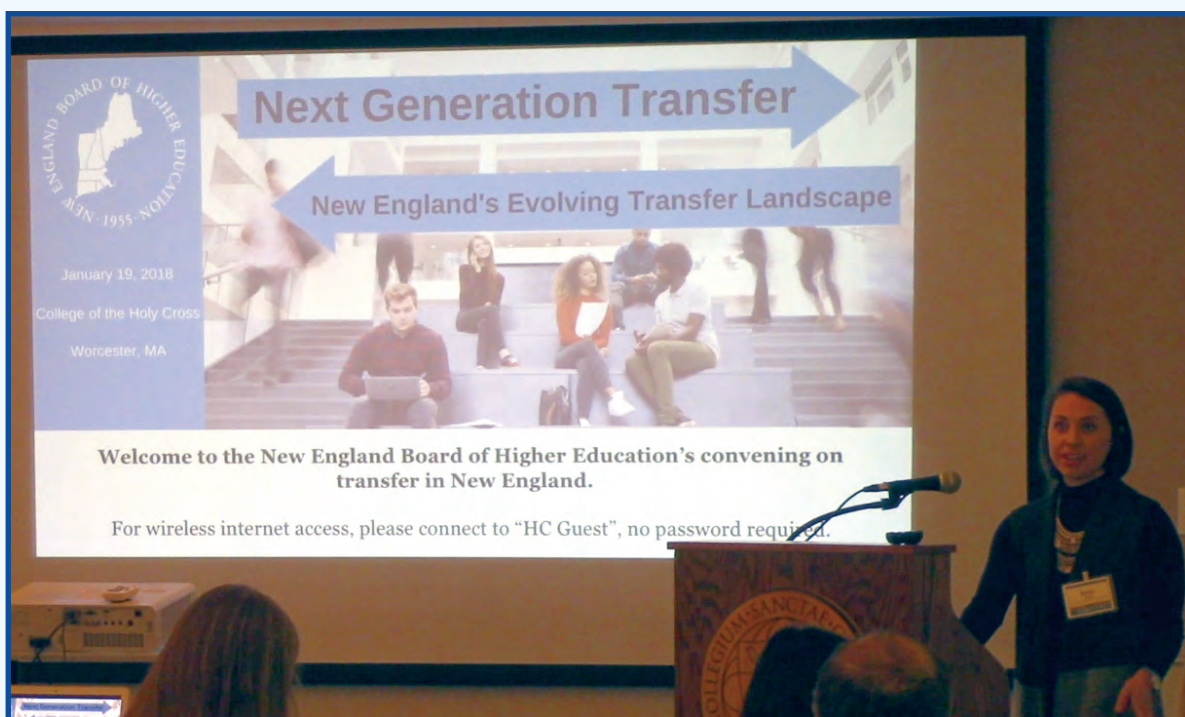
NEBHE Transfer Initiative

Student transfer is a vital part of the New England higher education landscape. The NEBHE Transfer Initiative aims to support public and private institutions throughout the region by promoting seamless transfer within New England.

In January 2018, NEBHE hosted a convening on the current state of transfer in New England, titled **Next Generation Transfer**. Gathered experts discussed emerging transfer data, effective implementation of transfer practices, reverse transfer and interstate collaboration. NEBHE is working with states to further improve and support transfer in the region.

NEBHE has partnered with the National Student Clearinghouse to host reverse transfer workshops throughout New England. The Clearinghouse's reverse transfer service is a free one-stop resource for exchanging course-level data among multiple institutions, thus providing greater efficiency for awarding reverse transfer degrees. Workshops have been held in Maine and Massachusetts, with additional convenings scheduled in 2019.

NEBHE published a policy brief titled *Student Transfer in New England: Are We Making Progress?* The brief outlines New England state-level transfer policies, highlights best practices throughout the region and includes recommendations for further advancement. Through this report, NEBHE examines how New England states have made progress developing policies and practices that facilitate transfer and mitigate credit loss, and whether students who began at a community college and transferred to a four-year institution have the opportunity to earn an associate degree through reverse transfer.



NEBHE's Emily Decatur, assistant director of the Regional Student Program and Transfer Initiatives, introduces the changing transfer landscape during a convening at the College of the Holy Cross of data, information and policy.

► NEBHE Transfer Initiative



From left: University of Maine System Chief Student Affairs Officer Rosa Redonnett, Massachusetts Dept. of Higher Education Deputy Commissioner for Academic Affairs Patricia Marshall, Community College of Rhode Island Vice President of Student Affairs Sara Enright speak at a panel helmed by National Student Clearinghouse National Manager for Reverse Transfer Michelle Blackwell (at right).

John Fink, research associate at Columbia University's Community College Research Center at Teachers College, discussed variations in institutional and statewide effectiveness in helping students to transfer, based on National Student Clearinghouse data tracking.



NEBHE-Chinese Government Scholarship

The New England Board of Higher Education is pleased to announce the inaugural year of the NEBHE-Chinese Government Scholarship.

Through the generosity of the Chinese government, this scholarship offers qualified New England students the opportunity to study at Chinese universities with a full scholarship. This scholarship covers tuition, fees and accommodations, and supports study at hundreds of universities across China. Scholarships are awarded for both short-term and long-term study. Short-term scholarships fund one to two years of study and long-term scholarships allow students to pursue full undergraduate, master's or doctoral degree programs.

After a competitive awarding process, six New England students were awarded the NEBHE-Chinese Government Scholarship, and began their studies in China in September 2018.



Tsinghua University, Beijing, China.



Peking University, Beijing, China.

The New England Journal of Higher Education

The New England Journal of Higher Education (NEJHE) offers cutting-edge commentary and analysis about New England higher education and its relationship to the economy and quality of life.

Expert commentary and analysis

Recent *Journal* articles explore eclectic topics related to NEBHE interests. For example:

- Former Southern Vermont College President Karen Gross broaches the concept of college “co-presidencies,” given new challenges facing chief executives, ranging from combating sexual harassment to improving access and financial support for students who are not from wealthy families.
- Lasell College President Michael Alexander explores new models in higher ed, including innovative tuition-savings and work-integrated learning initiatives.
- Olin College professors explain how their choice for campus-wide summer reading illuminates diversity in STEM and the critical role of diverse teams.
- Author and educator Linda F. Nathan outlines ways to alleviate the financial constraints for low-income students, first-generation students and students of color.
- National leaders dissect the importance of accreditation and assessment.
- Cecilia Le of Persistence Plus zeroes in on how innovative polling of students can lead to emergency grant programs, new ways to structure late fees, and simply provide more context for why a student has been missing class.
- Editors at MindEdge Learning address ethical questions about the increasing role of artificial intelligence and robotics in the future of life and works.
- Attorneys and others explore new challenges facing undocumented immigrants.



Dynamic platform

NEJHE and related publications are completely online and easily accessible. NEJHE also offers updated news on New England higher education, thoughtfully juxtaposed with relevant NEBHE programs and past NEJHE coverage. In addition, NEJHE content informs and enhances NEBHE’s broader information and communication outreach—in particular, NEBHE’s growing presence using social media.

Go-to source for New England higher ed news

NEBHE work and NEJHE material have been covered by *PBS NewsHour*, *Alternet*, *The Providence Journal*, Lumina Foundation and other regional and national outlets. The NEBHE website includes a running tally of media coverage of NEBHE and reprints from *The New England Journal of Higher Education*.

NEJHE pieces have also animated NEBHE's Commission on Higher Education & Employability. For example, career services expert Susan Brennan explains how traffic roundabouts offer a perfect metaphor for college-to-career transitions, and Thomas College President Laurie Lachance details her college's job guarantee and other career-readiness initiatives. Christine Y. Cruzvergara, the associate provost and executive director for career education at Wellesley College, joins Joseph A. Testani, assistant dean at the University of Rochester, to outline key questions for students and families to ask colleges about their career programs.

NEJHE also created significant print and video content related to all NEBHE events before and after the NEBHE summit on Employability: A National Imperative. *NEJHE NewsBlast* featured special weekly features on the recommendations in the Commission's report *Learning for Life and Work*.

Collaborations

NEJHE plays a major role in advancing NEBHE collaborations. For example, *NEJHE* continues to work with the New England Council to create our *DC Shuttle* column on higher education news from the U.S. capital, and with the New England Higher Education Recruitment Consortium (HERC) to post Higher Ed Joblink listing job openings in higher education.

“ There are several wonderful features when one connects with *The New England Journal of Higher Education*, in addition to the obvious excellent readership. First, *NEJHE* is open to a wide range of topics within the higher education space and, as such, publishes pieces that push new ideas and explore new frameworks. Second, the pieces published are thoughtfully and well-edited, preserving the author's voice and catching those snarky typos. Third, the publications are timely, which is critical if one is engaging on a current event or major crisis—where waiting three weeks is three weeks too long. ”

Karen Gross
Author and Educational Commentator
Former President, Southern Vermont College

Convenings & Excellence Awards

Employability: A National Imperative Summit

December 4, 2017



From left: Carbonite Inc. President and CEO **Mohamad Ali** and Strada Education Network's Chief Innovation Officer **Michelle Weise** lead a panel consisting of GE Global Leadership Programs University Relations Director **Julie Grzeda**, Information Technology and Innovation Foundation President and founder **Robert D. Atkinson**, Dessault Systèmes Senior VP **Al Bunshaft** and CompTIA's Creating IT Futures Foundation Executive Director **Gretchen Koch**.



From left: Commission on Higher Education & Employability Student Representative **Mariela Lucaj** (Community College of Rhode Island) and University of Massachusetts Amherst Director of Career Development **Brian Krusell** lead a panel discussion featuring McKinsey & Company's Director of People Analytics and Measurement **Keith McNulty**, Fama Technologies CEO and founder **Ben Mones**, Microsoft Analytics Program Manager **Erin Rowland**, Burning Glass Technologies Vice President of Workforce and Economic Development **Stephen Lynch** and Fullbridge Inc. CEO **Roger Berry**.



Northeastern University President **Joseph Aoun** answers an audience member's question about workplace automation.

Eastern Connecticut State University President **Elsa Núñez** (left) moderates a panel discussion on strategies to address the employability gap with the University of Southern California's Center for Urban Education Director **Estela Mara Bensimon** and former U.S. Secretary of Education **John King Jr.**



2018 Connecticut Higher Education Excellence Award

April 24, 2018



NEBHE presented its 2018 Connecticut Excellence Award to Norwalk Community College President **David L. Levinson** at the Connecticut State Capitol in Hartford.

From left: Norwalk, Conn. Mayor **Harry Rilling**, Connecticut Conference of Independent Colleges President **Jen Widness**, Connecticut state Rep. **Bob Duff**, **Levinson**, Connecticut state Sen. **Beth Bye**, Connecticut State Colleges and Universities President **Mark Ojakian** and NEBHE President and CEO **Michael K. Thomas**.



Connecticut state Rep. **Gregg Haddad** and state Sen. **Beth Bye** confer at the award ceremony.

Levinson dons his award medallion at the podium with **Ojakian**.

From left: IBM Education Manager **Monoswita Saha**, Norwalk, Conn. Mayor **Harry Rilling**, guest **Lucia Rilling** and Norwalk Superintendent of Schools **Steven Adamowski** enjoy the reception following the presentation.



► Convenings & Excellence Awards

2018 Rhode Island Higher Education Excellence Award

May 23, 2018

NEBHE presented its 2018 Rhode Island Excellence Award to Westerly Education Center Executive Director **Amy Grzybowski** and General Dynamics Electric Boat's VP of Human Resources **Maura Dunn** during a ceremony at the Rhode Island State House in Providence.

From left: NEBHE President and CEO **Michael K. Thomas**, Rhode Island Commissioner of Postsecondary Education **Brenda Dann-Messier**, **Grzybowski**, Rhode Island state Rep. **Samuel A. Azzinaro**, **Dunn**, and Rhode Island state Rep. **Joseph M. McNamara** at the awards presentation.



Commissioner **Dann-Messier** (above) and award recipient **Dunn** (right) take the podium at the ceremony.



Legislative and Policy Advisor for the Rhode Island Office of the Postsecondary Commissioner **Gabrielle Godino** and Westerly Education Center Managing Director **Beth Bailey** following the award presentation.

Annual Board Meeting

March 26, 2018



The Boston skyline framed WGBH Managing Editor **Kirk Carapezza**, Public Agenda President **Will Friedman** and New Hampshire state Rep. **Terry Wolf** as they explored changing public perceptions of the value of higher education as NEBHE gathered educators, legislators and policymakers at its Board meeting dinner.



Exploring New Models for Strategic Alliances in Higher Education

April 30, 2018



NEBHE and RSM convened leaders to discuss a “perfect storm” of rising costs, enrollment pressures and a general lack of financial “sustainability” facing higher ed at the Exploring New Models briefing at RSM headquarters in Boston.



Cooley LLP attorney **Michael Goldstein**, EY-Parthenon VP **Samantha Fisher** and TCS Education System President **Michael Horowitz** spoke on the landscape of strategic alliances and mergers in higher education.



Saint Anselm College Vice President **Eric Norman**, Lesley University President Emeritus **Margaret McKenna** and Berklee College of Music CFO **Richard “Mac” Hisey** following their panel discussion at RSM on successfully navigating higher ed mergers.

Our People

Board of Delegates

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Rhode Island Delegates: **Brenda Dann-Messier** Commissioner of Postsecondary Education *Rhode Island Board of Governors for Higher Education* • Senator **Louis P. DiPalma** *Rhode Island General Assembly* • **Daniel P. Egan** President *Association of Independent Colleges and Universities of Rhode Island* • Senator **Hannah M. Gallo** *Rhode Island General Assembly* • **William H. Hurry, Jr.** • Representative **Joseph M. McNamara** *Rhode Island General Assembly* • **Frank Sánchez** President *Rhode Island College* • **Naomi R. Thompson** Associate Vice President for Community, Equity & Diversity *University of Rhode Island*

Vermont Delegates: Senator **Christopher Bray** *Vermont General Assembly* • **Joyce M. Judy** President *Community College of Vermont* • Representative **Alice Miller** *Vermont General Assembly* • **Kevin F. F. Quigley** President *Marlboro College* • **Karen Scolforo** President *Castleton University* • **Jeb Spaulding** Chancellor *Vermont State Colleges* • **Thomas Sullivan** President *University of Vermont* • **Michael Wool** Partner *Langrock, Sperry & Wool, LLP*

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